

How to Attract, Engage and Retain Top Talent in 2024



Unpacking the Results of the Latest Present and Future of Work in Engineering and Architecture Report

Presented by:

Anthony Fasano - President and CEO, Engineering Management Institute

Peter Atherton - President and Founder, ActionsProve, LLC

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- State of (Organizational) Pain
- The Curious Case of AEC
- Women in AEC
- Flexibility is the New Workplace Catchphrase
- A Wait-and-See Approach
- Key Lessons from the 2024 Research and 2025 Roadmap

4TH ANNUAL

2024
PRESENT AND
FUTURE OF WORK IN
ENGINEERING AND
ARCHITECTURE

An in-depth study of the state of the AEC industry and talent market — and what it takes to attract top talent and drive growth.

- WOMEN IN AEC
- FLEXIBLE WORK
- ROLE OF AI
- 2025 ROADMAP

ActionsProve

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Introduction – Anthony Fasano, PE

- B.S. & M.S. in Civil Engineering
- PE license in NY and NJ
- Found success at a reputable firm at a very young age
- Attended iPEC – the top ranked executive coaching school in the world
- Wrote the best-selling book ***Engineer Your Own Success*** and started providing career coaching and speaking services to engineers



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Introduction – Peter C. Atherton, P.E.

- Consultant, coach, author, speaker, podcast and mastermind host
- 30+ years in the AEC industry
- Experience at all levels: project engineer, project manager, team leader, principal, major owner, board of directors
- Experience with large, small, and mid-size firms on a local, regional, and international scale

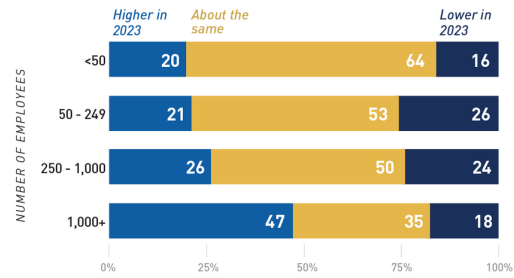


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STATE OF (ORGANIZATIONAL) PAIN



Figure 1 LARGER COMPANIES MORE LIKELY TO REPORT INCREASED TURNOVER



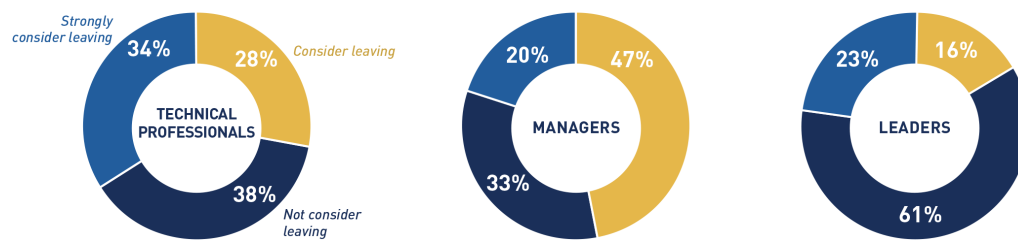
Q: Was employee turnover at your company higher or lower in 2023 compared to 2022?

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STATE OF (ORGANIZATIONAL) PAIN

Figure 2 TECHNICAL STAFF MORE LIKELY TO DEPART IN THE NEXT 12 MONTHS

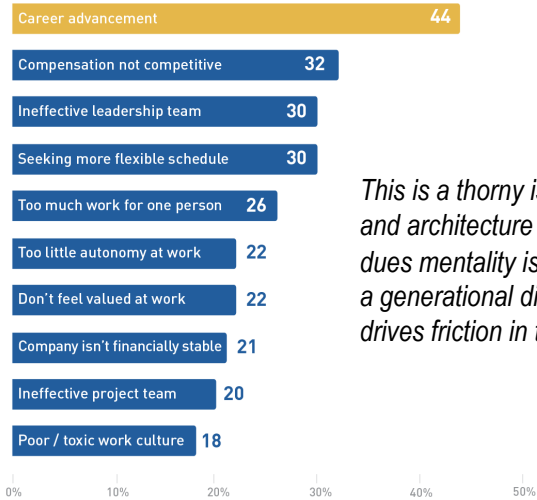


Q: If the right opportunity arose, would you consider leaving your current employer in the next 12 months?

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Figure 3 CAREER ADVANCEMENT IS THE BIGGEST MOTIVATOR TO SWITCH JOBS



This is a thorny issue for engineering and architecture firms. The pay-your-dues mentality is still very common, and a generational divide about work-life drives friction in the workplace.



Q: What factors do / would influence you to consider leaving your current employer? (Question asked of those who are considering leaving.)

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65% SAY OWNERSHIP OPPORTUNITIES FOR INDIVIDUAL ENGINEERS/ ARCHITECTS ARE DECREASING DUE TO M&A ACTIVITY

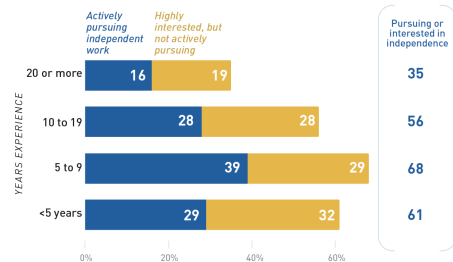
52% (2024) vs. 18% (2021)

actively pursuing or highly in full-time independent career.

"Firms need to take a hard look at how to keep employees engaged and rooted."

Organizations that limit themselves to attracting and hiring only traditional full-time employees will miss out on a significant source of highly experienced, qualified talent.

Figure 4 WORKING INDEPENDENTLY VIEWED AS A VIABLE CAREER PATH



Q: Are you interested in pursuing full-time freelance or independent contract work in the engineering/ architecture industry?

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THE CURIOUS CASE OF AEC

AEC professionals tell us they're stressed and burned out, but they also say they're willing to work long hours and "pay dues" in order to advance their careers.

Measured on Output/Results

55%



A QUALITY-OF-LIFE CRISIS



The majority of engineers and architects are highly stressed

- 69% experience burnout
- 63% say stress is affecting their health
- 56% say stress affects family/friend relationships



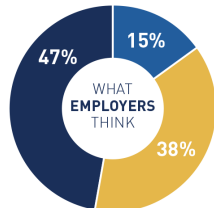
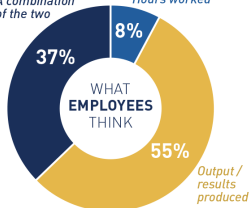
Yet most say they'll work long hours to get ahead

- 72% say long hours are expected
- 70% will work long hours to "pay dues"

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Figure 5 MOST EMPLOYEES WANT TO BE EVALUATED BASED ON 'OUTPUT' NOT 'HOURS'

A combination of the two



Employer Q: Should engineers/ architects be evaluated based on the hours they work, or the output/ results they produce?

Employee Q: Does your employer value hours worked or output/ results produced?

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This issue is particularly important now as more and more professionals work remotely — making it harder for employers to know the actual hours worked and evaluate employees that way.



"When organizations pivot to emphasize results and outcomes, a manager can directly measure the value an employee delivers to the organization."



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IDEAL WORK WEEK:
38.1 hours /week

AVERAGE WORK WEEK:
45.2 hours /week

"Older engineers want younger ones to work the same long hours they did early in their careers. The problem is the world has changed. The path to partnership isn't there anymore. And there's a limit to how much time I'm willing to spend at work, away from my family."

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WOMEN IN AEC

Figure 6 WOMEN MORE AFFECTED BY STRESS, LESS WILLING TO WORK LONG HOURS

Statement	Men (%)	Women (%)
Work stress is affecting my physical and / or mental health.	61	69
My work-related stress negatively affects how I interact with family and/or friends.	53	65
I would work part-time if it was an option at my company.	46	48
I am willing to work long hours to "pay my dues" as an engineer/architect.	58	73

Q: Shows percent of respondents who chose "agree" or "strongly agree" with each statement.
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AEC firms are making efforts to hire more women and keep them engaged — but the research shows many organizations are missing the mark.

- 20% of women say they 'strongly agree' that they see a path for career advancement at their company
- Women are less likely to feel their careers are supported at work
- About 67% of women agree: "My company does a good job supporting employees' career development" compared to 84% of men

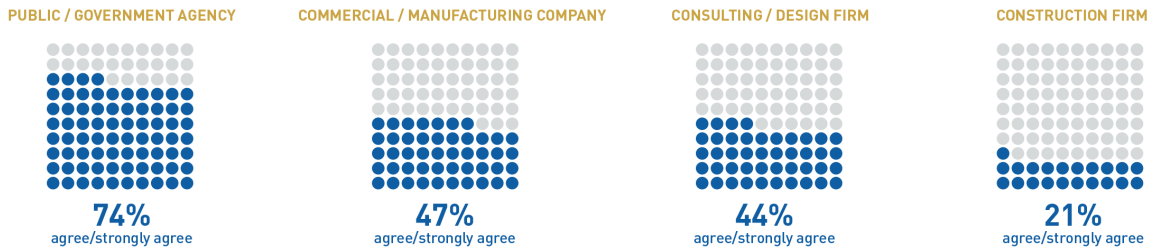
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'FLEXIBILITY' IS THE NEW WORKPLACE CATCHPHRASE

Industry leaders continue to wrestle with whether to allow employees to work remotely. Offering flexibility — control over the when and where of work — may be even more important.

For jobs that can be completed remotely, the option for hybrid/ virtual work is now an **expectation** among AEC professionals. Among those who work virtually at least five hours a week, 46% say they would quit their current jobs if virtual working was repealed.

Figure 7 "I WOULD NOT WORK FOR MY CURRENT COMPANY IF IT ELIMINATED VIRTUAL/REMOTE WORK."

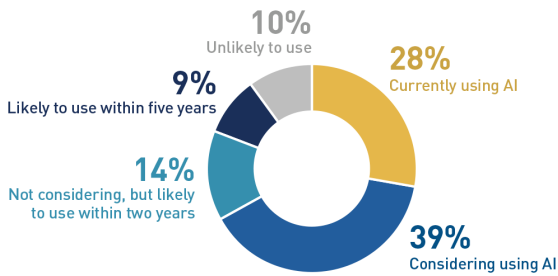


Q: Shows percent of respondents who chose "agree" or "strongly agree" with this statement.
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A WAIT-AND-SEE APPROACH TO AI

Figure 10 AI STILL IN EXPLORATORY PHASE



Q: Which of these best describes your company's approach to AI?
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AI-driven tech will remake the AEC industry, but so far firms are only starting to embrace it. And some professionals worry it will undermine the value of their hard-earned degrees.

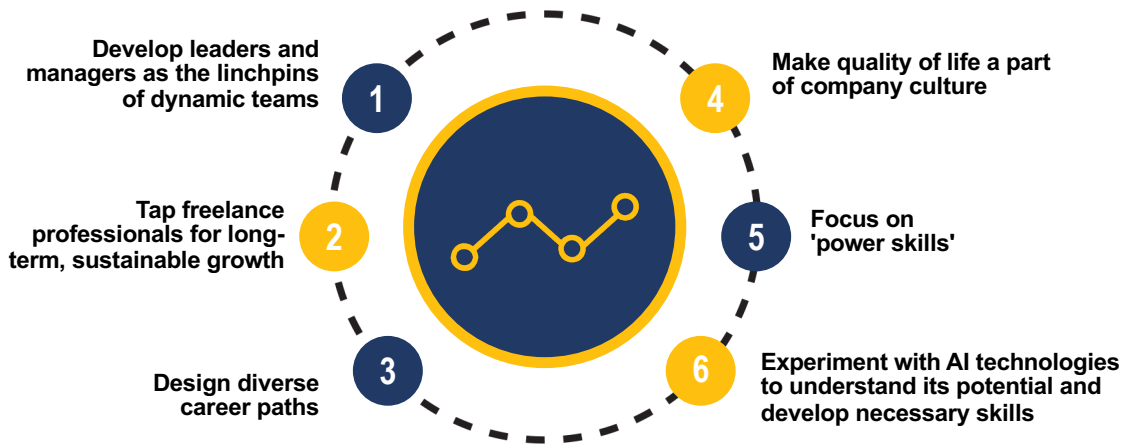
Figure 11 PERCEIVED RISKS FROM USING AI DIFFERS SIGNIFICANTLY BY ORGANIZATION TYPE

	Consulting / Design Firm	Public / Government Agency	Construction Firm
Undermining the value of my degree	29	30	22
Vulnerability to cyber attack	33	28	36
Disputes about data ownership	36	23	36
Inconsistent quality control	66	34	42
Using untested designs	48	32	31
Compromised job-site safety	12	19	27
Lower revenues / profits due to commoditization	28	26	29
Slowdowns due to low internet connectivity	7	21	33
High entry costs/stifling competition	22	13	36
Shortage of AI experts in industry	39	30	27

Q: What do you perceive are the risks related to using AI in engineering/ architecture?
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KEY LESSONS FROM THE 2024 RESEARCH & 2025 ROADMAP



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Develop leaders and managers as the linchpins of dynamic teams



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Tap freelance professionals for long-term, sustainable growth



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3

Design diverse career paths

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Experiment with AI technologies to understand its potential and develop necessary skills

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Question & Answer

The graphic features a large yellow question mark on the right. A white circle on the left contains a QR code. Below the QR code is the URL <http://www.FutureofWorkinAEC.com> and the text "Download the 2024 Report Now!". To the left of the QR code is a thumbnail for the "2024 Present and Future of Work in Engineering and Architecture" report, which includes a list of topics: Women in AEC, Flexible Work, Role of AI, and 2025 Roadmap.

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CONNECT with US



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Thank you!



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