

**Are we giving the next generation of leaders the opportunity to own their future and lead ours?**



# FM is built on experience, but experience takes time

Many senior leaders nearing transition

Skills shortages across FM and real-estate services

Fewer people actively planning long-term FM careers

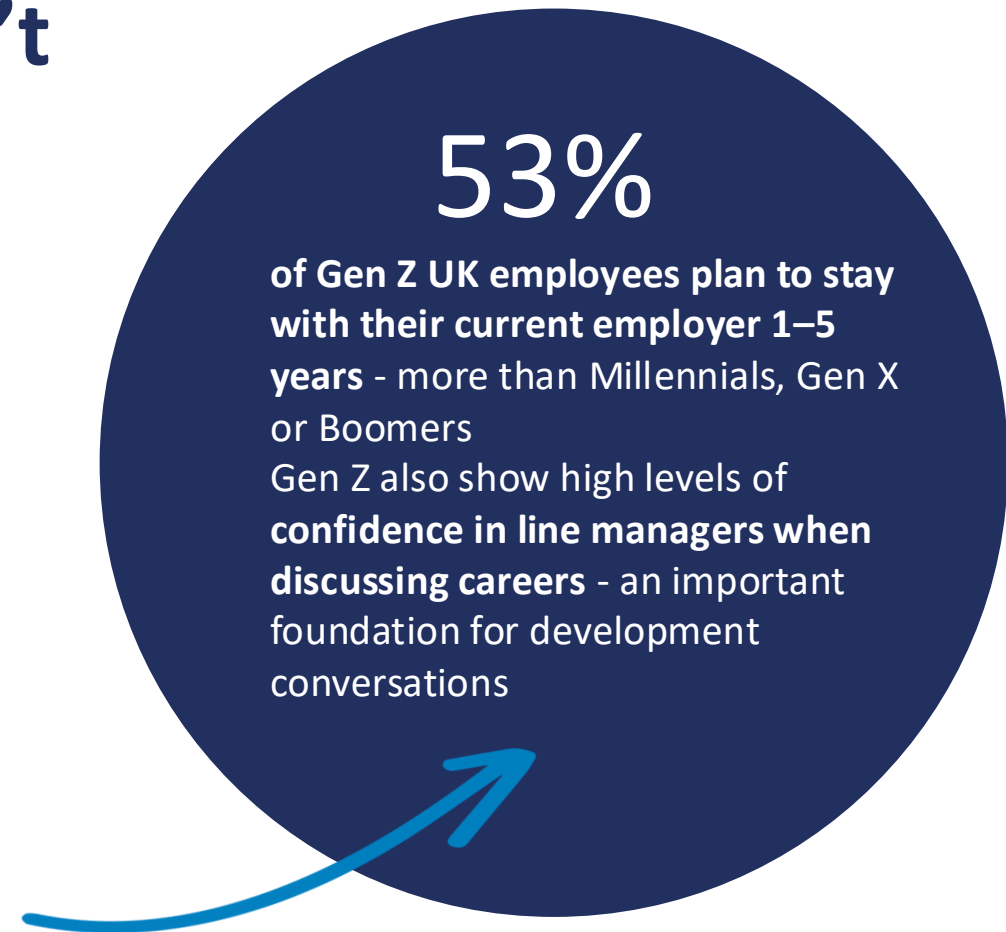
Made more personal for an EO business

portfolio  
PROUDLY DELIVERING MORE

Churchill  
Group

# Younger generations aren't loyal anymore

A familiar narrative?	Shorter tenures
Less traditional career paths	Different career expectations



# What the evidence really tells us

Younger generations will stay if they can see a future...

UK Gen Z shows strong intent to stay with employers who invest in development

Training, mentoring and progression are key drivers of engagement

Purpose and growth matter as much as pay

Training and development rank as a **top motivator** for young workers and are strongly linked to engagement

**90 % of Gen Z and Millennial workers in the UK say employer values matter for satisfaction** - evidence that purpose and alignment affect retention



# From job security to future security

Careers are no longer linear

Skills = confidence and resilience

Development signals belief and trust

Pace of tech revolution

Churchill Group

# What happens if we don't invest?

Leadership gaps  
emerge  
suddenly

High-potential  
people  
disengage  
quietly

FM knowledge  
leaves faster  
than it's  
replaced



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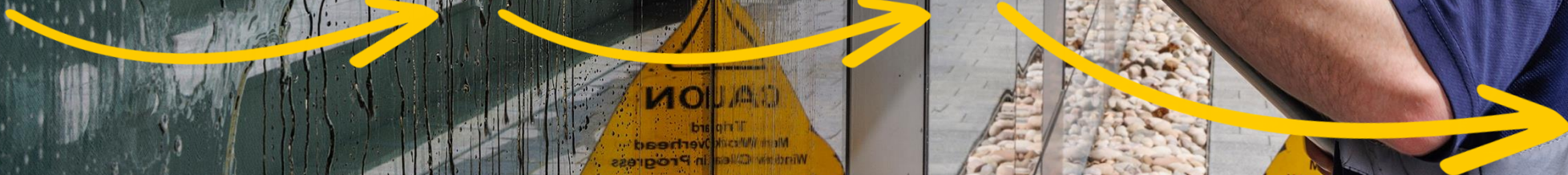


# Ownership changes mindset

Employees are long-term stakeholders

Success is shared

Responsibility feels personal



## A short video



# Own your future: Case study

Six modules plus 1-2-1 mentoring	Real world leadership
Current and aspiring management	Designed to support progression

13% of participants have been promoted	54% female, 46% male
31% white British, 69% other ethnicities	Age range 26 - 62
Avg length of service for participants 5 years	30% reduction in attrition since employee ownership
Employee owners growing by 12.5% (blended) each year	



Own Your Future



# What makes it work?

**Real FM  
leadership  
scenario**

**Mentoring and  
peer support**

**Clear links to  
succession**

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# Commitment needs capability

Ownership  
creates  
connection

Development  
creates  
confidence

Together they  
create loyalty



# Tomorrow's leaders are already on site

Supervisors

Contract managers

Aspiring leaders at every level

Portfolio  
by Churchill

Churchill  
Group



# In summary

Is the future human-centric or technology-led?

As the current generation of leaders exit the business, where are the generations of tomorrow?

Is the workplace working?

Sustainability, EDI, ESG

Margins, profitability and external investment -

In a big, diverse and highly competitive market, questions will be asked about financial sustainability: is the traditional FM business model sustainable for all?