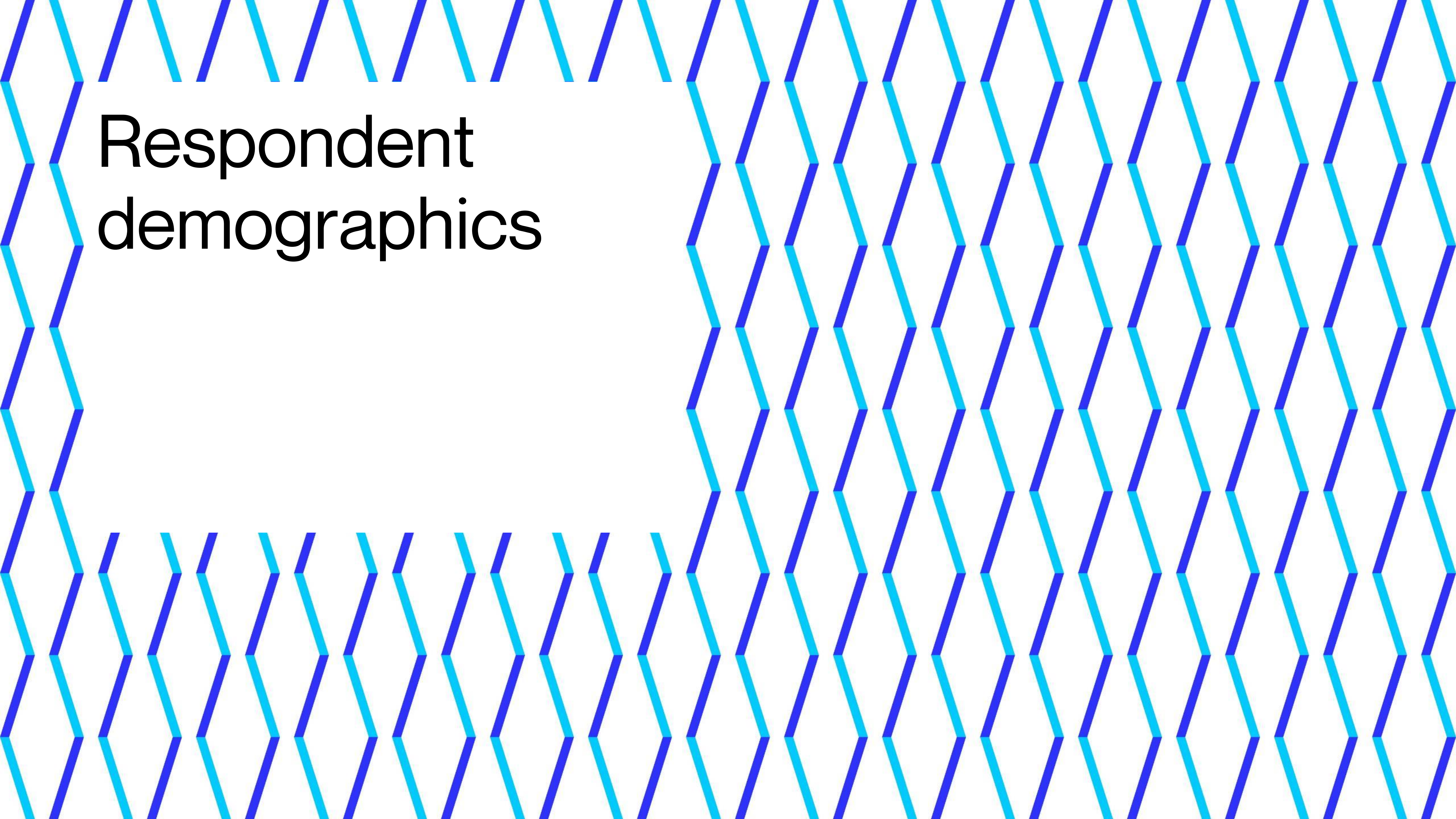




BDO: Construction research

Headlines and
analysis pack
Feb 2023





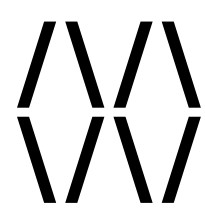
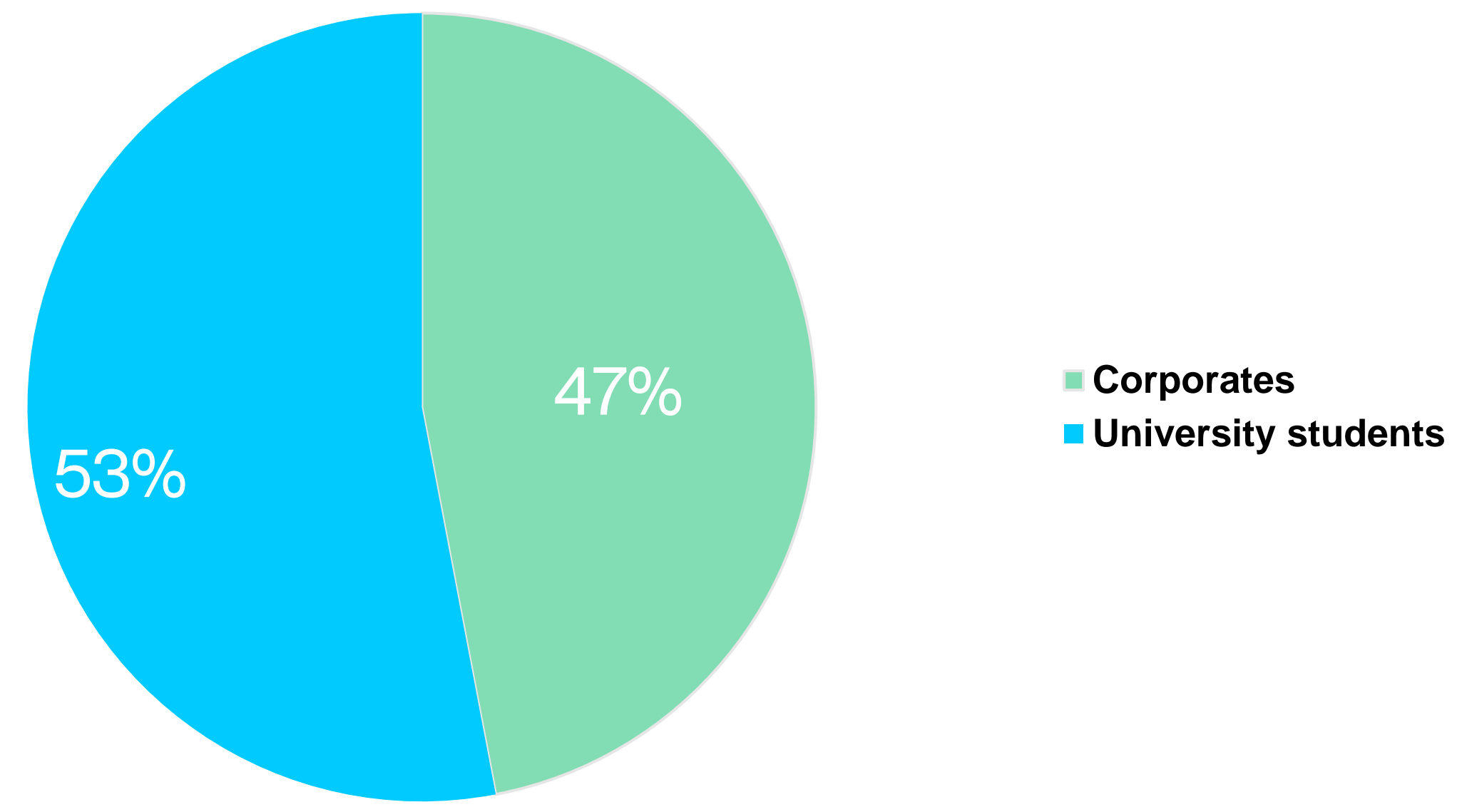
Respondent demographics

Over 700 perspectives on the global construction industry from corporates and university students

713 responses to online survey conducted between December 2022 and February 2023.

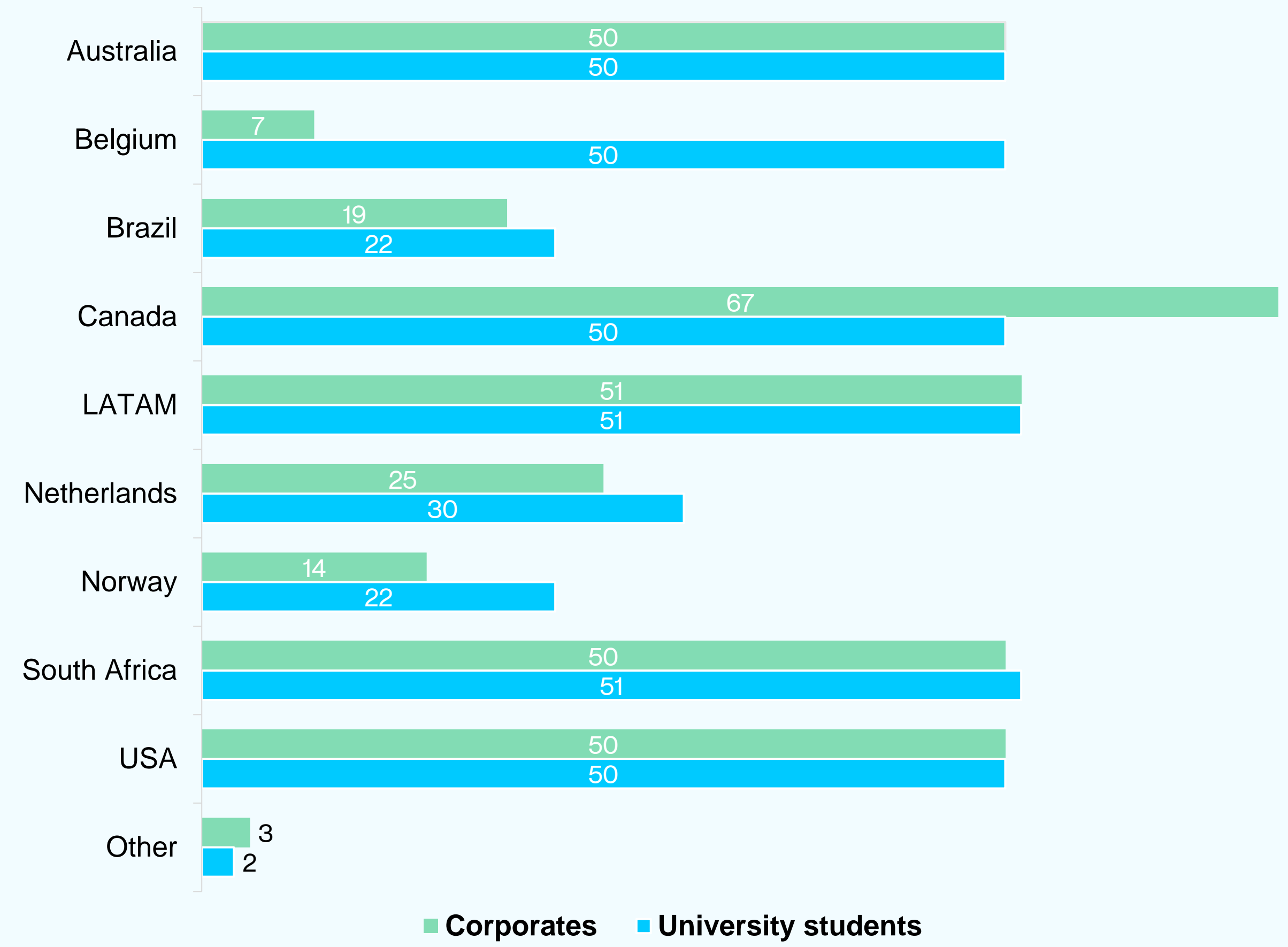
- 336 corporate responses
- 377 university students

Responses by demographic segment
714 responses



Responses by demographic segment – split by country/region of respondent

714 responses



Corporates: 336 construction sector decision-makers across nine key markets and regions

336 corporate respondents across the construction sector.

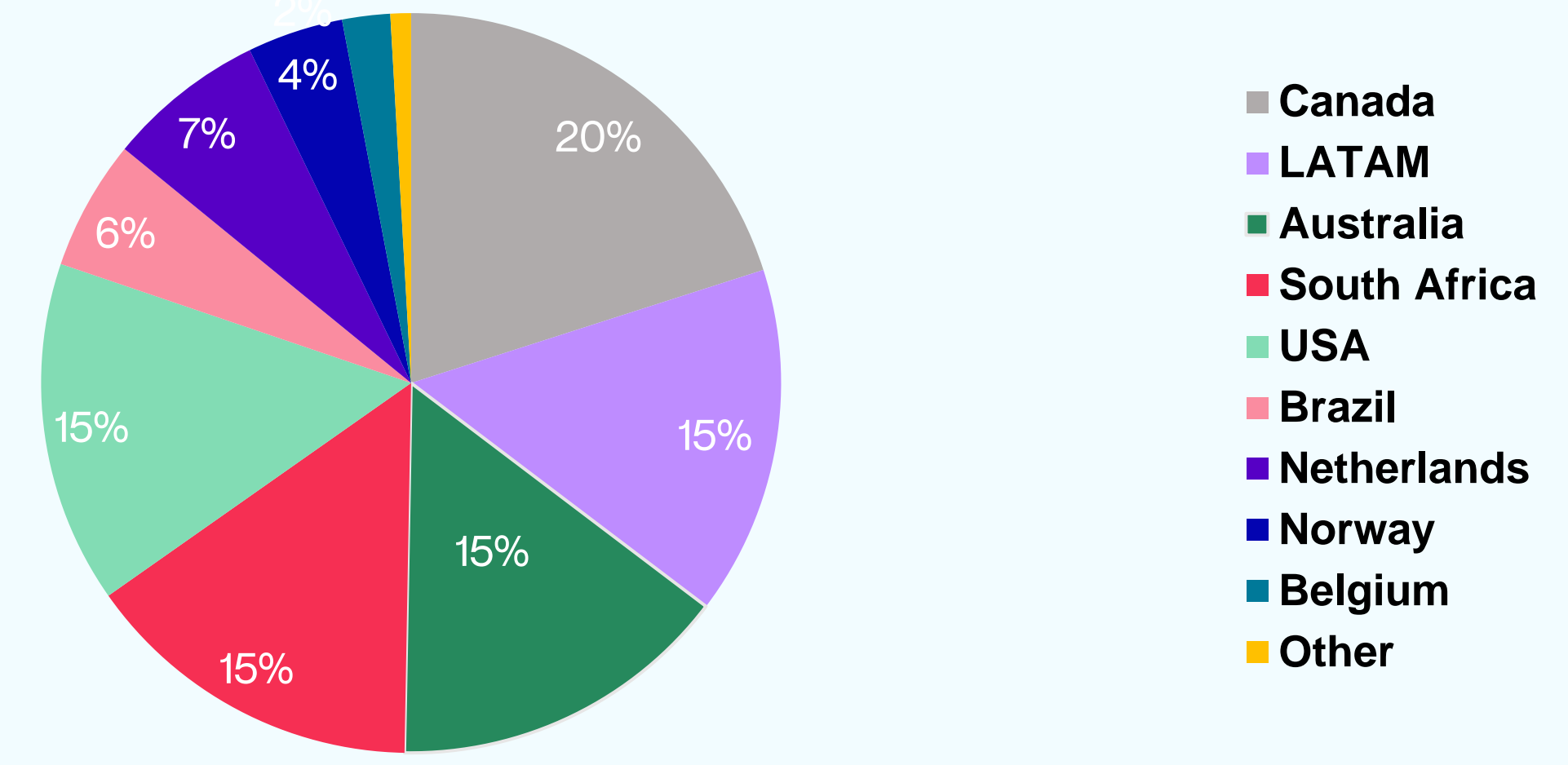
Representation across nine key markets and regions, with the largest representation from Canada (20%), LATAM (15%), Australia (15%), South Africa (15%) and USA (15%).

Nearly half of respondents (48%) have operations in North America. 📍

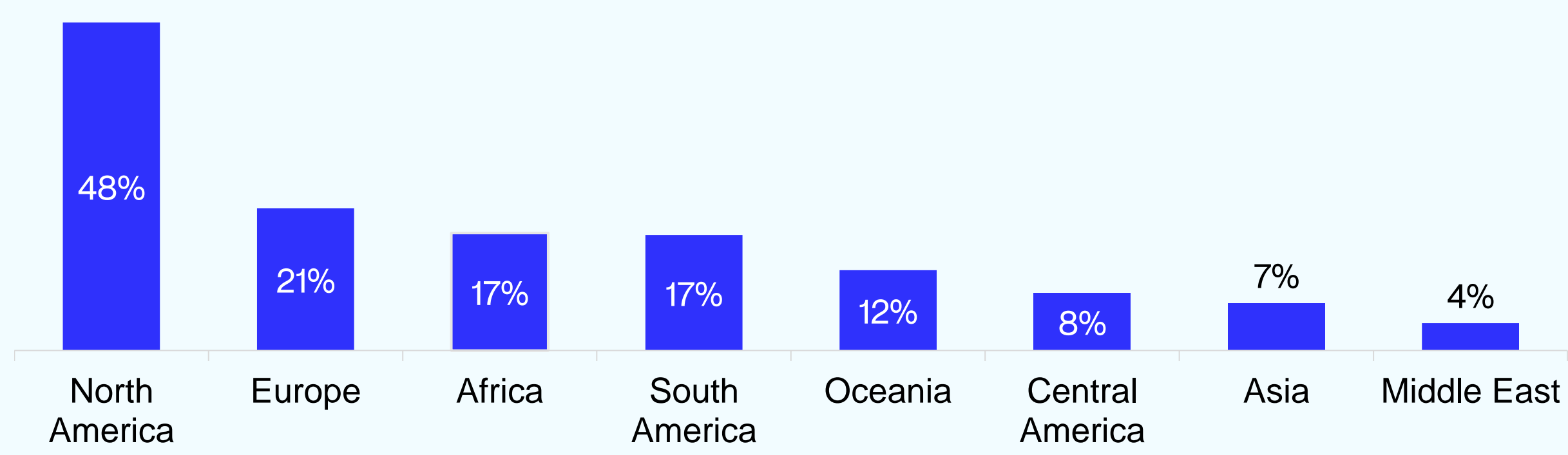
Two thirds (65%) of respondents have senior management roles. Other job roles represented including:

- Board member (20%)
- Operational (8%)
- Administrative (7%)

In which of the following countries or regions are you located?
336 responses



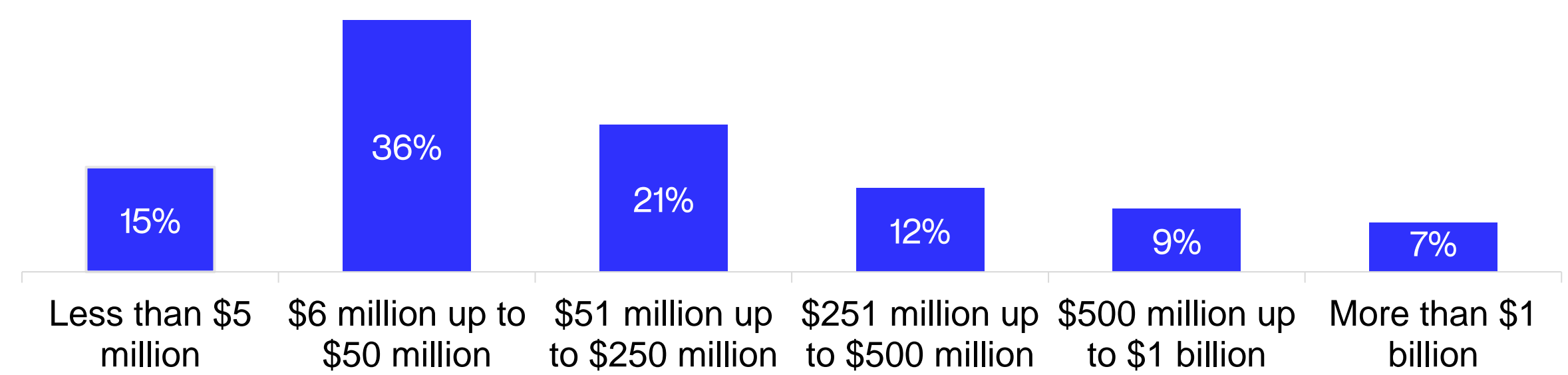
Which of the following regions(s) does your company operate in? Please select all that apply.
336 responses 🗨️



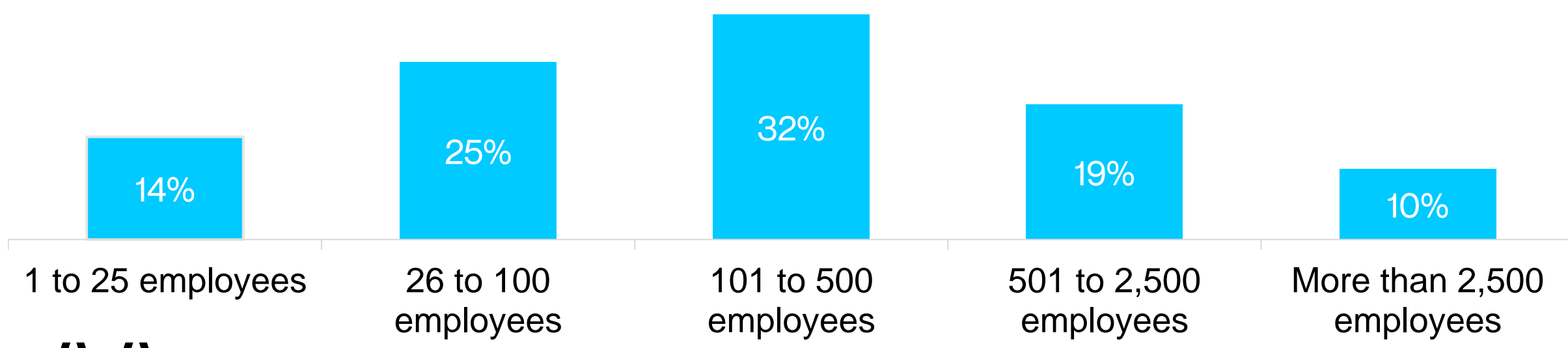
Corporates: a range of sub-sectors within construction represented, with a focus on mid-market organisations

Over half (57%) have a turnover of between \$5 million and \$250 million. 28% have a turnover of more than \$250 million.

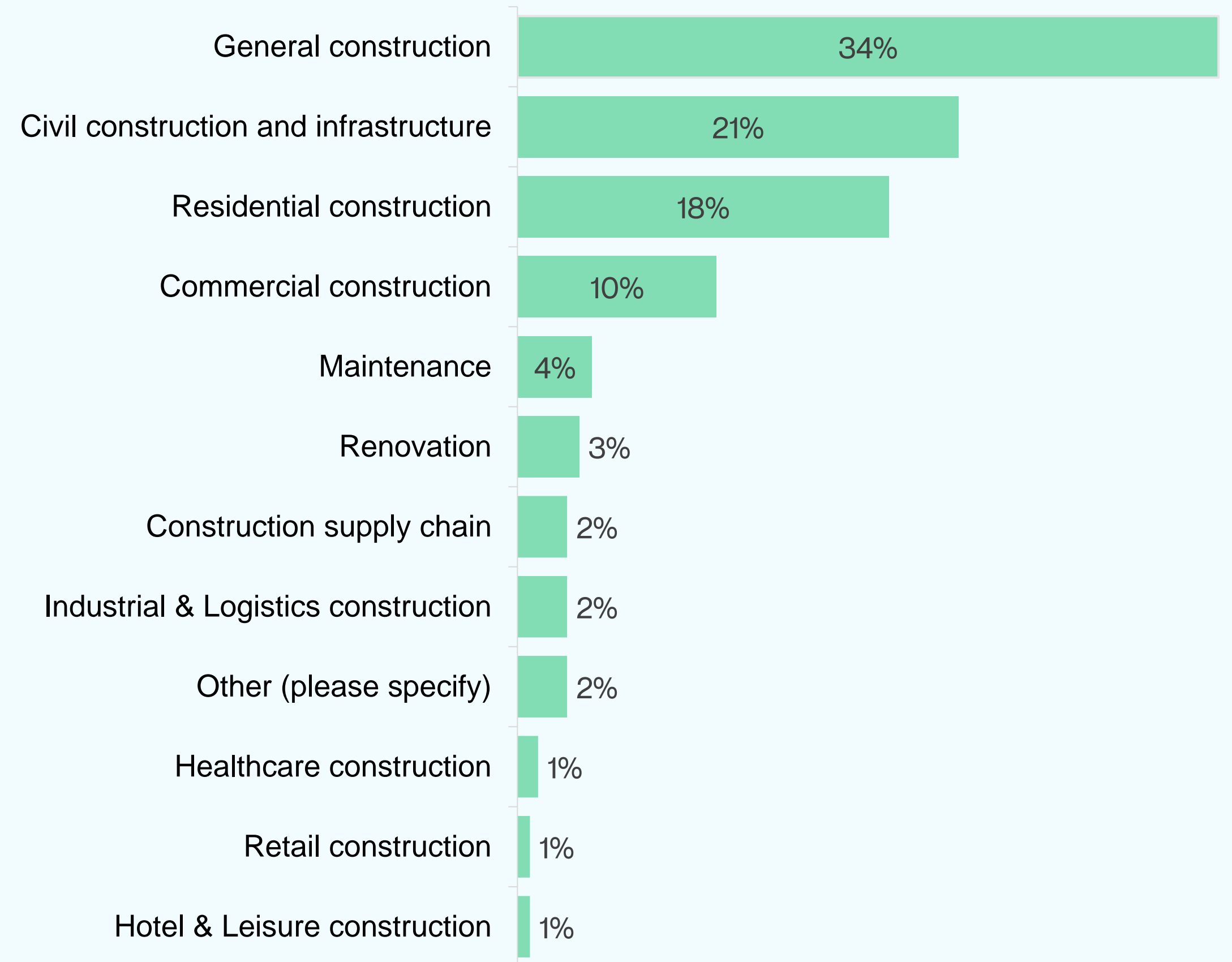
What is the annual turnover of your organisation in USD\$?
336 responses



How many employees does your company employ?
336 responses



Which of the below best describes the sector in which your company operates?
336 responses



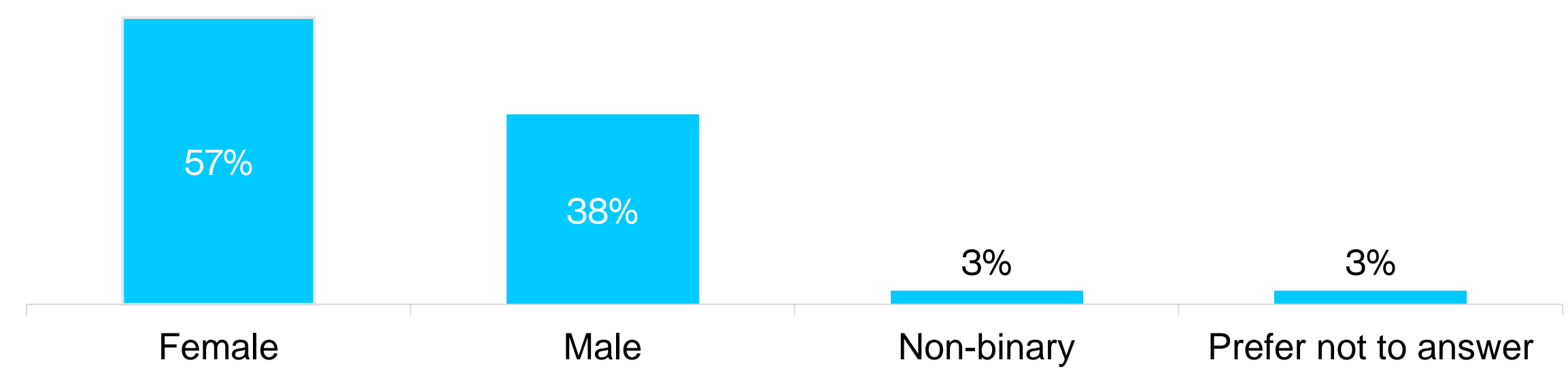
University students: 378 students across nine key markets and regions

378 responses from university students. Representation across nine key markets and regions, with the largest representation from Canada, LATAM, Australia, South Africa, and USA and Belgium (all 13% of total).

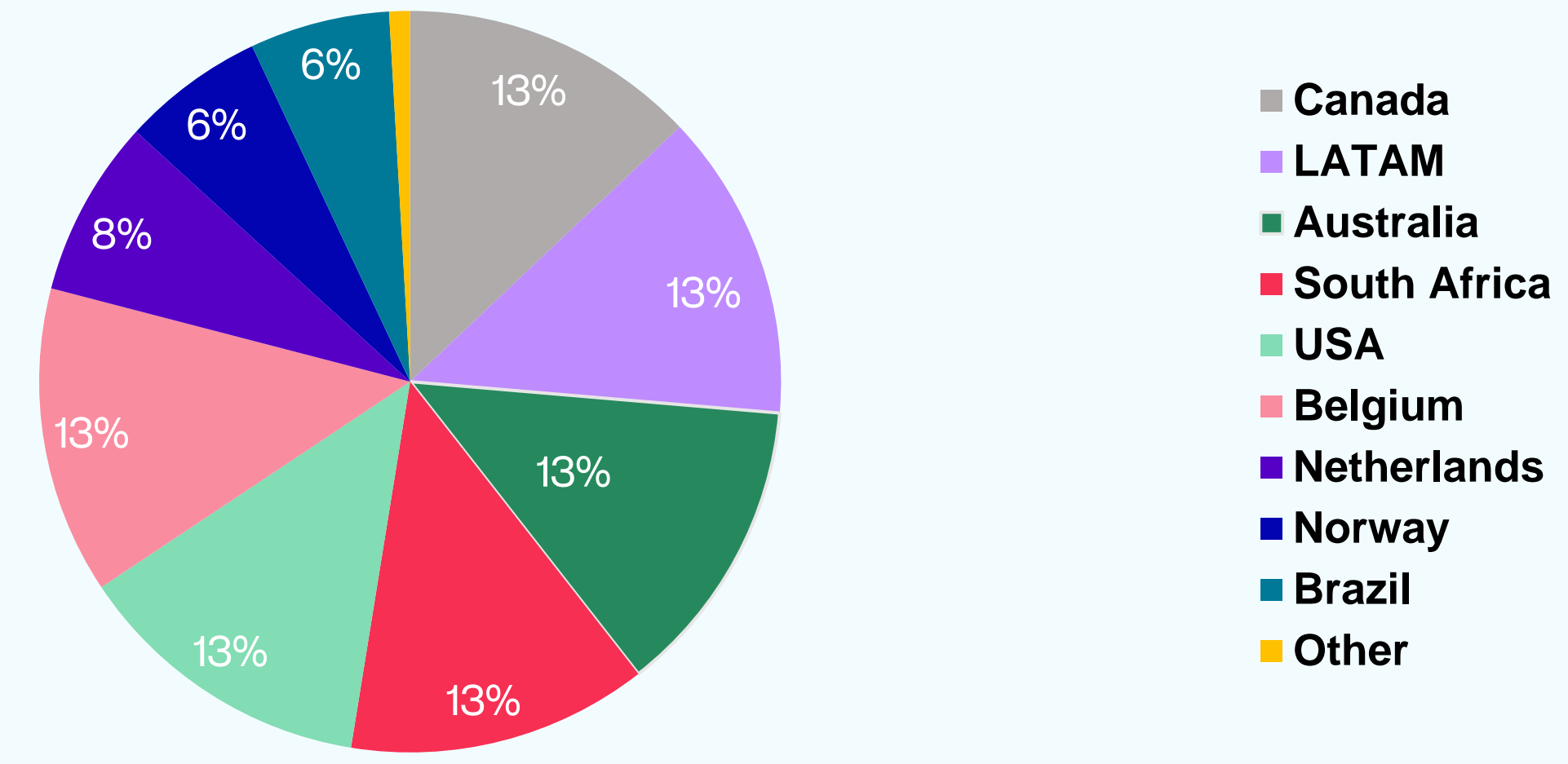
75% of respondents are under the age of 25.

A majority (57%) are female. 38% identify as male, 3% as non-binary, and 3% did not disclose their gender.

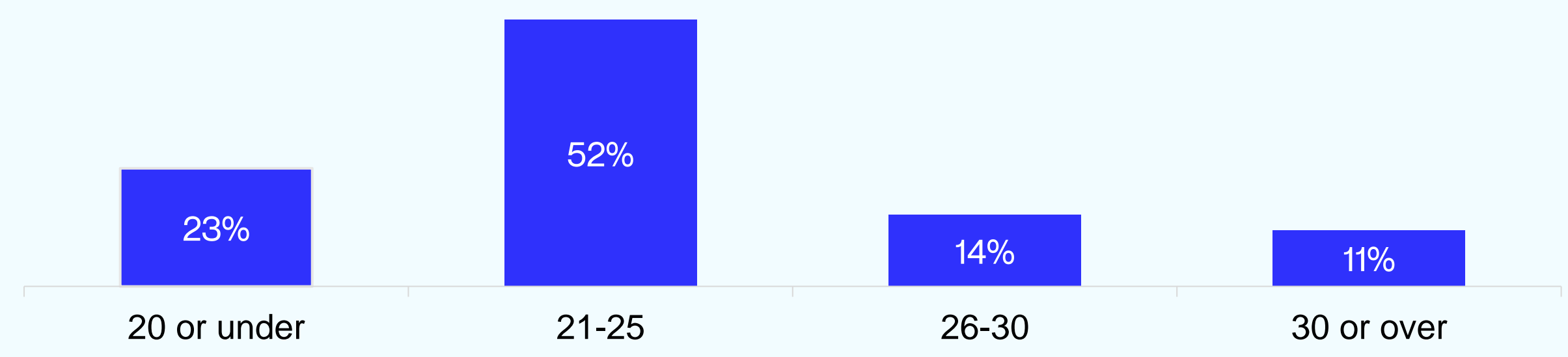
What gender do you identify with?
377 responses



In which of the following countries or regions are you located?
377 responses



Which of the following age brackets do you fall into?
377 responses



University students: 53% studying for an undergraduate degree; business and engineering most common subjects ⁷

Just over half of students in the survey (53%) are studying for, or have recently completed, an undergraduate degree. 32% are studying for a postgraduate degree and 14% are studying for an apprenticeship.

Of those studying for a degree, 29% are studying business, finance or commerce. Other common degree subjects include engineering (17%), and life sciences (14%).

35% of those surveyed say they have a family member who works in the construction sector.

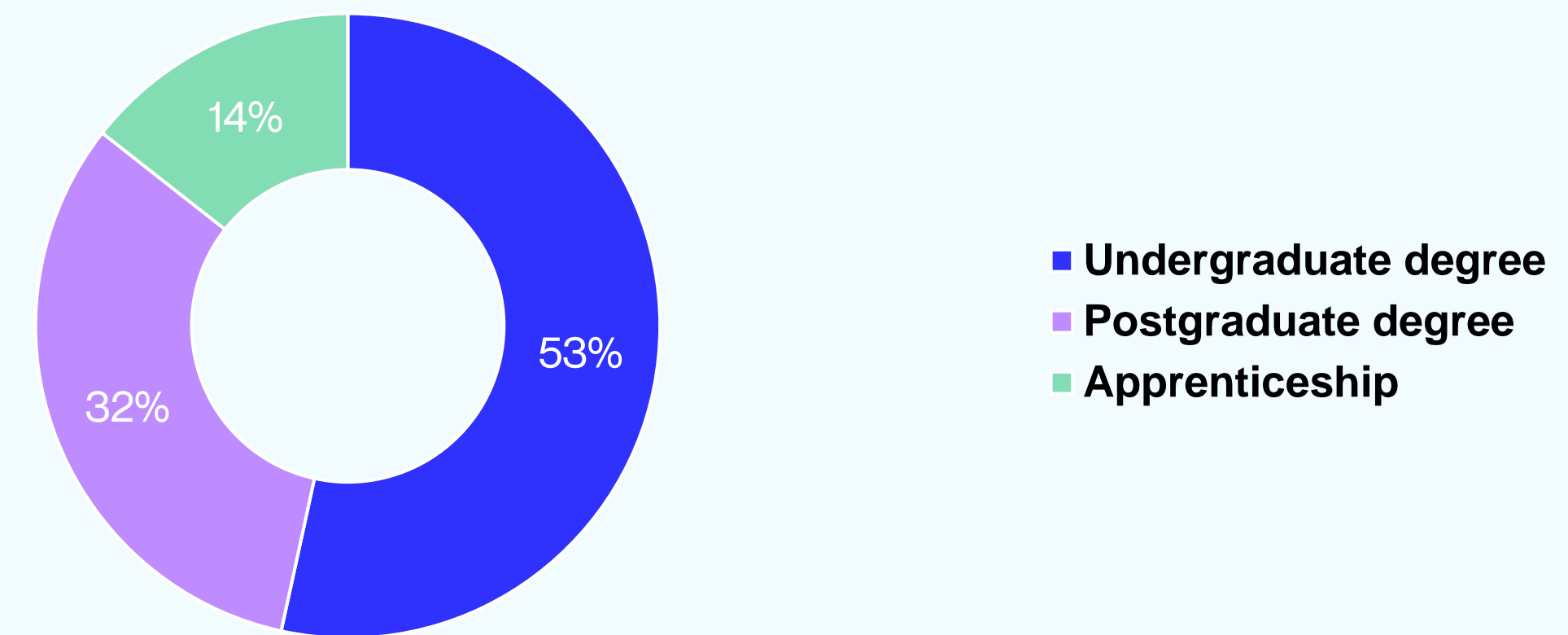
Does anybody in your family work in the construction sector?

377 responses



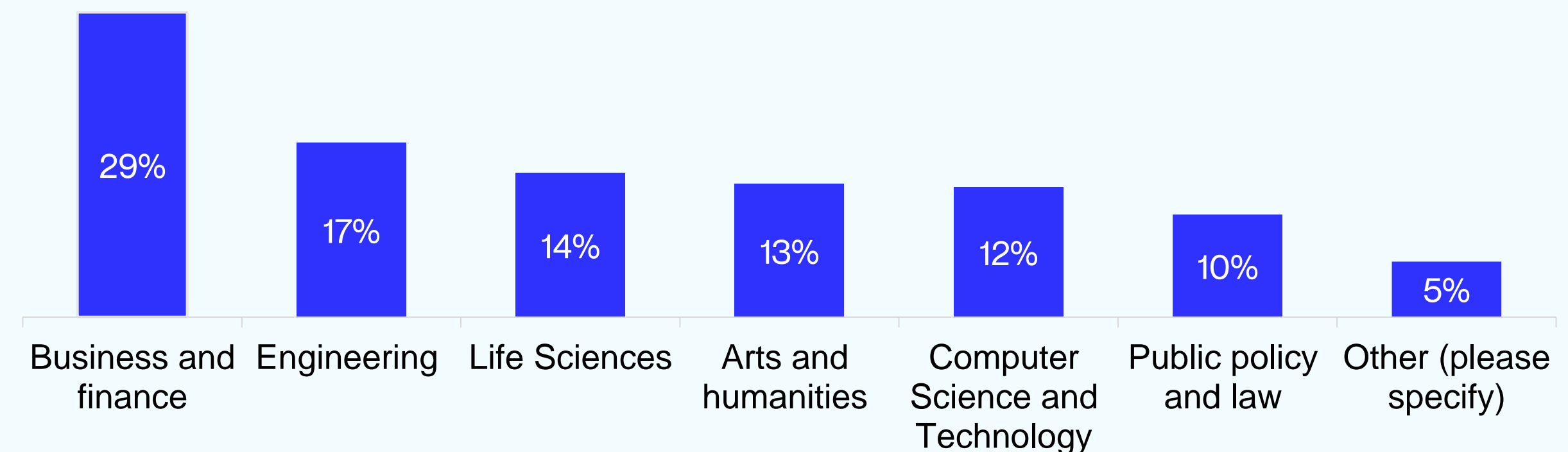
Are you pursuing, or have you recently completed, any of the following?

377 responses



What is the main subject of your degree? Please select all that apply.

377 responses

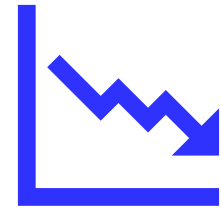




Key takeaways

Addressing the global talent shortage in construction

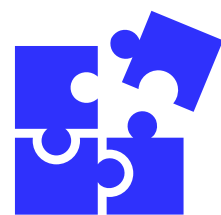
Six headlines from BDO's research



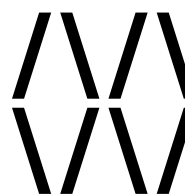
1: Skills shortages and talent retention challenges are negatively impacting construction industry performance.



2: Although the demand for skilled construction roles remains robust, students are turning away from a career in the industry.



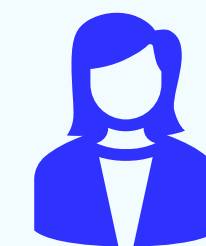
3: Corporates in construction are not aligned on what is most important to students' future career aspirations.



4: Students don't believe a career in construction will give them what they want from the world of work.



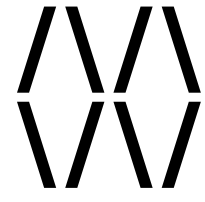
5: Gen Z say construction's perceived negative environmental and social credentials is putting them off the industry. 



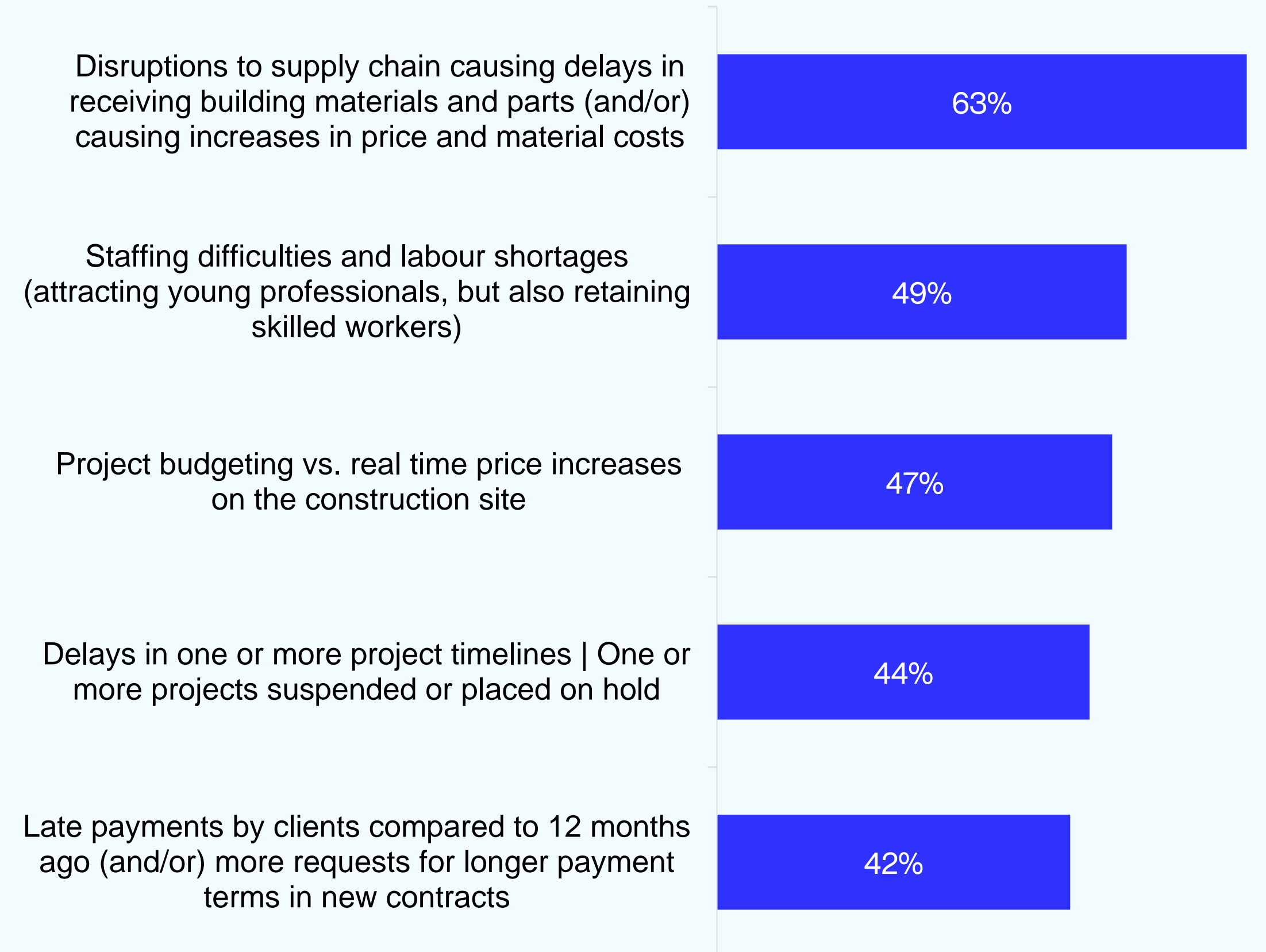
6: Recruitment efforts in construction are misfiring – a fresh think on strategies and tactics is needed.

1: Skills shortages and talent retention challenges are negatively impacting construction industry performance

- Construction industry facing a perfect storm of supply chain, talent and macroeconomic woes.
- **52%** say they have suffered a financial loss in the last year due to supply chain insolvency.
- **50%** of corporate decision-makers say they find it very difficult to attract and retain early career professionals. Only 16% report 'no difficulties'.
- The pressure on talent recruitment and retention is greatest in Netherlands, Australia, and Canada.
- **49%** cite staffing difficulties as one of the major factors negatively affecting their profit in the last 12 months.

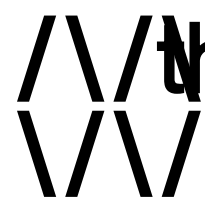


Top five factors negatively impacting profitability in construction over the last 12 months - % of corporates citing.
336 responses

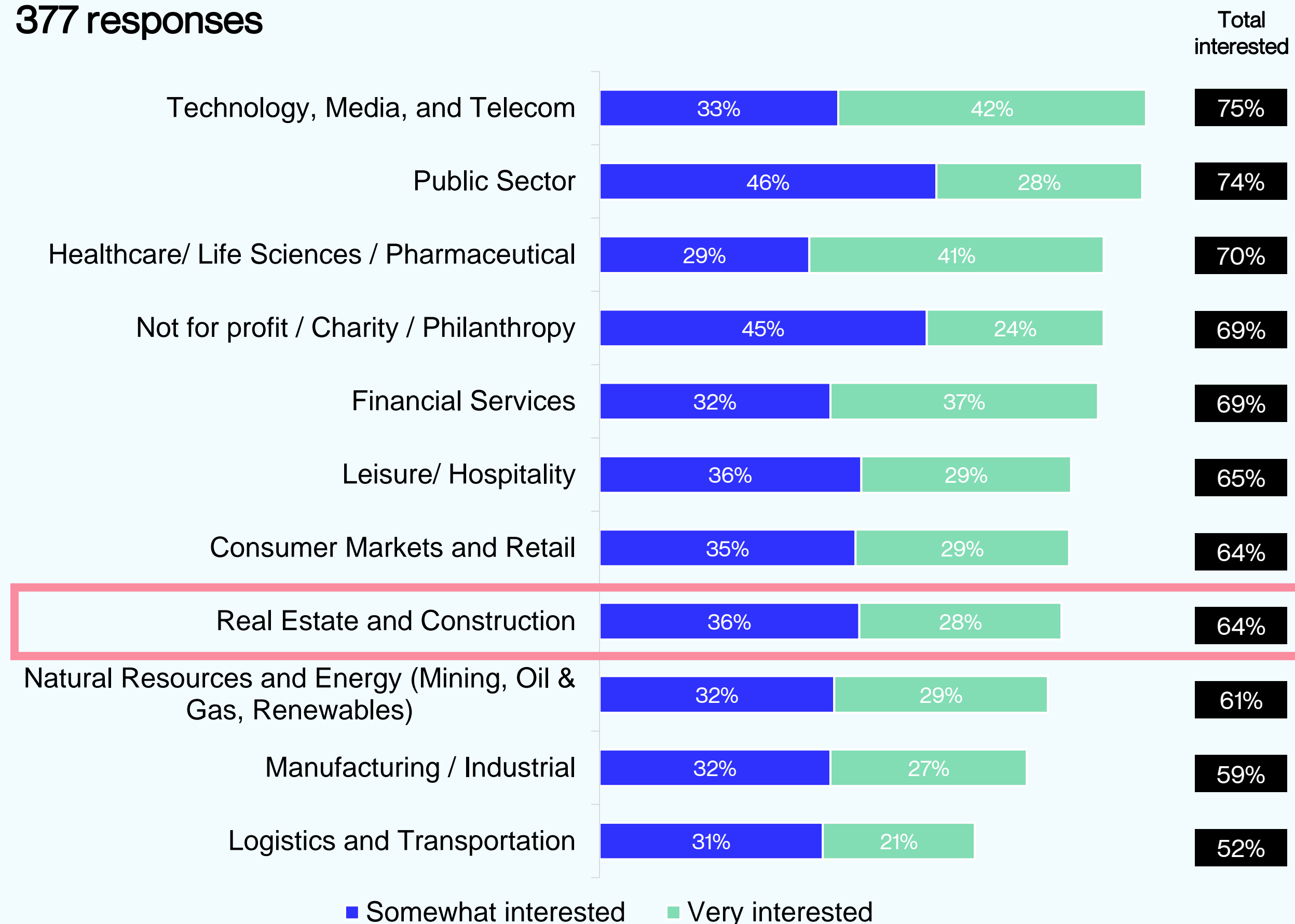


2: The demand for skilled construction roles remains robust, but students are turning away from the industry


- **51%** of corporates anticipate the size of their workforce to increase over the next six months. This compares to just 17% who anticipate a decrease.
- The roles and competencies most in demand are: skilled fieldwork, engineering, procurement and contract negotiators, unskilled site labour and health and safety experts.
- However, only **28%** of students say they are 'very interested' in a career in the industry. Construction ranks 8th out of 11 sectors according to student preference.
- Interest in construction is highest among males and those studying engineering.



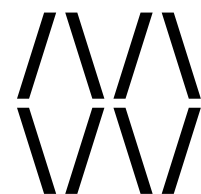
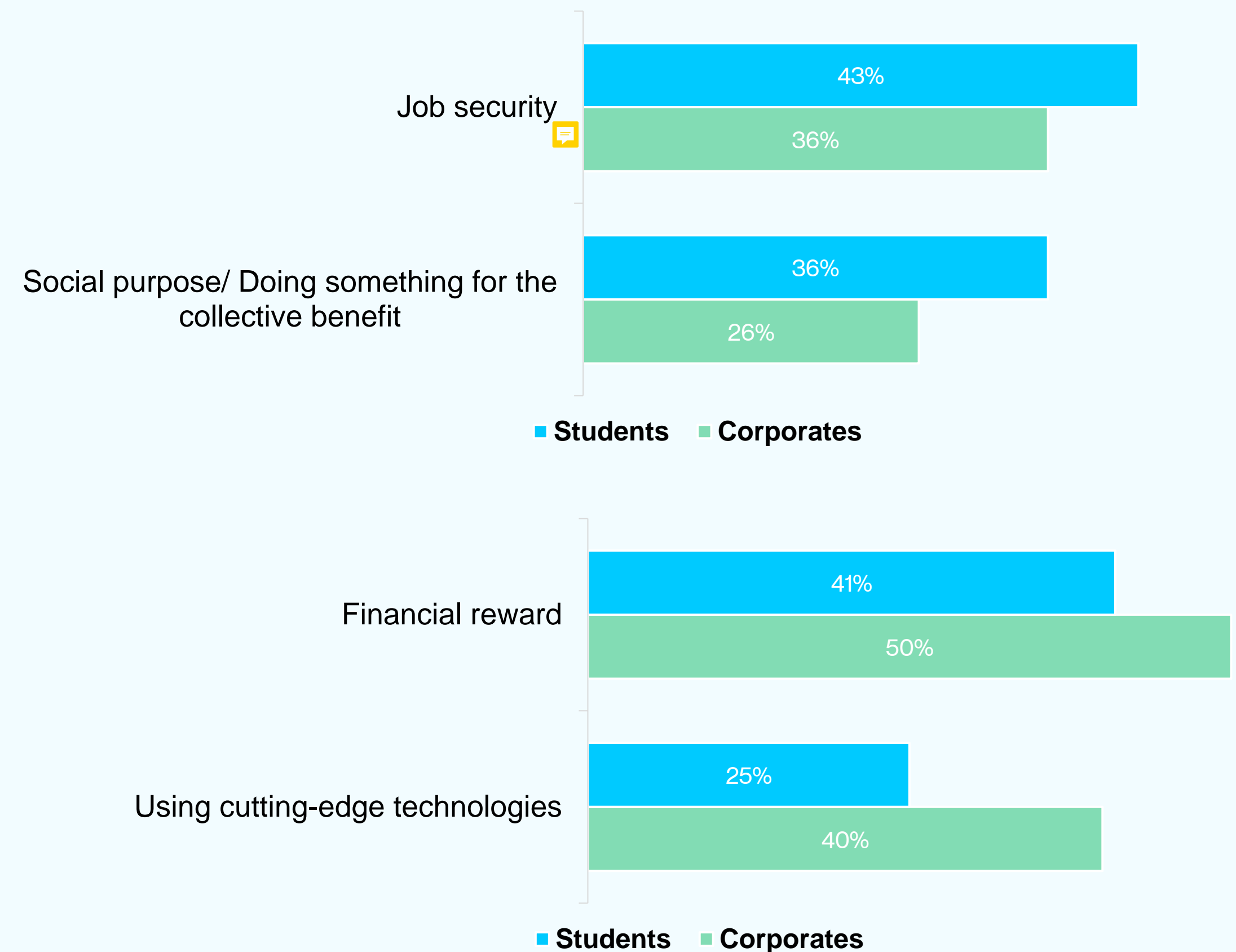
To what extent would you be interested to pursue a career in each of the following industries? - STUDENTS
377 responses



3: Corporates in construction are not aligned on what is most important to students' future career aspirations.

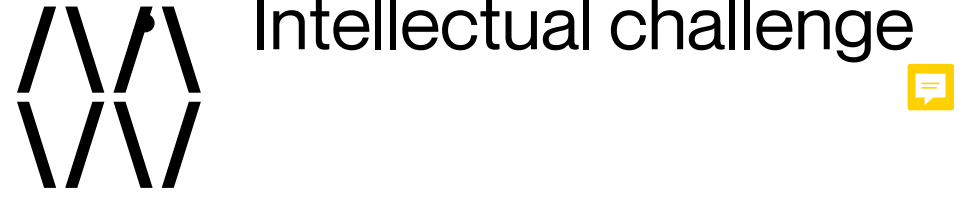
- **Students say the most important factors when assessing their future career are:** 
 - Work-life balance and wellbeing – 48% cite as essential
 - Being respected and recognised for the work done – 45%
 - Job security – 43%
 - Career progression – 41%
 - Financial reward – 41%
- **However, when asked what they believe is important to students, corporate decision-makers under-estimate the importance of job security and social purpose.**
- **They over-estimate the importance of financial reward and using cutting edge technologies.**

Importance of the following factors when assessing future career options – showing % 'essential'
317 corporates, 377 students

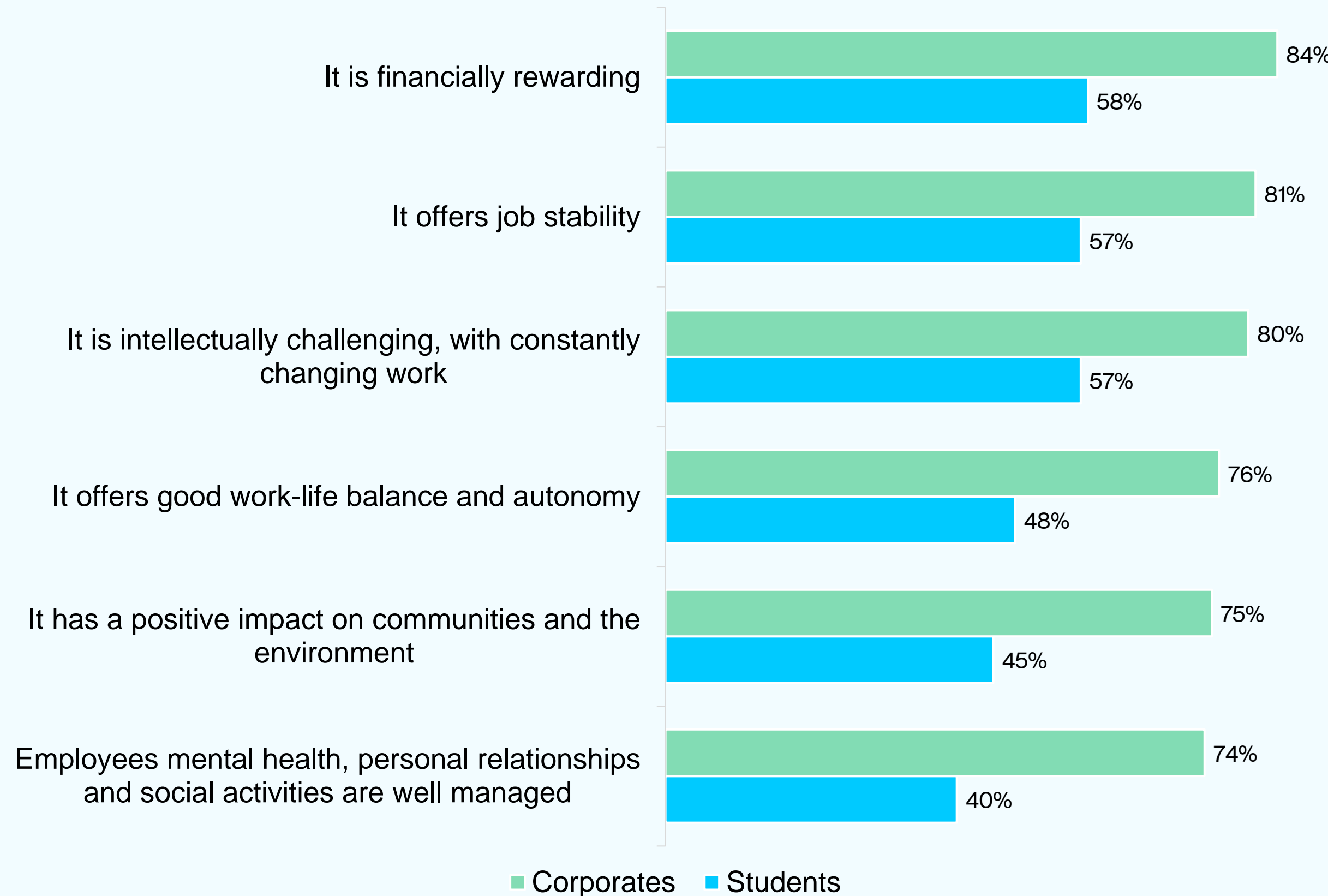


4: Students don't believe a career in construction will give them what they want from the world of work.


- **Students retain a fairly narrow and traditional view of the construction industry, seeing it as demanding physical effort. 40% say the potential hard physical and manual work is a drawback to working in the industry.**
- **55% of students say the risk of injury and mental health hazards is a big drawback to working in construction.**
- **A large disconnect emerges between how corporate decision-makers and students view the experience of working in construction. The biggest disconnects are:**
 - Employees mental health
 - Impact on communities and the environment
 - Work-life balance
 - Financial reward
 - Job stability
 - Intellectual challenge



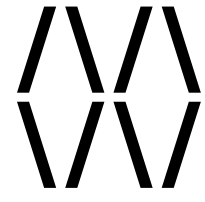
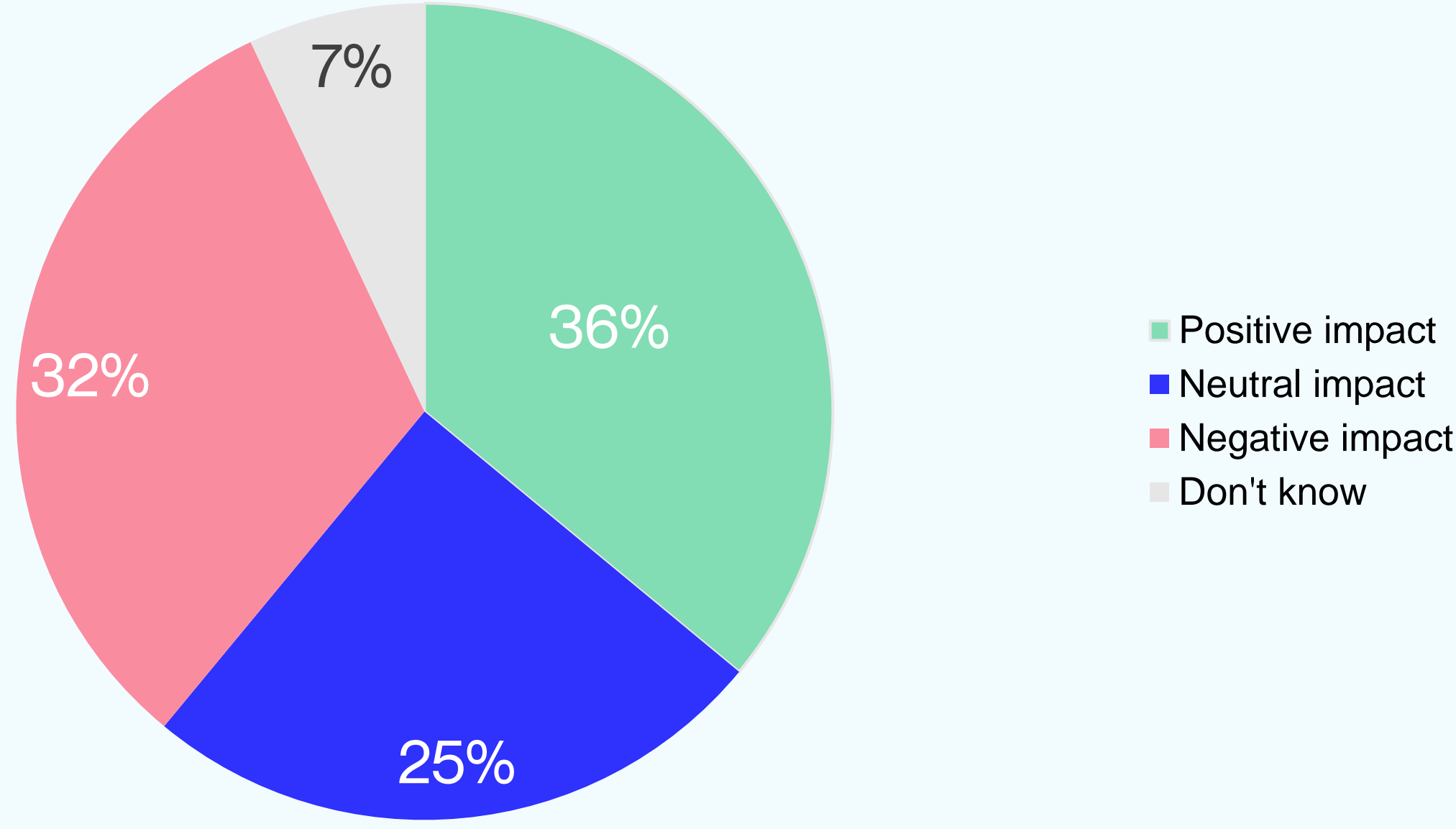
Agreement with the following statements about a career in the construction industry – showing % 'agree' and 'strongly agree' combined
 336 responses (corporates); 377 responses (students)



5: Gen Z say construction's negative environmental and social credentials is putting them off the industry

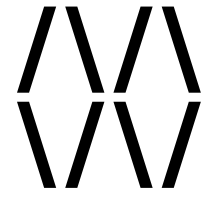
- **26%** of students say that having a career in an industry that positively impacts climate change is 'highly important' to them. A further **34%** see it as important.
- Students see the real estate and construction industry as one of the most environmentally detrimental sectors: **32%** say construction has a negative impact on climate. This is second only to manufacturing and industrial at **43%**. Just **36%** consider real estate and construction to have a positive impact on climate.
- Our research reveals that positive perceptions about construction's climate impact correlate with students' level of interest in the industry. 


Do you believe the following industries have an overall positive or negative impact on the climate? - STUDENTS
377 responses, ranked by highest positive impact

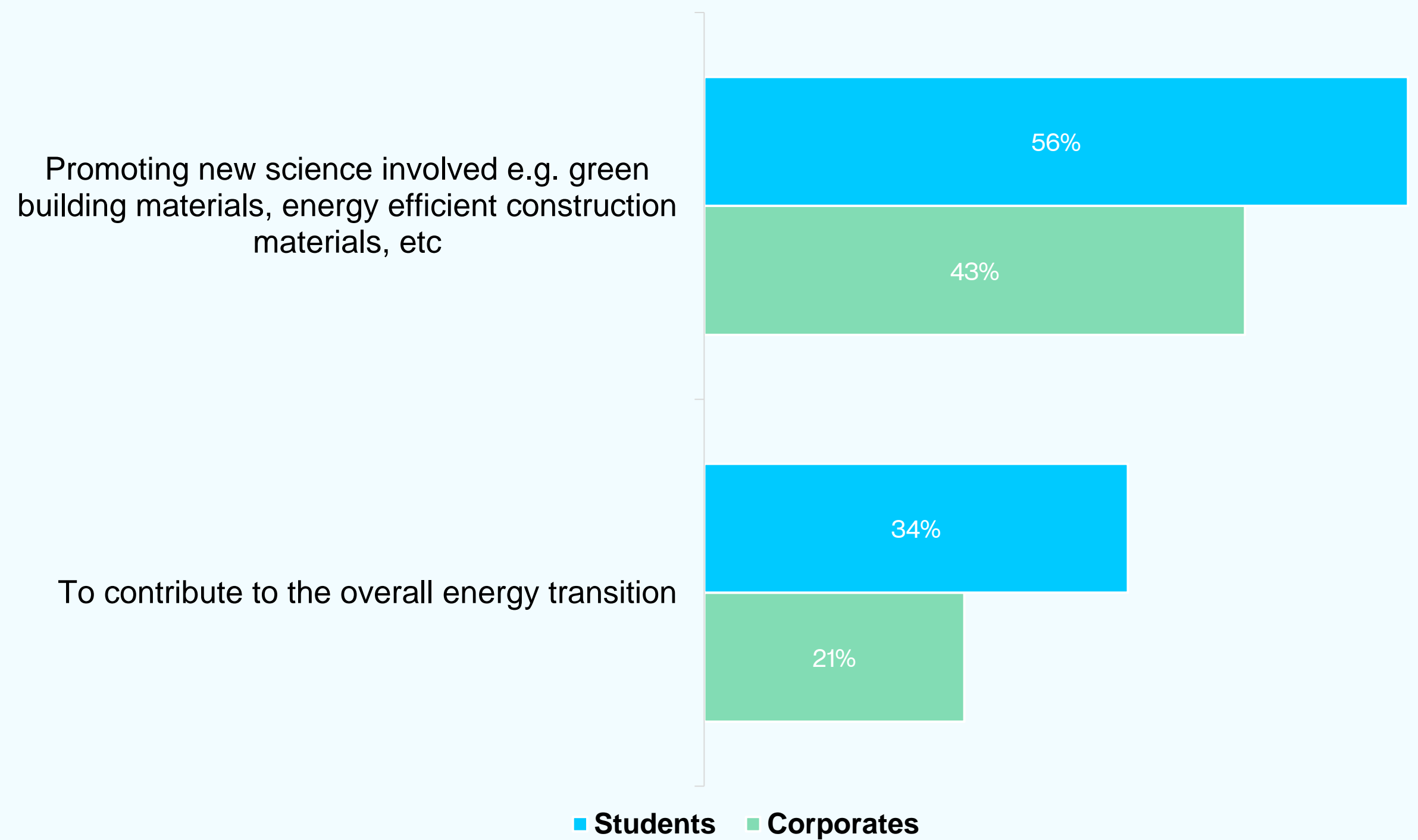


6: Recruitment efforts in construction are misfiring – a fresh think on strategies and tactics is needed.

- **58%** of corporate decision-makers in construction say their organization has programmes in place to attract a diverse workforce. More than a third (37%) say they do not.
- Corporates are not focused on the messages about a career in construction that are most compelling to students. **56%** of students say the construction industry should focus on promoting new science involved. **34%** say the industry should focus on its contribution to the energy transition.
- Corporates are focusing their outreach on social media and recruitment platforms, whereas students prefer email engagement.



In which of these areas should the construction sector focus to encourage more young talent to join? Select up to three. - CORPORATES 
What are some of the most important areas that the construction sectors should focus on to ensure they are fit for the future? Select up to three. – UNIVERSITY STUDENTS
336 responses (corporate), 377 responses (students)





Impact on profit

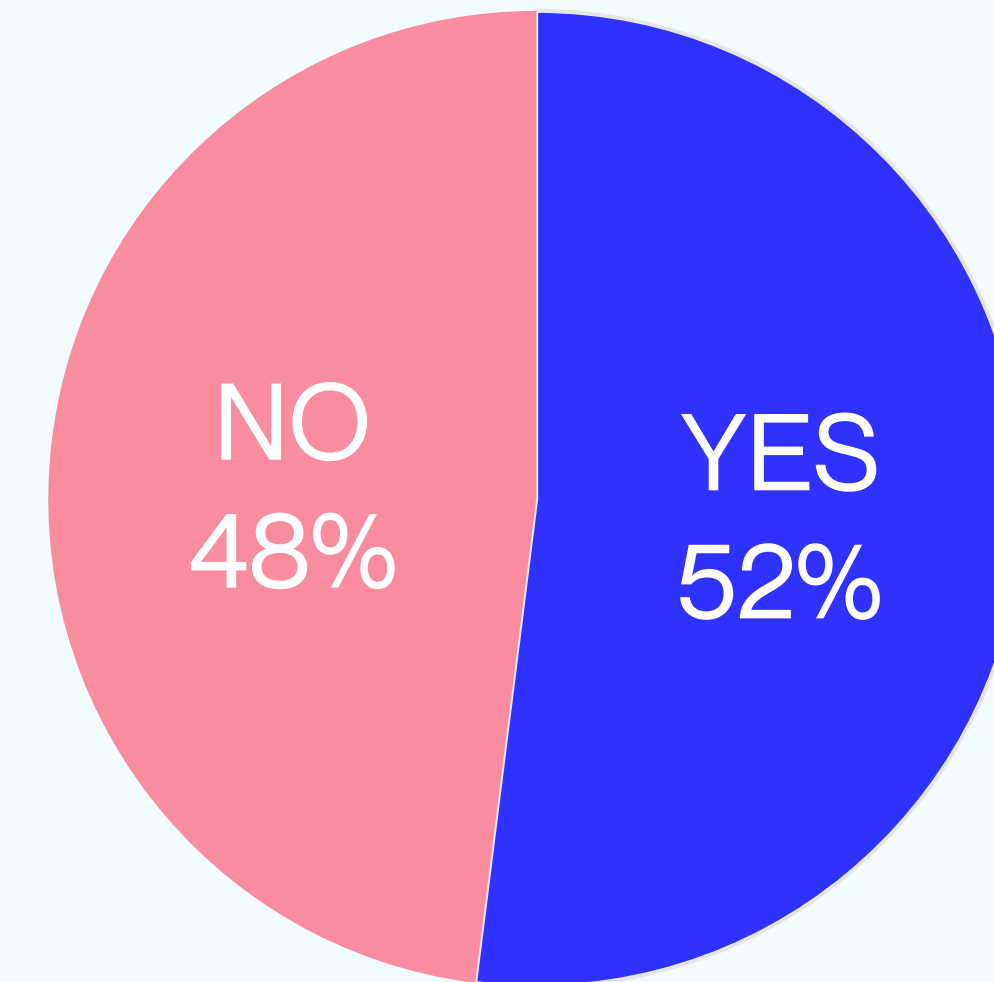
Corporates: Half of corporates have suffered a financial loss in the last year due to supply chain insolvency ¹⁷

Construction industry companies in Norway are most likely to have suffered financial loss in the last year due to supply chain insolvency.

- Norway: 71%.
- Belgium: 71%.
- Australia: 64%.
- USA: 64%.
- LATAM: 59%.
- South Africa: 52%.
- Netherlands: 52%.
- Canada: 39%.
- Brazil: 16%.

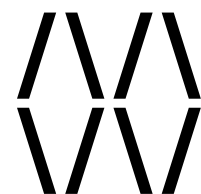
Mid-market companies are most likely to have suffered financial loss due to a supply chain insolvency event in the last 12 months.

In the last twelve months has your organisation suffered a financial loss due to the insolvency of a main contractor(s), supplier(s), or subcontractor(s)?
336 responses



Size by Employees (n)	Yes (%)
1-25	33%
26-100	51%
101-500	52%
501-2,500	68%
<2,500	50%

Size by Revenue	Yes (%)
Less than \$5m	36%
\$6-\$50m	51%
\$51-\$250m	48%
\$251-\$500m	68%
\$501m-\$1bn	77%
Over \$1bn	39%



Corporates: supply chain disruption was the most common issue negatively impacting profitability, followed by staffing difficulties

63% of construction industry decision-makers cite supply chain disruption as one of the leading issues negatively impacting their organisation's profit over the last 12 months.

This is closely followed by staffing difficulties and labour shortages (49%) as well as the impact of real-time price increases (47%).

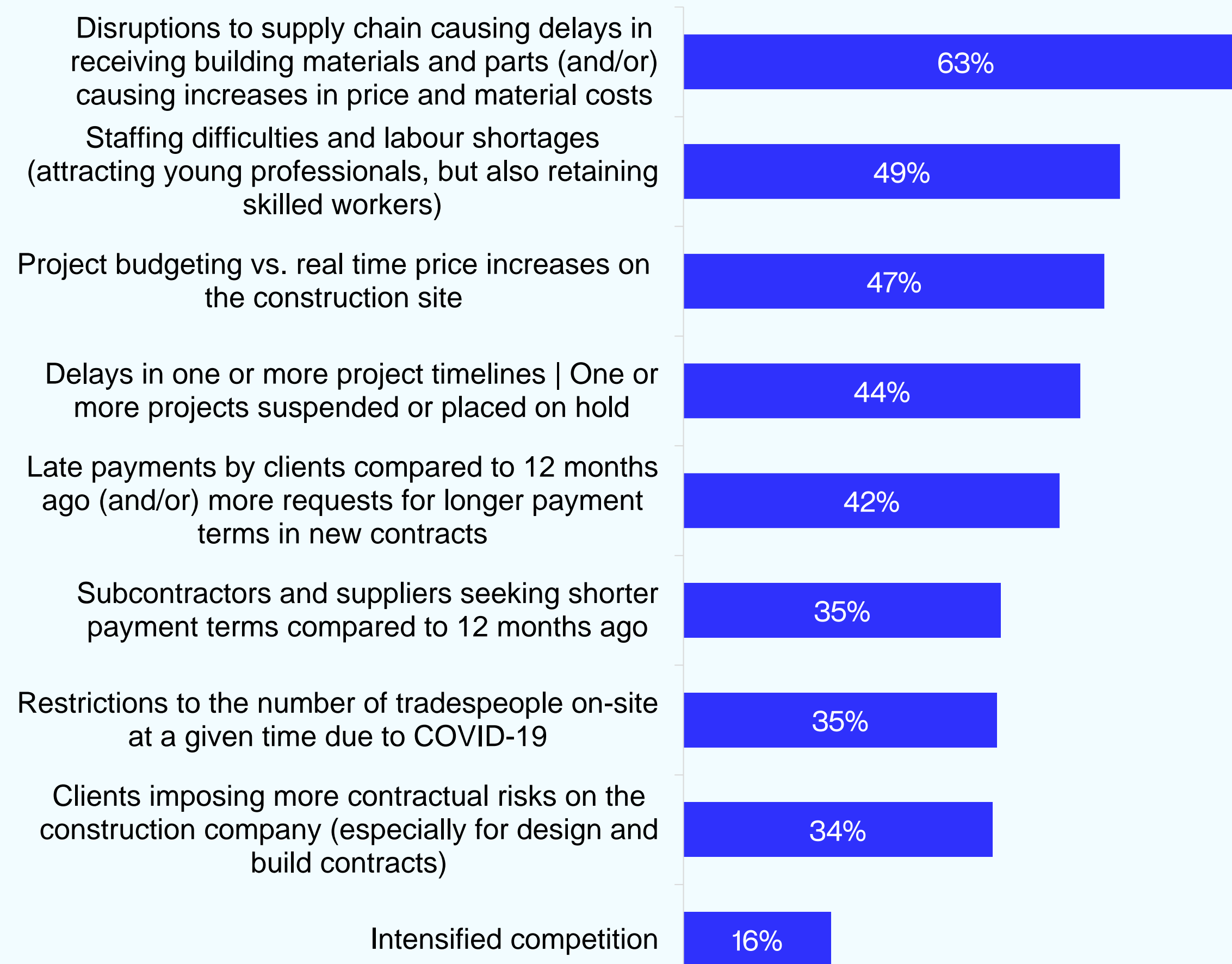
Staffing difficulties and labour shortages were reported among the top three challenge in all markets apart from Brazil, LATAM and South Africa. They were cited most frequently in Australia, Netherlands and Canada.

- Australia: 62% .
- Netherlands: 60%.
- Canada: 60%.
- Belgium: 57%.
- Norway: 50%.
- USA: 46%.
- South Africa: 42%.
- LATAM: 36%.
- Brazil: 26%.



Rate the negative impacts affecting your profit in the last 12 months, if any (Top four aggregated).

336 responses





Factors influencing career choice

Students: work-life balance and being respected are most essential when assessing their career options

Nearly half (48%) of students say that work-life balance is an essential factor when assessing their future career options. A further 37% say this is an important factor.

45% cite being respected and recognised for work as an essential criteria, with 37% citing this as important.

Other factors high on the priority list for students include:

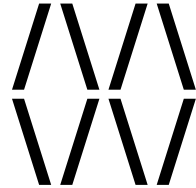
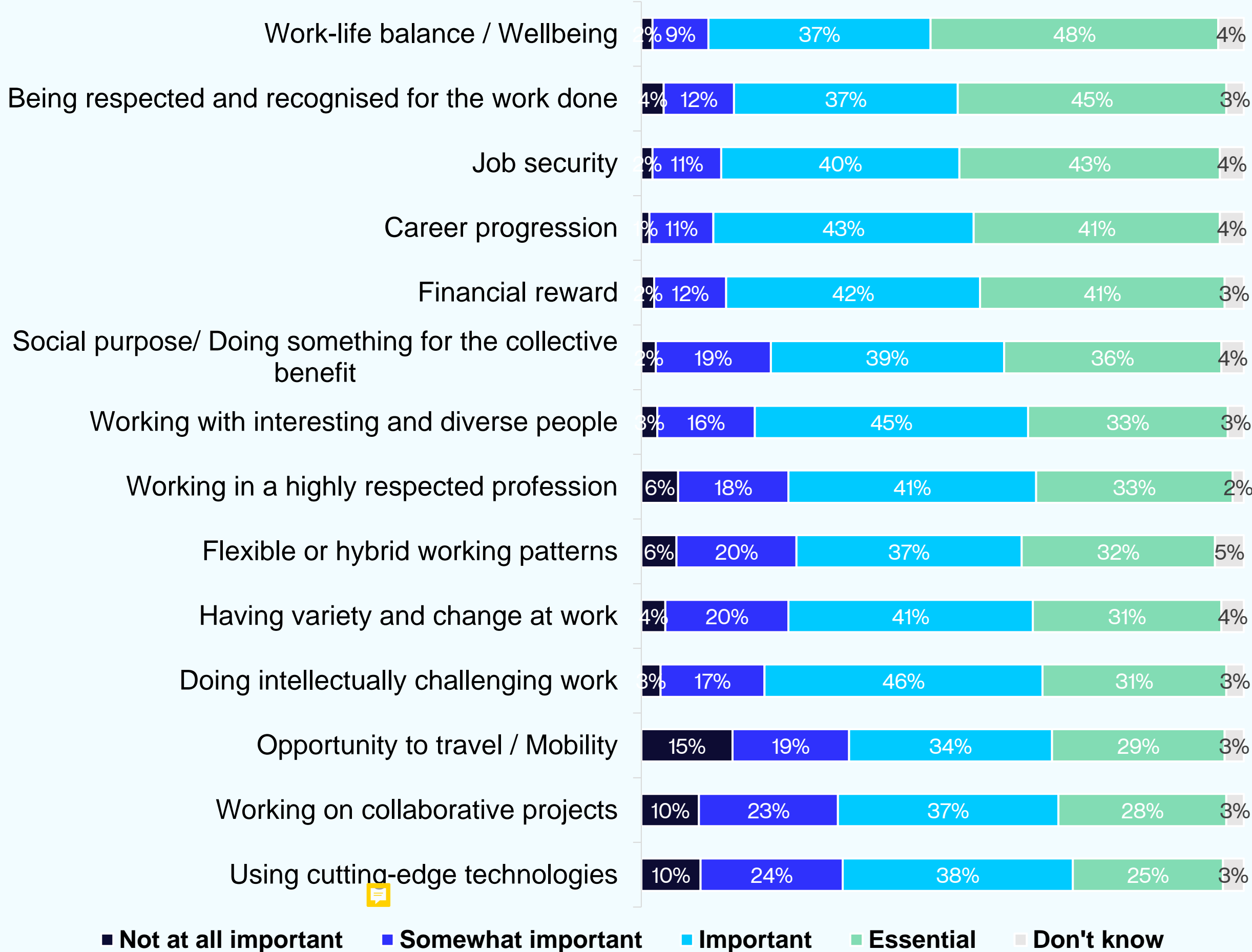
- Job security (43% essential, 40% important).
- Career progression (41% essential, 43% important).
- Financial reward (39% essential, 43% important).

These top factors are generally consistent across markets and regions. However, some interesting differences emerge:

- Financial reward is higher up the consideration list for students in Brazil (50%) and Belgium (46%).
- Having a social purpose is higher up the consideration list for students in Norway (55%) and USA (42%).

How important are each of the following factors when assessing your future career options?

377 responses



Corporates: decision-makers believe students prioritise financial reward when assessing their career options

Half of corporate respondents (50%) believe students consider financial reward an essential factor when assessing future career options. A further 34% believe students consider this is an important factor.

Other factors that corporate decision-makers believe are high on the priority list for students include:

- Work-life balance and wellbeing (47% essential, 35% important).
- Career progression (43% essential, 36% important).
- Being respected for the work done (43% essential, 40% important).
- Using cutting edge technologies (40% essential, 38% important).

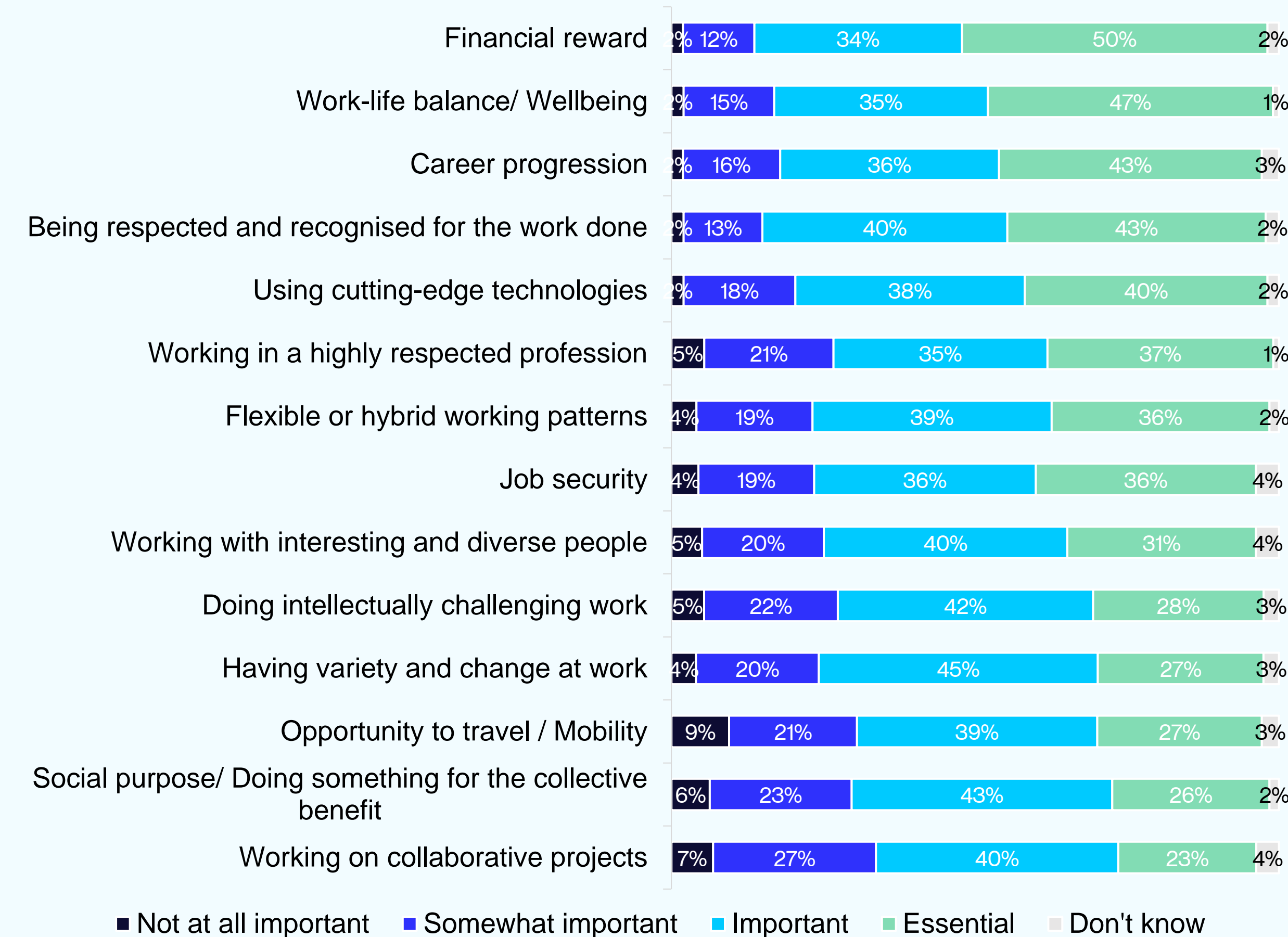
These top factors are generally consistent across markets and regions.

However, some interesting differences emerge:

- In Norway, job security was considered as the most essential factor by corporate decision-makers when students assess their future career options (64%), followed by financial reward and flexible working (both at 55%).
- In LATAM, using cutting-edge technology was thought to be the most essential factor for students (53%).
- In Belgium, the most essential factor cited was having variety at work (71%).



What level of importance do most young adults place on each of the following factors when assessing their future career options?
336 responses



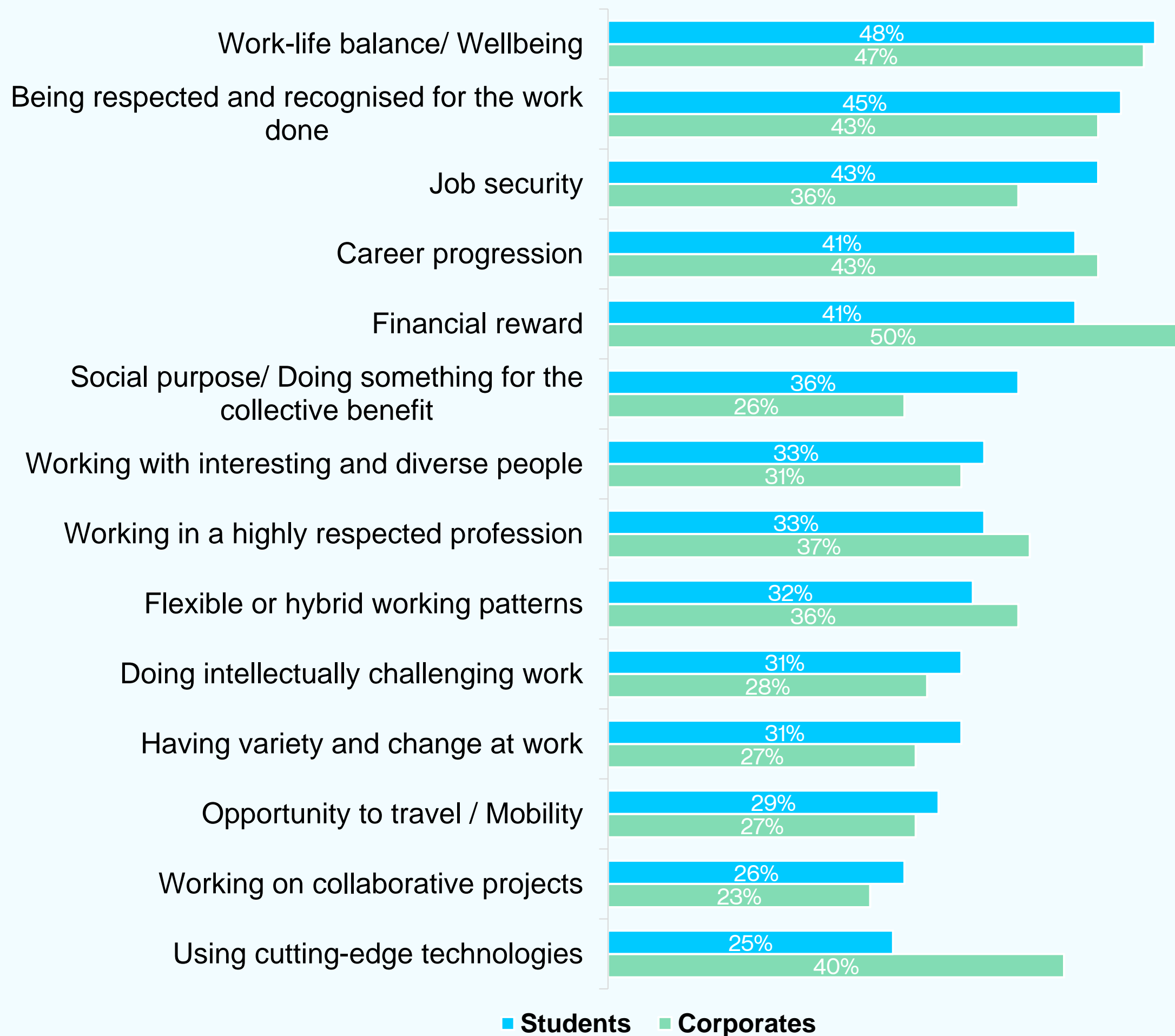
Corporates under-estimate importance of job security and social purpose to students

Our research reveals that students place significantly more focus on job security when assessing their future career options than corporates realise. 43% of students say job security is ‘essential’ compare with just 36% of corporates.

Corporates also under-estimate the importance of social purpose: 36% of students describe this as ‘essential’ compared with just 26% of students.

However, corporates currently believe using cutting-edge technologies is more important to students than students themselves say it is: 40% of corporates believe students find this ‘essential’ compare with just 25% of students.

Importance of the following factors when assessing future career options – showing % ‘essential’
317 corporates, 377 students



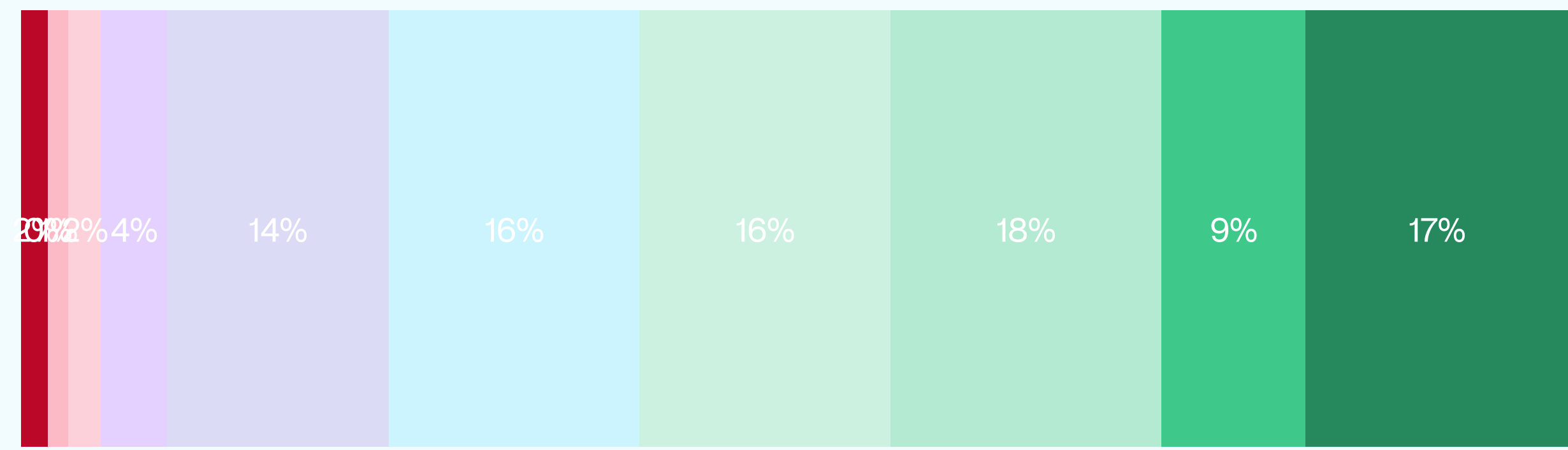
Students: a quarter (26%) see making a positive impact on climate as highly important to their career choice

26% of students highlight having a career in an industry that positively impacts climate change as important to them (9 or 10 out of 10 on a scale of importance). A further 34% see it as important (7 or 8 out of 10).

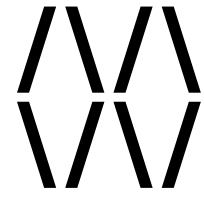
Students from Brazil, LATAM, and South Africa were more likely to say that having a career in an industry that positively impacts climate change is highly important to them.

- Brazil: 41% highly important, 41% important
- LATAM: 37% highly important, 33% important
- South Africa: 37% highly important, 31% important
- Australia: 30% highly important, 28% important
- Canada: 26% highly important, 26% important
- Norway : 18% highly important, 32% important
- USA: 18% highly important, 34% important
- Belgium: 16% highly important, 42% important
- Netherlands: 10% highly important, 40% important

To what extent is it important to you to have a career in an industry that positively impacts climate change? – STUDENTS
377 responses



■ 0 - Not at all important ■ 1 ■ 2 ■ 3 ■ 4 ■ 5 ■ 6 ■ 7 ■ 8 ■ 9 ■ 10 - Highly important





Perceptions of the construction sector

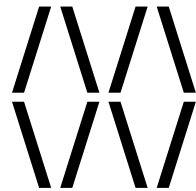
Students: only a third (36%) of students believe construction industry has a positive environmental impact

Students see the real estate and construction industry as one of the most environmentally detrimental sectors: 32% say construction has a negative impact on climate. This is second only to manufacturing and industrial at 43%.

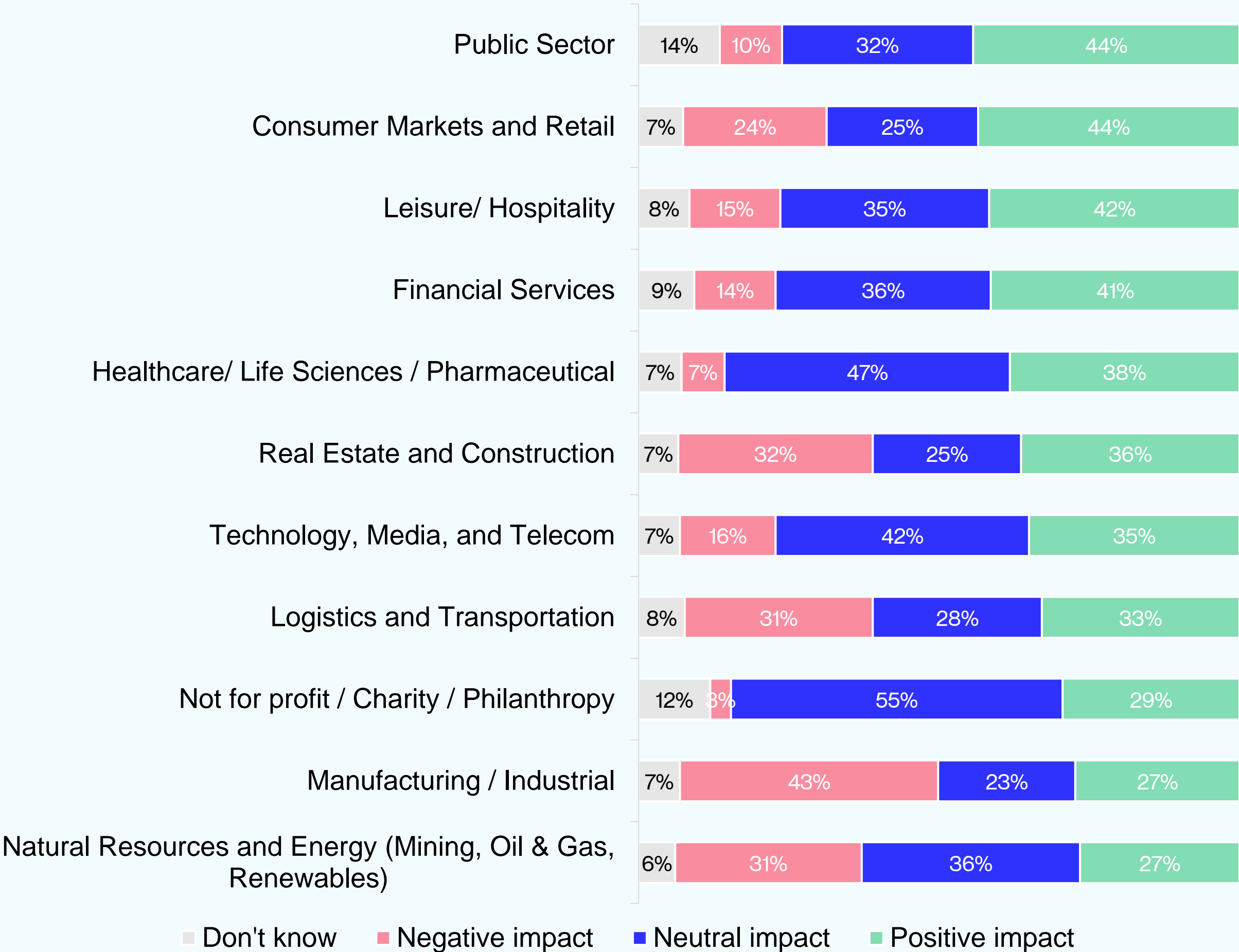
Just 36% consider real estate and construction to have a positive impact on climate. This is behind sectors such as public sector (44%), retail (44%) and financial services (41%).

Views on the construction sector’s impact on the climate differ by market. It is seen as most positive in South Africa, USA and LATAM, and least positive in Canada and Norway:

- South Africa: 47% positive, 25% negative.
- USA: 40% positive, 28% negative.
- LATAM: 39% positive, 39% negative.
- Australia: 36% positive, 34% negative.
- Belgium: 36% positive, 30% negative.
- Brazil: 36% positive, 30% negative.
- Netherlands: 30% positive, 17% negative.
- Canada: 18% positive, 50% negative.
- Norway: 18% positive, 50% negative.



Do you believe the following industries have an overall positive or negative impact on the climate? - STUDENTS
377 responses, ranked by highest positive impact



Students: only 28% report being ‘very interested’ in a career in the construction industry

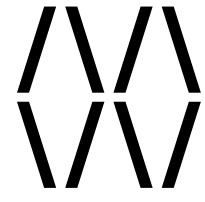
28% of students surveyed said they would be ‘very interested’ in pursuing a career in construction. This is significantly lower than the three most popular industries: TMT (42%), healthcare, life science and pharma (41%) and financial services (37%).

Interest in a career in construction varies by market, with interest highest in South Africa, Australia and USA.

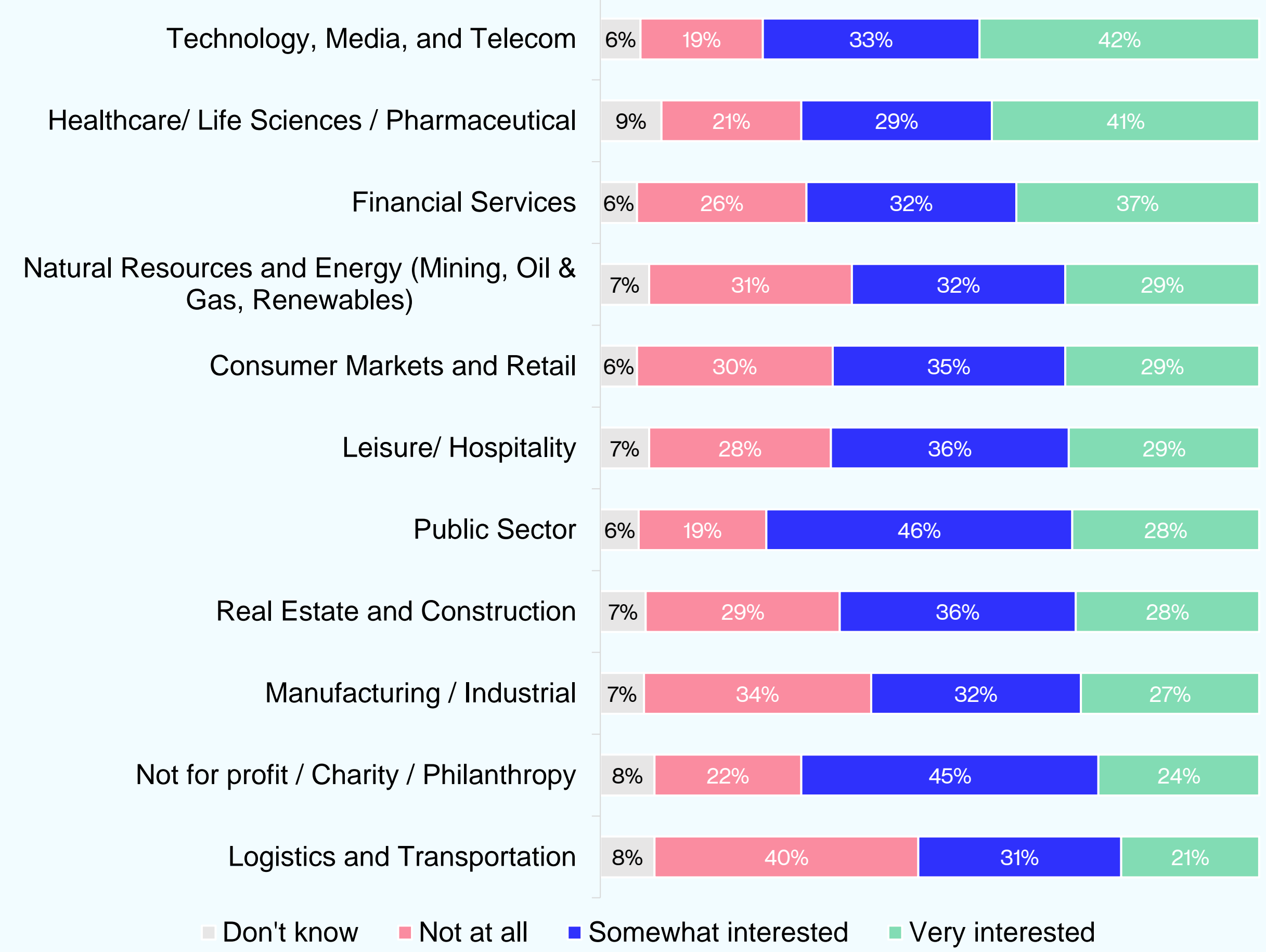
- South Africa: 47% very interested, 39% somewhat interested.
- Australia: 32% very interested, 26% somewhat interested.
- USA: 30% very interested, 42% somewhat interested.
- Netherlands: 33% very interested, 27% somewhat interested.
- LATAM: 27% very interested, 47% somewhat interested.
- Brazil: 23% very interested, 32% somewhat interested.
- Norway: 18% very interested, 45% somewhat interested.
- Belgium: 18% very interested, 32% somewhat interested.
- Canada: 18% very interested, 32% somewhat interested.

Gender was significantly associated with an interested in a career in construction with males more likely to be interested:

- Males: 36% very interested, 35% somewhat interested, 23% not at all.
- Females: 22% very interested, 37% somewhat interested, 33% not at all.



To what extent would you be interested to pursue a career in each of the following industries? - STUDENTS
377 responses



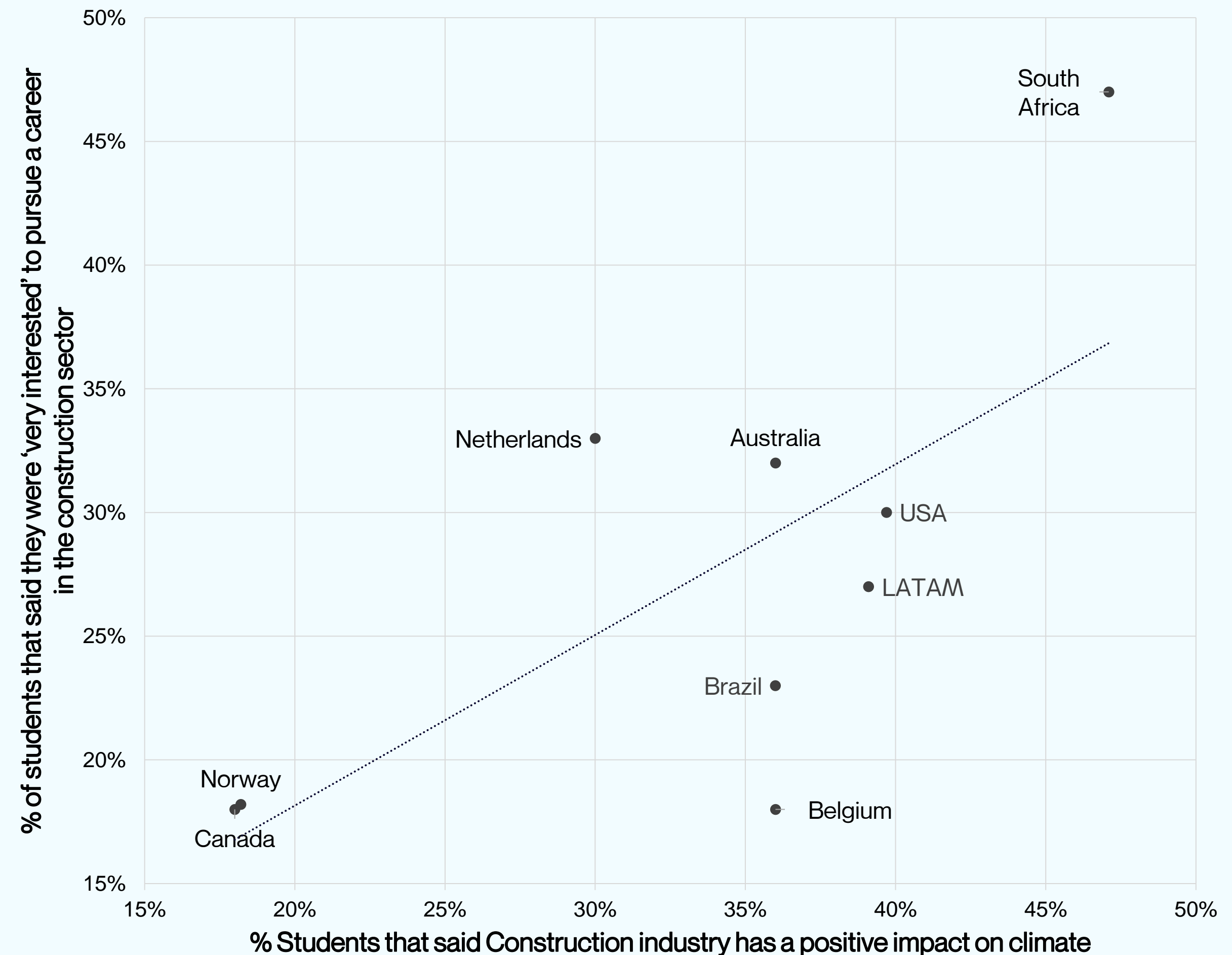
Students: Positive perceptions about construction's climate impact correlate with interest in the industry

Our research shows a correlation between the way students perceive the climate impact of the construction industry and their likelihood to consider a career in the industry.

However, our research reveals that having a family member with experience in the construction industry does not result in a significant increase in the likelihood that an individual will consider a career in the sector. 30% of students with a family member in construction said they were 'very interested' in pursuing a career in the industry, compared with 26% of those without a family connection to construction.

% of students 'very interested' in a career in the Construction sector vs. % who think Construction has a positive impact on climate

377 students



Students: construction industry viewed as collaborative, challenging and rewarding, but with limited career progression or flexibility

Attributes that students strongly associate with a career in the construction industry include:

- Physical effort: 77% - 44% strongly agree, 34% agree
- A high degree of collaboration: 74% - 31% strongly agree, 43% agree
- A diverse workforce: - 61% - 19% strongly agree, 42% agree
- Financially rewarding: 58% - 22% strongly agree, 36% agree
- Intellectually challenging and constantly changing work: 57% - 22% strongly agree, 35% agree

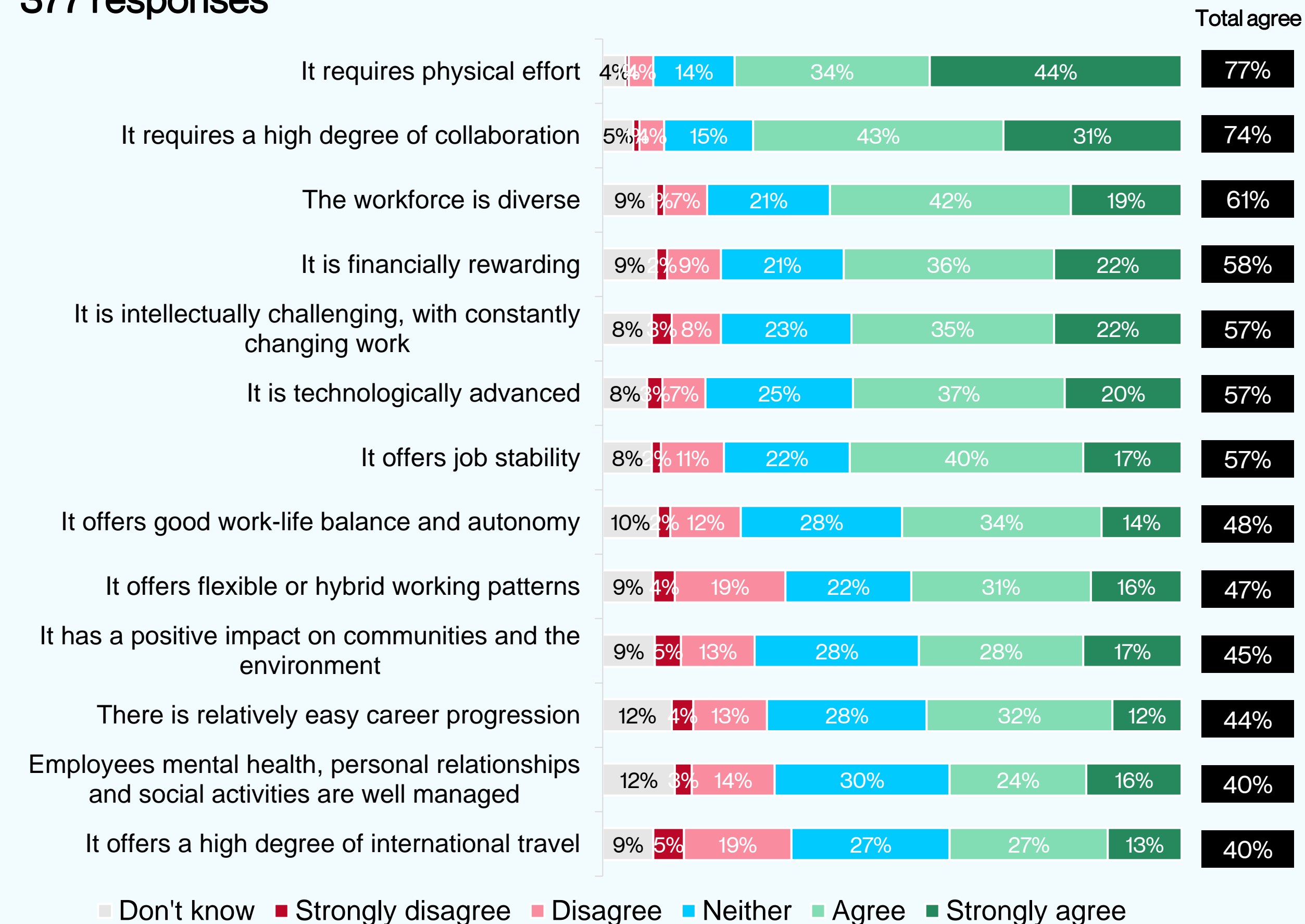
However, only 44% of students surveyed believe that there is relatively easy career progression within the construction industry – 12% strongly agree, 32% agree.

Less than half (48%) believe that the construction industry offers a good work-life balance – 14% strongly agree, 34% agree.

Less than half (47%) believe that the construction industry offers flexible or hybrid working patterns – 16% strongly agree, 31% agree.



To what extent do you agree or disagree with the following statements about a career in the construction industry? – STUDENTS
377 responses



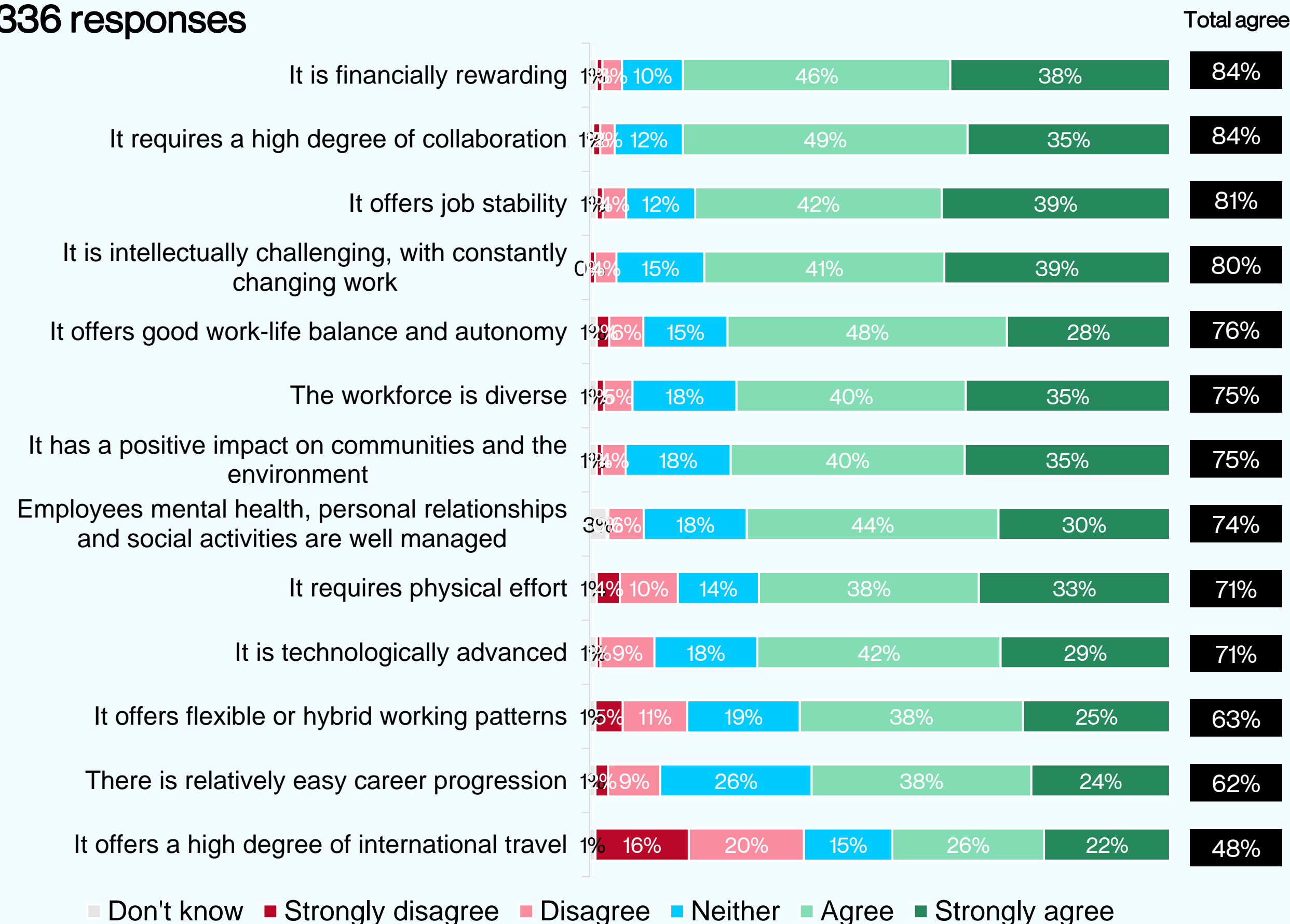
Corporates: decision-makers believe a career in construction offers job stability, intellectually challenging and financially rewarding work

Attributes that corporate decision-makers strongly associate with a career in the construction industry include:

- Financial reward: 84% - 38% strongly agree, 46% agree
- Highly collaborative: 84% - 35% strongly agree, 49% agree
- Job stability: 81% - 39% strongly agree, 42% agree
- Intellectually challenging work: 80% - 39% strongly agree, 41% agree
- Good work-life balance: 76% - 28% strongly agree, 48% agree

However, less than half (48%) of corporate decision-makers believe that a career in the industry offer a high degree of international travel – 22% strongly agree, 26% agree.

To what extent do you agree or disagree with the following statements about the general working environment in your organisation? – CORPORATES
336 responses



A disconnect emerges between the views of students and corporates about the benefits of a career in construction

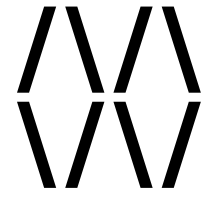
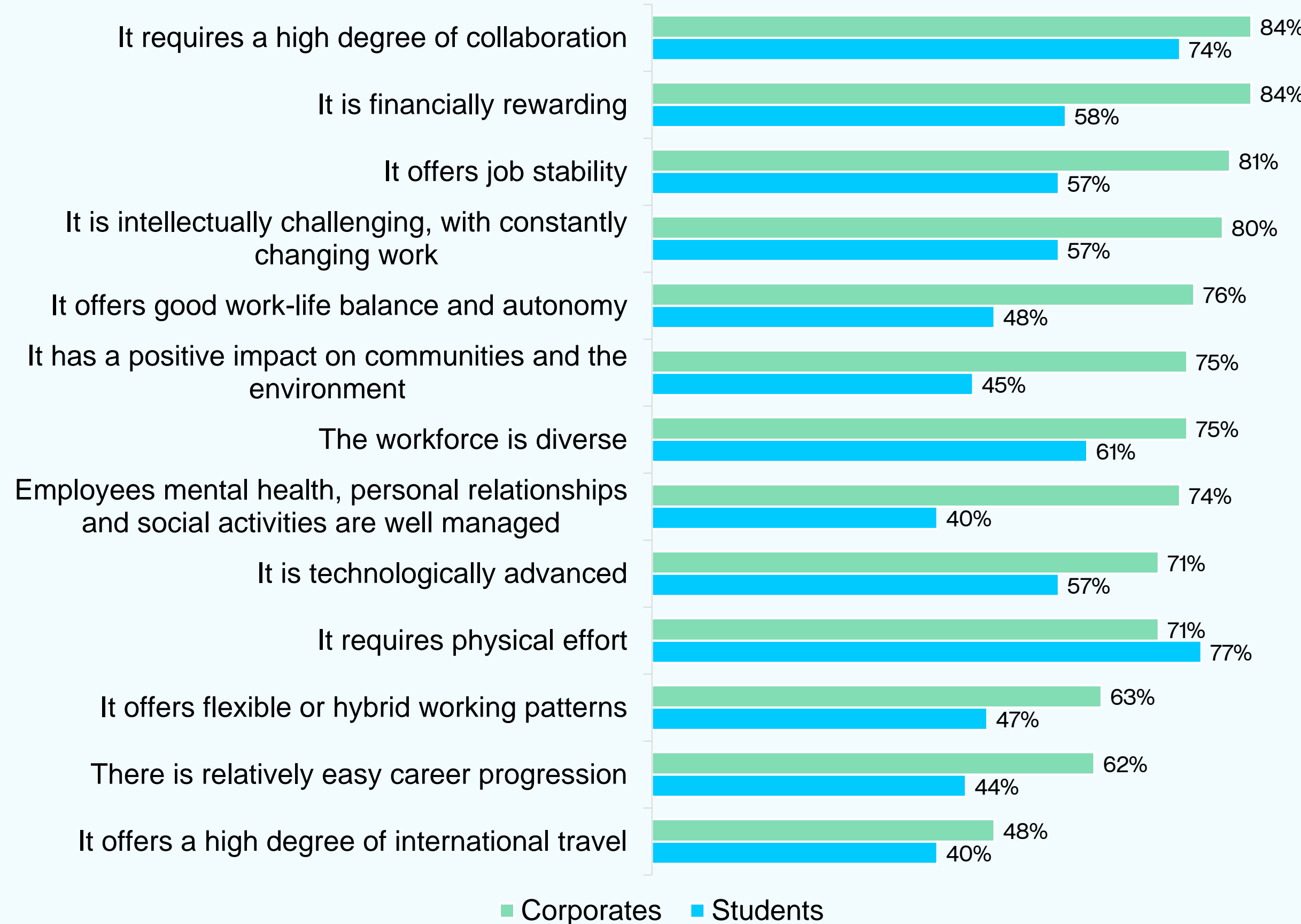
Corporates decision-makers and students view the benefits of a career in construction very differently. The biggest disconnects emerge in the following areas:

- Employees mental health, personal relationships and social activities are well managed (40% of students agree compared to 74% of corporates).
- Positive impact on communities and the environment (45% compared to 75%).
- Offers a good work-life balance (48% compared to 76%).
- Is financially rewarding (58% compared to 84%).
- Offers job stability (57% compared to 81%).
- Is intellectually challenging (57% compared to 80%).

The areas where students and corporate decision-makers are most closely aligned are:

- Require physical effort (77% of students compared to 70% of corporates.)
- A high degree of international travel (40% compared to 48%).
- A high degree of collaboration (74% compared to 84%).

Agreement with the following statements about a career in the construction industry – showing % ‘agree’ and ‘strongly agree’ combined
336 responses (corporates); 377 responses (students)



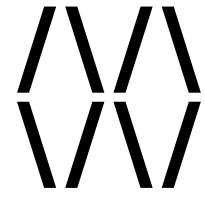
Students put off construction due to perceptions of hazardous and physical working conditions

When asked about the biggest drawback to working in construction, more than half of students (55%) cite the risk of injury and/or mental health hazards. However, this was only seen as a drawback by a third (33%) or corporate decision-makers.

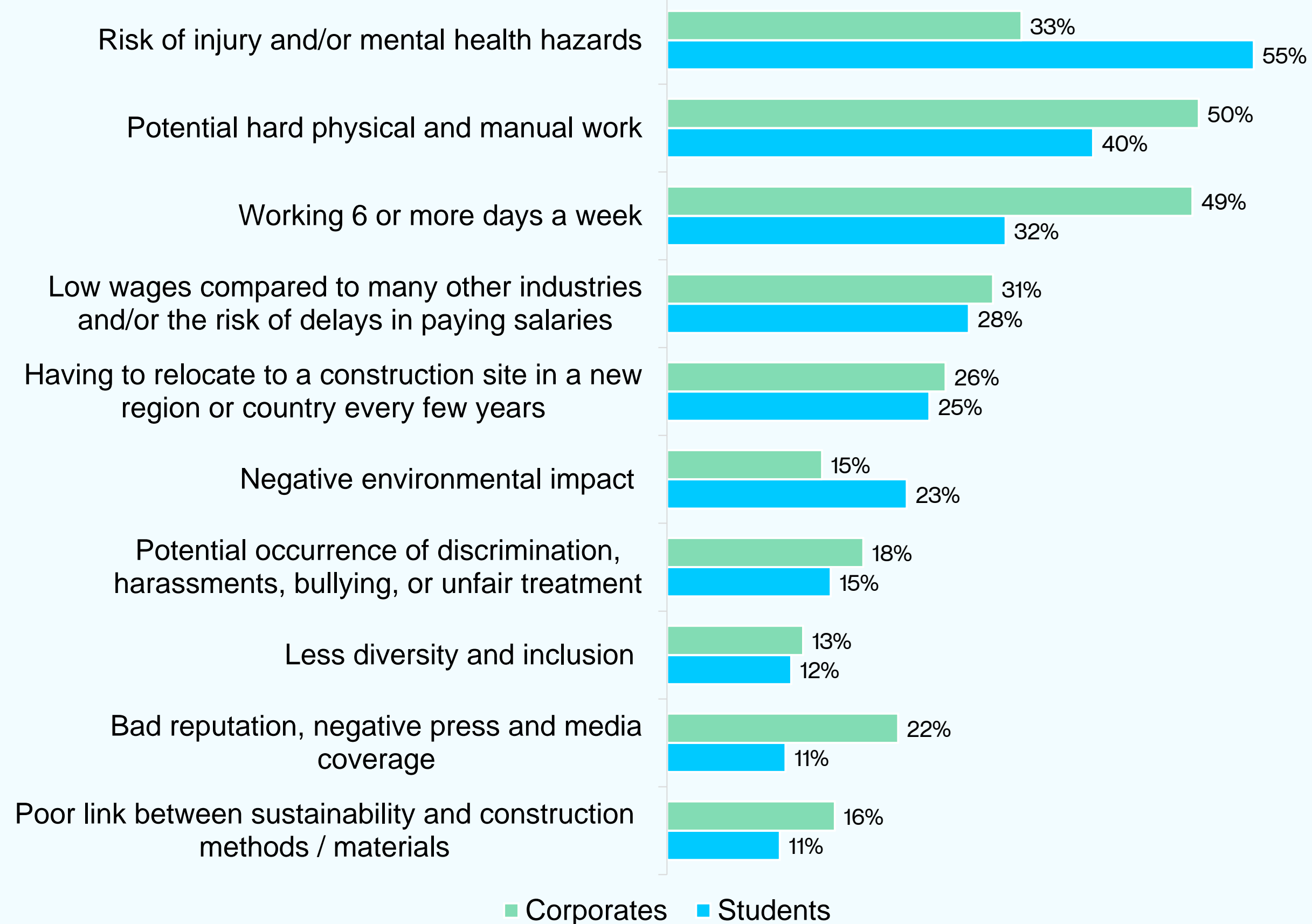
Other major drawbacks cited by students include hard physical and manual work (40%), working 6 or more days a week (32%) and low wages (28%). 23% cited the negative environmental impact as a drawback of working in the construction industry.

Across all markets, the top two drawbacks cited by students were the risk of injury and/or mental health hazards, and potential hard physical and manual work. The exceptions were:

- Belgium: Risk of injury and/or mental health hazards (40%), Working 6 or more days a week (34%)
- Brazil: Risk of injury and/or mental health hazards (50%), Low wages compared to many other industries and/or the risk of delays in paying salaries (32%)
- Norway: Risk of injury and/or mental health hazards (59%), Low wages compared to many other industries and/or the risk of delays in paying salaries (55%)
- USA: Working 6 or more days a week (54%), Risk of injury and/or mental health hazards (50%),



In your opinion, what are some of the biggest drawbacks to working in the construction sector? / In your opinion, what aspects about working in construction sector do the younger generations generally find unattractive?
336 responses (corporates); 377 responses (students)





Job roles in the construction industry

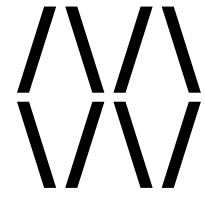
Corporates: just over half of corporates expect their workforce numbers to grow over the next six months

51% of corporates say they expect the size of their workforce to increase over the next six months. This compares with just 17% who expect their workforce to decrease.

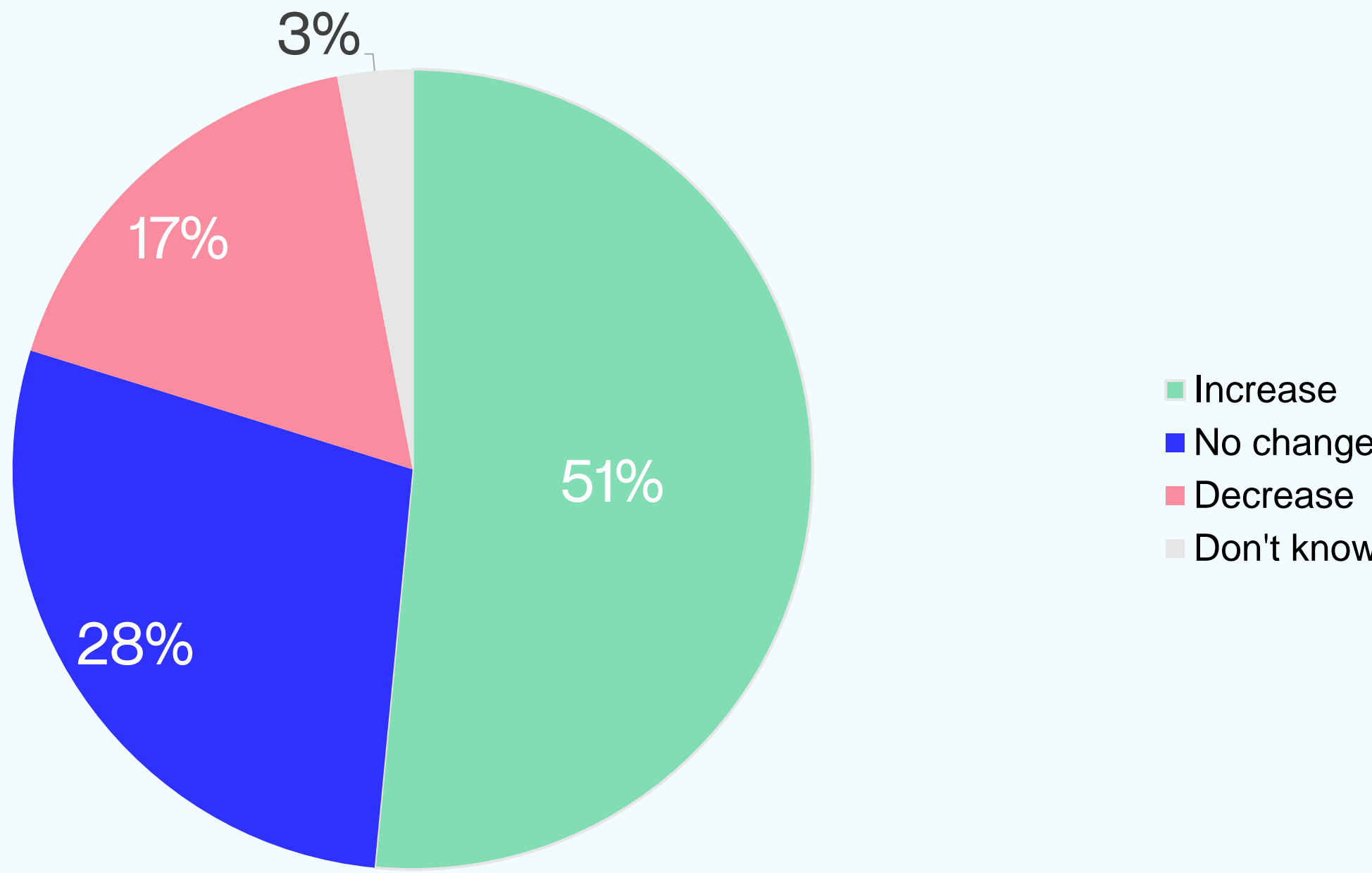
Companies in USA and South Africa are more likely to anticipate an increase in workforce over the next six months. Netherlands, conversely, are predicting the biggest decreases:

- USA: 64% increase, 8% decrease.
- South Africa: 62% increase, 12% decrease.
- LATAM: 60% increase, 25% decrease.
- Belgium: 57% increase, 14% decrease.
- Norway: 50% increase, 29% decrease.
- Brazil: 47% increase 21% decrease.
- Canada: 43% increase, 16% decrease.
- Australia: 39% increase, 17% decrease.
- Netherlands: 33% increase, 26% decrease.

The largest companies in the sector (\$500m+ turnover) are most likely to anticipate growth in headcount over the next six months.



How do you anticipate the size of your workforce will change over the next six months? – CORPORATES
336 responses



Size by Employees (n)	Increase (%)	Size by Revenue	Increase (%)
1-100	41%	Less than \$50m	48%
101-2,500	57%	\$51-\$500m	50%
2,501+	58%	\$501m+	64%

Corporates: skilled fieldwork and engineering roles are most in demand over the next 12 months

The job roles and competencies most in demand in the construction sector over the next 12 months are:

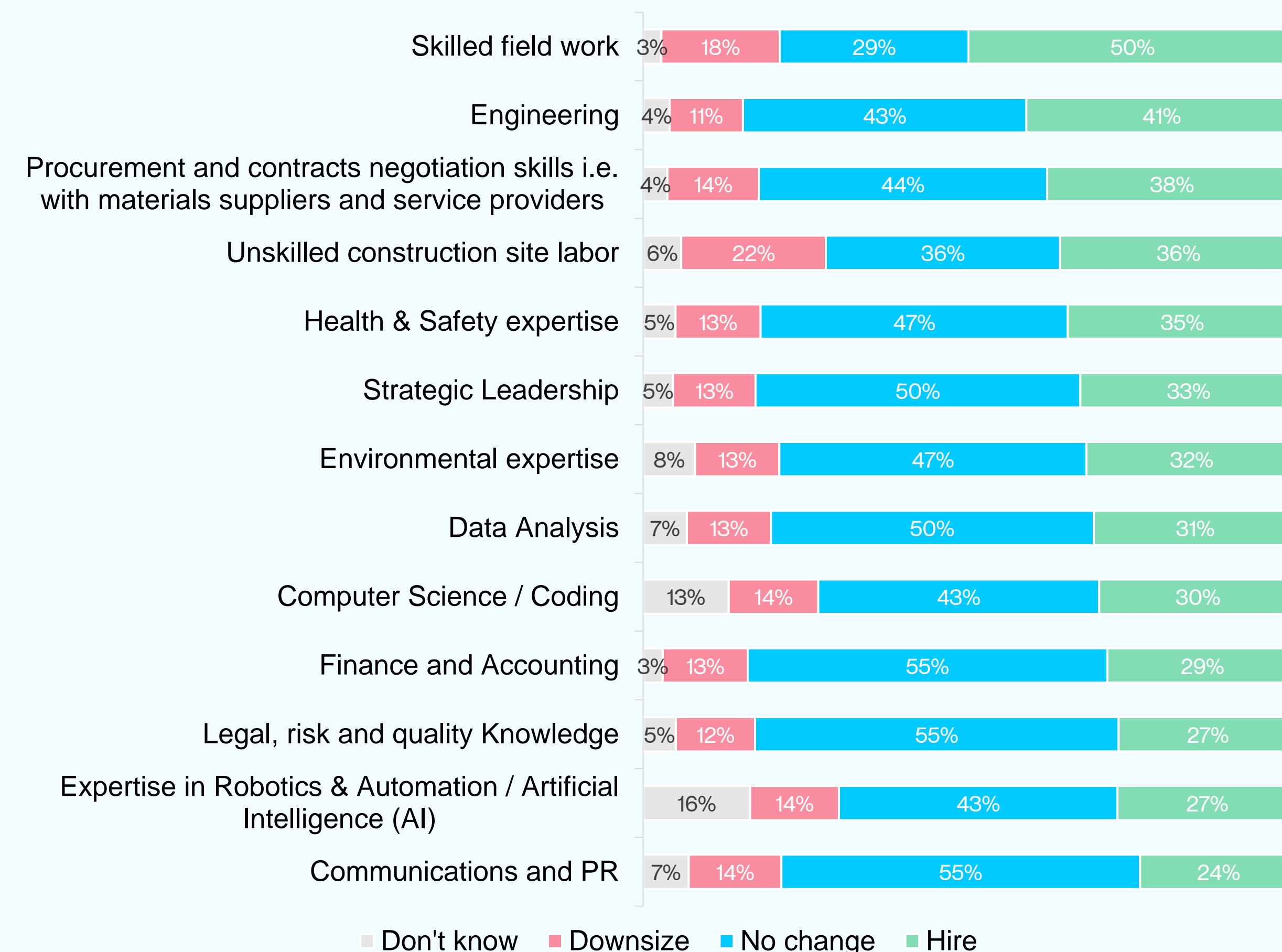
- Skilled fieldwork - 50% looking to hire
- Engineering – 41%
- Procurement and contracts negotiation – 38%
- Unskilled construction site labour – 36%
- Health and safety expertise – 35%

The roles and competencies most in demand over the next 12 months vary by market / region:

- Australia: Skilled field work (36%), engineering (32%), procurement specialists (30%).
- Belgium: Legal knowledge (71%), skilled field work (57%), environmental expertise (43%).
- Brazil: Finance and accounting (63%), engineering (58%), strategic leadership (53%).
- Canada: Skilled field work (50%), site labour (31%), strategic leadership (24%).
- LATAM: Engineering & environmental expertise (57%), procurement specialists (51%).
- Netherlands: Environmental expertise (40%), engineering (36%), data analysis (28%).
- Norway: skilled field work (36%), engineering (29%), procurement specialists (29%).
- South Africa: skilled field work (64%), site labour (60%) procurement specialists (58%).
- USA: skilled field work (70%), H&S expertise (46%), strategic leadership (44%).



Which of the following roles are you looking to hire or downsize at your company over the next 12 months? - CORPORATES
336 responses



Students: engineering, fieldwork, health and safety skills considered most relevant to a career in construction

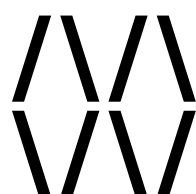
67% of students see engineering as a 'highly relevant' skill for a future career in the construction industry. A further 25% see this as somewhat relevant.

Other skills identified as 'highly relevant' by students for a career in the construction industry include:

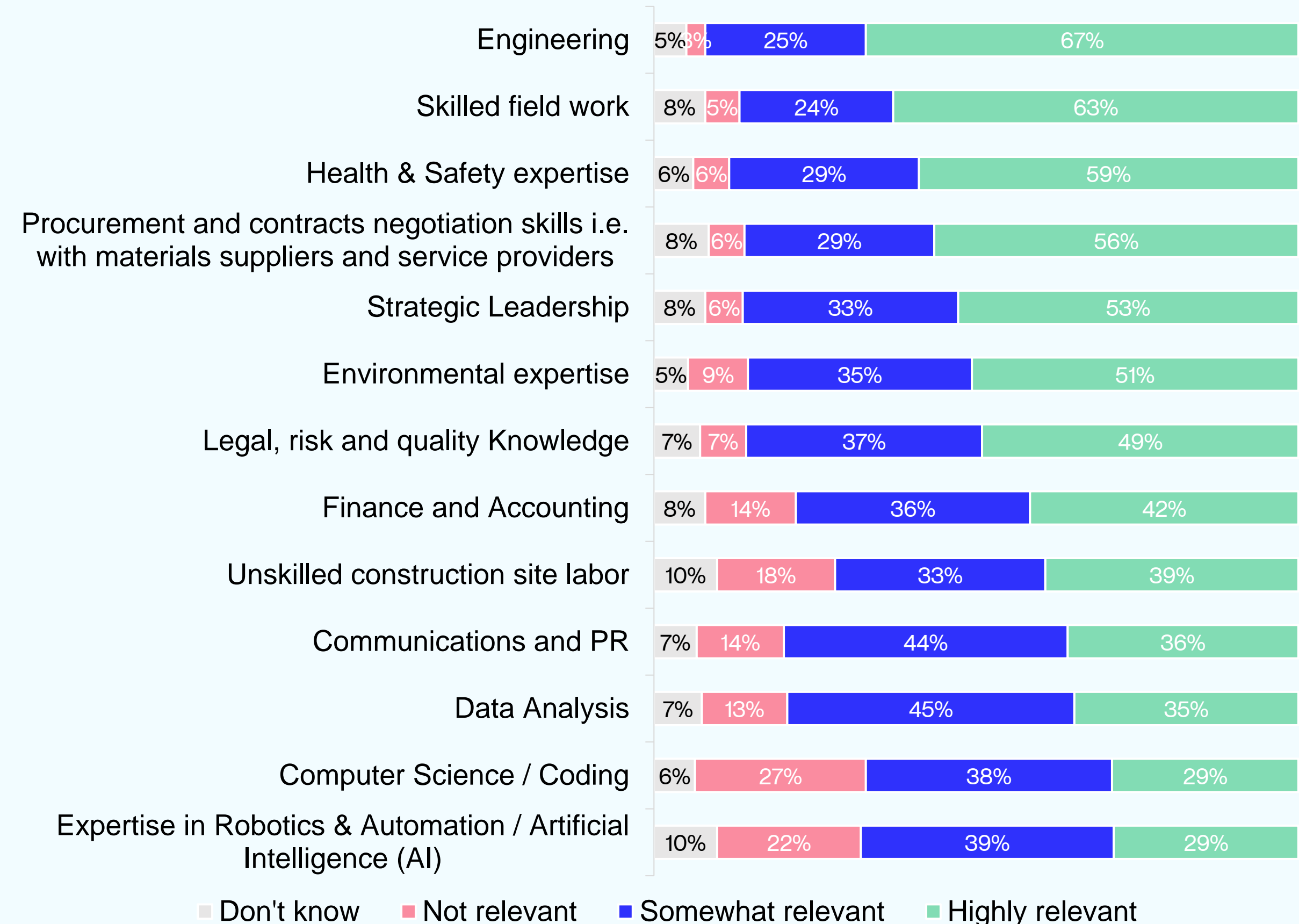
- Skilled fieldwork (63%)
- Health and safety expertise (59%)
- Procurement and contract negotiation (56%)
- Strategic leadership (53%)
- Environmental expertise (51%)

Students consider technology and digital skills as much less relevant to a career in the sector. For example:

- Only 29% see expertise in AI or RPA as 'highly relevant'
- Only 29% see computer science and coding as 'highly relevant'
- Only 35% see data analysis as 'highly relevant'



To what extent do you think these skills and competencies are relevant for a career in the construction industry? - STUDENTS
377 responses



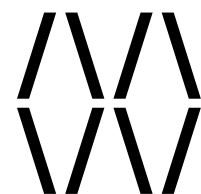
Students: one in three open to a career in construction, drawn to project management and innovation roles

A third (33%) of students say they have considered a career in the construction sector.

A student's current field of study is correlated with their openness to consider a career in construction, with engineer students most receptive to the industry.

- Engineering: 57%
- Public Policy and Law: 41%
- Computer Science and Technology: 36%
- Business and Finance: 28%
- Arts and Humanities: 25%
- Life Sciences: 17%

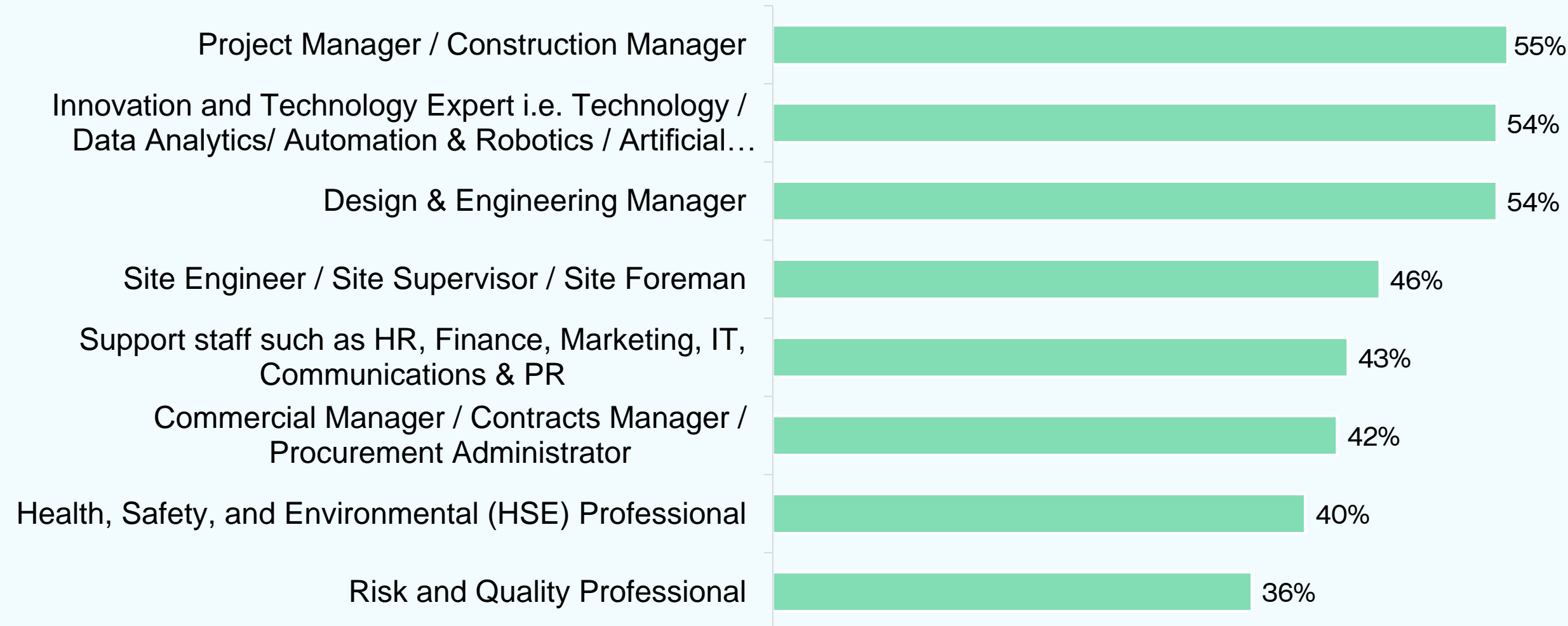
Those who are interested in a career in construction demonstrate a preference for roles such as Project Manager (55%), Innovation and Technology Expert (54%), and Design & Engineering Manager (54%).

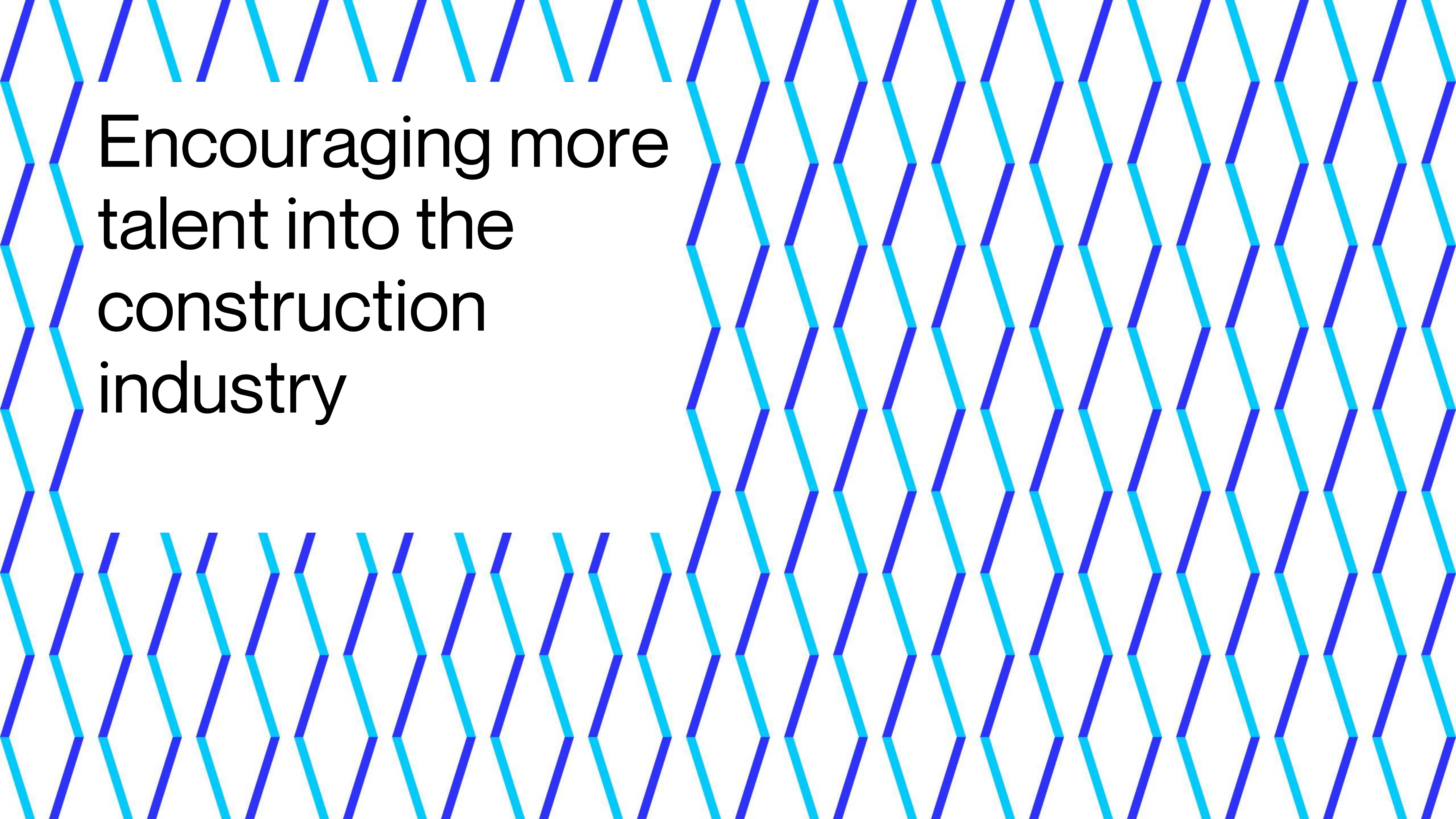


Have you ever considered a career in the construction sector?
377 responses



Which professional profiles / job roles are you most interested in within construction? Please pick and rank your top four from the list below. – 125 responses





Encouraging more
talent into the
construction
industry

Corporates: half of corporates find it difficult to attract and retain early career talent into construction

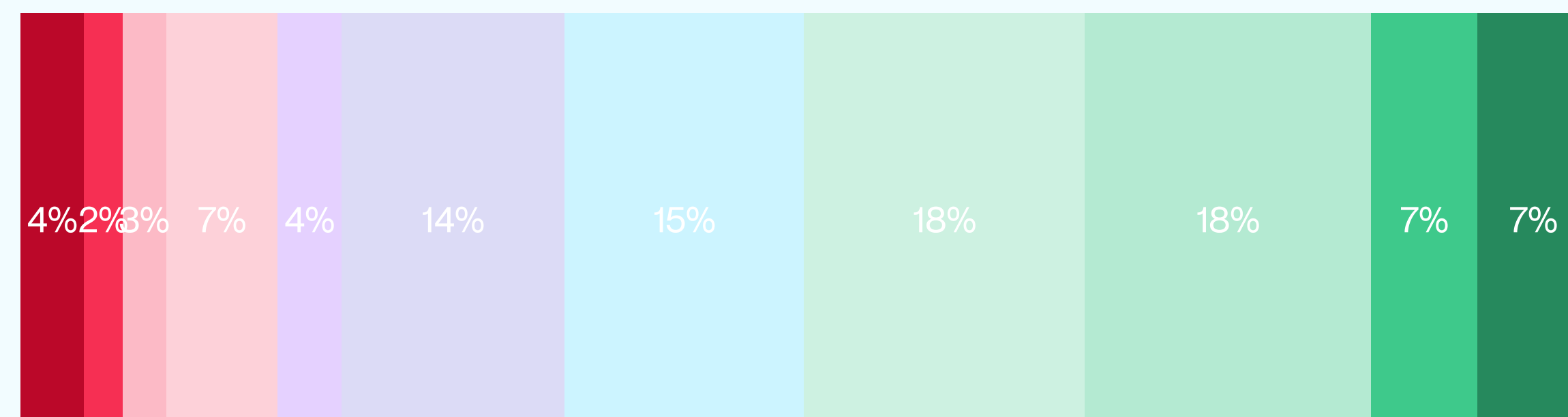
50% of the corporate decision makers surveyed say they find it very difficult to attract and retain early career professionals to roles in the construction industry (7 and above out of 10 on a scale of difficulty). 14% describe this as 'highly difficult' (9 or 10 out of 10).

Only 16% report no difficulties in attracting and retaining early career talent.

Corporates in Netherlands, Australia and LATAM find it most difficult to attract and retain early career professionals:

- Netherlands: 60% - 4% highly difficult, 56% difficult
- Australia: 56% - 20% highly difficult, 36% difficult.
- LATAM: 55% - 12% highly difficult, 43% difficult
- Canada: 52% - 15% highly difficult, 37% difficult
- Brazil: 48% - 11% highly difficult, 37% difficult
- USA: 46% - 20% highly difficult, 26% difficult
- South Africa: 44% - 12% highly difficult, 32% difficult
- Belgium: 43% - 0% highly difficult, 43% difficult
- Norway: 28% - 21% highly difficult, 7% difficult

To what extent does your organisation find it difficult to attract and retain early career professionals? - CORPORATES
329 responses



■ 0 - Not at all ■ 1 ■ 2 ■ 3 ■ 4 ■ 5 ■ 6 ■ 7 ■ 8 ■ 9 ■ 10 - Highly difficult



Good work-ethic and leadership top the list of skills corporates report difficulties in recruiting

When corporates were asked what skills their organisation finds it hardest to recruit, a common theme cited is the difficulty to find young people who are willing to work hard and fully commit to a career in construction.

Some corporate decision-makers mentioned they currently experience issues in recruiting young people who possessed particular skills. For example:

- In South Africa and LATAM, respondents noted that it was hard to hire appropriately qualified engineers, often citing many do not have the correct certifications.
- Similarly, several Canadian corporates mentioned a shortage of skilled carpenters.
- Most markets reported a difficulty in recruiting young people into management roles, citing a lack of appropriate soft skills or professional skills such as communication, leadership, etc.
- In some regions (LATAM, Australia) corporates cited difficulties in hiring young people with suitable skills in data/technology, or with experience in the integration of new cloud management or cyber security systems.

What are some of the main skills that your organisation finds hardest to recruit?

“The main skills that are hardest to recruit are self motivated and hard working young adults.” - USA

“Finding young workers that are willing to give it their all.” - Australia

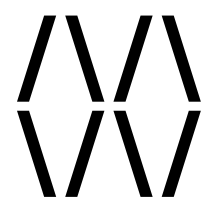
“Engineering. There are a lot of people with false degrees and at the moment the best way is to contact references and determine if they are legitimate.” - South Africa

“General trades have been difficult - there is a labour shortage there. We do our best to plan resources to match volume but there isn't much we can do when the work force simply does not exist.” - Canada

“The main qualifications that my organization finds difficult are candidates with specialized technical skills and advanced soft skills such as leadership, problem solving and team collaboration.” - LATAM (Mexico)

“People with management and leadership skills.” - Australia

“Experts in app development and cloud management.” - LATAM (Colombia)



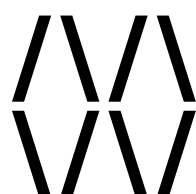
Corporates focused on training to address skill shortages identified in construction industry

With the difficulties in hiring skilled workers corporates across all markets mention training schemes as key way to ensure employees have the appropriate skill levels needed to succeed. This includes training new employees as well as upskilling current staff to take on new positions.

In South Africa, for example, many corporates identified the shortage and unaffordability of skilled engineers and mechanics. Corporates are training young adults instead - whether new or current employees – to take on these roles.

Corporates from all regions are promoting employment opportunities within construction industry more widely through initiatives with young people in local schools, colleges, universities etc. This sometimes includes offering scholarships or bursaries.

Corporates also mention improving the benefits associated with working in construction to combat the skill drain. In the USA and Canada, for example, strategies include offering better wages, signing on bonuses and other financial rewards. Some corporate mention improving working conditions and introducing flexible hours.



What steps are you taking to tackle this skills shortage? What strategies does your organisation have in place for attracting young talent?

“We train other people in our company to make it easy.” - *Australia*

“Hiring employees that qualifies for the job it seems easy but it hard work and it definitely takes time. So we're started to recruit people and train them on site most people adapt to Learning hands on.” - *USA*

“Participation in job fairs and career events to show the company and the sector to a young public. Effective communication of company culture and career opportunities.” - *LATAM (Mexico)*

“...to tackle the shortage we will as a company to give bursary to students who are interested in doing engineering studies then after they finish the degree we hire them to work for us but first as interns.” - *South Africa*

“Increased compensation and benefits and also attempts to take the time to show them what a future in this field can lead to.” - *Australia*

“We have been more flexible on working from home and have had to negotiate starting salaries and hiring bonuses with younger staff.” - *USA*

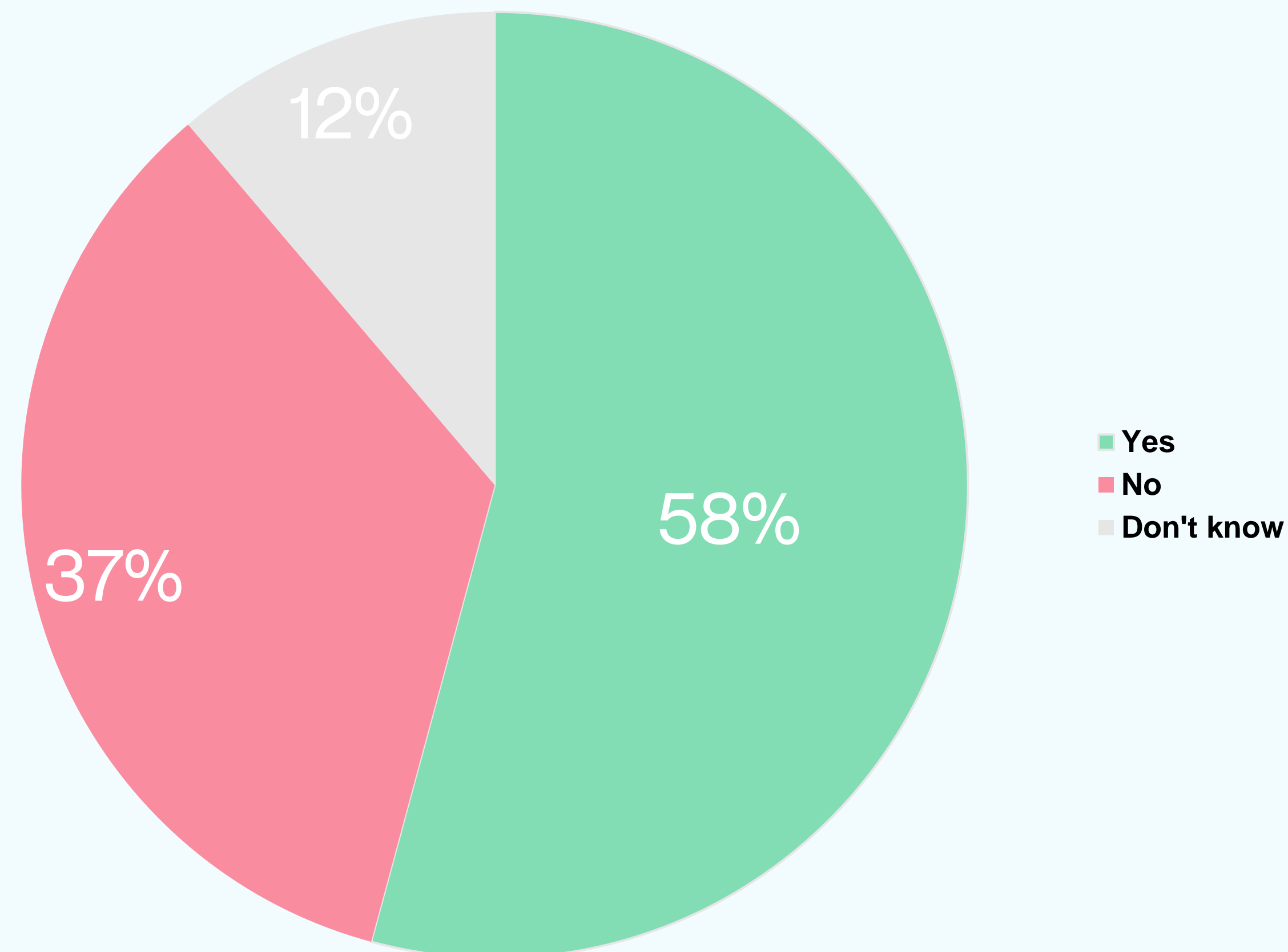
Corporates: 58% have programmes in place to attract a diverse workforce

Nearly six in ten (58%) of corporates say they have programmes or processes in place to attract a diverse workforce. However, more than a third (37%) say they do not.

Companies in LATAM, South Africa, Netherlands and USA are most likely to have programmes or processes in place to attract a diverse workforce:

- LATAM: 78% yes, 22% no.
- South Africa: 72% yes, 28% no.
- Netherlands: 68% yes, 24% no.
- USA: 66% yes, 32% no.
- Norway: 64% yes, 21% no.
- Australia: 50% yes, 44% no.
- Belgium: 43% yes, 43% no.
- Canada: 43% yes, 51% no.
- Brazil: 16% yes, 68% no.

Does your company have any programmes / processes in place to attract a diverse workforce? – CORPORATES
336 responses



Corporates do not utilise the most effective communication channels to reach students

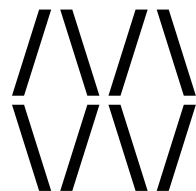
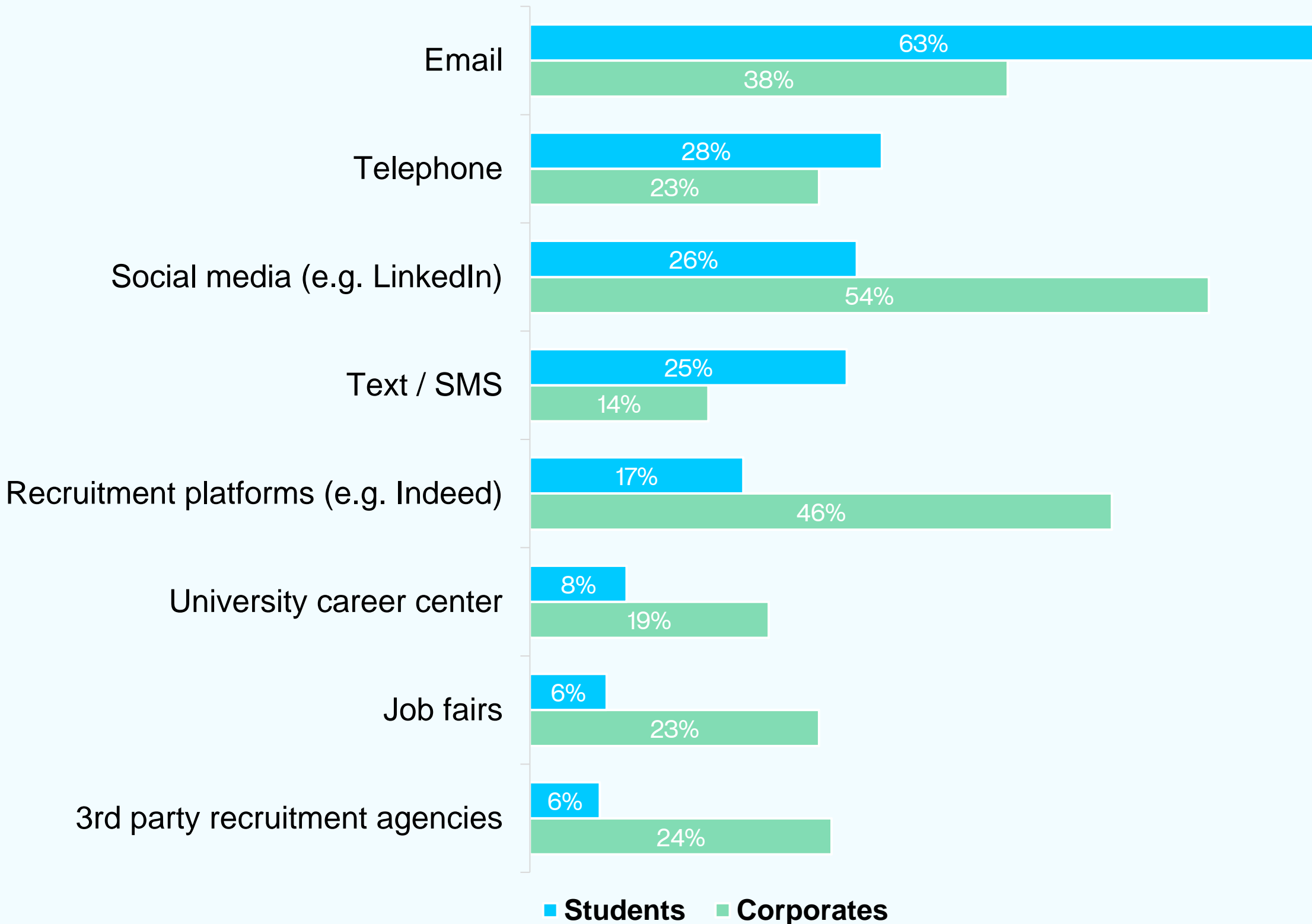
For students email was the preferred method of contact for job opportunities: 63% of students selecting this as a preferred method of contact. However this channel is only utilised by 38% of corporates.

Instead corporates tend to favour social media outreach (54%) say they are doing this and recruitment platforms (46%), whereas these are the referred channels for only 26% and 17% of students respectively.

How are you currently contacting students about job opportunities? Select all that apply - CORPORATES

How do you prefer to be contacted about potential job opportunities. Select all that apply – UNIVERSITY STUDENTS

336 responses (corporate), 377 responses (students)



Students find new science, digital skills and role in energy transition the most compelling messages about a career in construction

56% of students say that promoting the new science involved in green buildings is a message that companies should focus on to attract next generation talent. This compares with just 44% of corporates who are focused on this message to attract talent.

Corporates also are not focused enough on their contribution to the energy transition: 34% of students see this as a compelling message, whereas only 21% of corporates are focused on this.

The motivating messages that resonate most with students varies by country / region:

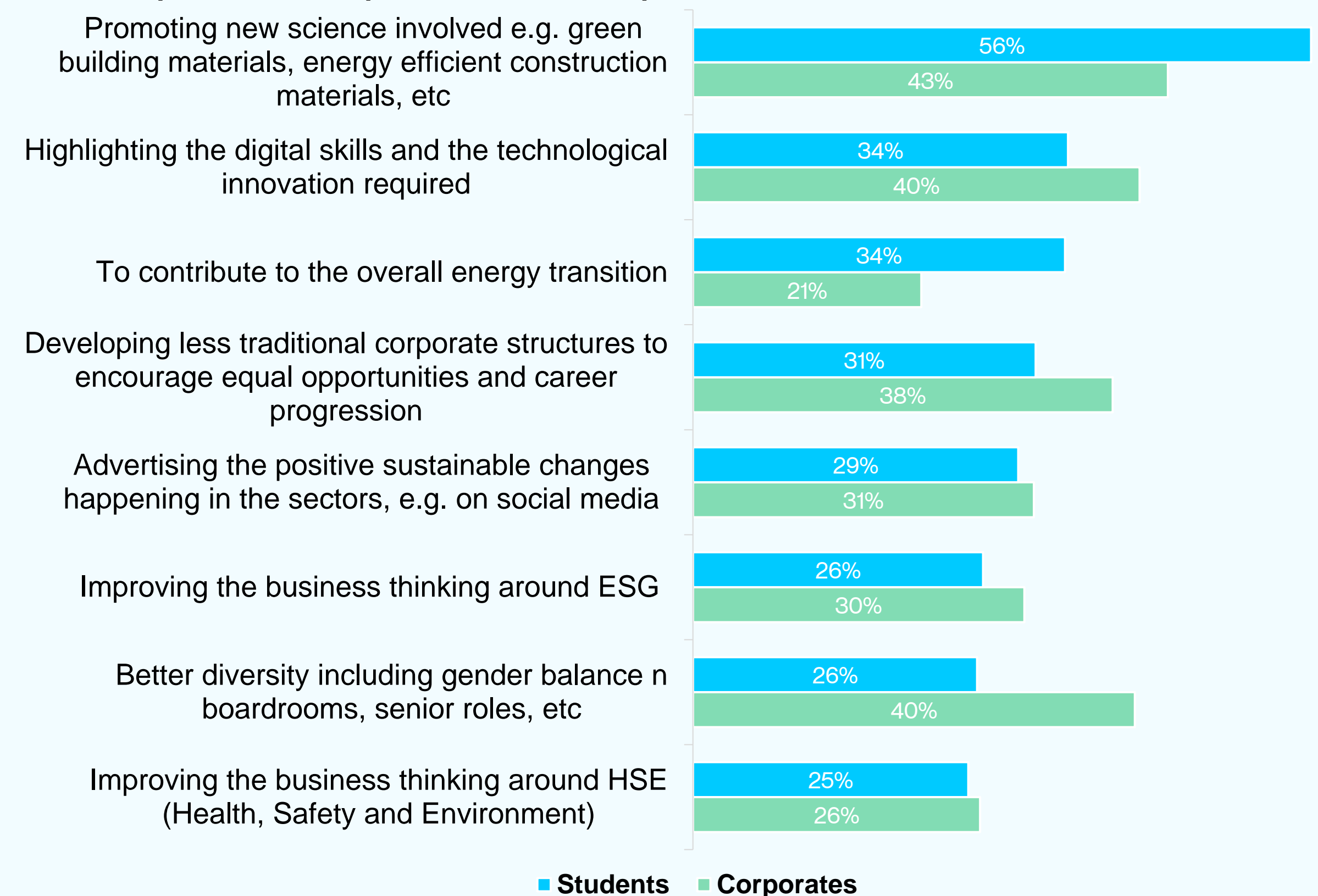
- Australia: promoting new science in buildings (50%).
- Belgium: promoting new science in buildings (50%).
- Brazil: advertising new sustainability changes (55%).
- Canada: promoting new science in buildings (52%).
- LATAM: highlighting digital skills and tech involved (45%).
- Netherlands: advertising new sustainability changes (53%).
- Norway: highlighting digital skills and tech involved (55%).
- South Africa: promoting new science in buildings (84%).
- USA: promoting new science in buildings (74%).



In which of these areas should the construction sector focus to encourage more young talent to join? Select up to three. - CORPORATES

What are some of the most important areas that the construction sectors should focus on to ensure they are fit for the future? Select up to three. – UNIVERSITY STUDENTS

336 responses (corporate), 377 responses (students)





Appendix