

General Contractor Labour Challenges and Initiatives

Presented to Concrete Ontario



What are our labour requirements for Construction?



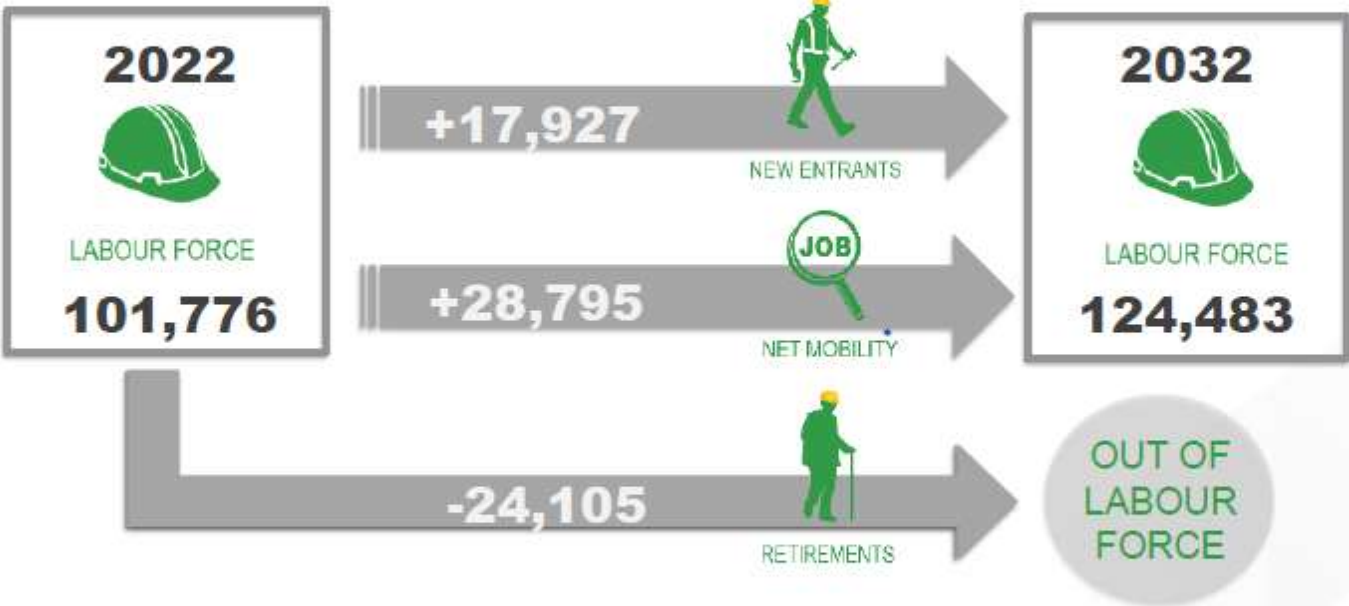
Information Sources:

- **Build Force Canada**
 - **Construction & Maintenance Looking Forward**
 - **Greater Toronto Area**
 - **An Assessment of Construction Labour Markets from 2023 to 2032**
- **Ontario Construction Secretariat (OCS)**
 - **2023 Contractor Survey**

Residential construction

Total changes in labour force

Total direct trades and occupations

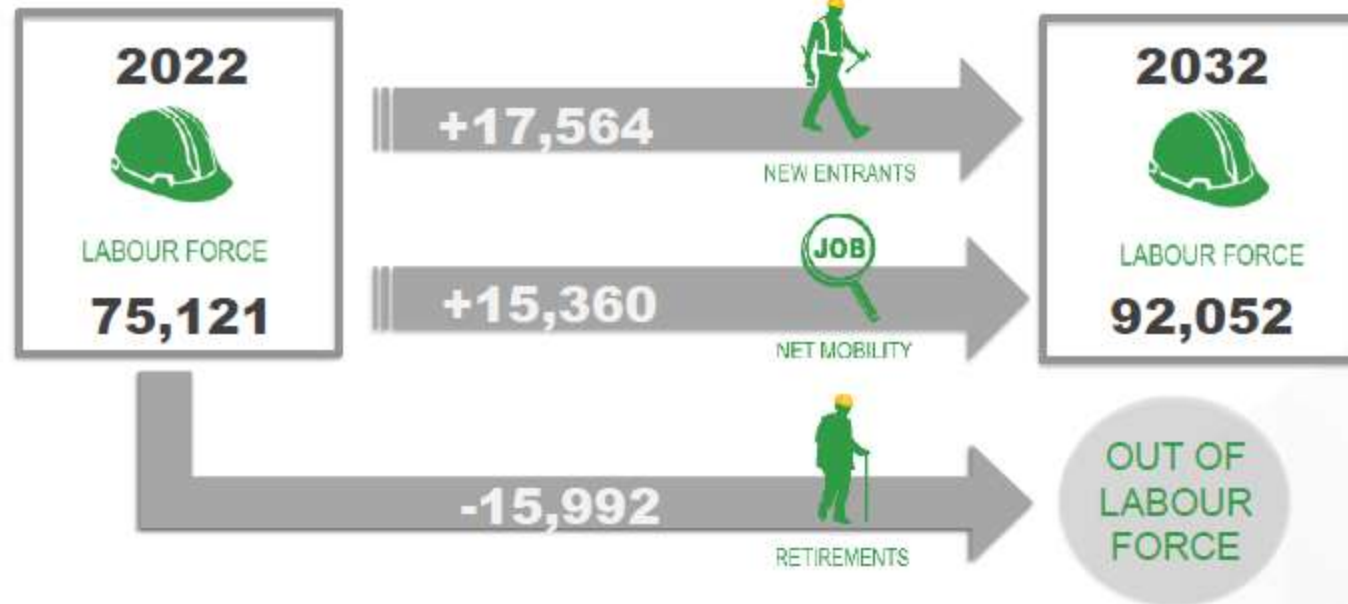


* Net mobility refers to the number of workers needed to be brought into the industry from other industries or other provinces to meet rising demands or the number of workers that exit the industry in downturns. Positive net mobility means that industry must attract workers, while negative net mobility arises from an excess supply of workers in the local construction labour force.

Non-residential construction

Total changes in labour force

Total direct trades and occupations

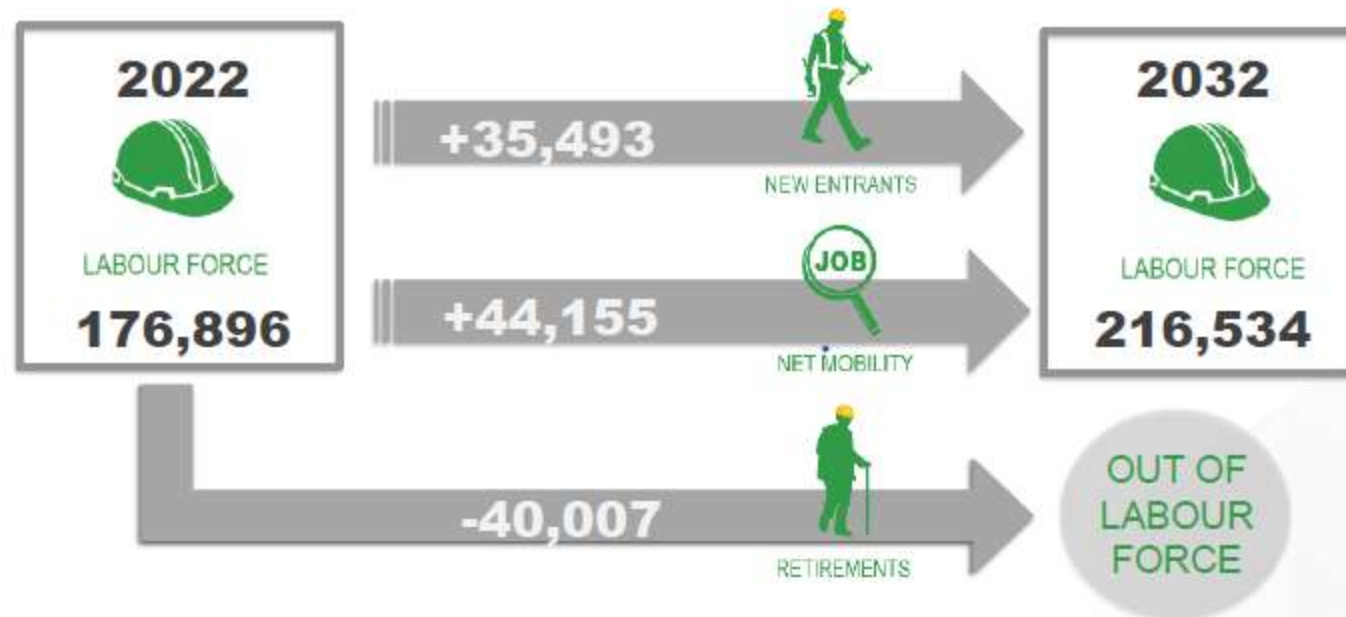


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Construction industry overview

Total changes in labour force

Total direct trades and occupations

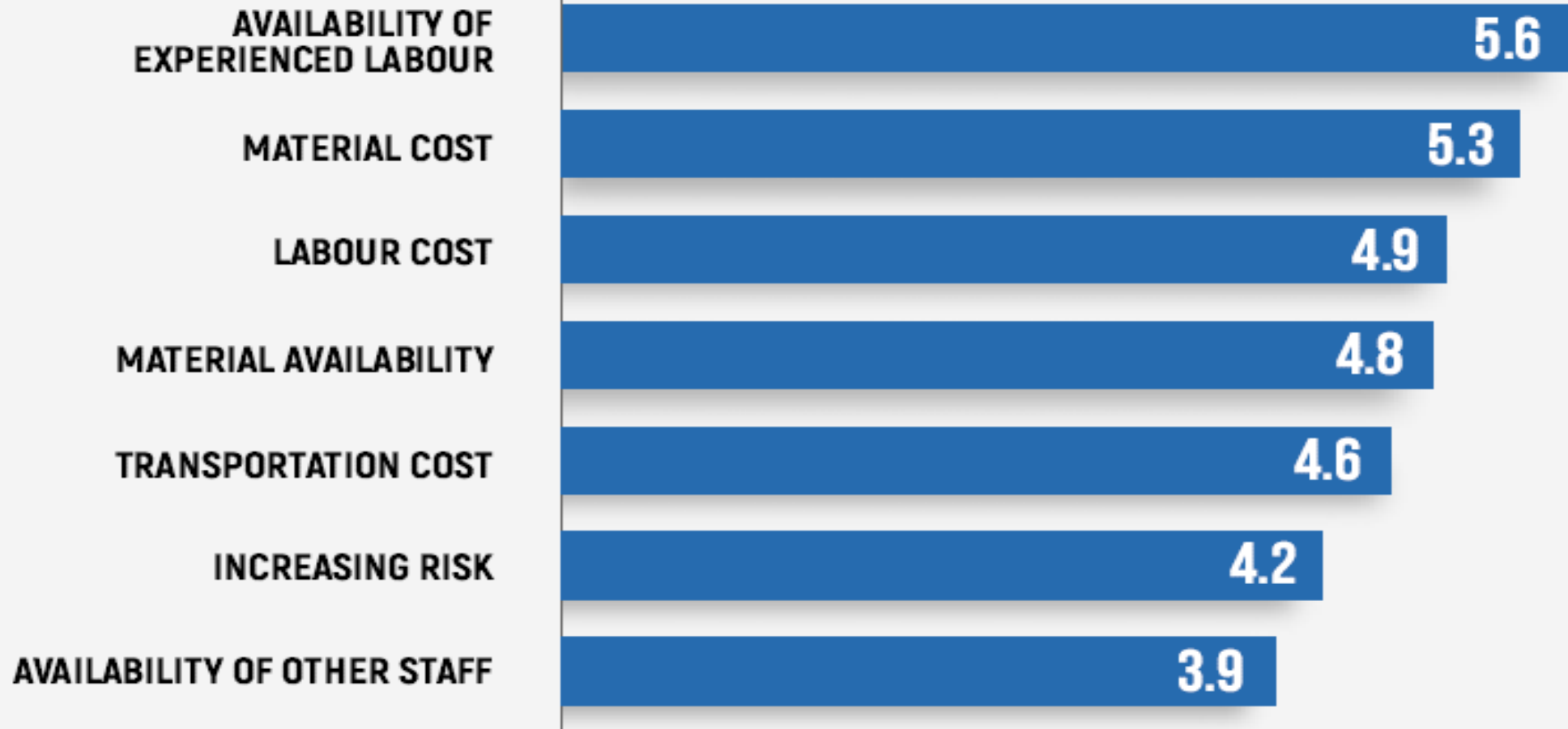


Note: Due to rounding, numbers may not add up to the totals indicated.

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Contractor's Concerns

CONCERN BY INTENSITY: Mean score on 7-point scale



Contractor's Concerns

CONCERN BY PERCENTAGE: Percentage of contractors giving a 7 out of 7 on the concern intensity scale



Labour Challenges affecting Contractors:

- **Attracting**
- **Retaining**
- **Contract
Language**

**Attracting
Labour, skilled or
otherwise, has
become
increasing more
difficult over the
past few decades.**



Challenge to Attract:

- **Construction is not viewed as a career choice**
 - **Academia pushing for Academia**
 - **Stigma of Construction**
 - **Choice of last resort if you can't go to University of College**
 - **Attitude of youth and construction**
 - **Construction is not seen as sexy**
 - **Expectations of youth**
 - **“When do I become the CEO???”**

Challenge to Retain:

- Labour shortages have led employees to be **wooned** by other organizations
 - **Money** has become the primary driver over:
 - job satisfaction
 - loyalty
- Women in Construction leaving after a period of four **(4) years**
- Lure of **empty** promotions:
 - Just a job title without any substance
 - “When do **I** become the **CEO???**”

Approaches taken by contractors in the past 12 months to attract or retain skilled labour



Q "Over the past 12 months, have you taken any of the following approaches to attracting or retaining skilled labour?"

Contract Language Challenge:

- **Contracts are increasingly demanding specific labour components as **hard targets** that will further place demands on the market:**
- **Environmental, Social and Governance (ESG)**
 - **Community Benefits Agreements**
 - **Equity and Diversity Requirements**
 - **Indigenous Requirements**

Initiatives
available to
Contractors:

- **Technology**
- **New Building Systems**
- **Immigration**
- **Selectivity of Projects**

**Contractors have
needed to
employ new and
innovative ways
to deal with
labour shortage**



Technology as a Possible Initiative:

- **Employing technology to fill in for some personnel**
 - **Spot the Dog**
 - **Drones**
 - **Integrated systems to improve efficiencies**
 - **Tracking systems**
 - **Robotics**

New Building Systems as a Possible Initiative:

- **New and innovative types of construction methodologies:**
 - **Reliance on automation**
 - **Precast**
 - **Modular**
 - **Prefabricated**
 - **More off-site components**
 - **3D Printing?**

Immigration as a Possible Initiative:

- **Ontario was built by immigrants, but over the past few decades, the immigrants arriving to Canada have not chosen construction to the same degree as in the past**
- **Ontario Government doubling the allowable immigration flow from 9,000 to 18,000 in 2025**

Selectivity of Projects as a Possible Initiative:

- **With a limited labour force and an abundance of projects, contactors can be more selective in their project pursuits**
- **Avoiding projects with:**
 - **Onerous contract provisions**
 - **Unrealistic timelines**
 - **Too much risk being downloaded**

Questions ?

