

# Winning the War for Talent

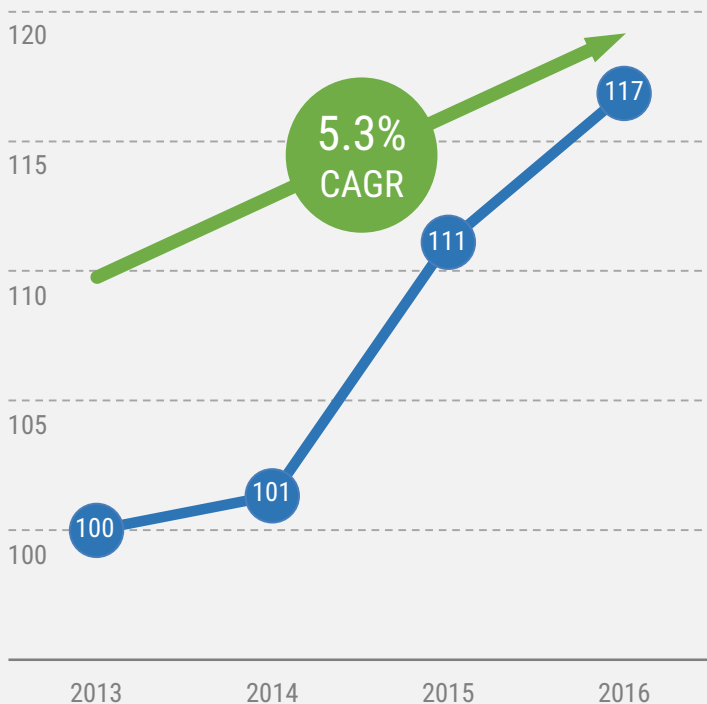
Credo TrueChoice Analytics



# The UK is going through an infrastructure boom

## Committed infrastructure pipeline

Indexed to 2013 at 100, nominal values

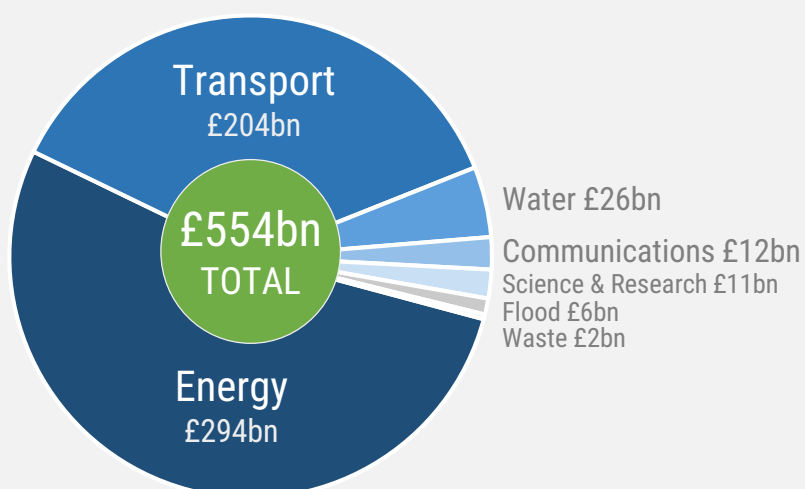


*“Investing in our economic infrastructure can transform the growth potential of our economy.”*

Philip Hammond, Chancellor of the Exchequer (2016)

## Committed infrastructure pipeline by segment

£bn, 2016



THE LARGEST SEGMENTS ARE



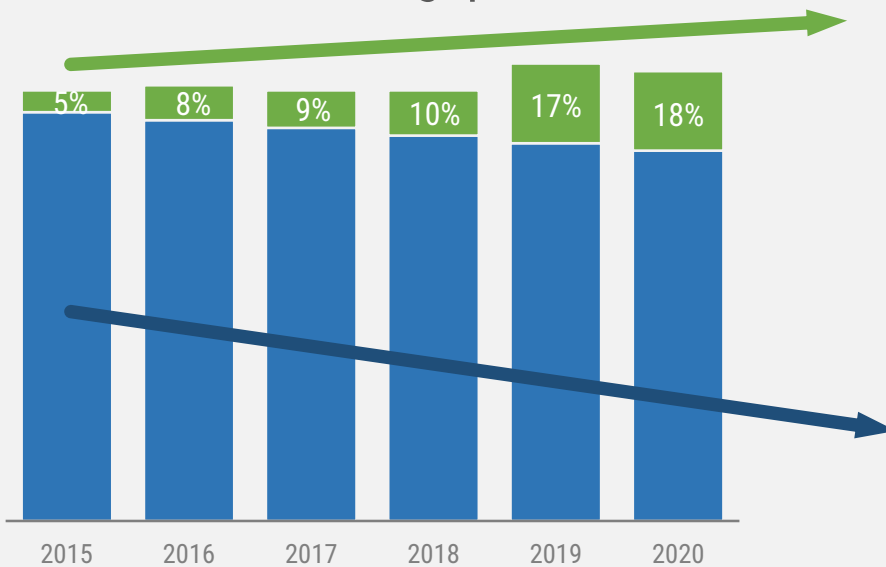
Energy



Transport

# There is a growing skills gap

## Infrastructure skills gap



GROWING DEMAND FOR WORKERS

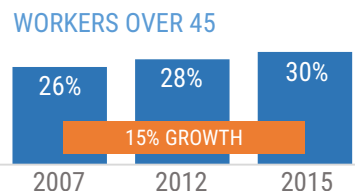


SHRINKING LABOUR POOL

## The labour pool will continue to shrink



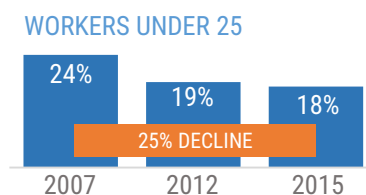
AGING WORKFORCE



The over 45s are an increasing proportion of the workforce



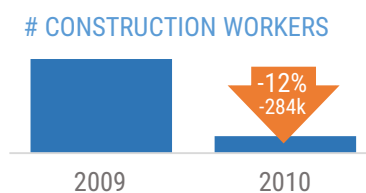
FEWER NEW ENTRANTS



Strong decline in under 25s entering the workforce



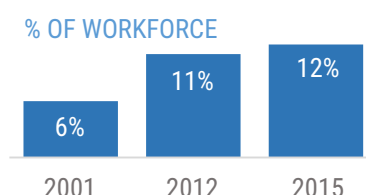
EMPLOYEES LEAVING THE SECTOR



"Workers left the industry after the recession. The pipeline of talent has dried up." - Carillion



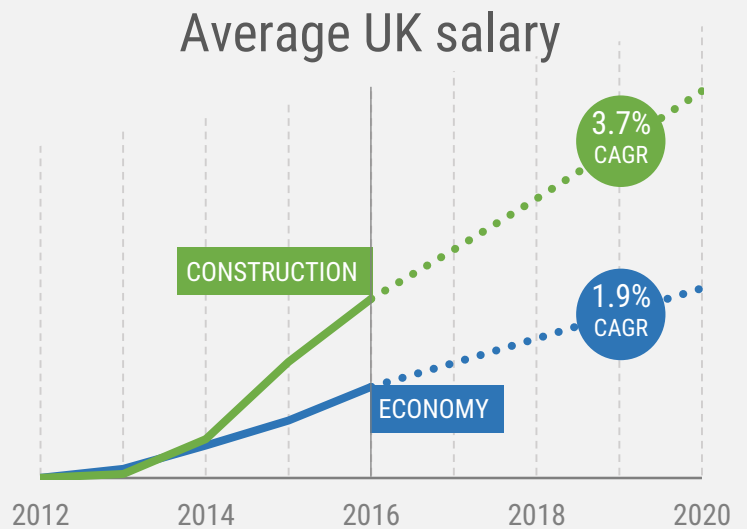
UNCERTAINTY IN MIGRANT LABOUR



Migrants form a large and growing part of the workforce. Brexit places uncertainty on the future

# As a result, it is more costly and difficult to hire talent

CONSTRUCTION WAGES ARE INCREASING AT TWICE THE UK AVERAGE



*“Jobseekers often have the pick of two or three jobs, they get snapped up quickly by employers and they often receive a counter offer from their current employer, pushing salaries up even further.”*

Andrew Bredin, Managing Director of Hays UK

JOB SEEKERS HAVE MULTIPLE OFFERS TO CHOOSE FROM

EMPLOYEES ARE BECOMING MORE HETEROGENEOUS IN THEIR PREFERENCES

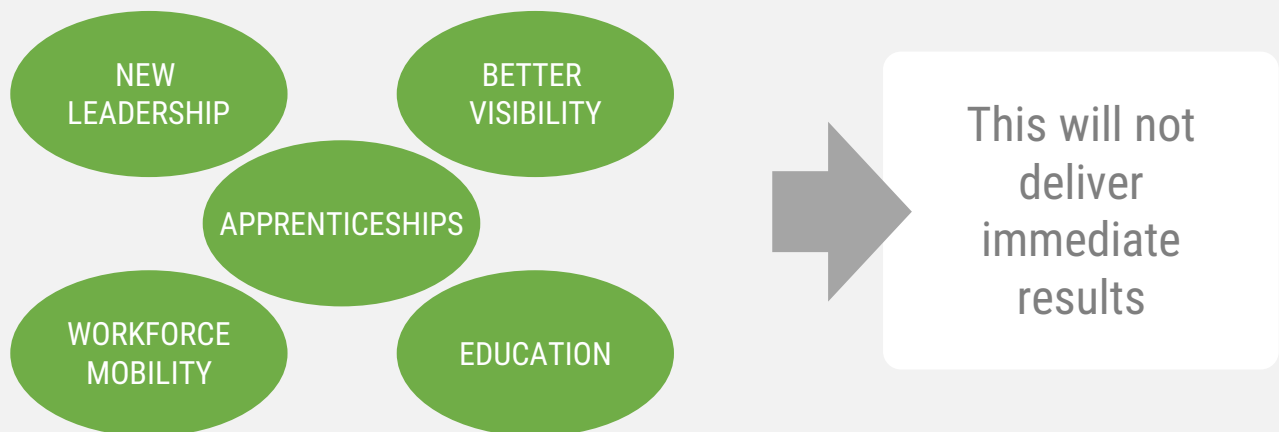
*Employees have different needs and expect personalisation*

PREFERENCES ARE MORE DYNAMIC AND CHANGE OVER TIME

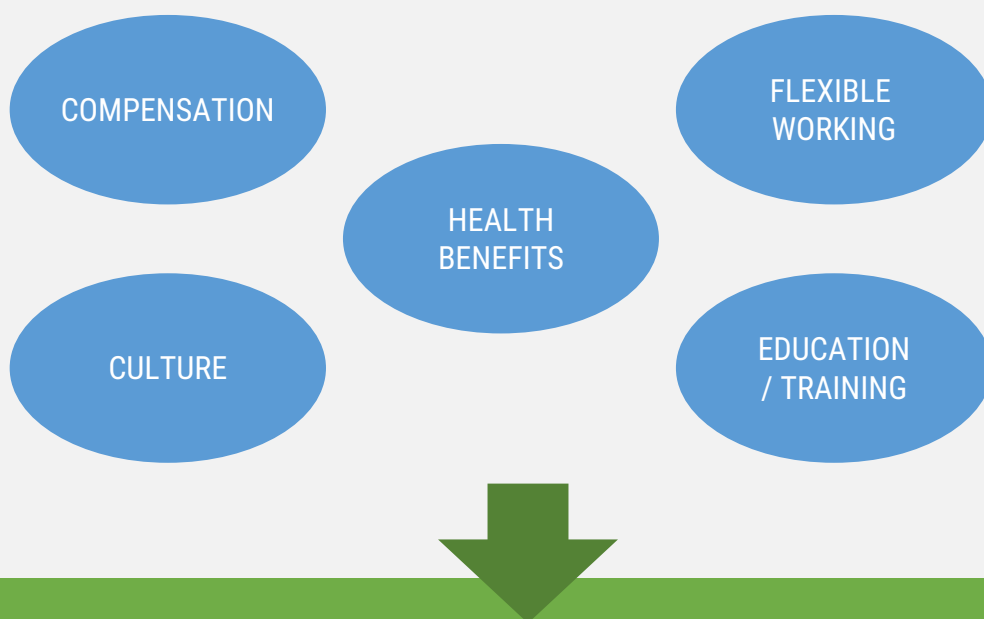
*For example, due to changes in economic factors, competitive offers or personal situation*

# The Government has a long-term plan to address these issues

## The National Infrastructure Plan for Skills



Employers have a number of tools available to attract / retain staff

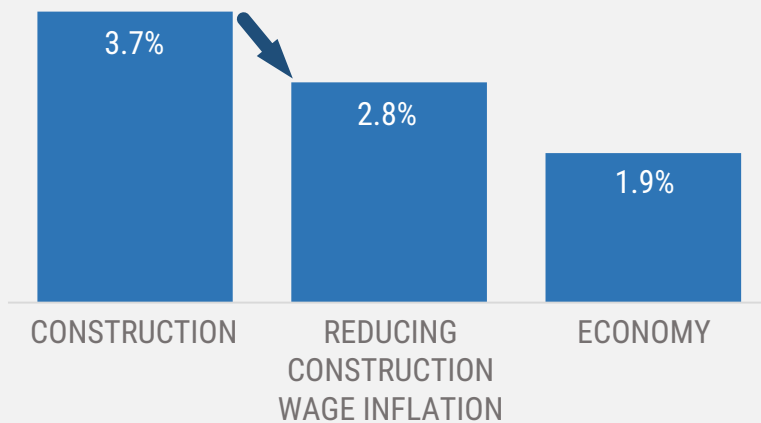


Employers need a differentiated strategy to attract and retain talent

# An innovative total rewards package can provide an alternative to increasing wages and help reduce attrition

## Reducing wage inflation

Estimated annual wage inflation

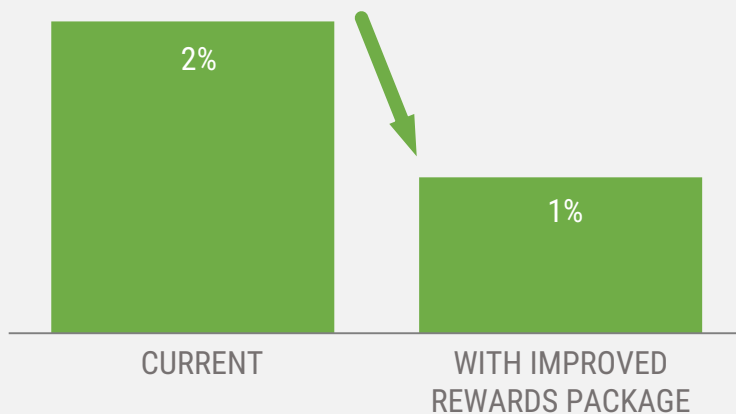


HALVING THE DIFFERENCE IN WAGE INFLATION COULD SAVE



## Reducing employee attrition

Annual attrition rate (excluding retirement)



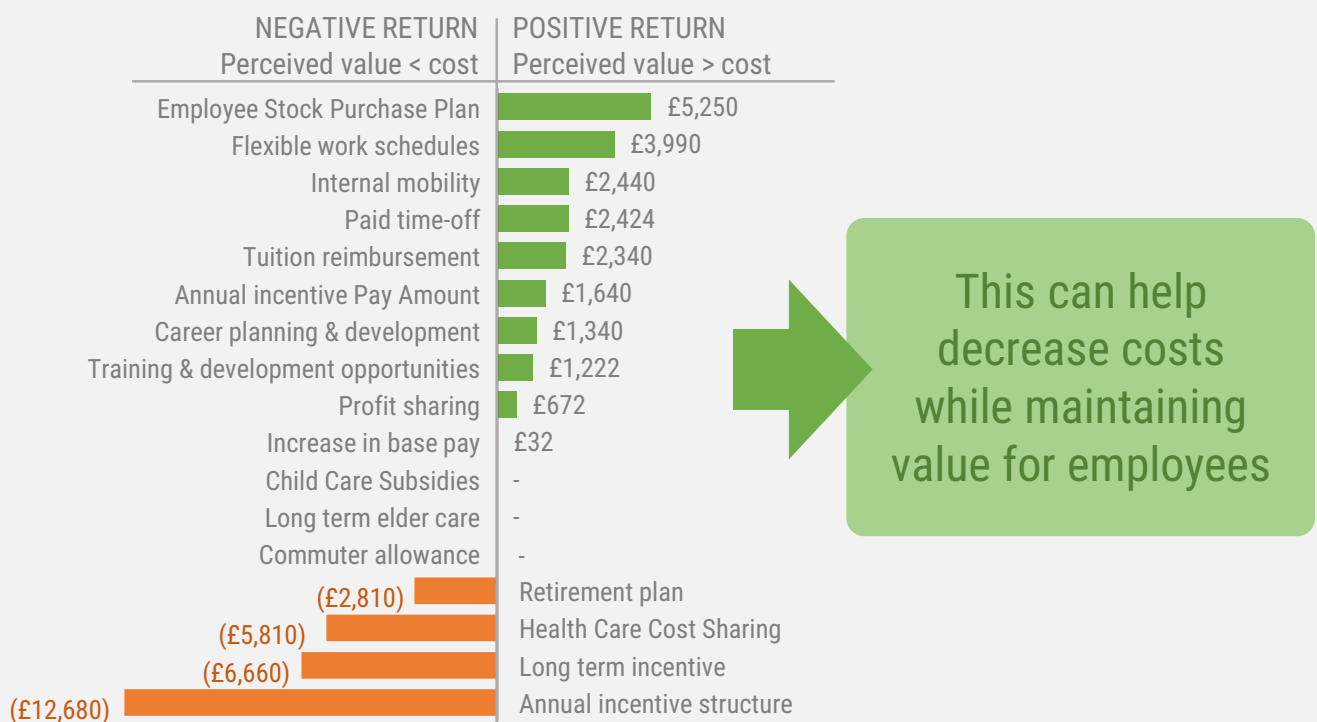
HALVING THE ATTRITION RATE COULD SAVE



An improved total rewards package could save a company c.£1,500 per employee per year

# Employers need to understand how the different aspects of the total rewards package are valued by employees

TrueChoice compares the cost of each offering with the perceived value



This value analysis is valuable across the employee lifecycle



Employers need to be strategic about what benefits they market to which groups

# Credo TrueChoice Analytics can provide this insight

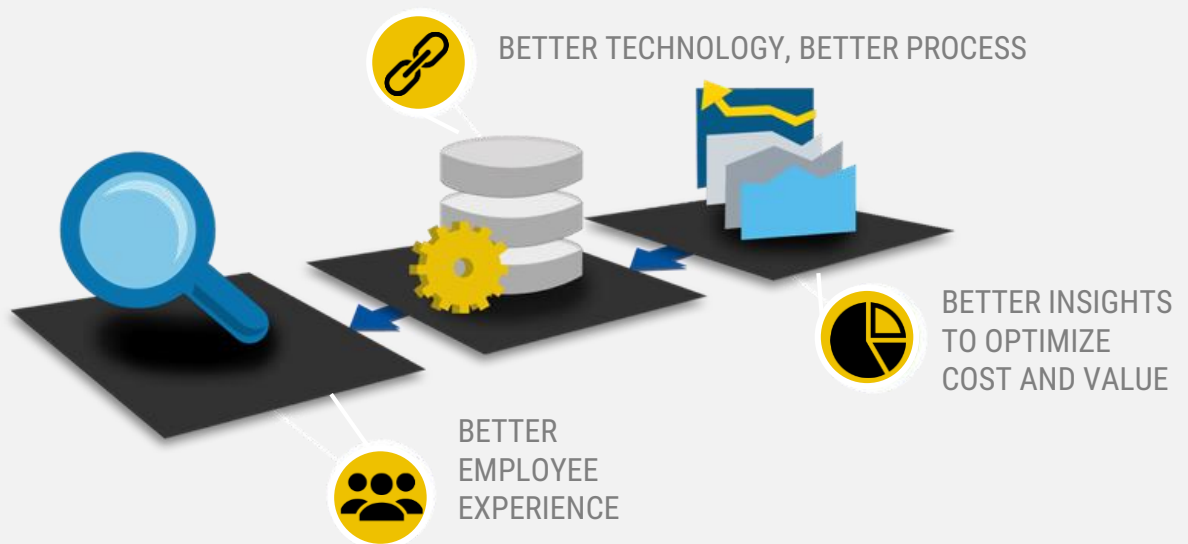
Credo has formed a strategic partnership with TrueChoice

TrueChoice is a leading New York based analytics company, specialised in preference measurement



460 patented algorithms

Customisable platform



Preference analysis



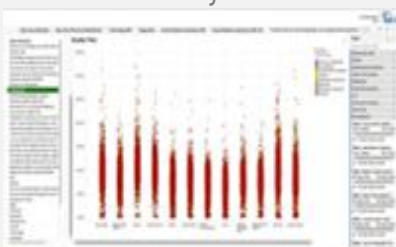
Perceived value analysis



Value gap analysis



Attitudinal analysis



Expectation gap analysis



Heterogeneity analysis





# We can develop personalised strategies to help you tackle the skills shortage

## Define

We work with you to define the problem and understand the desired outcomes

We map out the current rewards on offer and create an actionable employee survey

## Measure

We engage with your employees to measure key metrics of the current offer and desired future priorities

## Analyse

We analyse the data to seek out root causes and key drivers of satisfaction for each of the different employee groups

## Improve

We work with you on implementing a strategy to optimise the employee packages offered. We can also help develop a recruitment marketing approach

## Control

We continue to work with you to survey employees or new recruits on a regular basis to ensure packages are always appropriately targeted



Contact Credo to discuss how we can help you

## About us

Credo is a strategy consulting and transaction services boutique with a reputation for agility, commercial pragmatism and effective support for our clients. We have unrivalled market expertise in our areas of activity, with significant market, customer, competitive and business model insights. We are proud of our deep and wide-ranging relationships, and most of our clients are repeat customers. We are six partners and sixty consultants, working out of offices in London and Dubai

## Find out more



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## Further reading

Read our full study on the construction skill shortage on our website



URL: [www.credoconsulting.com/downloads/war\\_for\\_talent\\_full\\_report.pdf](http://www.credoconsulting.com/downloads/war_for_talent_full_report.pdf)



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