CONSULT AUSTRALIA

2016 SKILLS SURVEY RESULTS

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ABOUT CONSULT AUSTRALIA

Consult Australia is the leading not-for-profit association that represents the business interests of consulting firms operating in the built and natural environment.

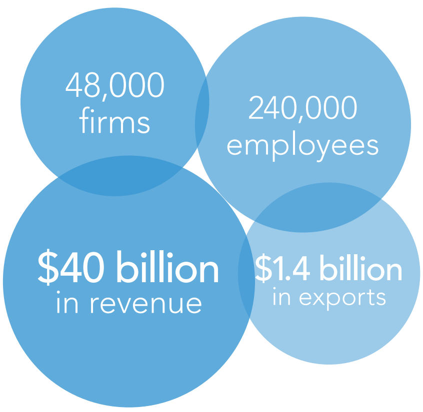
Our member firms' services include, but are not limited to: design; architecture; technology; engineering; surveying; legal; and management solutions.

We represent an industry comprising some 48,000 firms across Australia, ranging from sole practitioners through to some of Australia's top 500 firms. Collectively, our industry is estimated to employ over 240,000 people, and generate combined revenue exceeding $40 billion a year.

Consult Australia is sought-after by policy makers across governments who recognise the vital role of professional consulting firms in the built and natural environment; their contribution to the nation's productivity, future prosperity, and standard of living.

Consult Australia's policy and advocacy is supported by long-standing, productive relationships through Federal and State Parliaments and the bureaucracy—as well as our members' substantial expertise and unique perspective on a range of issues.

Across our five advocacy priorities we are not just responsive to the political agenda, but setting this agenda; helping to ensure our members' interests are heard, protected and advanced. Our leadership helps to improve our member firms' operating environment and advance better public policy.



Consult Australia is the industry association representing consulting firms operating in the built and natural environment sectors. These services include design, engineering, architecture, technology, survey, legal and management solutions for individual consumers through to major companies in the private and public sector including local, state and federal governments. We represent an industry comprising some 48,000 firms across Australia, ranging from sole practitioners through to some of Australia's top 500 firms with combined revenue exceeding $40 billion a year.

Our member firms include the following:

INTRODUCTION

The Consult Australia Skills Survey is an annual account of human resources issues affecting consulting firms in the built and natural environment. It was open over July and August 2016 and reflects the experiences of firms in the 2015/16 calendar year. The survey data represents the experiences of companies that collectively employ nearly 25,000 people.

The survey report is a valuable benchmarking tool, and a source of robust data to support initiatives to address skills issues experienced in the Australia economy. There were 28 responses to the 2016 survey:

- 16 large firms (200+ employees) representing approximately 25,000 employees; and
- 12 small and medium firms (1-199 employees) representing approximately 600 employees.

The results are notable for their similarity to those collected in 2014 although the respondents for the small to medium firm category were slightly weaker than in 2014. This should be noted when considering the results and comparing the 2014 and 2016 responses. To assist in benchmarking these results for your firm, this year the results are presented for small and medium firms, large firms and in aggregate alongside the aggregate response in 2014.

Members of Consult Australia are often multidisciplinary firms and collectively employ people working in over 100 different types of occupations. These include surveyors, project managers, architects, human resource specialists, economic planners and engineers. Of these professions, the shortage of engineering and related professional staff in the Australian workforce is of greatest concern to members and is reflected in the focus on them in some survey questions.

There have been some significant changes since 2014, most notably that firms are reporting that they are experiencing a skills shortage. Firms are also reporting that a shortage in certain disciplines and in most capital cities is reflective of the pipeline of work, especially from Government clients. To help fill the gap firms are reporting that they are trying to fill the shortage by recruiting from overseas to help meet the demand.

While this provides significant issues in relation to filling skills shortages, it also provides a good opportunity to highlight to Government the need for a longer term pipeline of work to ensure firms are able to meet them demand.

On a positive note firms are reporting that the quality of graduates and the level of job readiness have increased since 2014.

The results of the 2016 Skills Survey are outlined in this report; figures have been rounded to the nearest whole number.

QUESTION 1:

What is the current skills situation at your firm?

Response	2014	2016 Large Firm Results	2016 Smaller & Medium Firm Results	2016 Aggregate Results
We are downsizing and not recruiting	3%	0%	0%	0%
We're recruiting and there is a skills shortage	**8%**	**69%**	**33%**	**54%**
Staff are being poached	11%	63%	17%	43%
We've put a temporary freeze on recruitment	3%	0%	8%	3%
Reduction in activity, but we're still recruiting	26%	19%	8%	14%
Economic downturn has meant it's easier to recruit	8%	6%	8%	7%
We are making targeted redundancies	21%	12%	8%	11%
We are experiencing net employment reductions	16%	0%	8%	3%
We are experiencing no change in our staff numbers	40%	19%	17%	18%
We are experiencing net growth in staff numbers	24%	37%	42%	39%
Supplementing Australian staff with overseas-based staff	8%	31%	17%	25%

In 2014, the most common response is that 'We are experiencing no change in our staff numbers', 'We are making targeted redundancies', or 'We are experiencing net employment reductions'. There has been a dramatic shift since 2014 with the largest number of responses in 2016 being "We're recruiting and there is a skills shortage", "Staff are being poached" and "We are experiencing net growth in staff numbers".

QUESTION 2:

What actions/strategies will you take in the next 12 months?

Response	2014	2016 Large Firm Results	2016 Smaller & Medium Firm Results	2016 Aggregate Results
Increase salaries further to attract/retain staff	**27%**	**63%**	**33%**	**50%**
Increase recruitment from overseas	0%	44%	17%	32%
Increase budget spend on human resources	22%	25%	17%	21%
Pass on costs to clients	19%	25%	17%	21%
Increase project delivery time	14%	12%	16%	14%
Diversify the firm into other services	**38%**	**44%**	**58%**	**50%**
Consider mergers/acquisitions with other firms	30%	37%	16%	29%
Redundancies	16%	0%	8%	3%
Wage reductions for new staff	16%	0%	16%	7%
Increase training and development	**35%**	**31%**	**75%**	**50%**
Limit the amount and scale of tenders	11%	12%	0%	7%
Close your firm	3%	0%	0%	0%
Reducing hours of employment for current staff	8%	0%	0%	0%

The most common response in 2016, as per 2014 is that members will 'Diversify the firm into other services', Merger and acquisition activity and increasing employment from overseas are a stronger focus for large firms in 2016 as were increasing staff salaries.

The 2016 results closely align to the responses in 2011 and 2010, where the most common responses were to increase salaries further to attract/retain staff, increase recruitment from overseas, and to increase training and development. It is worth noting that in 2009, diversification was only selected by four per cent of respondents, with most opting to consider mergers/acquisitions with other firms and to increase training and development.

QUESTION 3:

At which staff levels is your firm experiencing staffing problems? Please select all answers that apply

Response	2014	2016 Large Firm Results	2016 Smaller & Medium Firm Results	2016 Aggregate Results
Graduate	3%	6%	0%	3%
Junior	3%	12%	8%	10%
Mid-level	**34%**	**87%**	**83%**	**86%**
Senior/principal	37%	50%	25%	39%
None	45%	0%	16%	7%

The percentage of firms reporting difficulties recruiting Mid-level has dramatically increased since 2014 with over 80% of both large and smaller and medium firms experiencing difficulties. Across the board all firms are experiencing some difficulty in staffing at all levels.

QUESTION 4:

Which employment disciplines have been most affected by shortages?

Response	2014	2016 Large Firm Results	2016 Smaller & Medium Firm Results	2016 Aggregate Results
Architect	6%	0%	8%	3%
Communications Specialist	6%	0%	0%	0%
Construction Project Manager	13%	19%	0%	10%
Contract Manager/Administrator	3%	6%	0%	3%
Economist	3%	0%	0%	0%
Engineering Manager	19%	19%	8%	14%
Finance Specialist	0%	0%	0%	0%
Geologist	0%	0%	0%	0%
Human Resources Specialist	0%	0%	0%	0%
Legal Counsel	3%	0%	0%	0%
Marketing Specialist	0%	0%	0%	0%
Planner	3%	0%	8%	3%
Quantity Surveyor	0%	0%	8%	3%
Scientist	3%	0%	8%	3%
Stakeholder Engagement Specialists	0%	0%	0%	0%
Surveyor	6%	12%	0%	7%
Sustainability or Climate Change Consultant	0%	0%	0%	0%
Technician (lab technician, technologist)	0%	6%	0%	3%
Drafter - Civil	**19%**	**44%**	**33%**	**39%**
Drafter - Electrical	0%	6%	8%	7%
Drafter - Mechanical	0%	0%	0%	0%
Drafter - Rail	0%	37%	0%	21%

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Response	2014	2016 Large Firm Results	2016 Smaller & Medium Firm Results	2016 Aggregate Results
Drafter - Structural	9%	37%	33%	36%
Drafter - Other	3%	6%	0%	3%
Engineer - Agricultural	0%	0%	0%	0%
Engineer - Biomedical	0%	0%	0%	0%
Engineer - Chemical	0%	0%	0%	0%
Engineer - Civil	**25%**	**56%**	**42%**	**50%**
Engineer - Electrical	19%	37%	0%	21%
Engineer - Environmental	3%	0%	0%	0%
Engineer - Geotechnical	3%	12%	8%	11%
Engineer - Hydraulic	6%	31%	0%	18%
Engineer - Fire	9%	19%	0%	11%
Engineer - Industrial	0%	0%	0%	0%
Engineer - Marine	0%	0%	8%	3%
Engineer - Materials	0%	6%	0%	3%
Engineer - Mechanical	6%	31%	0%	18%
Engineer - Mining (excluding petroleum)	3%	0%	0%	0%
Engineer - Process	0%	0%	0%	0%
Engineer - Petroleum	0%	0%	0%	0%
Engineer - Production or Plant	0%	0%	0%	0%
Engineer - Structural	**22%**	**50%**	**33%**	**43%**
Engineer - Traffic and Transport	**9%**	**62%**	**0%**	**36%**
Engineer - Tunnel	3%	31%	8%	21%
Engineer - Water	6%	38%	8%	25%
Engineer - Rail	0%	56%	8%	36%
Engineer – Other	0%	6%	0%	3%
Other (please specify)	25%	12%	25%	18%

In 2016 the largest shortages are for civil, structural engineers and traffic and transport. These shortages have increased dramatically since 2014. Additionally the shortage of Rail Engineers is noteworthy with over 50% of large firms experiencing a shortage compared to no shortage in 2014. In 2014 the two disciplines most affected by shortages were also civil and structural engineers.

Geotechnical skills are no longer identified as in shortage, though in 2013 these were one of the two highest reported shortage areas. Overall there are more areas identified as being in shortage across the industry than in 2014.

QUESTION 5:

In which of the following areas has your firm predominantly undertaken activities in the last 12 months? Please indicate all appropriate answers.

Response	2014	2016 Large Firm Results	2016 Smaller & Medium Firm Results	2016 Aggregate Results
Bridges	24%	50%	17%	36%
Chemical Process Engineering	5%	6%	0%	3%
Climate Change Consulting & Reporting	2%	0%	0%	0%
Dams	8%	12%	25%	18%
Defence	18%	38%	33%	36%
Education & Training	8%	19%	25%	21%
Environmental Impact Assessment	16%	25%	8%	18%
Feasibility Studies & Reports	32%	31%	42%	36%
Geoscience	13%	12%	17%	14%
High Rise Buildings	**29%**	**56%**	**42%**	**50%**
Individual Dwellings	29%	6%	25%	14%
Information and Communication Technology (ICT)	5%	6%	0%	3%
International Development	16%	6%	8%	7%
Low Rise Buildings	**34%**	**56%**	**50%**	**54%**
Minerals and Metals	16%	6%	17%	11%
Mining & Industrial Services	32%	25%	17%	21%
Modular Dwellings	3%	12%	8%	11%
Oil & Gas	18%	12%	8%	11%
Power & Energy	16%	38%	0%	21%
Project Management	45%	63%	50%	57%
Research & Development	3%	0%	0	0%
Schools, Hospitals & Community Facilities	**42%**	**44%**	**58%**	**50%**
Sewerage or Water Systems	37%	50%	17%	36%
Specialist Services	26%	25%	25%	25%
Technical Modelling	16%	31%	17%	25%
Transport	**34%**	**88%**	**50%**	**71%**
Tunnels	11%	44%	8%	29%
Urban Development	**37%**	**63%**	**50%**	**57%**

Work appears more diversified in 2016 when compared with 2014. Project management, schools, hospitals and urban development remain strong. There has been a very large increase in Transport since 2014 and a significant increase in low rise buildings.

QUESTION 6:

Where has your firm predominantly undertaken work in the last 12 months? Please indicate all appropriate answers.

Response	2014	2016 Large Firm Results	2016 Smaller & Medium Firm Results	2016 Aggregate Results
Qld: Metropolitan	**38%**	**67%**	**42%**	**56%**
Qld: Regional/Remote	41%	33%	42%	37%
NSW: Metropolitan	**54%**	**87%**	**42%**	**67%**
NSW: Regional/Remote	41%	40%	42%	41%
ACT: Metropolitan	19%	47%	17%	33%
ACT: Regional/Remote	11%	7%	8%	7%
Vic: Metropolitan	**32%**	**87%**	**42%**	**67%**
Vic: Regional/Remote	16%	27%	33%	30%
Tas: Metropolitan	5%	0%	17%	7%
Tas: Regional/Remote	3%	0%	8%	3%
SA: Metropolitan	24%	47%	25%	37%
SA: Regional/Remote	16%	7%	42%	22%
WA: Metropolitan	35%	60%	33%	48%
WA: Regional/Remote	43%	33%	33%	33%
NT: Metropolitan	14%	20%	25%	22%
NT: Regional/Remote	14%	13%	8%	11%
Internationally	30%	47%	25%	37%

Work in all capital cities across Australia (with the exception of Perth and Hobart) have increased since 2014. Metropolitan NSW and Victoria have seen a dramatic increase in work undertaken since 2014.

QUESTION 7:

Where has it been hardest for you to find/place staff in the last 12 months? Please indicate all appropriate answers.

Response	2014	2016 Large Firm Results	2016 Smaller & Medium Firm Results	2016 Aggregate Results
Qld: Metropolitan	13%	13%	9%	11%
Qld: Regional/Remote	22%	6%	18%	11%
NSW: Metropolitan	**30%**	**81%**	**46%**	**67%**
NSW: Regional/Remote	17%	19%	9%	15%
ACT: Metropolitan	4%	6%	0%	4%
ACT: Regional/Remote	0%	6%	0%	4%
Vic: Metropolitan	**17%**	**75%**	**0%**	**44%**
Vic: Regional/Remote	4%	19%	0%	11%
Tas: Metropolitan	4%	0%	0%	0%
Tas: Regional/Remote	4%	0%	0%	0%

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SA: Metropolitan	22%	25%	18%	22%
SA: Regional/Remote	4%	6%	18%	11%
WA: Metropolitan	26%	19%	0%	11%
WA: Regional/Remote	13%	6%	0%	4%
NT: Metropolitan	13%	25%	18%	22%
NT: Regional/Remote	0%	6%	18%	11%
Internationally	13%	19%	0%	11%

Difficulties finding staff has reflected the jurisdictions where there has been a significant increase in work. NSW and VIC metropolitan are a stand-out for large firms.

QUESTION 8:

What issues do you encounter in recruiting graduates? Please indicate all appropriate answers.

Response	2014	2016 Large Firm Results	2016 Smaller & Medium Firm Results	2016 Aggregate Results
Our firm has no difficulties recruiting graduates	**69%**	**75%**	**82%**	**78%**
There are insufficient numbers of graduates	3%	6%	0%	3%
Graduates perceive higher salaries elsewhere	11%	19%	27%	23%
Grads have low opinion of a career in engineering	0%	0%	0%	0%
Competition from other industries	14%	25%	0%	15%
Graduates with double degrees are undesirable	0%	0%	0%	0%
Unable to compete with other firms' grad programs	8%	0%	9%	3%
There are insufficient numbers of female graduates	28%	38%	9%	26%
Grads perceive more to do before commencing work	6%	6%	0%	3%
The quality of graduates technical understanding is poor	8%	0%	27%	11%
The quality of graduates employability skills is poor	17%	0%	9%	4%

Generally issues associated with graduates have remained steady since 2014 and generally firms report no issues recruiting graduates. It is positive to note that most firms perceive the quality of graduates is stronger since 2014; however the insufficient numbers of female graduates remains a strong concern.

QUESTION 9:

In general, are graduates at an appropriate level of job-readiness when they join your firm?

Response	2014	2016 Large Firm Results	2016 Smaller & Medium Firm Results	2016 Aggregate Results
Yes	**50%**	**69%**	**64%**	**67%**
No	50%	31%	37%	33%

It is positive to note that since 2014 the majority of firms are reporting that graduates are at an appropriate level of job readiness.

QUESTION 10:

Next year, how many graduates do you expect to employ?

Response	2014	2016 Large Firm Results	2016 Smaller & Medium Firm Results	2016 Aggregate Results
More than this year	25%	31%	36%	33%
About the same as this year	**44%**	**50%**	**64%**	**56%**
Fewer than this year	31%	19%	0%	11%

It is worth noting that in firms are reporting that they expect to employ slightly more graduates than in 2014.

QUESTION 11:

Of your technical workforce (ie, engineers, architects, surveyors etc.), what percentage are currently at the graduate level?

Response	2014	2016 Large Firm Results	2016 Smaller & Medium Firm Results	2016 Aggregate Results
0%	13%	0%	17%	7%
1 – 2%	13%	18%	8%	14%
3 – 5%	32%	31%	17%	25%
6 – 10%	**21%**	**38%**	**33%**	**36%**
> 10%	21%	13%	25%	18%

In line with the expectation that firms will employ more graduates, the percentage of the workforce that are graduates has increased since 2014.

QUESTION 12:

What is your firm's average Australian staff turnover ratio (voluntary and involuntary) for the last 12 months? An approximation is acceptable.

Response	2014	2016 Large Firm Results	2016 Smaller & Medium Firm Results	2016 Aggregate Results
0-5%	37%	0%	33%	14%
6-10%	**18%**	**25%**	**33%**	**29%**
11-15%	13%	38%	8%	25%
16-20%	13%	25%	0%	14%
21-25%	16%	6%	17%	11%
26-30%	3%	6%	8%	7%
>30%	0%	0%	0%	0%

Staff turnover has increased from 0-5% in 2014 to 11-15% in 2016.

QUESTION 13:

How do you recruit new staff? Please indicate all appropriate answers.

Response	2014	2016 Large Firm Results	2016 Smaller & Medium Firm Results	2016 Aggregate Results
Internet Job Sites	**62%**	**100%**	**67%**	**86%**
Newspapers	5%	0%	0%	0%
Industry Journals	3%	19%	8%	14%
Head Hunters	22%	50%	8%	32%
Recruitment Agencies	**49%**	**94%**	**50%**	**75%**
Career Fairs	19%	50%	17%	36%
Staff Introduction Incentives	38%	69%	17%	46%
Other (please specify)	41%	19%	33%	25%

The most common recruitment tool remains internet job sites, however the dominance of recruitment agencies and staff incentives has also increased significantly since 2014. Other reported recruitment methods are social media, especially LinkedIn, internal recruitment, staff introductions and direct contact.

QUESTION 14:

What percentage of your firm's total turnover do you spend on recruitment activities?

Response	2014	2016 Large Firm Results	2016 Smaller & Medium Firm Results	2016 Aggregate Results
0-2%	**82%**	**81%**	**100**	**89%**
3-5%	11%	13%	0%	7%
6-8%	5%	6%	0%	3%
9-11%	3%	0%	0%	0%
12-15%	0%	0%	0%	0%
15% or more	0%	0%	0%	0%

This year indicates an expected decrease in the percentage of turnover spent on recruitment activities.

QUESTION 15:

In the past 12 months, what percentage of your new staff are recruited from overseas? An approximation is acceptable.

Response	2014	2016 Large Firm Results	2016 Smaller & Medium Firm Results	2016 Aggregate Results
0%	63%	19%	42%	29%
1-4%	**29%**	**56%**	**50%**	**54%**
5-10%	5%	25%	0%	14%
11-15%	0%	0%	8%	3%
16-20%	3%	0%	0%	0%
21-25%	0%	0%	0%	0%
26-30%	0%	0%	0%	0%
>30%	0%	0%	0%	0%

A significant increase in the percentage of new staff recruited from overseas with over fifty per cent of respondents reporting overseas recruitment activity.

QUESTION 16:

If your firm uses the 457 visa, what is the current average processing time?

Response	2014	2016 Large Firm Results	2016 Smaller & Medium Firm Results	2016 Aggregate Results
Do not use 457 visas	**47%**	**27%**	**55%**	**39%**
Up to 1 week	3%	0%	0%	0%
2 weeks	11%	0%	0%	0%
3 weeks	6%	0%	0%	0%
4 weeks	14%	33%	0%	19%
2 months	**17%**	**33%**	**46%**	**39%**
3 months	0%	7%	0%	4%
6 months	3%	0%	0%	0%
More than 6 months	0%	0%	0%	0%

Around 80 per cent of large firms will have their 457 visas processed within two months.

QUESTION 17:

What is the average length of time spent filling a *GRADUATE* role at your firm?

Response	2014	2016 Large Firm Results	2016 Smaller & Medium Firm Results	2016 Aggregate Results
0-6 months	**97%**	**94%**	**100%**	**96%**
7-11 months	3%	0%	0%	0%
1-2 years	0%	0%	0%	0%
2-5 years	0%	6%	0%	4%
5 years +	0%	0%	0%	0

QUESTION 18:

What is the average length of time spent filling a *JUNIOR* level role at your firm?

Response	2014	2016 Large Firm Results	2016 Smaller & Medium Firm Results	2016 Aggregate Results
0-6 months	**100%**	**94%**	**100%**	**96%**
7-11 months	0%	6%	0%	4%
1-2 years	0%	0%	0%	0%
2-5 years	0%	0%	0%	0%
5 years +	0%	0%	0%	0%

QUESTION 19:

What is the average length of time spent filling a *MIDDLE LEVEL* role at your firm?

Response	2014	2016 Large Firm Results	2016 Smaller & Medium Firm Results	2016 Aggregate Results
0-6 months	**82%**	**75%**	**33%**	**57%**
7-11 months	12%	19%	50%	32%
1-2 years	0%	66%	17%	11%
2-5 years	3%	0%	0%	0%
5 years +	3%	0%	0%	0%

QUESTION 20:

What is the average length of time spent filling a senior / principal level role at your firm?

Response	2014	2016 Large Firm Results	2016 Smaller & Medium Firm Results	2016 Aggregate Results
0-6 months	**62%**	**38%**	**17%**	**28%**
7-11 months	27%	56%	42%	50%
1-2 years	9%	6%	17%	11%
2-5 years	0%	0%	16%	7%
5 years +	3%	0%	8%	4%

The results for the 2016 survey highlight that it is taking loner across all firms to recruit a Senior/Principal in firms.

QUESTION 21:

What is your firm doing to *RETAIN* professionally qualified staff? Please indicate all appropriate answers.

Response	2014	2016 Large Firm Results	2016 Smaller & Medium Firm Results	2016 Aggregate Results
Our firm doesn't have a retention strategy/program	16%	6%	17%	11%
We conduct regular staff appraisals	**68%**	**88%**	**75%**	**82%**
We offer ongoing training & development	**74%**	**81%**	**83%**	**82%**
We pay salaries above Award rates	63%	56%	50%	54%
We pay salaries above market rates	32%	19%	42%	29%
We conduct staff satisfaction surveys	40%	56%	17%	39%
We offer staff benefit packages eg. gym membership	32%	50%	42%	46%
We offer flexible working hours	**82%**	**75%**	**67%**	**71%**
We have staff incentive schemes	21%	44%	33%	39%
We allow staff to work in our overseas offices	18%	38%	17%	29%
We recognise high achievers eg. industry awards	29%	69%	33%	54%

As in all previous years, two of the most common methods used to retain staff are conducting staff appraisals and offering ongoing training and development. Significantly there has also been an increase in firms recognising high achievers since 2014.

A slight reduction in the use of flexible working hours goes against the trend where this had increased significantly in 2013 from that reported in previous years.

QUESTION 22:

As a percentage of payroll expenditure, how much does your firm spend on training & professional development. This may include training courses, both accredited and unaccredited, and seminars.

Response	2014	2016 Large Firm Results	2016 Smaller & Medium Firm Results	2016 Aggregate Results
Less than 1%	8%	19%	8%	14%
1 - 1.9%	**26%**	**31%**	**42%**	**37%**
2 - 2.9%	18%	31%	17%	25%
3 - 3.9%	24%	13%	17%	14%
4 - 4.9%	3%	6%	0%	3%
5 - 9.9%	21%	0%	8%	4%
10% or more	0%	0%	8%	3%

QUESTION 23:

Please specify the balance of training subjects as a percentage of the whole.

Response	2014	2016 Large Firm Results	2016 Smaller & Medium Firm Results	2016 Aggregate Results (Average No.)
Technical/vocation skills	**59%**	**55%**	**62%**	**58%**
Leadership skills	16%	19%	19%	19%
Administrative/management skills	13%	15%	12%	14%
Personal development courses	20%	12%	31%	22%
Other skills	7%	19%	10%	14%

Technical and vocational skills dominate training, with personal development the next area of focus.

QUESTION 24:

What is the percentage of internally and externally provided training?

Response	2014	2016 Large Firm Results	2016 Smaller & Medium Firm Results	2016 Aggregate Results (Average No.)
Internally provided	47%	48%	55%	51%
Externally provided	**57%**	**52%**	**60%**	**55%**

QUESTION 25:

What percentage of your firm's *ENGINEERS & RELATED PROFESSIONALS* is male/female?

Response	2014	2016 Large Firm Results	2016 Smaller & Medium Firm Results	2016 Aggregate Results
Zero women	18%	0%	8%	3%
1-10% women	26%	18%	8%	14%
11-20% women	**31%**	**38%**	**50%**	**43%**
21-30% women	21%	38%	17%	29%
31-40% women	13%	6%	17%	11%

Compared to 2014, the firms are reporting a higher parentage of women in engineering and related roles.

QUESTION 26:

What percentage of your staff will reach retiring age in the next 12 months?

Response	2014	2016 Large Firm Results	2016 Smaller & Medium Firm Results	2016 Aggregate Results
0%	29%	7%	**33%**	19
0.1 - 3%	**42%**	**60%**	50%	**55%**
4 - 5%	**16%**	**13%**	**9%**	**11%**
6 - 10%	11%	20%	8%	15%
11 - 20%	0%	0%	0%	0%
21 - 50%	0%	0%	0%	0%
>50%	3%	0%	0%	0%

QUESTION 27:

Thinking about future skills, in the next 10 years are there any disciplines that won't be required in your firms?

Response	2014	2016 Large Firm Results	2016 Smaller & Medium Firm Results	2016 Aggregate Results
Yes	n/a	19%	8%	14%
No	**n/a**	**81%**	**92%**	**86%**

QUESTION 28:

How optimistic are you that your firm will find the necessary skills to compete over the next 3 years?

Response	2014	2016 Large Firm Results	2016 Smaller & Medium Firm Results	2016 Aggregate Results
Very	n/a	56%	33%	46%
Somewhat	**n/a**	**44%**	**67%**	**54%**
Not at all	n/a	0%	0%	0%