A report on the current perceptions and ambitions of the engineering community.
ABOUT THE RESEARCH

Matchtech commissioned independent global market research firm Edelman Intelligence to conduct a survey with engineering professionals from around the world.

Across a three week period in October and November 2016, 2,522 respondents took part in the online survey, sharing their views about key industry issues and career opportunities within the engineering profession.

The research sought opinions from engineers regardless of whether they were actively seeking their next career move or firmly established within their current job role. Survey participants shared their experiences of past and current roles, future opportunities for the industry and the trends they see across their sector.
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This Voice of the Workforce report brings together the views of more than 2,500 engineering professionals from around the world, providing valuable insight into what the engineering community thinks about the current state of the industry and how they feel about their career within it. It also reveals how engineers expect the industry to change over the next five years.

The report covers views on industry wide issues such as diversity, skills shortages and the ageing workforce, as well as more personal issues which affect the day-to-day lives of engineers and bear influence on decisions they make within their career such as what factors would make them leave their employer, whether they would consider transferring to a different sector and if they would be willing to move abroad at some point in their career.

As well as drawing similarities between the views of engineers working in different sectors and regions, the report also provides a clear picture of where differences lie, for example in the perceptions of men and women or the opinions of millennials and boomers. As a spin off from our Confidence Index of previous years, the Voice of the Workforce report also offers some benchmarking figures on how opinions have changed over time. We hope the data in this report will be used in the same way in the future.

I would encourage anyone with an interest in the engineering industry and engineering as a profession to read this report. The report provides great insight into the current and future state of the industry, importantly, from the perspective of the people who work within it. I hope you enjoy reading it.

Keith Lewis
Managing Director of Matchtech and COO of Gattaca plc
EXECUTIVE SUMMARY

The Engineering: Voice of the Workforce report offers detailed insight into the views of engineers, providing a unique source of market intelligence.

To provide a full picture of perceptions in engineering, this report covers six key themes:

OVERALL CONFIDENCE
The current levels of confidence engineering professionals have in their employer and in the industry as a whole in terms of performance and employment opportunities.

CELEBRATING EXCELLENCE
Perceptions of industry at a global level, including views about working overseas.

DIVERSITY
The ‘intention vs. reality’ gap of diversity and inclusion issues, and a review of the strategies perceived as being the most effective for organisations to improve gender diversity.

CURRENT AND FUTURE SKILLS PROFILE
The current skills profile against what will be needed in the future, including identifying skills gaps and transferable skills.

FUTURE GAZING
Projections the engineering community has about the current workplace and their visions of the workplace of the future.

TOPICAL LANDSCAPE
The impact of topical events, which may be affecting confidence in industry including perceptions on Brexit and the US elections.

THE KEY FINDINGS IN THIS REPORT ARE:

THE MAJORITY OF ENGINEERS ARE CONFIDENT IN THE GROWTH OF THEIR SECTOR
Just over half of those working in the engineering industry are confident about future growth. Engineers in rail (72%) are most confident their sector will grow over the next 12 months. However overall, engineers expect the renewables sector (42%) to grow the most over the next 12 months. Budget reduction, economic outlook and an ageing workforce are all seen as major contributors to the prevention of growth across engineering.

CONFIDENCE IN CAREER PROGRESSION IS FALLING
Just under half (49%) of engineers are confident that their own career will progress over the next 12 months. This is down by 14% from Matchtech’s Confidence Index research which posed the same question to the engineering community in 2014.

EUROPE IS LEADING THE WAY
41% of engineers ranked Europe as the region which is the most industry leading and it was also cited as the destination that engineers would most likely consider moving to during their career, with Germany and the UK seen as the most attractive places to move to for work. Compared to pay and career progression, lifestyle change is the main reason people would consider moving abroad (43%). The amount of prestige an engineer’s sector has in another country is a low importance factor (6%) in deciding whether to move abroad.

SECTORS FACE DIFFERENT REPUTATIONAL CHALLENGES
The renewables sector is strong, more than half of engineers working in the sector think
that it has a better reputation than it did 12 months ago. Renewables is also the sector that engineers expect to grow the most over the next 12 months and is the sector that engineers would most likely consider transferring to.

Perceptions within the water and environment and oil & gas sectors, however, are much more negative. 44% of engineers working in the water and environment sector said the sector was held in lower regard than it was 12 months ago. And within oil and gas, 59% of the workforce agreed the volatile sector is held in lower regard than it was 12 months ago.

ECONOMIC OUTLOOK, POLITICAL POLICY CHANGE AND REDUCED GOVERNMENT INVESTMENT HAVE THE MOST POTENTIAL TO DISRUPT THE INDUSTRY OVER THE NEXT FIVE YEARS

Financial and political changes are seen as the biggest disruptors to the industry, however the majority (almost two thirds) think their own individual role is unlikely to change substantially in the next five years. Only 16% of engineers believe their role will be at risk or not exist in five years’ time. Machine automation and technological developments aren’t currently seen as a major threat to their livelihoods or the workforce more broadly.

THE MAJORITY OF ENGINEERS AGREE THERE IS A SKILLS SHORTAGE

The sectors where the issue is most prevalent are water and environment (84%), utilities (78%) and aerospace (77%). The factor seen as the most important in addressing the skill shortage (27%) is the promotion of engineering as a career to younger generations. Apprenticeships are seen as another potential solution, with 25% saying it is an important factor in tackling the skills shortage.

ENGINEERS BELIEVE GENDER DIVERSITY IS IMPROVING AND WOMEN ARE MORE CONFIDENT THAN MEN IN RECEIVING A PAY INCREASE THIS YEAR

Over half believe gender diversity is improving, but females are more likely to believe it is staying the same. The findings also show some discrepancies between men and women in whether they received a pay increase in the last year and how confident they feel about receiving one in the coming 12 months: a higher percentage of females stated they received a pay increase in the past year (67% to just 56% of males) and a higher percentage also said they were confident in receiving a pay increase over the coming 12 months (44% of women, compared to 38% of men).

THE MOST ATTRACTIVE ATTRIBUTE OF AN EMPLOYER IS GOOD PAY AND BENEFITS BUT CULTURE PLAYS AN IMPORTANT PART IN AN ENGINEER’S DECISION TO LEAVE

Across all age groups, good pay & benefits are the biggest attractions to a new employer. However, amongst the reasons to leave an employer, negative culture is a key factor for 41% of engineers. For boomers (aged 50-59), this factor beats non-competitive pay and benefits as the number one reason to leave an employer.

ENGINEERS ARE OPEN TO CHANGING SKILL SET AND SECTORS BUT ONLY HALF OF THOSE WHO HAVE MADE THE MOVE FOUND IT EASY

Over half (56%) would consider transferring to a different skill set, with the skill set of choice for 40% of engineers being project and programme management. Even more engineers would consider transferring into a different sector (65%), with the most attractive sector being renewables (28%). But, out of those who have already changed skill set or sector, only half found it an easy experience.
OVERALL CONFIDENCE

On a global scale, half of engineers (54%) are confident that the sector they work in will grow and half (49%) are confident that their own career will progress over the next 12 months.

On a regional level, it is engineers in the emerging economic areas of Africa (61%) and the Middle East (58%) who have the highest confidence in sector growth. Confidence is lowest in Europe, where only 53% feel assured by the level of sector growth expected over the coming 12 months.

Looking at the UK specifically, engineers in the Midlands (58%), London (58%) and South West England (55%) are the most confident in the growth of their sector, which is no surprise given the major automotive hubs in the Midlands and the infrastructure projects that are underway in the capital and Somerset (HS2, Crossrail, Hinkley Point C).

Unsurprisingly with the slow down in the North Sea oil and gas market, engineers in Scotland have the lowest confidence in sector growth (43%) and more than half (52%) of engineers in oil and gas say that their organisation is not looking to recruit in the coming 12 months.

Across the world, those who work in rail are the most confident about growth, with 72% declaring their faith in the growth of their sector over the next 12 months.

However, it is the renewables sector which the majority of engineers across all sectors believe will grow the most.

So what is preventing some sectors from growing?

Budget reduction, economic outlook and an ageing workforce are all major contributors, according to the engineers surveyed. But it seems the reasons for stunted growth vary between sectors.

In utilities, for example, the factor that is seen as the biggest threat to sector growth is the ageing workforce, whereas in rail, it is reducing budgets.
“It’s great to see that one of the headlines from this report is that 72% of rail engineers are confident in the growth of their sector, the highest percentage of confidence cited across all sectors. The rail sector is enjoying a high level of investment across the UK, both in the South and the North with on-going demand for world class talent required to deliver these key rail projects. This demand will continue in 2017 and beyond with High Speed 2 phases of work beginning to be awarded, Crossrail 2, GWEP, Transport for the North and the continuation of other electrification projects alongside a range of plans for significant infrastructure improvements such as Digital Rail.”

DAVID REES
Human Resources Manager, WSP Parsons Brinckerhoff
Renewables is expected to grow the most in the next 12 months.

Expectancy of sector growth in the next 12 months:

Q3: Which sectors do you expect to show the greatest growth over the coming 12 months?

Total base: n = 2,522

- Renewables: 42%
- Power generation: 28%
- Nuclear build: 27%
- Property/construction: 26%
- Rail: 25%
- Waste management: 18%
- Aerospace: 18%
- Automotive: 16%
- Transportation: 16%
- Environment: 15%
- Highways: 14%
- Chemical or pharmaceutical: 14%
- Oil and gas: 14%
- Water: 12%
- Consumer electronics: 12%
- Industrial or manufacturing: 12%
- Nuclear defence: 9%
- Naval: 8%
- FMCG/food: 8%
- Shipping: 7%
- Maritime leisure: 6%
- Maritime commercial: 6%
- Subsea: 5%
- Mining and geological: 4%
Q1: How confident are you that the sector you work in as a whole will grow and increase its revenues/income over the coming 12 months?
Total base: n = 2,522

54% are confident that the sector they work in will grow and increase its revenues/income over the next 12 months.

26% not confident

9% Not at all confident
17% Not very confident
19% Neither confident nor unconfident
1% Don't know
31% Somewhat confident
23% Very confident

Vs. 2014 *

*when we conducted our Confidence Index survey
RAIL ENGINEERS ARE MOST CONFIDENT IN THE GROWTH OF THEIR SECTOR

OVERALL CONFIDENCE

Q1: How confident are you that the sector you work in as a whole will grow and increase its revenues/income over the coming 12 months?

Total base: n = 2,522

Aerospace: n = 295, Automotive n = 236, Highways: n = 116
Industrial or manufacturing: n = 217, Naval: n = 128, Oil & gas: n = 373
Power generation: n = 90, Property/construction: n = 195, Rail: n = 127
Renewables: n = 91, Utilities: n = 90, Water and environment: n = 127

<table>
<thead>
<tr>
<th>Sector</th>
<th>Level of confidence in sector growth</th>
<th>% Confident</th>
<th>% Not confident</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rail</td>
<td></td>
<td>72%</td>
<td>14%</td>
</tr>
<tr>
<td>Utilities</td>
<td></td>
<td>68%</td>
<td>10%</td>
</tr>
<tr>
<td>Renewables</td>
<td></td>
<td>65%</td>
<td>25%</td>
</tr>
<tr>
<td>Power generation</td>
<td></td>
<td>61%</td>
<td>21%</td>
</tr>
<tr>
<td>Water and environment</td>
<td></td>
<td>59%</td>
<td>18%</td>
</tr>
<tr>
<td>Automotive</td>
<td></td>
<td>58%</td>
<td>17%</td>
</tr>
<tr>
<td>Aerospace</td>
<td></td>
<td>57%</td>
<td>23%</td>
</tr>
<tr>
<td>Property/construction</td>
<td></td>
<td>57%</td>
<td>20%</td>
</tr>
<tr>
<td>Highways</td>
<td></td>
<td>55%</td>
<td>22%</td>
</tr>
<tr>
<td>Industrial or manufacturing</td>
<td></td>
<td>52%</td>
<td>25%</td>
</tr>
<tr>
<td>Naval</td>
<td></td>
<td>52%</td>
<td>19%</td>
</tr>
<tr>
<td>Oil and gas</td>
<td></td>
<td>35%</td>
<td>47%</td>
</tr>
</tbody>
</table>

N.B remaining respondents said they were ‘neither confident nor unconfident’ or answered ‘Don’t know’
Q1: How confident are you that the sector you work in as a whole will grow and increase its revenues/income over the coming 12 months?

Africa: n = 80, Asia Pacific: n = 174, Europe: n = 2,014
Middle East: n = 110, North America: n = 115
Q3: Which sectors do you expect to show the greatest growth over the coming 12 months?

Total base: n = 2,522
Africa: n = 80
Asia Pacific: n = 174
Europe: n = 2,014
Middle East: n = 110
North America: n = 115

**Predicted Sector Growth Around the World**

**Europe**
- Renewables: 41%
- Nuclear build: 31%
- Power generation: 27%

**Africa**
- Power generation: 38%
- Renewables: 36%
- Property/construction: 26%

**North America**
- Renewables: 49%
- Power generation: 35%
- Property/construction: 25%

**Middle East**
- Property/construction: 39%
- Renewables: 38%
- Rail: 27%

**Asia Pacific**
- Renewables: 43%
- Power generation: 31%
- Rail: 29%
Q5: Thinking about where you currently work, is the organisation looking to recruit more personnel in the coming 12 months?
Total base: n = 2,522

Q6: Thinking about where you currently work, do you expect the proportion of the organisation’s revenue/income that comes from overseas customers to increase over the next 12 months?
Total base: n = 2,522

**Confidence in Increased Recruitment Levels and Overseas Revenue**

**Those Who Think Their Organisation Is Looking to Recruit in the Next 12 Months**

- **Yes**: 44%
- **No**: 31%
- **Don’t Know**: 25%

**Those Who Expect Revenue/Income from Overseas Customers Will Increase**

- **Yes**: 39%
- **No**: 37%
- **Don’t Know**: 24%

*when we conducted our Confidence Index survey*
Q5: Thinking about where you currently work, is the organisation looking to recruit more personnel in the coming 12 months?

Total base: n = 2,522
Aerospace: n = 295, Automotive n = 236
Highways: n = 116, Industrial or manufacturing: n = 217
Naval: n = 128, Oil and gas: n = 373
Power generation: n = 90, Property/construction: n = 195
Rail: n = 127, Renewables: n = 91
Utilities: n = 90, Water and environment: n = 127
Q10: Thinking about future growth and development within your sector, which of the following do you think poses a threat to your sector? Please select all that apply.

Total base: n = 2,522

FINANCIAL FACTORS ARE SEEN AS THE BIGGEST THREATS TO GROWTH

PERCEIVED THREATS TO THE SECTOR

- Reducing budgets: 43%
- Economic outlook: 39%
- Ageing workforce: 30%
- Lack of government investment and strategy to grow the sector: 29%
- Lower pay than careers in other sectors: 23%
- Lack of prestige for jobs in the sector: 18%
- High volume of regulation or ‘red tape’ covering the sector: 15%
- Lack of graduates pursuing careers in the sector: 15%
- Lack of innovation in the sector: 14%
- High international demand means many qualified professionals are moving abroad: 12%
- Lack of students studying STEM subjects: 11%
- Lack of women pursuing careers in the sector: 6%

THE GREATEST THREATS TO THE SECTOR

- Reducing budgets: 43%
- Economic outlook: 39%
- Ageing workforce: 30%
- Lack of government investment and strategy to grow the sector: 29%
THE BIGGEST THREATS VARY BY SECTOR

Q10: Thinking about future growth and development within your sector, which of the following do you think poses a threat to your sector? Please select all that apply.

HALF are CONFIDENT that their own career will progress in the next 12 months (49% net)

HOWEVER

1 in 4 are NOT CONFIDENT they will progress in the next 12 months (23% net)

Confidence in career progression

Q7: How confident are you that your own career will progress in the coming 12 months?

Total base: n = 2,522

*when we conducted our Confidence Index survey
OVER HALF RECEIVED A PAY INCREASE IN THE LAST YEAR

Q8: What level of pay increase did you receive in the past year (excluding bonus)?

**Total base: n = 2,522**

<table>
<thead>
<tr>
<th>Pay increase amount</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>My pay decreased</td>
<td>10%</td>
</tr>
<tr>
<td>I did not receive a pay increase</td>
<td>33%</td>
</tr>
<tr>
<td>Less than 1%</td>
<td>8%</td>
</tr>
<tr>
<td>1-3%</td>
<td>21%</td>
</tr>
<tr>
<td>3-5%</td>
<td>10%</td>
</tr>
<tr>
<td>5-10%</td>
<td>9%</td>
</tr>
<tr>
<td>More than 10%</td>
<td>9%</td>
</tr>
</tbody>
</table>

57% stated they received a pay increase in the past year

33% stated they did not receive a pay increase

10% said their pay decreased

BREAKDOWN OF PAY INCREASES/DECREASES
Q8: What level of pay increase did you receive in the past year (excluding bonus)?

Total base: n = 2,522
Males: n = 2,319
Females: n = 160

In the last year women were more likely to receive a pay increase.

<table>
<thead>
<tr>
<th>Gender</th>
<th>My pay decreased</th>
<th>I did not receive a pay increase</th>
<th>Less than 1%</th>
<th>1-3%</th>
<th>3-5%</th>
<th>5-10%</th>
<th>More than 10%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Males</td>
<td>10%</td>
<td>24%</td>
<td>8%</td>
<td>20%</td>
<td>11%</td>
<td>9%</td>
<td>8%</td>
</tr>
<tr>
<td>Females</td>
<td>9%</td>
<td>34%</td>
<td>12%</td>
<td>27%</td>
<td>9%</td>
<td>11%</td>
<td>8%</td>
</tr>
</tbody>
</table>

11 points

56% of males stated they received a pay increase in the past year.

67% of females stated they received a pay increase in the past year.
Q9: How confident are you that you will receive a pay increase over the coming 12 months?

Total base: n = 2,522

OVER A THIRD ARE CONFIDENT THAT THEY WILL RECEIVE A PAY INCREASE IN THE NEXT 12 MONTHS

CONFIDENCE IN RECEIVING A PAY INCREASE IN THE NEXT 12 MONTHS

- **39%** Not Confident
- **38%** Confident

- **20%** Not at all confident
- **19%** Not very confident
- **23%** Neither confident nor unconfident
- **22%** Somewhat confident
- **16%** Very confident
WOMEN ARE MORE CONFIDENT IN RECEIVING A PAY INCREASE IN THE NEXT 12 MONTHS BY GENDER

Q9: How confident are you that you will receive a pay increase over the coming 12 months?

Total base: n = 2,522
Males: n = 2,319, Females: n = 160

VOICE OF THE WORKFORCE  23
Q9: How confident are you that you will receive a pay increase over the coming 12 months?

Total base: n = 2,522
Millennials: n = 424
Gen X: n = 1,098
Boomers: n = 625

Overall confidence in receiving a pay increase declines with generation.
CELEBRATING EXCELLENCE: REPUTATION AND CAREER DESTINATIONS

On a global scale, Europe is seen as the region which is most industry leading, with 41% of engineers ranking this region as the best.

The second region seen as industry leading was Asia Pacific, with 28% of the vote. Within Europe, the UK is also viewed positively; 58% of UK engineers believe that it will continue to be a leading player in the global engineering industry.

Europe is also placed at the top for the destination that engineers would consider moving to if they were seeking to move abroad. Out of the 49% of engineers who stated they would like to move abroad at some point in their career, 35% cited Europe as their preferred destination. North America received 26% of the vote.

Interestingly, but perhaps unsurprisingly, it is the younger generation – millennials – who are most interested in moving abroad for work with 65% saying they would like to move abroad at some point in their career. Compared to pay and career progression, lifestyle change is the main reason people would consider moving abroad (43%). The amount of prestige an engineer’s sector has in another country is a low importance factor (6%) in deciding whether to move abroad.

But how highly regarded are different sectors and how have perceptions changed over the past 12 months?

More than half of engineers in the renewables sector think that the sector has a better reputation than it had 12 months ago. Perceptions within the oil and gas sector, however, are a lot more negative, with 59% saying that the volatile sector is held in lower regard than it was 12 months ago.
Q11: Thinking about the global region you currently work in, do you think that your sector has a better reputation and is held in higher regard than it was 12 months ago?
Total base: n = 2,522

Q12: You said your sector has a better reputation than it did 12 months ago, what was the main reason for you responding that way?
Better reputation base: n = 853

Q13: You said your sector does not have a better reputation than it did 12 months ago, what was the main reason for you responding that way?
Not better reputation base: n = 989

34% think their sector has a better reputation and is held in higher regard than it was 12 months ago.

The reasons for this are...

- 31% High profile projects
- 24% Technological advancements
- 18% Greater international presence and growth
- 9% Greater national and government financial investment in the sector
- 9% Political/policy changes
- 5% Other
- 4% Changes in the education system that influence the perception of engineering/technology for pupils

6% Vs. 2014*

39% think their sector does not have a better reputation and is not held in higher regard than it was 12 months ago.

The reasons for this are...

- 19.5% Political/policy changes
- 19% A lack of high profile projects
- 17.5% Other
- 17% A lack of national and government financial investment in the sector
- 11.5% A lack of a focus in the education system about changing pupil’s perceptions of engineering/technology
- 8% A lack of technological advancements
- 7.5% A lack of international presence and growth

*when we conducted our Confidence Index survey

MORE FEEL SECTOR REPUTATION IS DECLINING THAN IMPROVING

CELEBRATING EXCELLENCE: REPUTATION AND CAREER DESTINATIONS

VOICE OF THE WORKFORCE
Q11: Thinking about the global region you currently work in, do you think that your sector has a better reputation and is held in higher regard than it was 12 months ago?

Total base: n = 2,522

Q12: You said your sector has a better reputation than it did 12 months ago, what was the main reason for you responding that way?

Better reputation base: n = 853

Q13: You said your sector does not have a better reputation than it did 12 months ago, what was the main reason for you responding that way?

Not better reputation base: n = 989

Aerospace: n = 295
Automotive: n = 236
Highways: n = 116
Industrial or manufacturing: n = 217
Naval: n = 128
Oil and gas: n = 373
Power generation: n = 90
Property/construction: n = 195
Rail: n = 127
Renewables: n = 91
Utilities: n = 90
Water and environment: n = 127

- **Renewables**: 52%
- **Power generation**: 41%
- **Rail**: 40%
- **Automotive**: 39%
- **Naval**: 38%
- **Utilities**: 37%
- **Property/construction**: 35%
- **Industrial or manufacturing**: 35%
- **Aerospace**: 34%
- **Highways**: 32%
- **Oil and gas**: 23%
- **Water and environment**: 22%

- **Power generation**: 35%
- **Rail**: 36%
- **Automotive**: 26%
- **Naval**: 34%
- **Utilities**: 30%
- **Property/construction**: 30%
- **Industrial or manufacturing**: 35%
- **Aerospace**: 37%
- **Highways**: 34%
- **Oil and gas**: 59%
- **Water and environment**: 44%

**Voice of the Workforce**: 29
Q14: Based on your experience, which global region do you view to be the most industry leading?

Total base: n = 2,522
Africa: n = 80, Asia Pacific: n = 174
Europe: n = 2,014, Middle East: n = 110
North America: n = 115

Europe is seen as the leading region.
49% state they would like to move abroad to work in another country at some point in their career.

13% state they are currently working abroad.

Most likely place to move abroad for work:

- Europe: 35%
- North America: 26%
- Asia Pacific: 22%
- Middle East: 12%
- Africa: 3%
- South America: 1%
- Central America: 1%

Half would like to move abroad with Europe being the most popular destination.

Q15: Would you like to move abroad to work in another country at some point in your career?
Total base: n = 2,522

Q16: If you were thinking of moving abroad for work, where would you most like to move to?
Move abroad base: n = 1,234
Q16: If you were thinking of moving abroad for work, where would you most like to move to?

Move abroad base: n = 1,234

TOP 3 DESTINATIONS PER REGION

**EUROPE**
- Germany: 21%
- UK: 20%
- France: 11%

**AFRICA**
- South Africa: 26%
- Nigeria: 13%
- Kenya: 11%

**N. AMERICA**
- Canada: 36%
- California: 21%
- Texas: 8%

**ASIA PACIFIC**
- Australia: 29%
- Singapore: 14%
- New Zealand: 13%

**C. AMERICA**
- The Caribbean: 56%
- Mexico: 22%
- Other: 22%

**S. AMERICA**
- Brazil: 56%
- Chile: 17%
- Argentina: 11%

**MIDDLE EAST**
- United Arab Emirates: 51%
- Qatar: 16%
- Saudi Arabia: 14%
Those in the renewables sector are the most willing to move abroad

Q15: Would you like to move abroad to work in another country at some point in your career?

<table>
<thead>
<tr>
<th>Sector</th>
<th>Would like to move abroad</th>
<th>Would NOT like to move abroad</th>
<th>Already moved abroad</th>
</tr>
</thead>
<tbody>
<tr>
<td>Renewables</td>
<td>59%</td>
<td>19%</td>
<td>16%</td>
</tr>
<tr>
<td>Naval</td>
<td>56%</td>
<td>15%</td>
<td>12%</td>
</tr>
<tr>
<td>Rail</td>
<td>55%</td>
<td>24%</td>
<td>8%</td>
</tr>
<tr>
<td>Oil and gas</td>
<td>52%</td>
<td>19%</td>
<td>20%</td>
</tr>
<tr>
<td>Automotive</td>
<td>50%</td>
<td>22%</td>
<td>15%</td>
</tr>
<tr>
<td>Power generation</td>
<td>50%</td>
<td>24%</td>
<td>16%</td>
</tr>
<tr>
<td>Property/construction</td>
<td>50%</td>
<td>25%</td>
<td>16%</td>
</tr>
<tr>
<td>Industrial or manufacturing</td>
<td>47%</td>
<td>33%</td>
<td>6%</td>
</tr>
<tr>
<td>Highways</td>
<td>46%</td>
<td>25%</td>
<td>16%</td>
</tr>
<tr>
<td>Aerospace</td>
<td>42%</td>
<td>34%</td>
<td>9%</td>
</tr>
<tr>
<td>Water and environment</td>
<td>42%</td>
<td>33%</td>
<td>13%</td>
</tr>
<tr>
<td>Utilities</td>
<td>34%</td>
<td>43%</td>
<td>3%</td>
</tr>
</tbody>
</table>

N.B remaining respondents answered ‘Don’t know’
LIFESTYLE CHANGE IS THE PRIMARY REASON FOR MOVING ABROAD

Q17: What would be the primary factor in your decision to move abroad?

Move abroad base: n = 1,234

- Lifestyle change: 43%
- Better average pay and conditions: 22%
- Better career progression opportunities: 15%
- Opportunity to work for a more prestigious company/organisation: 10%
- Greater prestige attached to my industry in other countries: 6%
- 4% of respondents selected other reasons for moving abroad
Q17: What would be the primary factor in your decision to move abroad?

**Move abroad base: n = 1,234**

**Millennials: n = 274, Gen X: n = 574, Boomers: n = 210**

**LIFESTYLE CHANGE IS THE BIGGEST DRIVER TO MOVE ABROAD, PARTICULARLY FOR BOOMERS**

<table>
<thead>
<tr>
<th>Reason</th>
<th>Millennials (aged 22-34)</th>
<th>Gen X (aged 35-49)</th>
<th>Boomers (aged 50-59)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lifestyle change</td>
<td>38%</td>
<td>43%</td>
<td>53%</td>
</tr>
<tr>
<td>Better average pay and conditions</td>
<td>25%</td>
<td>21%</td>
<td>21%</td>
</tr>
<tr>
<td>Better career progression opportunities</td>
<td>22%</td>
<td>15%</td>
<td>8%</td>
</tr>
<tr>
<td>Opportunity to work for more prestigious company/organisation</td>
<td>9%</td>
<td>11%</td>
<td>9%</td>
</tr>
<tr>
<td>Greater prestige attached to my industry in other countries</td>
<td>4%</td>
<td>7%</td>
<td>5%</td>
</tr>
</tbody>
</table>

NB remaining respondents selected ‘Other’
The skills shortage within engineering is well documented within the media and is an issue which is recognised amongst a high majority (69%) of engineers, despite the fact that a third (32%) of engineers have not received any communications about this issue from the company they work for.
Our survey shows that the majority of engineers across all sectors agree there is a skills shortage. The sectors where the issue is most prevalent are water and environment (84%), utilities (78%) and aerospace (77%).

Perhaps more important is how the engineering community thinks the skills shortage can be addressed. The factor seen as the most important (27%) was the promotion of engineering as a career to younger generations. Apprenticeships were another popular way to deal with the issue, with 25% saying it was an important factor in tackling the skills shortage.

Away from current industry issues, what do engineers think about the future in terms of their own career development and job prospects?

In a list of reasons to work for a new employer, the biggest driver for candidates is good pay and benefits (60%).

Interestingly, it seems that what attracts candidates to a new employer can also be a factor in retaining existing staff - receiving non-competitive pay and benefits is the most likely reason engineers would leave an employer. A lack of interesting and

meaningful work/projects is another large influence on whether to leave an employer, with 31% saying it would make them look elsewhere for work.

There are some factors which are more important in retaining staff than attracting them. For example, whilst company values and culture isn’t a main reason in finding a new employer (only 17%), it is a significant factor in deciding to leave an employer with 41% saying a negative culture would encourage them to seek employment elsewhere.

Within the engineering industry, over half (56%) would consider transferring to a different skill set, with the skill set of choice for 40% of engineers being project and programme management.

Even more engineers would consider transferring into a different sector (65%), with the most attractive sector being renewables (28%).

"The skill shortage within the Water industry is well documented and we have seen first-hand the difficulties in acquiring skills to match our immediate and future needs. As such Southern Water regularly undertakes and supports activities to promote engineering as a career to younger generations including STEM workshops and talks in schools, coupled with proactive graduate and apprenticeship intake, which will in-turn create more opportunities for the long term succession planning for the business."
FINANCIAL INCENTIVES ARE THE LARGEST ATTRACTION FOR JOINING A NEW EMPLOYER

ATTRIBUTES THAT WOULD ATTRACT PEOPLE TO A NEW EMPLOYER

Q18: Which attributes would most attract you to a new employer? Please select the three options you think most apply.

Total base: n = 2,522
Q18: Which attributes would most attract you to a new employer? Please select the three options you think most apply.

Total base: n = 2,522
Millennials: n = 424
Gen X: n = 1,098
Boomers: n = 625

**The Significance of Interesting and Meaningful Work Increases with Age**

<table>
<thead>
<tr>
<th>Attributes That Would Attract People to a New Employer by Generation</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Millennials</strong> (aged 22-34)</td>
</tr>
<tr>
<td>Good pay and benefits</td>
</tr>
<tr>
<td>Good career prospects</td>
</tr>
<tr>
<td>Interesting and meaningful work</td>
</tr>
<tr>
<td>Interesting projects</td>
</tr>
<tr>
<td>Investment in training and development</td>
</tr>
</tbody>
</table>

| **Gen X** (aged 35-49)                                        |
| Good pay and benefits                                        | 63% |
| Interesting and meaningful work                              | 32% |
| Interesting projects                                         | 28% |
| Good career prospects                                        | 25% |
| Flexible working hours                                       | 19% |

| **Boomers** (aged 50-59)                                      |
| Good pay and benefits                                        | 53% |
| Interesting and meaningful work                              | 37% |
| Interesting projects                                         | 32% |
| Convenient location                                          | 23% |
| Company values and culture                                   | 18% |
Q19: Which of the following would make you more likely to leave an employer? Please select the three options you think most apply.

**Total base: n = 2,522**

**Most likely reasons for leaving an employer**

- Non-competitive pay and benefits: 47%
- Negative culture: 41%
- Poor career prospects: 33%
- Lack of interesting and meaningful work/projects: 31%
- Inconvenient location: 18%
- The values don’t align with my own: 17%
- Lack of investment in training and development: 16%
- Lack of variety in the work: 15%
- Lack of flexible working hours: 13%
- A very hierarchal structure: 10%
- Low investment in technology: 7%
- Company reputation: 7%
- Lack of flexible workspace, e.g. working remotely: 6%
COMPANY CULTURE BECOMES MORE IMPORTANT BY GENERATION

Q19: Which of the following would make you more likely to leave an employer? Please select the three options you think most apply.

**Total base: n = 2,522**  
**Millennials: n = 424**  
**Gen X: n = 1,098**  
**Boomers: n = 625**

<table>
<thead>
<tr>
<th>Reason</th>
<th>Total</th>
<th>Millennials</th>
<th>Gen X</th>
<th>Boomers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Poor career prospects</td>
<td>52%</td>
<td>52%</td>
<td>38%</td>
<td>28%</td>
</tr>
<tr>
<td>Non-competitive pay and benefits</td>
<td>50%</td>
<td>50%</td>
<td>38%</td>
<td>43%</td>
</tr>
<tr>
<td>Negative culture</td>
<td>38%</td>
<td>38%</td>
<td>28%</td>
<td>38%</td>
</tr>
<tr>
<td>Lack of interesting and meaningful work/projects</td>
<td>28%</td>
<td>28%</td>
<td>28%</td>
<td>0%</td>
</tr>
<tr>
<td>Lack of investment in training and development</td>
<td>24%</td>
<td>24%</td>
<td>24%</td>
<td>18%</td>
</tr>
<tr>
<td>Negative culture</td>
<td>42%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Non-competitive pay and benefits</td>
<td>40%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lack of interesting and meaningful work/projects</td>
<td>38%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Inconvenient location</td>
<td>22%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The values don’t align with my own</td>
<td>18%</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Q20: Do you believe there is a current skills shortage within your sector?

Total base: n = 2,522

Q21: In your experience, at what level do you typically see the biggest skills shortage?

Skills shortage base: n = 1,745

OVER TWO THIRDS BELIEVE THERE IS A SKILLS SHORTAGE IN THEIR SECTOR

IS THERE A SKILLS SHORTAGE WITHIN YOUR SECTOR?

vationg%
NO 22%
?
DONT KNOW 9%

AND AT WHAT SKILL LEVEL?

25%
20%
18.5%
14.5%
10%
7.5%
4.5%

Skilled trades
Non-managers
Line/Technical managers
Senior-middle managers
Senior leadership
Graduates
Apprentices

CURRENT AND FUTURE SKILLS PROFILE
Q20: Do you believe there is a current skills shortage within your sector?

Skills shortage base: n = 1,745
Aerospace: n = 295, Automotive n = 236, Highways: n = 116
Industrial or manufacturing: n = 217, Naval: n = 128
Oil and gas: n = 373, Power generation: n = 90
Property/construction: n = 195, Rail: n = 127, Renewables: n = 91
Utilities: n = 90, Water and environment: n = 127

There are variances by sector.
### Most Important Factors in Tackling the Skills Shortage in the Future

<table>
<thead>
<tr>
<th>Factor</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Promotion of engineering as a career choice to younger generations, e.g. STEM initiatives in schools</td>
<td>27%</td>
</tr>
<tr>
<td>Apprenticeships</td>
<td>25%</td>
</tr>
<tr>
<td>Changing the syllabus in education to make engineering skill sets fit for purpose</td>
<td>13%</td>
</tr>
<tr>
<td>Re-training/up-skilling of current workers, e.g. ex-military</td>
<td>11%</td>
</tr>
</tbody>
</table>

### What Companies Have Communicated They Are Doing to Tackle the Skills Shortage

<table>
<thead>
<tr>
<th>Action</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>I do not know of any communications about this</td>
<td>32%</td>
</tr>
<tr>
<td>Having an annual apprenticeship scheme</td>
<td>19%</td>
</tr>
<tr>
<td>Upskilling existing employees with the required skills</td>
<td>14%</td>
</tr>
<tr>
<td>Providing work experience/placement schemes for students</td>
<td>10%</td>
</tr>
</tbody>
</table>

N.B remaining respondents selected other factors.
Q24: Would you consider transferring to a different skill set within your sector?
Total base: n = 2,522

Q25: Which skill sets within your sector would you consider transferring to/have transferred to? Please select the three options you think most apply.
Consider transferring skill set base: n = 1,662

---

**PROJECT & PROGRAMME MANAGEMENT IS THE MOST DESIRABLE SKILL SET TO TRANSFER TO**

Would consider transferring to a different skill set within a sector

- **YES** 56%
- **NO** 24%
- **ALREADY TRANSFERRED** 13%

**Most likely skill sets to consider transferring to within a sector**

- Project & programme management 40%
- Quality 13%
- Automation (PLC, SCADA, DCS) 13%
- Electronics and hardware 8%
- Software 8%
- Design 8%

N.B remaining respondents answered ‘Don’t know’
Q26: Would you consider transferring to a different sector within your industry? Total base: n = 2,522

Q27: Which industry sectors would you consider moving to/have moved to? Please select the three options you think most apply. Consider transferring sector base: n = 1,878

RENEWABLES IS THE MOST DESIRABLE SECTOR TO TRANSFER TO

**Consider transferring to a different sector within the industry**

- **YES**: 65%
- **NO**: 19%
- **Already transferred**: 10%

N.B remaining respondents answered “Don’t know”

**Most likely sector to consider transferring to**

- Renewables: 28%
- Power generation: 22%
- Aerospace: 21%
- Oil and gas: 20%
- Nuclear build: 18%
- Automotive: 17%
Q28. What was your experience of transferring to a new skill set?
Experience of transferring skill set base: n = 321

Q29. What was your experience of transferring to a new sector?
Experience of transferring sector base: n = 240

HALF FOUND TRANSFERRING TO A DIFFERENT SKILL SET OR SECTOR EASY

HOW EASY THE EXPERIENCE WAS WHEN TRANSFERRING SKILL SET/SECTOR

TRANSFER TO A NEW SKILL SET

- Easy: 47%
- Difficult: 19%

TRANSFER TO A DIFFERENT SECTOR

- Easy: 50%
- Difficult: 16%

N.B. remaining respondents answered ‘Neither easy nor difficult’
Q30: What would have the most influence over your decision to transfer to a different sector/skill set? Please select the three options you think most apply.

Consider transfer of sector/skill set base: n = 1,831

INTERESTING WORK AND LEARNING NEW SKILLS ARE SEEN AS MORE IMPORTANT THAN SALARY

THE MOST INFLUENTIAL FACTOR WHEN DECIDING TO TRANSFER TO A DIFFERENT SECTOR/SKILL SET
DIVERSITY

Gender diversity within engineering is a much discussed topic within the industry and the fact that only 6% of our survey respondents were female shows that engineering continues to be a profession dominated by males.

However, it is an issue which is seen to be improving by the majority of engineers (52%), particularly within the rail sector where 72% of engineers believe progress is being made.

Overall, most engineers work for organisations which have not communicated what steps they are taking to address gender diversity. However, it seems this is less of an issue within large organisations compared to SMEs, with 50% saying their organisation has communicated their intentions to address diversity, compared to just 23% who are working for small to medium enterprises.
In relation to how to improve gender diversity, a number of solutions were seen as effective strategies, in particular, providing better flexible working practices and outreach activities with schools and universities to raise the profile of the industry.

The ageing workforce is another major topic of conversation within the industry. Again, the demographics of our survey respondents hints at the reality of this issue, with 40% of all respondents having more than 25 years’ experience in the industry. Across all sectors, the ageing workforce is seen as the third biggest threat to sector growth (30% of engineers cited this as a risk within their sector) but within Aerospace and Utilities, it was the highest perceived threat.

Compared to gender diversity, there is less awareness of steps being taken to address the ageing workforce, with only 19% of people saying that their organisation had communicated how it planned to deal with the issue.

Again, a number of strategies were seen as being effective in managing the ageing workforce but the strategy seen as most effective was to facilitate the transfer of knowledge from older employees to younger ones. Encouraging more young people into the industry, for example through apprenticeships, was also seen as a solution to manage the ageing workforce. The promotion of engineering to younger generations was also seen as the most important factor in addressing the skills shortage, which is clearly impacted by the ageing workforce.

““The vision of the Women’s Engineering Society is of a nation where women are as likely as men to choose to study and work in engineering and allied sectors. Demand is outstripping supply; there are more unfilled jobs and this is ever increasing. We welcome the changing culture where employers and PEIs are becoming much more aware of the lack of diversity in engineering.

Although there is much to do to increase the numbers of young people and especially women entering engineering, there is possibly even more to do to stem the “leaky pipeline” where the majority of women engineers have left their chosen professional engineering institutions by the time they are in their 40s (57% cf. 17% of men); where there is a bigger gap between the proportions of women engineer and technology students who want to enter industry (around three quarters) and those that do (39%); compared to men students on the same programmes (also around three quarters report wanting to work in engineering/technology and 50% actually do); where so very few apprentices in engineering (~4%) and construction (~1%) are women; where the majority of women returners (60%) report barriers to returning to engineering.

WES works to encourage policy and employment practices that ensure gender inclusion throughout the pipeline”.

““It is encouraging to hear that engineers believe diversity across industry is improving. Every year at Ricardo, we undertake a variety of activities to support the STEM agenda, at the entry level with elementary schools through to supporting undergraduates at university. Our commitment to encouraging women to pursue careers in engineering includes running a tailored mentoring programme to support females entering the field.”

52% OF ENGINEERS BELIEVE GENDER DIVERSITY IS IMPROVING IN THEIR SECTOR

OONAGH MCPHILLIPS
Head of Organisational Development, Ricardo

DR. SARAH PEERS
Vice President, Women’s Engineering Society

VOICE OF THE WORKFORCE
GENDER DIVERSITY IS SEEN TO BE IMPROVING

PERCEPTIONS OF GENDER DIVERSITY BY SECTOR

Q32: In general, do you believe that gender diversity in your sector is...?


N.B remaining respondents ‘Don’t know’ or believe gender diversity is ‘Staying the same’
Q32: In general, do you believe that gender diversity in your sector is...?
Total base: n = 2,522
Males: n = 2,319
Females: n = 160

**Female Engineers are more likely to believe gender diversity is staying the same**

**Is gender diversity improving in your sector?**

- **53% Improving**
  - Male: 43%
  - Female: 41%
  - Significantly improving: 10%
  - Declining: 35%
  - Staying the same: 4%
  - Improving: 1%

- **5% Declining**
  - Male: 4%
  - Female: 2%
  - Significantly declining: 1%
  - Declining: 8%

N.B remaining respondents answered ‘Don’t know’
WHOSE RESPONSIBILITY IS IT TO MAKE SURE THE INDUSTRY IMPROVES IN BEING DIVERSE AND INCLUSIVE?

36% Everyone employed within the industry to shift our attitudes and behaviours

16% Leadership teams in organisations to implement the right strategy and set the example within organisations

13% Individual employers need to take ownership in addressing diversity and inclusion through their own policies

13% The Government needs to actively support the industry through the right laws, strategy and investment

Q31: Thinking about diversity and inclusion in your sector (e.g. gender diversity, ageing workforce), where do you believe the responsibility should lie in order to succeed in making improvements in this area?

Total base: n = 2,522

N.B Remaining respondents selected 'Don't know' or other options
Q33: Thinking about where you currently work, has the organisation communicated to you that they are actively taking steps to address gender diversity?

Total base: n = 2,522

Q34: Which of the following would be the most effective strategies for organisations to improve gender diversity in the sector? Please select the three options you think most apply.

Total base: n = 2,522

ONLY ONE THIRD ARE AWARE OF STEPS THEIR EMPLOYER IS TAKING TO IMPROVE GENDER DIVERSITY

HAS YOUR ORGANISATION COMMUNICATED THAT IT IS TAKING STEPS TO ADDRESS GENDER DIVERSITY?

33% YES
45% NO
22% DON'T KNOW

WHAT WOULD BE THE MOST EFFECTIVE STRATEGIES TO IMPROVE GENDER DIVERSITY?

36% Provide better flexible working practices
36% Outreach activities with schools and universities to raise the profile of the organisation/industry
32% Encourage and support female employees to transfer into the industry from other industries
31% Address unconscious bias in management/leadership teams
23% Create more female role models within the organisation
Q33: Thinking about where you currently work, has the organisation communicated to you that they are actively taking steps to address gender diversity?

Total base: n = 2,522
SME: n = 954
Medium-sized: n = 916
Large: n = 652

COMMUNICATION IMPROVES WITH ORGANISATION SIZE

CURRENT EMPLOYER HAS COMMUNICATED THE STEPS THEY ARE TAKING TO ADDRESS GENDER DIVERSITY BY ORGANISATION SIZE

SME (<250 employees)
- 23% YES

Medium-sized (250 – 5,000 employees)
- 32% YES

Large (5,000+ employees)
- 50% YES
Q35: Thinking about where you currently work, has the organisation communicated to you that they are actively taking steps to address the ageing workforce?

Total base: n = 2,522

Q36: Which would be the most effective strategies for organisations to manage the ageing workforce in the sector? Please select the three options you think most apply.

Total base: n = 2,522

**THERE IS LESS AWARENESS OVER STEPS TAKEN TO ADDRESS THE AGEING WORKFORCE**

- 19% **YES**
- 62% **NO**
- 19% **DON'T KNOW**

**WHAT WOULD BE THE MOST EFFECTIVE STRATEGIES TO MANAGE THE AGEING WORKFORCE?**

- 50% Facilitate the transfer of knowledge from older to younger employee
- 41% Encouraging more young people into the industry, e.g. apprenticeships and internships
- 38% Introduce knowledge sharing/management processes to ensure that knowledge is not lost from those nearing retirement
- 38% Ensuring that career development and training is delivered to employees at any age
- 33% Provide better flexible working practices that will increase the retention of older employees
Q35: Thinking about where you currently work, has the organisation communicated to you that they are actively taking steps to address the ageing workforce?

**Total base:** n = 2,522  
**SME:** n = 954  
**Medium-sized:** n = 916  
**Large:** n = 652

<table>
<thead>
<tr>
<th>Employer Size</th>
<th>Yes Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>SME (&lt;250 employees)</td>
<td>18%</td>
</tr>
<tr>
<td>Medium-sized (250 - 5,000 employees)</td>
<td>18%</td>
</tr>
<tr>
<td>Large (5,000+ employees)</td>
<td>22%</td>
</tr>
</tbody>
</table>

**Gender Diversity and the Ageing Workforce**

Current employer has communicated the steps they are taking to address the ageing workforce by organisation size.
FUTURE GAZING

What does the future of engineering look like? How might skill demands change? And are engineering organisations prepared?

According to our survey respondents, the factors which have the most potential to disrupt the industry are the economic outlook, political policy change and reduced government investment. Despite the potential disruption to the industry, almost two thirds believe their role will remain mostly unchanged in the next five years.

At an organisational level, how are businesses preparing for the future? The majority believe their employer is aware of changes to the sector but this is not to say that the employer is actually taking steps to prepare for future challenges – one quarter say the company they work at is not doing anything to address changes to the sector. However, views differ between those who work for an SME and those who work for a medium or large sized organisation, with the latter being seen to be more proactive in preparing for the future.

Across companies of all sizes, around a third of engineers believe the company they work for embraces new technology and uses it to its advantage. Keeping pace with technology is seen as a potential disruptor to the industry by a quarter (26%) of engineers so it is positive to see that organisations are embracing new technology to stay ahead of the game.
Major airspace improvements and systems developments will need to be made over the coming years. To help transition new equipment and facilities into operational service we are making important steps to modernise our services and embrace new technology. We are working on a number of exciting projects that put technology at the heart of what we do, including the airspace modernisation programme and the Single European Sky Air Traffic Management Research (SESAR).
POTENTIAL DISRUPTORS IN THE NEXT FIVE YEARS

- Economic outlook: 69%
- Political policy change: 56%
- Reduced government investment: 49%
- Import/export balance: 29%
- Increasing customer demands: 28%
- The war for talent: 27%
- Focus on green and renewable energy: 27%
- People keeping pace with technology: 26%
- Automation technologies replacing human process: 25%
- Big data: 14%

Q37: In your experience, which of the following do you think has the potential to be the biggest disruptor in your sector in the next five years? Please rank in order of impact.

Total base: n = 2,522
Q39: How do you see your role in five years’ time?

Total base: n = 2,522

**OVER A THIRD BELIEVE THEIR ROLE WILL CHANGE IN SOME WAY**

**MY ROLE IN THE FUTURE**

- 34% My role is going to change in some ways but not others
- 31% My role will mostly remain the same
- 19% My role is going to change substantially
- 11% My role could be at risk
- 5% My role won’t exist
Q40: Thinking about where you currently work, which of the below is most representative of how the organisation is preparing for the future?

Total base: n = 2,522

- **OVER ONE THIRD BELIEVE THEIR EMPLOYER IS NOT ADDRESSING FUTURE CHALLENGES**

- **34%** believe the company they currently work at is proactive in implementing changes to be fit for the future.

- **28%** believe the company they currently work at embraces new technology and uses it to its advantage.

- **24%** believe the company they currently work at is aware of the changes to their sector but is not currently doing anything to address them.

- **13%** do not believe the company where they are currently working is aware of the future changes to my sector.
Q40: Thinking about where you currently work, which of the below is most representative of how the organisation is preparing for the future?

Total base: n = 2,522

<table>
<thead>
<tr>
<th>MY EMPLOYER...</th>
<th>SME (≤250 employees)</th>
<th>MEDIUM-SIZED (250 – 5,000 employees)</th>
<th>LARGE (5,000+ employees)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Is proactive in implementing changes to be fit for the future</td>
<td>29%</td>
<td>34%</td>
<td>40%</td>
</tr>
<tr>
<td>Embraces new technology and uses it to its advantage</td>
<td>25%</td>
<td>29%</td>
<td>31%</td>
</tr>
<tr>
<td>Is aware of the changes to their sector but is not currently doing anything to address them</td>
<td>28%</td>
<td>25%</td>
<td>19%</td>
</tr>
<tr>
<td>Is not aware of the future changes to my sector</td>
<td>18%</td>
<td>12%</td>
<td>10%</td>
</tr>
</tbody>
</table>
Q41: Thinking about what your sector and role might look like in five years’ time, what attributes do you think would make an employer more attractive? Please select the three options you think most apply.

Total base: n = 2,522

**TOP 5 ATTRIBUTES**

1. **Good pay and benefits (60%)**
2. **Interesting and meaningful work (35%)**
3. **Good career prospects (32%)**
4. **Investment in training and development (26%)**
5. **Flexible working hours (23%)**

**INFLUENCE OF ATTRIBUTES ON ATTRACTING TALENT**

<table>
<thead>
<tr>
<th>Attribute</th>
<th>Influence</th>
</tr>
</thead>
<tbody>
<tr>
<td>Good pay and benefits</td>
<td>60%</td>
</tr>
<tr>
<td>Interesting and meaningful work</td>
<td>35%</td>
</tr>
<tr>
<td>Good career prospects</td>
<td>32%</td>
</tr>
<tr>
<td>Investment in training and development</td>
<td>26%</td>
</tr>
<tr>
<td>Flexible working hours</td>
<td>23%</td>
</tr>
<tr>
<td>Company values and culture</td>
<td>19%</td>
</tr>
<tr>
<td>Good company reputation</td>
<td>18%</td>
</tr>
<tr>
<td>Flexible workspace, e.g. working remotely</td>
<td>17%</td>
</tr>
<tr>
<td>Diversity of the job role</td>
<td>15%</td>
</tr>
<tr>
<td>Convenient location</td>
<td>15%</td>
</tr>
<tr>
<td>A large client base</td>
<td>7%</td>
</tr>
<tr>
<td>Opportunities to work in overseas offices</td>
<td>7%</td>
</tr>
<tr>
<td>A strong social purpose</td>
<td>4%</td>
</tr>
<tr>
<td>A flat hierarchal structure</td>
<td>4%</td>
</tr>
</tbody>
</table>
Two major political changes in recent times include Brexit and the U.S. election.

In the UK the EU referendum in June 2016 resulted in Brexit. Four to five months later, when engineers took part in our survey, they shared their opinion on how concerned they felt about the impact of Brexit on their sector and on their career.

Engineers in the UK are divided as to how concerned they feel about the impact of Brexit on their sector. Positively, on a personal level, over half of them are not concerned about its impact on their career.

In North America, more than half of engineers (57%) are concerned about the impact of the U.S. election but on a global scale, fewer engineers (29%) are worried.
HALF ARE CONCERNED ABOUT THE IMPACT OF BREXIT ON THEIR SECTOR

Q42: Are you concerned about the impact of Brexit on the sector you work in?
Q43. Are you concerned about the impact of Brexit on your own career?

UK base: n = 1,713

Concerned about the impact of Brexit on sector

- YES: 49%
- NO: 43%
- UNSURE: 8%

Concerned about the impact of Brexit on career

- YES: 39%
- NO: 53%
- UNSURE: 8%

UK ONLY
Q44: Are you concerned about the impact of the U.S. Presidential Election on the sector you work in?
Total base: n = 2,522
North America base: n = 115

OVER HALF OF THOSE IN NORTH AMERICA ARE CONCERNED ABOUT THE IMPACT OF THE U.S. ELECTION

CONCERNED ABOUT THE IMPACT OF THE U.S. ELECTION ON SECTOR

GLOBAL

- YES: 29%
- NO: 59%
- UNSURE: 12%

NORTH AMERICA ONLY

- YES: 57%
- NO: 32%
- UNSURE: 11%
ABOUT MATCHTECH

We are an engineering recruitment specialist with over 30 years’ experience in successfully matching job-seekers with hiring employers, all over the world.

Our 300-strong team of dedicated recruitment consultants work with business clients and candidates alike to find high-quality, long-lasting pairings that help fulfil the ambitions of all involved.

We provide recruitment services across core engineering sectors including aerospace, automotive, energy, infrastructure and maritime.

As specialist recruiters, each of our consultants focuses on a particular niche market. This dedicated approach means that our consultants are experts in their field and are able to offer up-to-date market intelligence.

We are passionate about quality and work to the most rigorous standards in the recruitment industry. Our goal is to always exceed the expectations of our customers by providing the best delivery and highest quality service possible.