

2025

The Present and Future of Work in Engineering and Architecture



An in-depth study on attracting high-value talent and driving sustainable

Facilitated by: **Bob Kelleher**

Presented by:

Anthony Fasano, PE, AEC PM

Peter C. Atherton, PE


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Our Speakers



Bob Kelleher
AEC Workplace Solutions



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What is the Future of Work in Engineering Report?

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Leaders Are Engaged. Everyone Else? Not So Much.

81%
of firm leaders feel highly engaged

VS

40%
of managers

“The people closest to clients are the most disengaged.”

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Burnout Is Quietly Undermining Your Business

- 64% report burnout
- Women experience it more (74% vs 58%)
- 62% of managers say stress affects their health



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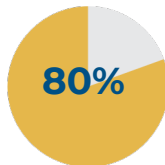
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Flexibility = Retention

Key stats:



53% say they'd quit if remote work disappeared



Managers value flexibility most (80%)



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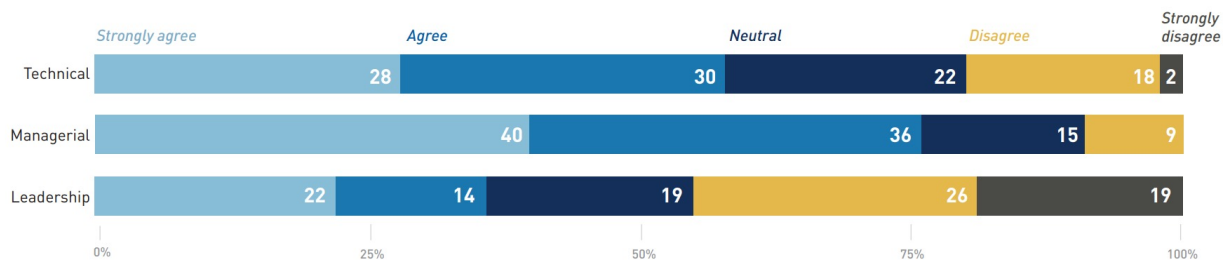


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Flexibility = Retention

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



“Flexibility is more than a perk — it’s a dealbreaker.”



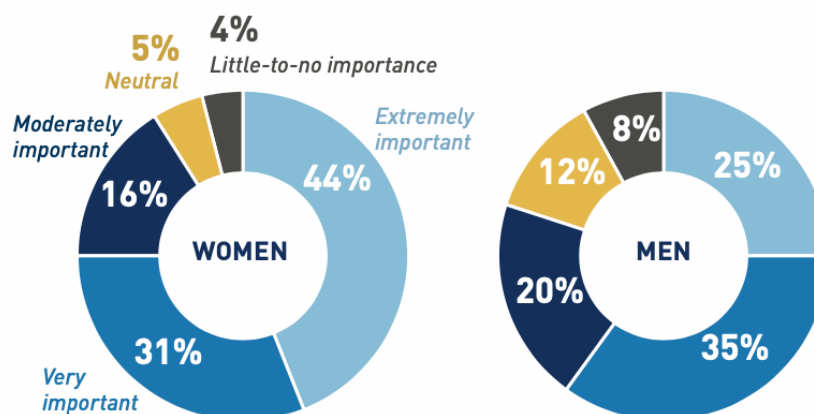
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MOST WOMEN VIEW WORKPLACE FLEXIBILITY AS CRITICAL

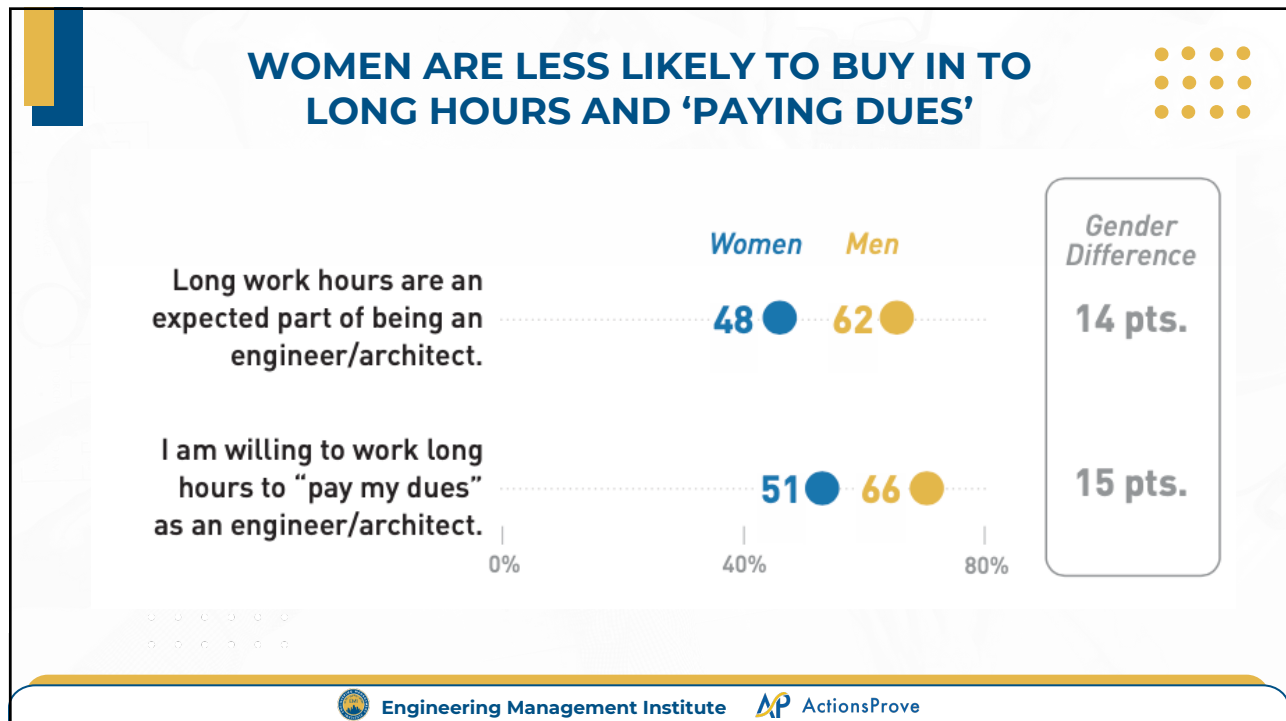


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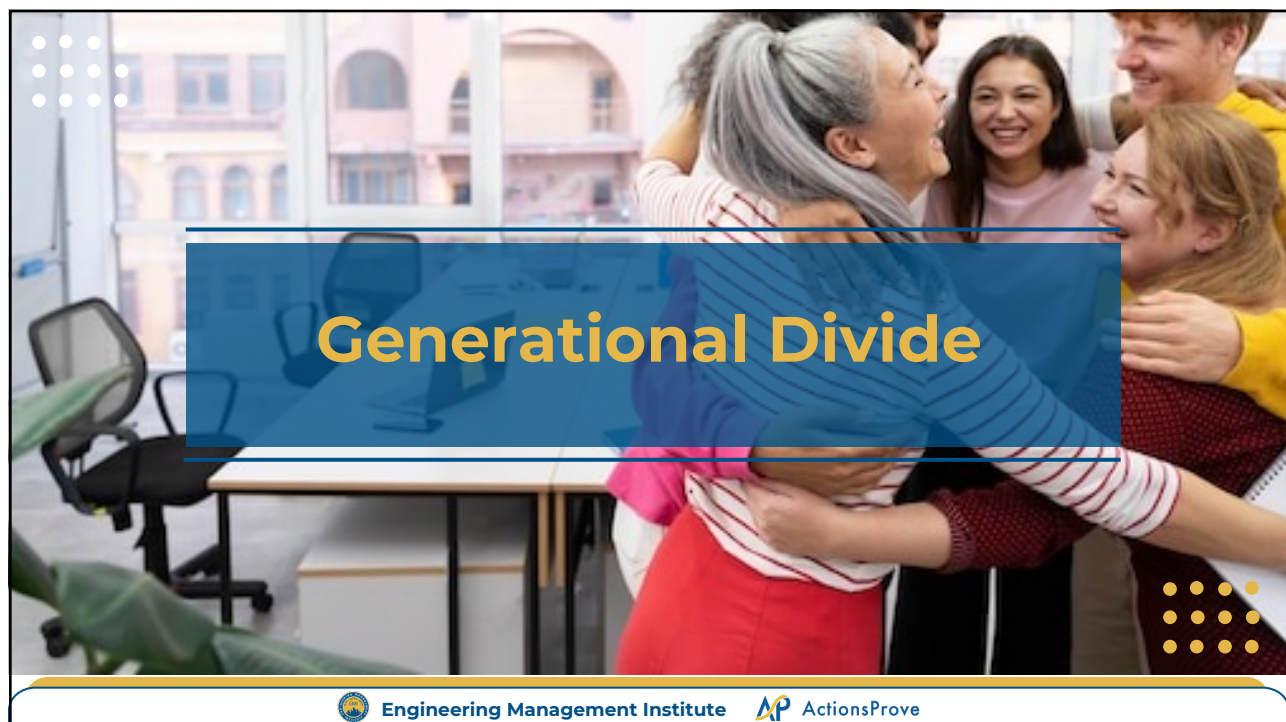


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Different Generations, Different Work Ethics?

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."

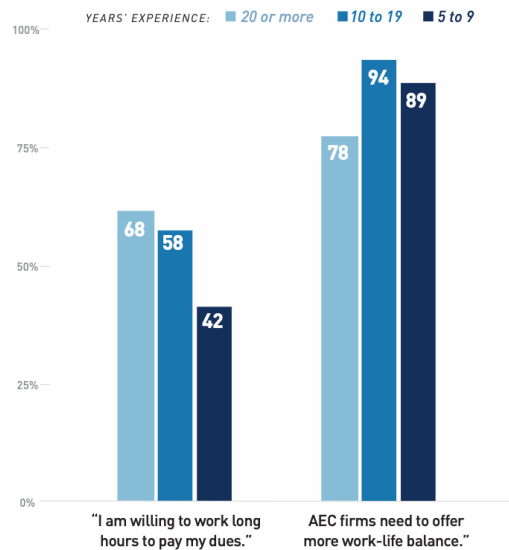
GEN Z: "There are many people in my company who are unwilling to keep up with the times and different modes of communication."



Only 21% say their workplace has effective generational collaboration

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ATTITUDES ABOUT 'PAYING DUES' AND WORK-LIFE BALANCE



Only 21% say their workplace has effective generational collaboration

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Billable-Hours Model vs Value-Based Model



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Benefits of Value-Based Model



- Next-level work culture
- Performance-based rewards
- Skill development
- Job satisfaction
- Competitive compensation
- Mentorship and development



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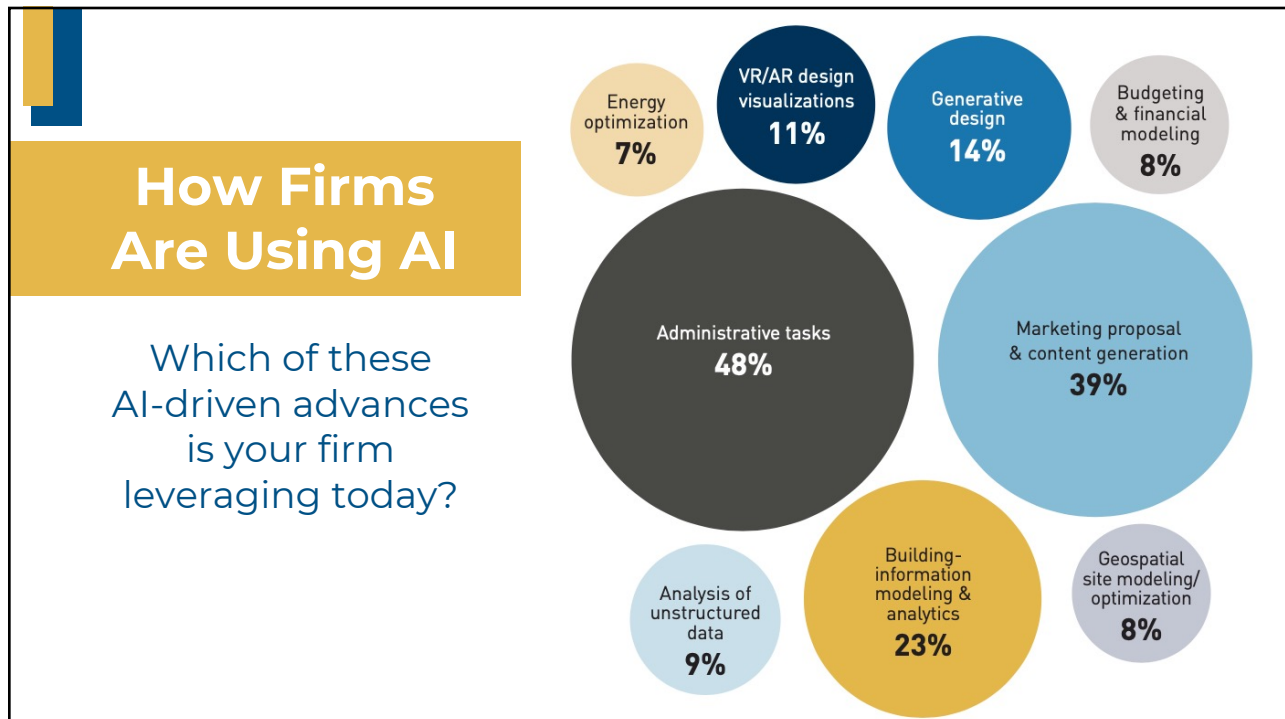


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AI Can Transform AE Firms — If Done Right

- **86% of leaders fear “skills erosion”**
- **48% of employees use unauthorized AI tools**

“AI will reshape teams, roles, and success metrics.”



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‘SKILLS EROSION’ VIEWED AS THE MOST PRESSING AI-RELATED RISK

Over-reliance on AI and critical skill erosion	76%
Data privacy and security breaches	52%
Ethical or algorithmic bias concerns	42%
Use of untested designs	41%
Disputes about data ownership	39%
Disputes over transparency and accountability	35%
Job displacement and workforce challenges	32%
Undermining the value of my degree	28%
Lower firm profits due to commoditization	28%



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Risks of AI

- 1 Privacy and security
- 2 IP concerns
- 3 Misinformation and errors
- 4 Reputational damage
- 5 Talent accountability:



Key Actions Your Organization Should Be Taking in 2025 & Beyond



1 Treat talent as an asset

Training Is the Hidden Lever for Growth



2 out of 3 rate their training as
“average or worse”

“Top firms invest heavily in development — and it shows”



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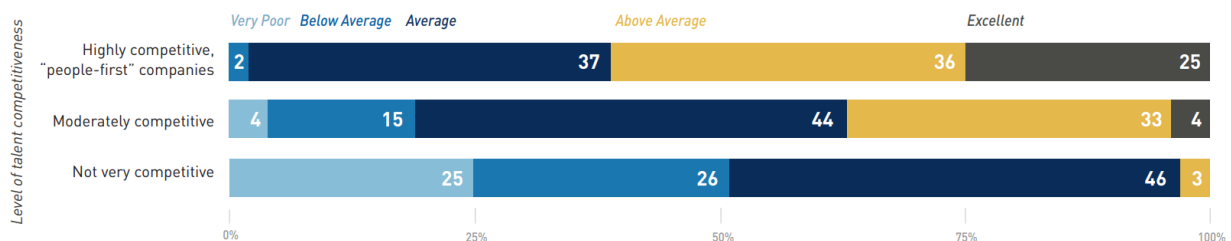


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1 Treat talent as an asset

EFFECTIVENESS OF TRAINING AND DEVELOPMENT PROGRAMS



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2 Pay attention to stress and burnout

10% of professionals inside **high-performing companies** say they “often” or “always” feel burnt out at work, compared to **39%** at **lower-performing companies**

“High-performing brands recognize that employee well-being impacts their bottom line, affecting productivity, retention and innovation.”



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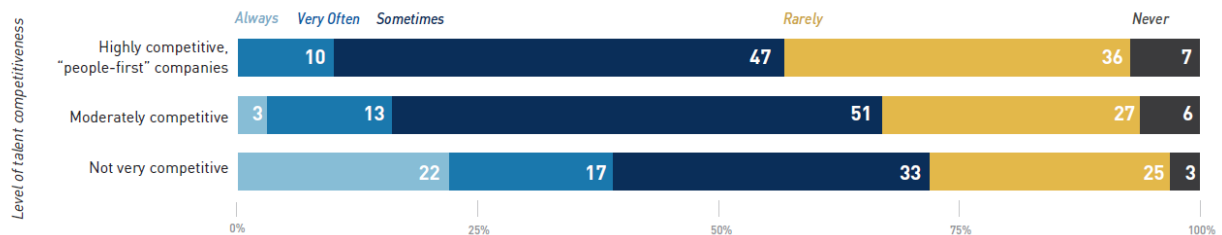


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2 Pay attention to stress and burnout

ARCHITECT AND ENGINEER BURNOUT RATE



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Embrace new technologies

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**.



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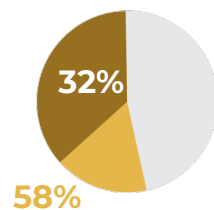
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Align talent management strategies with overall business objectives

Billable Hours vs. Measured Impact



58% say firms should measure output, but only 32% do

"A value-based model supports better performance and retention"



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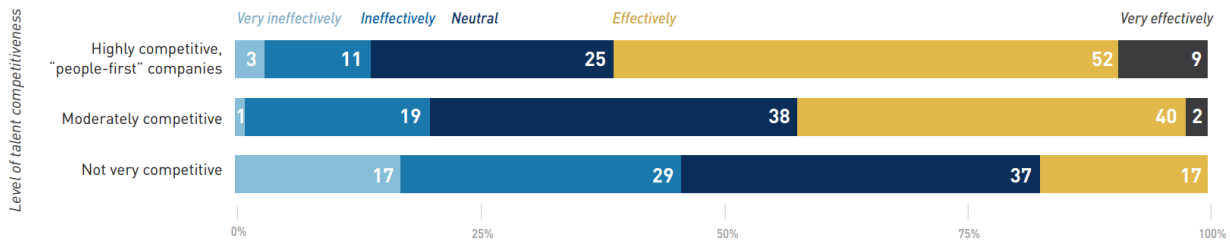
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Align talent management strategies with overall business objectives

COMPANY EFFECTIVENESS OF MEASURING INDIVIDUAL OUTPUT/PERFORMANCE



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What High-Performing Companies Do Differently

- 5x higher engagement
- 3.6x better performance measurement
- 10% burnout vs. 39% at other firms

"People-first" companies outperform across every measure




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From Data to Action

6 Key Recommendations From 2025 Roadmap

- 1** Invest in training and leadership
- 2** Support middle managers
- 3** Expand talent ecosystems
- 4** Embed quality-of-life into culture
- 5** Embrace outcome-based work models
- 6** Deploy AI responsibly

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Get the Full Report for All 12 Insights, Data Breakdowns, and Strategic Recommendations

- Gender-based comparisons
- Role-specific data
- Deep dives into burnout causes
- AI adoption strategies
- Bonus: 2026 planning tools

Learn More



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QUESTIONS?

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