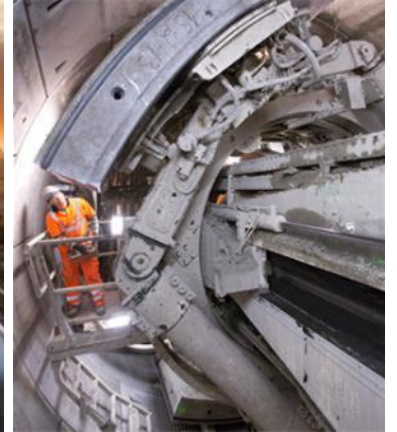




Future Workforce

Kier



Labour Market

WAR FOR TALENT



- Construction Skills Network (CSN) 2022-26 forecasts an extra **266,000** workers will be required to meet projected UK construction demand by 2026 (**53,200** workers per year)

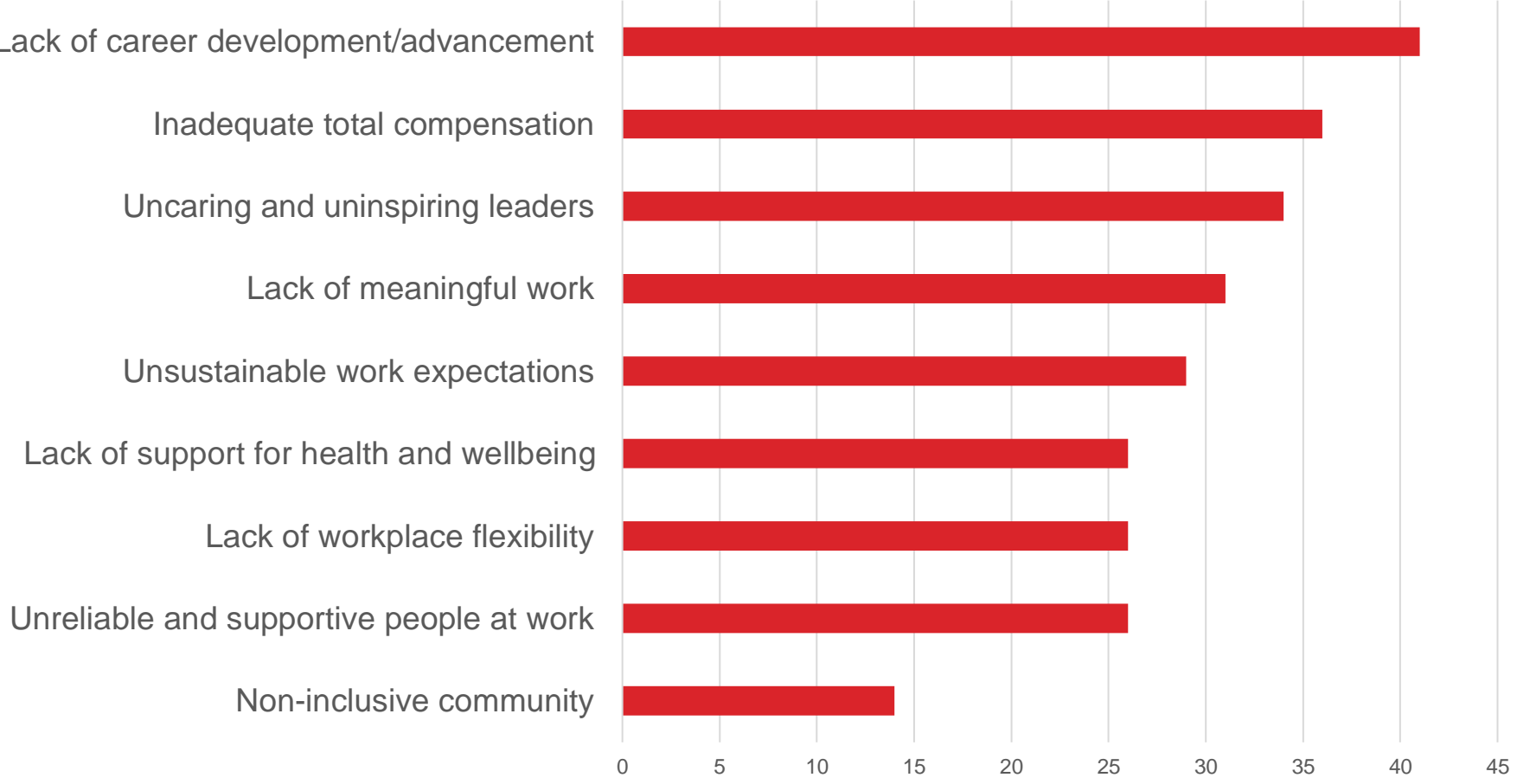


Almost 1.3m
UK
vacancies



c. 44k
construction
vacancies

Attrition trends



Source: McKinsey and Company, 2022



33% of UK workers are thinking about leaving their job in the next 3-6 months



65% of leavers didn't return to the same industry

Future talent pools



The traditionalist



The do-it-yourselfer
(anything for autonomy)



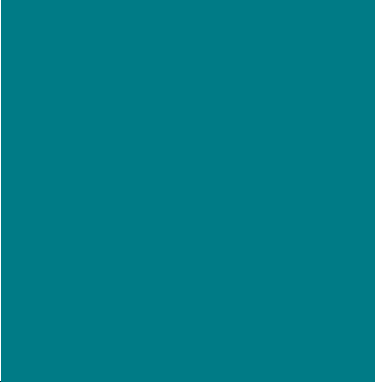
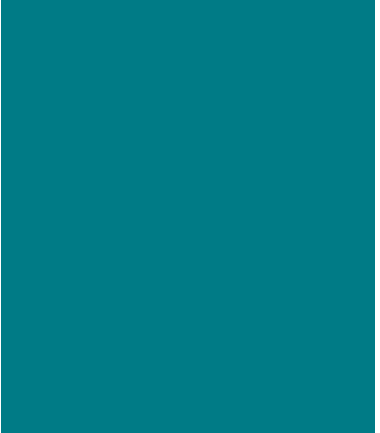
The caregiver (at home
but wanting more)



The idealist (students and
young part-timers)



The relaxer (career doesn't
come first anymore)



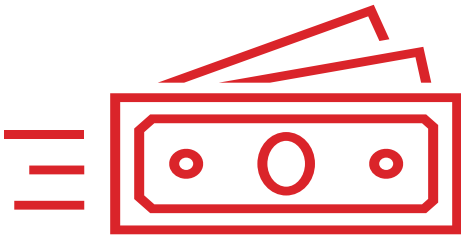
What have we focused on at Kier



Performance Centered Leadership



Flexible and agile ways of working



Benefits offering



Family friendly policies



Future skills: talent development & emerging talent



D&I roadmap





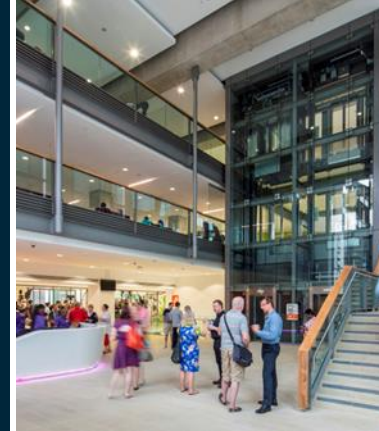
Summary

Attracting and retaining talent is one of the biggest challenges our industry faces, and continuing to recruit and develop employees in the same way we have in the past will not meet future needs.

We need think very differently about how we attract, retain and employ our talent to achieve our business goals now and in the future.



Thank you



Further reading and contact details

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Timewise: Improving Flexible Working in Construction: A ten-point action plan: [commissioned-projects-timewise-flexible-working-ten-point-plan-december-2021.pdf](#) (citb.co.uk)

