ActionsProve

ENGINEERING MANAGEMENT INSTITUTE
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EMI

5TH ANNUAL

2025 PRESENT AND FUTURE OF WORK IN ENGINEERING AND ARCHITECTURE

An in-depth study of the state of the AEC industry and talent market — including what it takes to attract and keep high-value talent.

- GENERATIONAL DIVIDE
- FLEXIBLE WORK
- EMERGENCE OF AI
- 2026 ROADMAP

INSIDE: Insights and ideas leaders need to know.

Eighty-one percent of firm leaders report feeling highly engaged at work, a figure that drops by *half* among managers and technical staff — a dangerous disconnect between leadership and the front-facing employees closest to clients and projects.

This finding reveals just one of many fissures inside architecture and engineering (AE) firms, which are struggling to do more at lower costs, all while ensuring employees feel connected to their work and colleagues. For our 5th annual report, we surveyed over 500 engineers and architects in North America to understand career priorities, work hours, stress, and technology disruption (among many other issues). In comparing views by generation, gender, professional background, and seniority, the research offers AE organizations data-driven advice about how they can shape intelligent talent management strategies for the coming year and beyond.

WHAT'S INSIDE:

- What companies can do to attract, hire, develop, and retain high-value talent.
- How stress and burnout affect the bottom line.
- Industry attitudes about value-based practice models.
- What firms can do to ensure AI tools are used safely and effectively.
- The deep tensions felt by managers, the "sandwich generation" at work.

THE HIGH COST OF INACTION

Employee stress, burnout, and low engagement directly impact business performance, yet they persist across the industry, particularly among middle managers.

AE firms face critical challenges in 2025 — from persistent labor shortages and escalating costs to mounting pressure to adopt next-generation tech tools. Addressing these and numerous other industry hurdles demands highly skilled, motivated, and tech-savvy talent. Yet, paradoxically, many firms seem to treat effective talent management as an afterthought … or neglect it entirely.

There is a cost to inaction. When employees feel stress, burnout, and disengagement at work, productivity suffers and turnover rises.

Are AEC professionals engaged at work?

Most say "yes." More than half (58%) say they are "highly engaged" at work, and another 32% call themselves "somewhat engaged." Yet averages hide important insights.

Our research shows that firm *leaders* are overwhelmingly engaged — 81% report feeling highly engaged on the job. For all others, the number *drops by half*. Just 40% of managers and 39% of technical staff say they feel highly engaged.

Put another way: The majority of your front-facing employees — those who are closest to projects and client challenges day-to-day — feel disconnected from their work. With their concerns left unaddressed, less-engaged employees can swiftly impact a company's performance, decreasing productivity and quality while driving up turnover.

Why do so few managers and technical staff feel connected to their work?

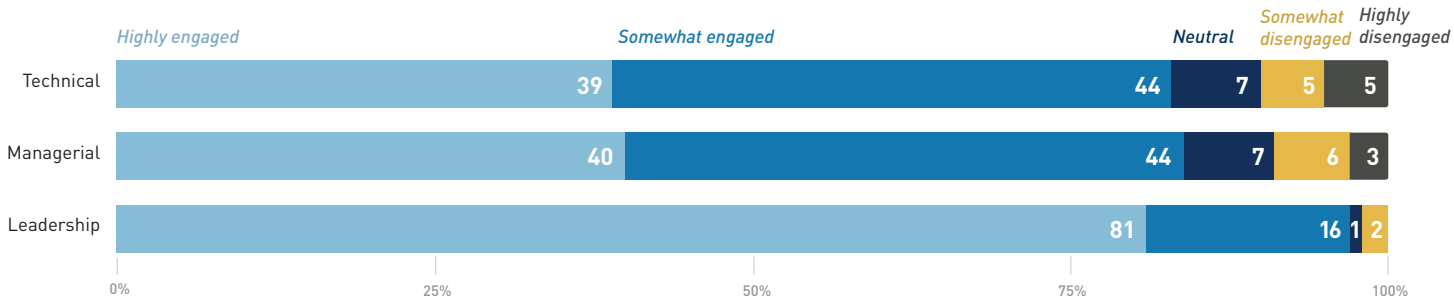
Stress continues to be rampant in the industry. Overall, 54% report they bring their work stress home, affecting how they interact with family and friends. And 52% say work stress affects their physical and/or mental health. The problem is most acute for managers: 62% of managers report that stress affects their physical and/or mental health.

In addition to feeling stressed, most employees say they feel burned out at work — no longer as excited by their job or motivated to perform. Overall, roughly two in three (64%) report some level of burnout at work. Women feel it more acutely than men do: 74% of women report feeling burnout, compared to 58% of men.

One survey taker explained, "My work days are highly stressful and extremely long. I wish our profession was valued like it was decades ago."

Is it any wonder that so many engineers and architects are open to new opportunities? Nearly half (47%) of all

Figure 1 **WORKPLACE ENGAGEMENT FOR LEADERS FAR EXCEEDS THAT FOR ALL OTHER ROLES**



Q: How "engaged" do you feel at work? (Shown as %.)

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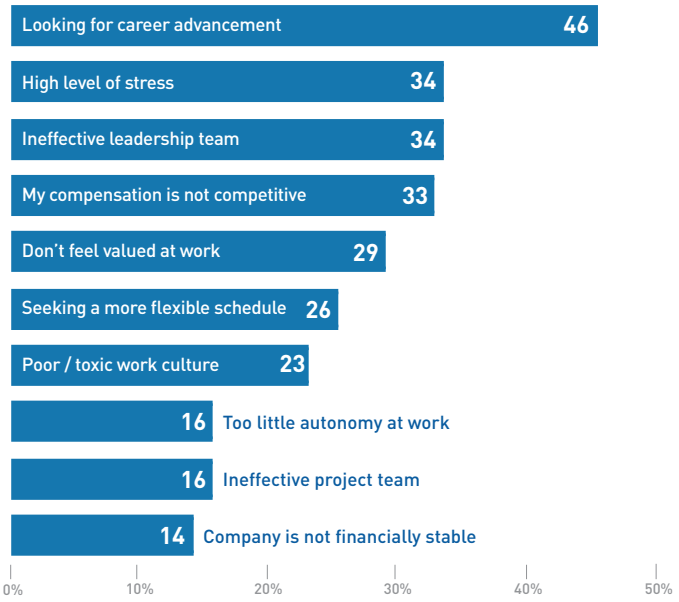
professionals surveyed say they would consider leaving their current job in the next 12 months if the right opportunity arose. That number ticks up to 78% — a shockingly high number — if a new employer were to offer a high-priority benefit, such as higher pay or more flexible work. While many may believe the primary driver of turnover is a search for higher compensation, our research shows pay ranks behind quality-of-life issues such as stress and ineffective leadership.

Figure 2 **FACTORS THAT INFLUENCE TURNOVER**



Q: What factors do/would influence you to consider leaving your current employer? (Shown as %.)

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Perhaps most disturbing is the impact of stress and burnout on managers — people who sit between leaders and forward-facing professionals. They are often forced to bear the brunt of ineffective talent management strategies. While 39% of leaders and 30% of those in technical roles rate the quality of their work life as "very good," that number drops by more than half for managers, of whom just 14% say their work life is very good.

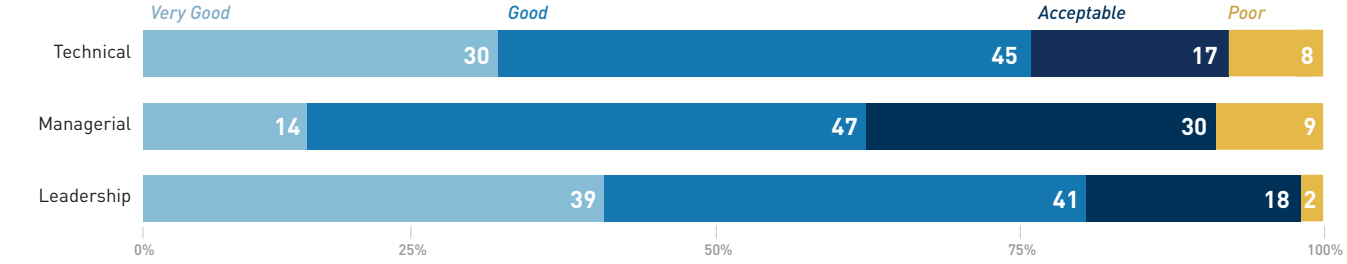
> *"Companies that balance bottom-line objectives with quality-of-life considerations aren't just being generous; they're making a calculated investment in productivity, talent retention, and quality."*
>
> **—PETER C. ATHERTON, P.E., PRESIDENT AND FOUNDER OF ACTIONSPROVE**

Some professionals we spoke to say managers are not only forced to oversee dispersed teams under tight deadlines, but they also bear the brunt of the office generational divide. One engineer explains, "Technical staff and leaders don't even speak the same language. Middle management (usually millennials) are mediators between the older and younger generations, but ultimately, they just become punching bags for both groups."

The cost to firms is enormous. Analyst Josh Bersin estimates the total cost of losing an employee can range from tens of thousands of dollars to 1.5–2 times annual salary[1]. Meaning, for a mid-career professional who may be earning between $100,000 and $125,000, a firm will pay up to $250,000 to replace them — including direct costs like recruitment and training, as well as hidden, indirect costs like project disruptions and lost productivity. And even when a firm hires a replacement, it can take six to 12 months for that new hire to reach full productivity.

"The traditional employer/employee work contract in AE is undergoing a fundamental transformation," explains Peter C. Atherton, P.E., president and founder of ActionsProve. "Today's successful firms recognize that business performance and employee well-being aren't competing priorities — they're interdependent. Companies that balance bottom-line objectives with quality-of-life considerations aren't just being generous; they're making a calculated investment in productivity, talent retention, and quality."

Figure 3 **MANAGERS REPORT LOWER QUALITY OF WORK LIFE**



Q: How would you rate the overall quality of your work life? (Shown as %.)

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"GIVE US MORE CONTROL!"

The AE industry is still struggling to reconcile its culture of 'paying dues' at work with growing demands for flexibility and work-life balance.

As in previous years, our research shows that AE talent want greater control over their schedules, work location, and type of work. Currently, 87% say their employer allows at least some employees to work hybrid or remote. On average, professionals work 45 hours per week, but they would prefer to work 39. And AE professionals tend to work one virtual day per week (eight hours in a given week).

Though industry professionals work just one day per week outside the office on average, that benefit is extremely important to them. Of those who work in a hybrid or remote setting, 53% say they would not work for their current company if it fully eliminated virtual/remote work. This is particularly true for managers: 76% of managers who currently work remotely at least part-time say it would be a dealbreaker to lose that benefit.

And beyond virtual work, employees also want to be able to work flexibly — such that they can leave the office if a personal matter arises or define their own schedules. Two in three (66%) tell us flexibility is either *extremely* or *very* important. For women, flexibility is an especially high priority; 75% say it's *extremely* or *very* important, compared to 60% of men who say the same.

Figure 4 **SIX FACTORS THAT MAKE VIRTUAL WORK EFFECTIVE**

Q: Which of these do you think is important to make remote/hybrid working effective? (Shown as %.)

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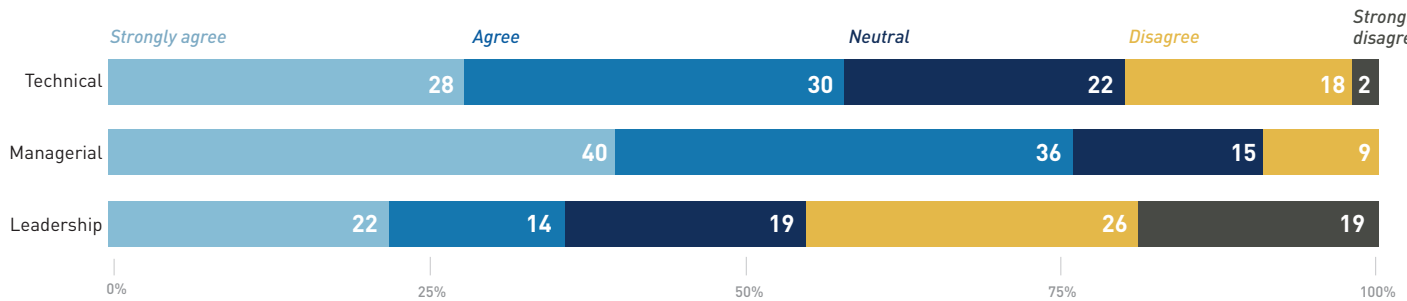
Of course, not all firms can accommodate generous virtual-working policies or scheduling autonomy. Yet where compromises can be reached, the payoff can be significant.

Figure 5 **MOST SAY THEY WOULD NOT WORK FOR THEIR COMPANY IF IT ELIMINATED VIRTUAL WORK**



Q: Agree or disagree: "I would not work for my current company if it eliminated virtual/remote work." (Shown as %.)

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There's a paradox at the heart of the AE industry.

While professionals increasingly desire less stress, fewer hours, and greater control over their schedules, there remains a deeply ingrained belief in the AE industry that success requires "paying dues," most often via long hours and intense workloads.

LESS STRESS/MORE BALANCE:

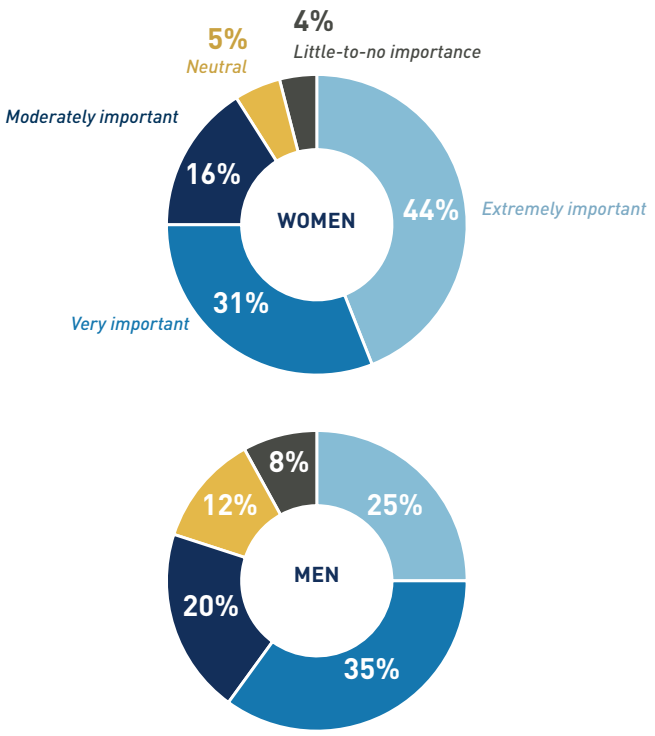
- **84%:** AE organizations need to offer more work-life balance to remain competitive.
- **52%:** Work stress is affecting my physical and/or mental health.

PAYING DUES:

- **60%:** I am willing to "pay dues."
- **56%:** Long work hours are expected.

The cultural expectation of "paying dues" perpetuates a cycle of burnout and dissatisfaction, even as individuals want more work-life balance and firms struggle to attract and retain top talent. Reconciling these conflicting values is critical for the industry's future competitiveness and sustainability.

Figure 6 **MOST WOMEN VIEW WORKPLACE FLEXIBILITY AS CRITICAL**



Q: How important is it that your company offer work flexibility, such as the ability to set your own schedule or work outside the office/jobsite?

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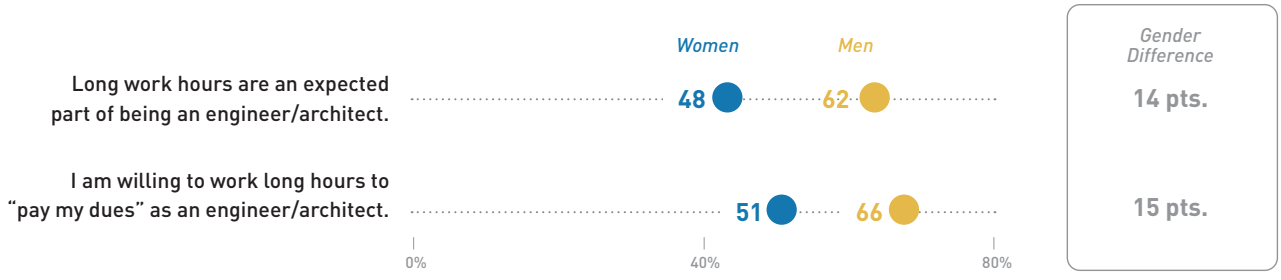
Figure 7 **WOMEN ARE LESS LIKELY TO BUY IN TO LONG HOURS AND 'PAYING DUES'**



Shows percent of respondents who chose "agree" or "strongly agree" for each statement.

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THE GENERATIONAL DIVIDE

The research shows a wide and divisive generational gap at work. Among professionals we surveyed, just 21% say different generations in their workplace collaborate "very effectively."

Multiple issues appear to be driving this, including divergent workplace expectations and communication methods, underinvestment in technology that supports asynchronous collaboration, and a lack of tech skills among older professionals.

The solution? It's complicated.

Younger employees feel the sting of working long hours. Ninety-one percent of those with less than five years' experience say AE firms need to offer better work-life balance to remain competitive. One early-career civil engineer told us, "Get rid of the stigma that you have to work extra hours outside of work (weekends included) in order to be a successful engineer."

Yet, in some cases, older architects and engineers resent that younger workers aren't willing to put in the work they did earlier in their careers. A late-career electrical engineer told us, "Twenty-somethings don't want to work; they have no work ethic and think they deserve more out of the gate. They have no loyalty." Even so, most older architects and engineers also agree the industry needs to accommodate quality-of-life concerns. Among those with more than 20 years' experience, 78% concede firms need to offer more work-life balance.

THE GENERATIONS WEIGH IN:

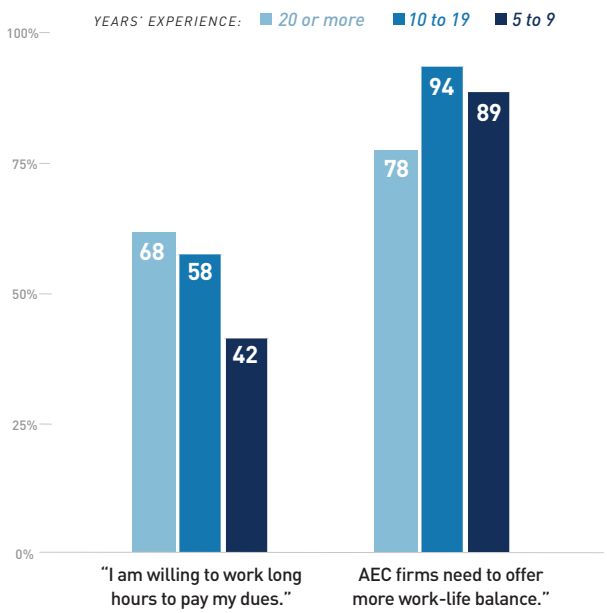
GEN X: "There is less and less interpersonal communication in the younger generations. They're hardworking, but all communication appears to be by chat or other social media."

GEN Y: "Older generations struggle to use new technologies, which hinders productivity. And the newest Gen Z employees have a totally different approach to the workplace, which makes collaboration difficult, especially when clear expectations are not set."

GEN Z: "There are many people in my company who are unwilling to keep up with the times and different modes of communication."

> *"The gap in skills and lived experience between a 30-year-old engineer and an entry-level engineer in a small firm can be dramatic. Even worse, we don't have a diverse enough staff from an experience standpoint between those levels to always make the interactions effective."*
>
> — GEN X ENGINEER

Figure 8 **ATTITUDES ABOUT 'PAYING DUES' AND WORK-LIFE BALANCE**



Shows the percent that agree with each statement.

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ALIGNING TALENT & BUSINESS OUTCOMES

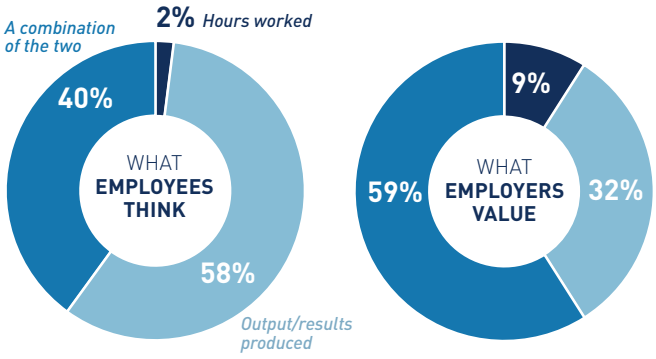
Can a value-based business model help firms cope with industry threats, including growing pricing pressures and a persistent skills shortage?

In a bid to boost productivity and performance, architecture and engineering organizations are exploring new financial models. One late-career civil engineer explained, "Our industry needs to abandon the hourly billing business model and replace it with an outcomes-based, value billing model. The legacy hourly billing model is the root cause of many issues in the industry."

Implementing a value-based business model would fundamentally shift how services are priced and delivered. Instead of charging clients by the hour, a firm would focus on the value created for the client, such as improved efficiency, cost savings, or enhanced project outcomes. From the customer's perspective, the model provides transparency and predictability — not to mention better communication and trust between the firm and its clients because both parties are focused on achieving tangible results.

What do industry players think about the idea? The majority of professionals (58%) agree that firms should measure output, not hours. But few firms (32%) operate this way today.

Figure 9 **HOURS VS. OUTPUT: MEASURING WORKPLACE PERFORMANCE**



Q1: Do you believe engineers/architects should be evaluated based on the hours they work, or the output/results they produce? Q2: Does your employer value hours worked or output/results produced?

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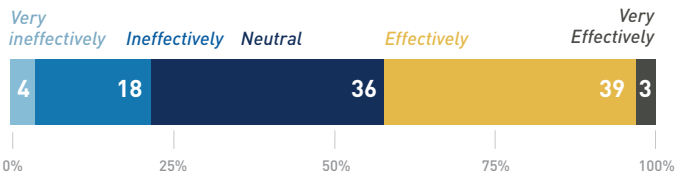
When AE firms move away from a billable-hours model to a value-based model, there can be tangible benefits for employees as well:

- **Next-level work culture:** The current model measures results in terms of inputs, not outputs; it rewards employees for long hours regardless of the quality of their work or results achieved. A value-based model emphasizes *needle-moving* work, as measured by the actual value produced. Doing so incentivizes employees to manage their time more effectively and prioritize their personal ability to perform.
- **Performance-based rewards:** A value-based model incentivizes efficiency and innovation — two concepts that can otherwise be at odds (a singular focus on efficiency tends to undermine innovation, while elevating innovation above all else can lead to "reinventing the wheel"). Employees who produce high-quality work efficiently, while suggesting improvements, can potentially earn more, cementing the shift in focus away from hours worked and toward outcomes achieved.
- **Skill development:** This new model encourages employees to develop diverse skills and innovative approaches to solving problems; training benefits accrue to both employer and employee.
- **Job satisfaction:** By seeing how their work impacts project outcomes, client satisfaction, and business success, employees may find greater meaning and fulfillment in their roles.
- **Competitive compensation:** As firms potentially increase profitability through value-based billing, they may be able to offer more competitive salaries and benefits packages to attract and retain top talent.
- **Mentorship and development:** In a billable-hours model, mentorship is a cost. With a value-based model, mentorship is viewed more as an investment.

Despite all its benefits, adopting a value-based model may prove difficult for many in the industry. For the new model to be successful, firms must be able to measure and manage performance effectively; currently, just 3% say their firms are "very effective" at measuring individual output and/or performance.

The industry appears to be in a transitional phase: Many firms recognize the significant benefits of moving to a value-based model, but few are making concrete plans to adopt it. Atherton explains, "In my experience, AE organizations have so far been hesitant to adopt a value-based model. Even when contracting allows it, most are waiting for their peers to pioneer the approach and assess its outcomes before considering implementation themselves."

Figure 10 **FEWER THAN HALF SAY THEIR ORGANIZATIONS MEASURE PERFORMANCE EFFECTIVELY**



Q: How effectively does your company measure your individual output/performance? (Shown as %.)

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Treating talent as an asset

These changes require a fundamental mindset shift for firms: treating employees as assets rather than costs, and viewing them as valuable investments and individuals who contribute to long-term success rather than expenses to be minimized.

When we asked architects and engineers what they would change about their profession, individuals overwhelmingly spoke of their desire for greater respect ... a desire to be treated as valuable professionals rather than commodities:

- "Our time is valued and respected much less than other highly trained professionals like doctors and lawyers."
- "Architects and engineers were once respected and treated as professionals. Now we are often seen as commodities. AE's have done it to themselves through cutthroat fees."
- "The industry as a whole needs to increase the perception of our work among clients and project owners — engineering is valuable, and not a commodity."

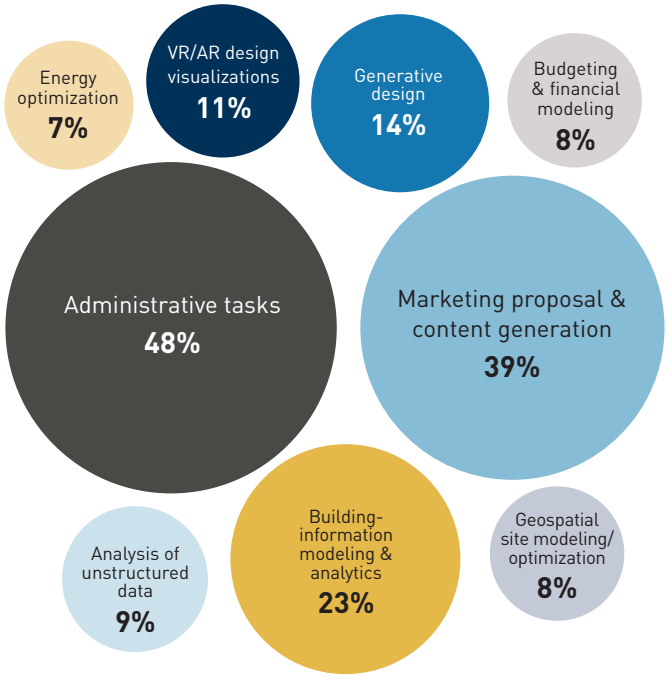
> *"Our profit targets put a lot of pressure to always perform at a high level and leave little room for mentoring and apprenticing for junior staff on a project."*
>
> **— CIVIL ENGINEER**

What will it take to make engineers and architects feel valued and respected as professionals?

Organizations might consider investing significantly more in professional development and mentoring. Currently, professional development and training is a big missed opportunity for many firms. Two in three (62%) AE professionals say training at their companies is just "average" or worse. And among those with less-competitive talent brands (defined as those who say their employer is "not very competitive" in attracting and retaining talent), nearly all (97%) say training is average or worse.

These findings are particularly interesting in light of AI's potential influence on skills. When asked about the biggest risk they foresee regarding future AI usage, industry professionals mention "skills erosion" most often (see page 11 for more about this finding).

Figure 11 **HOW FIRMS ARE USING AI**



Q: Which of these AI-driven advances is your firm leveraging today?

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HARNESSING AI ... CAUTIOUSLY

AI is poised to transform the industry by boosting productivity and helping bridge skills gaps, but organizations should proceed with great care and caution.

Artificial intelligence (AI) represents the most significant technological disruption in the AE industry since the adoption of CAD and BIM. As AI systems rapidly evolve to perform tasks like interpreting complex drawings, automating routine design tasks, and optimizing construction sequencing, every aspect of how buildings and projects are conceived, designed, and delivered is being reimagined.

This transformation isn't merely operational — it will fundamentally reshape the talent landscape, requiring firms to seek out new skills, rethink teams, and adopt strategies to balance AI's efficiency gains with irreplaceable human creativity and judgment.

Most surveyed AE professionals are optimistic about AI's impact on their industry and careers. Just 8% believe AI will replace their current job within the next five years — though mechanical engineers and architects tend to feel more vulnerable than the rest. Thirteen percent of building architects and 19% of mechanical engineers say they feel AI will replace their jobs within five years.

Attitudes about AI's influence on the industry are largely positive. About two in three (68%) say they feel curious about AI's impact on engineering and architecture, and 47% say they feel optimistic. Leaders tend to be much more optimistic than managers/technical staff. Fifty-nine percent of leaders express optimism, compared to 35% of managers.

Some roles are much more affected by AI than others. Architects, for example, are more than twice as likely to say they feel anxiety compared to civil engineers. This is not surprising, given that AI can already perform tasks like generating floor plans, ensuring code compliance, and optimizing design iterations. (Company leaders often repeat phrases like, "AI will free up professionals to do more satisfying work," but realistically, some roles will be downsized or eliminated by AI.)

Who feels anxiety about AI?

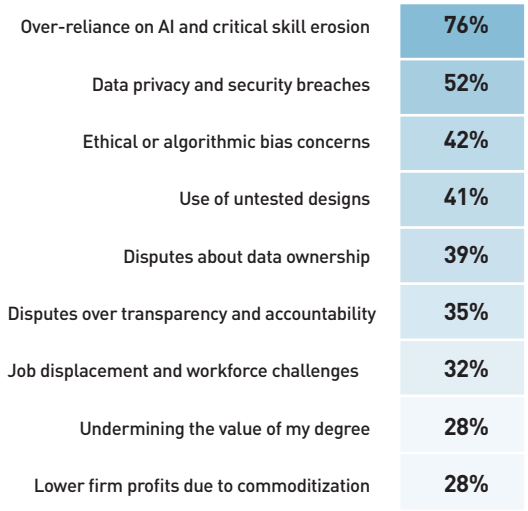
- **Structural engineers:** 50%
- **Architects:** 43%
- **Mechanical engineers:** 23%
- **Civil engineers:** 16%

For employers, there are also real risks to adopting AI throughout the organization, particularly when done without extensive strategic planning. For example, industry insiders believe "skills erosion" is by far the biggest AI-related risk. Seventy-six percent of leaders say over-reliance on AI may lead to a decline in competencies in specific, technical areas within the organization.

"As AI makes greater inroads into the architecture and engineering industry, there's a real risk that certain domain expertise — that which is earned over decades of work — will begin to vanish over time," says Atherton. "There's no need to panic. If we look over time, long division and other hand computation skills have declined since the advent of

the pocket calculator, yet the industry has progressed. Time once spent on highly manual tasks has been repurposed to higher-order work. Now with AI, organizations will need to make a conscious effort to determine which are today's 'long division' skills (i.e., useful at times but not required) versus mission-critical skills like critical and strategic thinking and the appropriate application of technical expertise."

Figure 12 **'SKILLS EROSION' VIEWED AS THE MOST PRESSING AI-RELATED RISK**



Q: What do you perceive are the risks related to using AI in engineering/ architecture?

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The risks of "unauthorized AI"

Nearly half (48%) of engineers and architects admit to using workplace AI tools that are not formally provided or sanctioned by their company. Interestingly, the problem is more prevalent among firm leaders; nearly two in three (62%) leaders say they use AI tools their employer does not formally approve of.

Most are using AI for activities such as writing assistance or editing, but a significant number use it for highly consequential activities, like research, image generation, and translation.

48% USE AN AI TOOL AT WORK THAT WAS NOT FORMALLY PROVIDED BY THEIR COMPANY

What exactly are the risks? Some are clear and present, while others are more speculative:

- **Privacy and security:** Unauthorized use of AI tools can inadvertently expose sensitive information or confidential data. Such use may also introduce unknown vulnerabilities into the firm's systems, potentially increasing the risk of data breaches, malware infections, or cyberattacks.
- **IP concerns:** The use of AI in creating designs, plans, or solutions raises questions about authorship and ownership. Unauthorized AI use could lead to copyright ambiguity and potential legal disputes over project ownership.
- **Misinformation and errors:** AI models can produce misleading or inaccurate information, which, if incorporated into projects without proper verification, could lead to design flaws, regulatory noncompliance, or many other consequential — even catastrophic — outcomes.
- **Reputational damage:** Ethical concerns arising from misusing AI technologies can harm the firm's reputation and erode client trust. This is particularly critical in the AE industry, where reputation and reliability are mission-critical.
- **Talent accountability:** AI gives some employees, particularly those with less experience, a sizable advantage, which raises an interesting issue. The authors of a recent Harvard Business Review article explain: "Organizations will need to figure out new ways to define and reward high performance as it becomes harder to differentiate employees whose work quality stems from their own efforts from those who are reliant on AI."[4] For example, if an employee uses AI effectively to boost their personal productivity and performance, is that rewarded or seen as a red flag?

Empowering employees to use AI

Even with these risks, empowering employees to use AI may not be optional; it will remake the AE industry, just as it is already revolutionizing others. Among those we surveyed who currently use AI tools, 72% say AI tools are "moderately," "very," or "extremely" helpful.

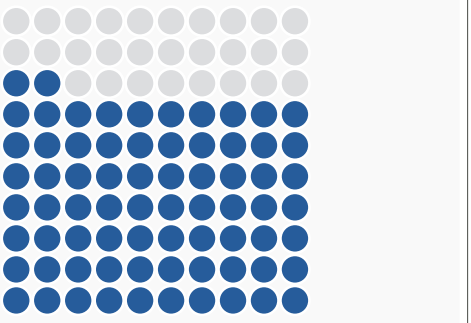
To mitigate AI-related risks, AE organizations should implement clear AI usage policies, provide employee training on AI ethics and security, and establish oversight mechanisms for AI tool adoption and use within the organization.

Just as important, organizations must be willing to invest significant time in training employees to use new technology. And for now, training is not a bright spot in many firms. Nearly two in three say their company's current training and development programs are just average … or much worse.

Survey-takers tell us there are serious shortfalls in both technical training and leadership development. One writes, "Firms need to expand training beyond technical skills to include development in leadership, business, and management skills." Another explains, "My company needs to codify critical technical tasks and develop evaluation criteria to determine employee competence for merit-based promotions."

As companies accelerate investments in AI technologies, high-quality training will become increasingly critical to counteract skills erosion. Even aside from AI investments, young professionals highly value training and development, viewing it as an essential ingredient to advance their careers … meaning organizations that prioritize training are sought-after places to work. "AE firms that invest in training are cultivating a dual advantage," explains Anthony Fasano, P.E., AEC PM, president and founder of Engineering Management Institute. "First, they improve their organization's capabilities and skills base. Second, they increase employee engagement and satisfaction by nurturing individuals' career aspirations. It's a win-win."

> *"Young professionals highly value training and development, viewing it as a critical ingredient to advance their careers … meaning organizations that prioritize training are sought-after places to work."*
>
> **—ANTHONY FASANO, P.E., AEC PM**
> **PRESIDENT AND FOUNDER OF ENGINEERING MANAGEMENT INSTITUTE**



72%

say AI tools are helpful

DATA-DRIVEN INSIGHTS FOR 2025 AND BEYOND

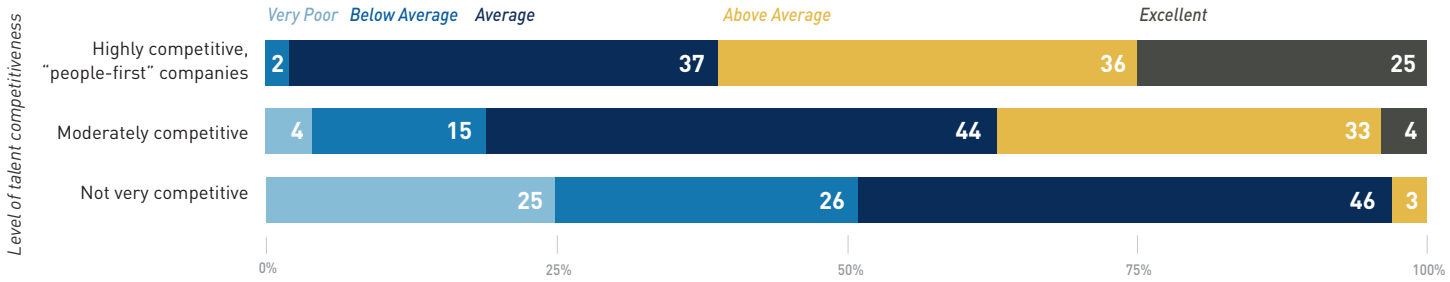
Our 2025 survey asked professionals to rate their company's ability to attract and retain talent. What do high performers (i.e., "people-first" companies) do differently than their peers?

1 Treat talent as an asset

Effective, people-first companies invest in employee career growth and development, and in doing so, enjoy higher rates of employee engagement and far lower turnover rates.

- **Higher quality training:** 61% of those at high-performing companies say their training program is excellent or above average, compared to a shockingly low 3% of those at lower-performing companies.[3]
- **Higher engagement:** Engagement rates at high-performing companies in the talent stakes are five times that of lower performers.
- **Lower turnover:** Whereas 36% of professionals at low-performing companies say they would "strongly consider" leaving their current employer in the next 12 months for the right opportunity, just 8% of people at high-performing companies say the same.

Figure 13 **EFFECTIVENESS OF TRAINING AND DEVELOPMENT PROGRAMS**



Q1: Rate the effectiveness of your company's employee training & development programs. (Shown as %.) Q2: Which of the following most accurately describes your company's ability to attract and retain talent?

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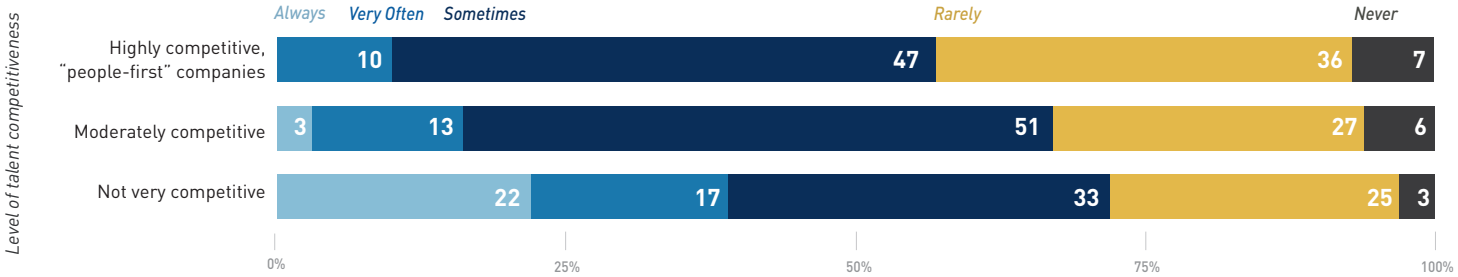
2 Pay attention to stress and burnout

The research shows that *many* engineers and architects suffer from stress and burnout caused primarily by onerous workloads (47%), challenging clients (42%), long work hours (39%), and unrealistic deadlines (34%).

Inside high-performing companies, however, rates of burnout are noticeably lower; 10% of professionals inside high-performing companies say they "often" or "always" feel burnt out at work, compared to 39% at lower-performing companies — a huge gap. And nearly half (48%) of employees at high-performing companies say the quality of their work life is "very good," compared to just 10% at low-performing ones. And high-performing brands recognize that employee well-being impacts their bottom line, affecting productivity, retention, and innovation.

Figure 14 **ARCHITECT AND ENGINEER BURNOUT RATE**



Q1: Is burnout a problem for you at work? (Shown as %.) Q2: Which of the following most accurately describes your company's ability to attract and retain talent?

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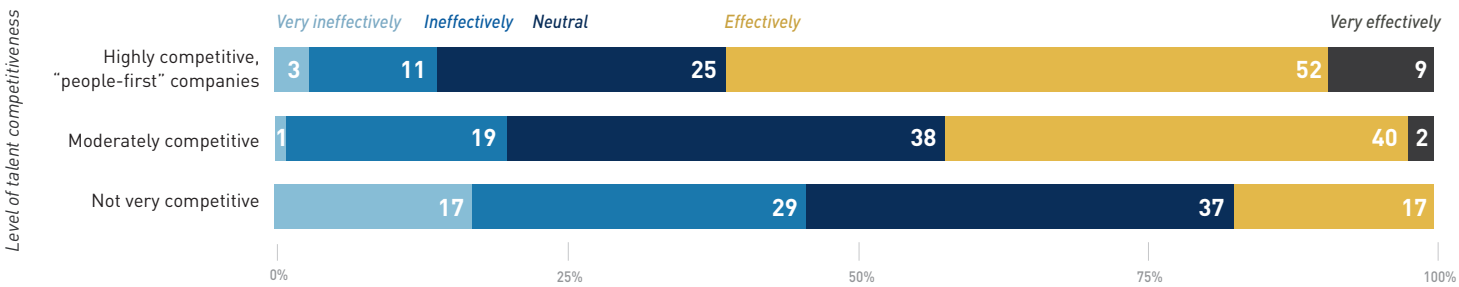
3 Embrace new technologies

High-performing brands take calculated risks. Industry-leading AE firms recognize that embracing AI and emerging technologies isn't just about operational efficiency — it's a strategic differentiator that directly impacts their ability to attract premium clients and high-value talent. High-performing brands are two times more likely to use AI for generative design, and three times more likely to use it for building-information modeling and analytics.

4 Align talent management strategies with overall business objectives.

Our research shows high-performing companies are much more strongly positioned to transition to value-based performance models. Professionals working inside low-performing companies are 20 times more likely to say their companies value hours over output when compared to responses from high-performing companies. And those at high-performing companies are 3.6 times more likely to say their companies measure individual output/performance effectively.

Figure 15 **COMPANY EFFECTIVENESS OF MEASURING INDIVIDUAL OUTPUT/PERFORMANCE**



Q:1 How effectively does your company measure your individual output/performance? (Shown as %.) Q2: Which of the following most accurately describes your company's ability to attract and retain talent?

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Methodology

This research, sponsored by ActionsProve, LLC, and the Engineering Management Institute, includes survey responses and questionnaire feedback from over 518 individuals. We conducted an in-depth survey of 303 professionals in architecture and engineering from January 2025 to February 2025, as well as a poll of 215 individuals in January 2025 about employer attractiveness. Survey design and analysis were managed by an independent research firm, Ravn Research.

YEARS OF EXPERIENCE

<5 years	9%
5 - 9	10%
10 - 19	25%
20+	56%

GENDER

Male	63%
Female	37%

DISCIPLINE

Civil Engineering	39%
Building Architecture	25%
Other Engineering & Architecture	14%
Structural Engineering	10%
Mechanical Engineering	7%
Electrical Engineering	5%

Notes

[1] Employee Retention Now a Big Issue: Why the Tide has Turned | LinkedIn https://www.linkedin.com/pulse/20130816200159-131079-employee-retention-now-a-big-issue-why-the-tide-has-turned/

[2] 9 Trends That Will Shape Work in 2025 and Beyond | Harvard Business Review https://hbr.org/2025/01/9-trends-that-will-shape-work-in-2025-and-beyond

[3] Lower performing companies define themselves as "not very competitive" when asked about their company's ability to attract and retain talent.

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ActionsProve serves the AEC industry through new-era-focused strategic firm design and planning, next-level leadership development, and outside board advisory. Learn more and check out the AEC Leadership Today podcast at www.ActionsProve.com.

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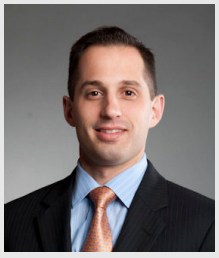

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Engineering Management Institute helps consulting firms build professional development systems to attract, develop, and retain an engaged workforce, including people leadership and project management development programs. To learn more about their proven process, call 800-920-4007 or visit EngineeringManagementInstitute.org.

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