RE&C companies face several talent, leadership, and cultural challenges, which may hinder growth during the ongoing digital transformation of the industry.

### Aging demographics

The proportion of Baby Boomers (55 years and older) in the RE&C workforce is on the rise.

- **Construction**
  - 2011: 16.8%
  - 2016: 21.0%
- **Real Estate**
  - 2011: 32.1%
  - 2016: 35.7%

The proportion of workers in the 20-24 age group are essentially flat for both the industries during the same period.

- **Construction**: 7.3%
- **Real Estate**: 4.3%


### Traditional leadership models

- **Lack of leadership vision**

Only 38 percent of the RE&C respondents agree or strongly agree that their leaders have the vision necessary to lead their digital business efforts.

And...

- **Limited focus on succession planning**

Only 11 percent of senior real estate leaders believe the industry is adequately prepared for CEO succession.


### Less emphasis on employee experience

- **77 percent** of RE&C respondents agree or strongly agree that their jobs will change considerably over the next three to five years as a result of digital business trends.

However...

- **Only 29 percent** of respondents agree or strongly agree that their organization provides adequate resources to develop skills to thrive in a digital business environment.

And...

- **59 percent** of RE&C respondents expect to work for their organization no more than three years.