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From Labour Market Issue to **Economic Imperative**

Workforce Solutions for Britain's Skills Challenge

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Gareth has over 20 years' experience in the industry. As Head of Research at Morson, he carries out rigorous market mapping exercises, market intelligence reporting and pay rate research, as well as identifying competitors and target organisations to locate where skills may exist within advised alternative sectors for client requirements. The wealth of research obtained by Gareth provides clients with in-depth insight and analysis, which helps to create a positive employee value proposition (EVP), and strategy engagement across passive candidates and allocated sectors.

As Britain edges toward 2026, the labour market is diverging. Hiring activity has cooled in consumer-led industries as households adjust to persistent cost pressures and slowing domestic growth. Yet technical roles across engineering, energy, digital, defence and advanced manufacturing remain chronically unfilled.

This paradox, a cooling economy alongside intensifying skills shortages, reveals the true character of the UK's challenge. Talent scarcity is no longer a cyclical feature of a tight labour market; it is a structural constraint on economic growth, productivity, industrial competitiveness, and national security.

Across surveys of business leaders, 75% of CEOs now cite access to talent as their single largest risk above geopolitical uncertainty, inflation, or supply chain disruption.

This whitepaper presents an evidence-led analysis linking the UK's micro labour-market dynamics to macroeconomic outcomes, drawing on global economic commentary, sector-level investment trends, and real-time hiring intelligence.

It also outlines how Morson workforce solutions can help organisations transition from reactive hiring to strategic skills planning, while identifying where new data and insights will sharpen policy and employer decision-making.



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Neil Parker

Head of Economics & Market Strategy
MoneyCorp

Neil is Head of Economics and Market Strategy at Moneycorp, bringing over three decades of experience in banking and financial markets. His expertise spans macroeconomics, foreign exchange, interest rates, and geopolitics across major global economies. Throughout his career, Neil has delivered timely, concise market insights to clients ranging from SMEs to multinationals, with a recent focus on mid-corporate and private equity clients in the UK, Europe, and the Channel Islands. He regularly briefs CEOs, CFOs, executive boards, and business owners on the macroeconomic and market risks affecting their businesses and is widely recognised for his ability to explain complex issues in plain English. Neil brings clarity and confidence to every conversation, helping clients make informed decisions in an ever-changing global landscape.



The 2026 Economic Outlook: Signals from Data, Markets & Policy

As population and workforce pressures intensify, major economies require greater emphasis on raising GDP per capita, or rather the average economic output per person. Lifting that average significantly will likely be the focus of most businesses and authorities in the coming decades, but for the next 1-2 years, generating growth in a less than optimal geopolitical and trade environment is likely to occupy authorities' thinking.

“ While 2026 will likely be a holding pattern rather than a breakout year for growth, **the longer-term outlook is more optimistic**: productivity gains from automation and AI, coupled with falling inflation and easing global borrowing costs, **should lift economic potential and reshape currency dynamics** in the years ahead.



Macroeconomic Trajectory

Global growth is set to soften through 2026. According to the latest IMF (Oct '25) and OECD (Sep '25) forecasts, the world economy will grow by 3.1% (IMF) / 2.9% (OECD) in 2026, down from 2025.



This moderation reflects structural and geopolitical frictions:

- Weaker US, Chinese and Indian growth, driven by tariff uncertainty, global debt pressures and geopolitical instability.
- Growth across Asia's three major economies is set to slow, driven by Japan's rising borrowing costs and trade tensions, China's property crisis and shrinking workforce, and India's emerging demographic and trade pressures despite currently stronger performance.
- Persistent global tariffs, particularly affecting manufacturing, tech and industrial supply chains.
- Debt dynamics constraining public investment and fiscal space across major economies.

Interest Rates: A More Supportive Backdrop

Lower interest rates should counterbalance this, to some degree, with interest rates in the UK, US, and the Euro Area expected to be more accommodative for growth and investment over the course of 2026.

The US Federal Reserve is expected to reduce the Fed Funds rate to below 3% by late 2026 (more than 100 basis points below current levels), influenced by policy uncertainty, a new Fed Chair appointment, the risks of a new US government shutdown, and potential tariff changes.

The Bank of England is expected to lower rates to below 3.5%, though UK inflation remains sticky and too high, despite the domestic weakness being endured in labour markets, GDP and investment spending.

The Euro Area may see one final 25bp cut, with the refinancing rate around 2.15%.

Despite easing, interest-rate reductions are not expected to fully offset growth headwinds. Hiring appetite will remain uneven. Robustness in high-skill, productivity-enhancing sectors, will contrast with weakness elsewhere.

FX Environment and UK Competitiveness

Currency volatility will influence investment, export competitiveness and wage dynamics:

The USD may weaken temporarily should the US President appoint a 'seemingly' more dovish Fed Chair.

The GBP appears unlikely to capitalise due to fiscal and economic constraints, with limited upside risks in 2026.

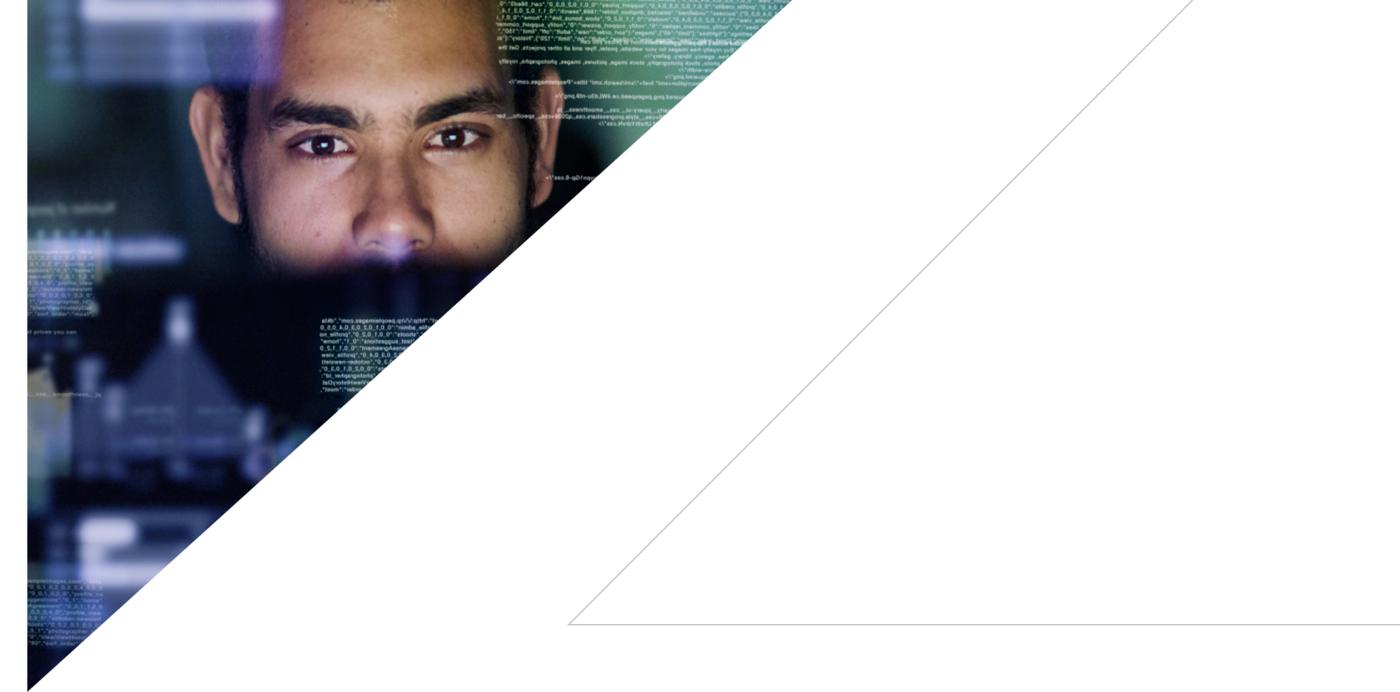
EUR stability depends on whether the ECB signals further cuts.

For employers operating internationally, 2026 may bring higher import costs, more volatile supply chains, and a greater need for workforce planning that anticipates sector-specific FX impacts (e.g., aerospace, automotive, defence imports).



“ The US administration is expected to announce a new Fed Chair in early 2026 and markets expect a more dovish Federal Reserve. However, much of the rate-cutting story is already priced in. Any resulting USD weakness may be brief, especially as other central banks will likely follow suit.

The GBP looks ill-equipped to capitalise, held back by fiscal and political fragility, and likely to track US rate cuts rather than diverge from them. The EUR appears more resilient, though its sluggish economy raises the risk of additional ECB easing, a move that would undermine the currency.



2026 could be
the year the dollar
strikes back

A blurred silhouette of a person in a dark suit walking through a modern, brightly lit office hallway. The person is moving from right to left, leaving a motion blur. The background shows a clean, minimalist interior with light-colored walls and a polished floor. A thin white line is visible in the upper left quadrant of the image.

Sector-Level Economic Indicators

Each major sector will face distinct pressures...

Defence: A Decade of Expansion

“ Defence and AI spending/investment should outpace the rest of the major investment areas into the end of the decade, outstripping the pace of global growth, expected to be between 3-3.5% annually.



Global defence spending is expected to rise from 2.5% to over 3% of GDP by 2030 equivalent to \$300–500bn of spending per annum in a sector worth ~\$2 trillion. This will catalyse:

- Automation reduces low-skill roles while increasing high-skill maintenance, programming and systems-integration jobs. A reduction in low-skill roles but an increase in high-skill maintenance, programming and systems-integration jobs through the impact of automation.
- Defence sector output is increasing in response to geopolitical instability and rising global investment. Increased Defence sector output in response to geopolitical instability and rising global investment.
- a boost to both offensive and defensive systems manufacturing, across shipbuilding, armoured vehicles, aircraft, handheld weapons, munitions and infrastructure
- accelerated hiring needs in engineering, systems integration and cybersecurity given that the majority of products developed would be utilising engineering and technology from the private sector
- supply-chain pressures and wage competition

However, increased defence spending is likely being paid for by either higher taxes or higher borrowing and may crowd out investment in civilian aerospace, automotive and public infrastructure unless productivity improves.

AI & Automation: Structural Investment Shift

Capital spending on AI and digital infrastructure is expected to climb from ~1.3% of global GDP today to ~3% by the end of the decade. Overall global investment is likely to remain skewed with half of the rise expected by the end of the decade likely to occur in the Middle East and Asia.

The UK technology sector enters 2026 with cautious optimism tempered by execution risks. Government commitment to R&D (£86 billion through 2030) and AI infrastructure deployment provides long-term strategic clarity and procurement visibility, offsetting macroeconomic headwinds (projected 0.8% UK GDP growth). The sector's pivot toward "scale-up challenger" and "sovereign AI" positioning aligns with geopolitical imperatives and government policy priorities, creating protected procurement opportunities in defence, public sector AI, and critical infrastructure.

However, realising this potential requires addressing three structural constraints: talent mobility (visa policy must balance restriction with pragmatic international hiring flexibility), growth capital availability (the missing middle funding gap requires either institutional investor appetite shifts or government-backed vehicles), and regulatory clarity (DMCCA enforcement patterns must emerge swiftly to reduce innovation uncertainty).

The scale-up ecosystem remains fragile, evidenced by the concentration of high-value exits among London-based, venture-scale businesses and the persistent difficulty of UK scale-ups breaking through the \$100 million revenue threshold. Foreign acquisition of promising scale-ups, rather than organic UK public listings, suggests capital market misalignment.

Key strategic imperatives for the next five years

Talent Strategy: Visa policy must evolve to permit mid-level technical hiring globally whilst maintaining immigration restrictions. Current thresholds (£41,700 salary) are incompatible with scale-up wage structures outside London.

Regulatory Execution: DMCCA enforcement must establish clear precedents to reduce compliance uncertainty and encourage continued UK innovation investment by both domestic and international firms.

Regional Distribution: Leverage targeted funding (AI Growth Zones, regional innovation clusters, investment zones) to reduce London concentration, diversify talent pools, and build distributed ecosystem resilience.

Capital Market Development: Government-backed growth equity vehicles or institutional investor incentivisation is critical to close the £5+ million funding gap and retain scale-ups in UK equity markets.

Sectoral Focus: Prioritise procurement and R&D investment in frontier technologies (AI, quantum, semiconductors, engineering biology) where UK has defensible competitive advantage and geopolitical criticality.

The sector is positioned for dynamic growth through 2030, driven by government commitment and AI adoption momentum, but realising forecasted GDP contributions (8.4% by 2035) requires resolving the structural talent, capital, and regulatory constraints that currently constrain scale-up acceleration.

Energy & Renewables: High UK Costs as a Competitive Drag

“ It is difficult to see how the UK can reduce its prices in the short-term, given limitations to its storage capacity and additional domestic generating capacity, as well as the structure of its pricing policy. Could the investment deficit between the UK and other major economies widen over 2026 and beyond if market costs for energy drop, but aren't reflected in personal or business energy bills?

The transition to green and renewable energies continues, but energy costs are a clear constraint on investment and growth in some economies. UK business electricity prices remain significantly higher than those in the EU and dramatically above US levels.

Without structural reform:

- the UK risks a widening investment deficit in 2026 and beyond
- energy-intensive industries will struggle to scale
- regional productivity gaps may widen
- more specialised green-energy talent will be required to decarbonise at pace

By 2026, the UK energy system will enter a high-demand, high-transition phase, with electricity consumption rising **more than 4%** and renewables pushing toward half of total generation. This acceleration driven by heat-pump adoption, EV electrification, and major offshore wind expansions will intensify pressure on grid infrastructure, pricing mechanisms, and system resilience. Yet the defining challenge will be talent: **clean-energy employment is growing five times faster than the wider economy, with up to 725,000 net new low-carbon jobs projected by 2030.**

Most of these roles must be filled by the existing workforce, leveraging the unusually high transferability of skills from carbon-intensive sectors such as oil and gas. However, acute gaps persist across engineering, electrical and mechanical trades, welding, project management and design roles already in fierce competition across infrastructure, construction and advanced manufacturing. Without coordinated reskilling, mobility pathways and workforce planning, 2026 may mark not just an energy transition, but a growing structural labour constraint on the UK's clean-energy ambitions.

- UK grid and renewables targets for 2030 require tens of thousands of additional engineers and technicians.
- Nuclear new-build and life-extension programmes demand long-lead, scarce skills.
- Hydrogen pilot expansions will require specialised technical compliance and safety roles.

Infrastructure & Construction

- National transport and utilities programmes face chronic shortages across civil engineering, project controls, QS/Cost and digital construction skills.
- Regional disparities continue, with northern regions struggling most to access specialist labour.



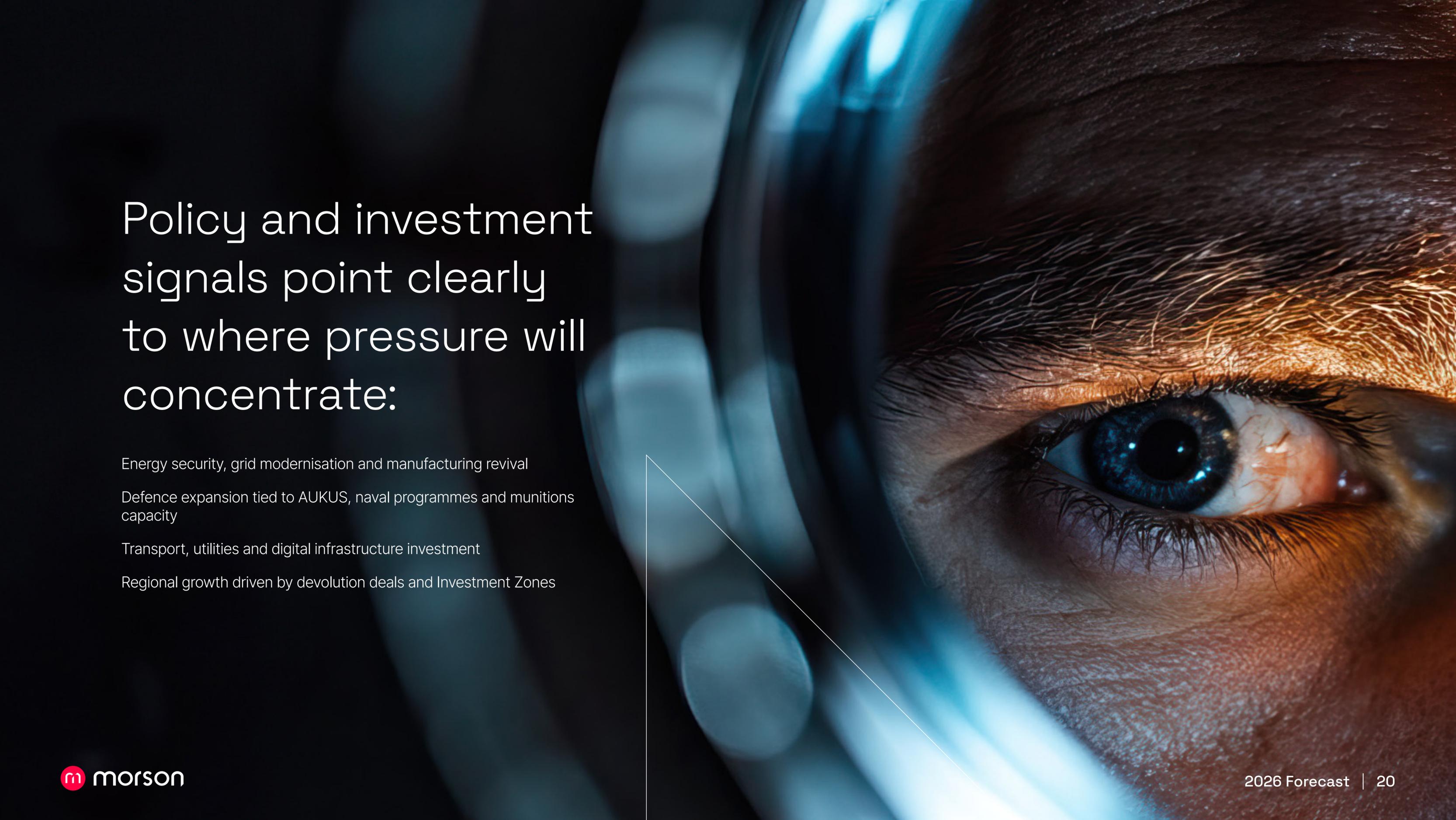
The 2026 Skills
Landscape: Where Gaps
Become Constraints

“ The Global View: Something that is potentially problematic for major economies and emerging markets is employment.

That might sound odd, particularly when considering the population size of India and China combined is roughly **35% of the global population**, but China is seeing its population begin to decline, and India continues to see declines in the rate of population growth due to **emigration and a reduction in the birth rate**. In these countries, as well as the UK, US and Euro Area economies, the requirements for automation, AI, immigration and an ageing workforce **to tackle the population/workforce problems might create an arms race in each of these areas**. 80% of all roles across major enterprises will be materially changed by AI.

Moreover, labour markets in the UK, US and Euro Area could be currently described as **“low-hire, low-fire”**, which makes the environment for new entrants tricky over the coming year.





Policy and investment signals point clearly to where pressure will concentrate:

Energy security, grid modernisation and manufacturing revival

Defence expansion tied to AUKUS, naval programmes and munitions capacity

Transport, utilities and digital infrastructure investment

Regional growth driven by devolution deals and Investment Zones

Hard skills in shortest supply

Through 2026 and beyond, demand will outstrip supply for:

- AI engineering and machine learning operations
- cybersecurity and digital forensics
- grid, power and energy systems engineering
- robotics and automation mechanics
- nuclear engineering and safety case development
- hydrogen production, storage and safety
- digital programme and systems architecture

Training throughout is materially below requirement, creating multi-year delivery constraints.



New roles are emerging faster than pipelines can respond

Occupations moving rapidly into the mainstream include:

- AI governance analysts
- digital twin architects
- hydrogen safety technicians
- grid resilience engineers
- autonomous systems validators

These roles combine technical, regulatory and operational skills that sit across traditional boundaries. Few current education or training models are designed to produce this hybrid capability at scale. Only 28% of organisations have equipped employees to use AI to change how work is done with most still at pilot stage or leaving staff to self-learn.

Soft skills are becoming critical delivery enablers

As automation accelerates, employers increasingly prioritise:

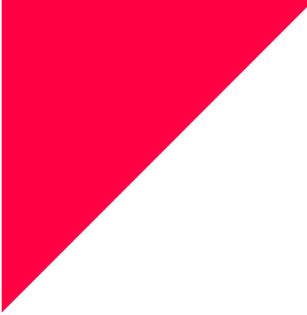
- adaptability and learning velocity
- delivery resilience in complex programmes
- human-machine collaboration
- critical thinking and judgement

Automation is increasing the importance of soft skills relative to routine technical knowledge. These capabilities are rarely taught explicitly, yet they increasingly determine whether teams perform under pressure. A key aspect of digitisation ROI is strong connection adoption and attitude towards technology. Visibility is attainable through Morson's propriety measures.





Traditional Workforce Models Will Break in 2026



Taken together, these dynamics **expose the limits of reactive hiring.**

In a low-mobility labour market with rising skills premiums and accelerating retirement, organisations that rely solely on external recruitment face:

- escalating cost volatility
- longer time-to-fill
- higher contractor churn
- increased programme risk
- declining productivity despite rising headcount spend

This is why workforce strategy is now inseparable from economic resilience and delivery confidence.





Competing at the 2026 Skills Frontier

What Employers Need to Do Now

The labour market signals are unambiguous.

Vacancy pressure remains elevated across engineering, energy, digital, defence and advanced manufacturing, while participation rates remain below late-2010s levels and experienced talent continues to retire faster than it can be replaced. At the same time, wage inflation in specialist roles is accelerating, not because of short-term demand spikes, but because capability itself is constrained. Competing harder for the same limited pool simply reallocates cost and risk. It does not increase supply.

As global growth slows, geopolitical volatility increases and investment accelerates across AI, defence, energy transition and critical infrastructure,

organisations are being forced to deliver more complex outcomes with less margin for error. In this environment, access to the right skills at the right time becomes the primary determinant of productivity, resilience and competitiveness. This creates a new reality for employers: delivery confidence now depends on workforce strategy.

Organisations that succeed through 2026 and beyond will be those that act earlier and more deliberately. Employers must move decisively away from reactive hiring and toward integrated workforce strategies that can withstand volatility and long delivery cycles.

That means:

- Anticipating capability requirements three to seven years ahead of delivery, not reacting at the point of vacancy
- Reducing exposure to wage inflation by building internal mobility and reskilling pathways
- Designing delivery models that maintain continuity through economic and geopolitical disruption
- Treating productivity, not headcount, as the primary performance measure
- Using labour market data and workforce analytics to identify risk before it materialises on programmes
- Foundational visibility of worker AI attitudes, for example identifying your innovators and stress testers. Visibility is created through Morson proprietary measures such as AI archetype mapping.

In an economy where skills availability and capability, not capital, is the binding constraint on growth, workforce planning is no longer an operational concern. It is a core leadership and investment decision.

How Morson can help: Turning Structural Risk into Competitive Advantage

Morson is built for this environment. Where traditional recruitment models focus on filling roles, Morson helps organisations secure, shape and sustain capability across the full workforce lifecycle. Our strength lies not in a single service line, but in the power of an integrated ecosystem designed for long-term delivery.



We bring together:

- Deep sector expertise across energy, defence, infrastructure, digital and manufacturing
- One of the UK's largest and most established technical talent networks
- Predictive workforce insight and scenario modelling through Morson Edge and Morson Praxis
- Early-career, reskilling and internal mobility pathways delivered via Morson Nexus
- Regulated, safety-critical workforce deployment through Morson Vital
- Scalable delivery models including MSP, RPO and Statement of Work
- Consulting capability that links people, process and productivity to measurable outcomes

Together, this allows organisations to move beyond reactive hiring and address the root causes of skills scarcity. Morson helps clients stabilise workforce supply, control cost exposure, protect institutional knowledge and deliver complex programmes with greater certainty.

In a low-growth, high-volatility economy, competitive advantage will belong to those who can deploy the right capability, in the right place, at the right time. Morson exists to make that possible.



Morson Ecosystem

We apply, supply, deploy and connect skills **to solve productivity problems for the worlds changemakers.**

A single market voice. A clear, unified brand message creating a stronger more impactful market presence.





The UK Skills Pipeline Challenge and the Morson Response

The UK is not experiencing a temporary shortage of technical talent; it is experiencing the failure of an entire skills-production system that no longer matches the demands of a modern, high-productivity, technology-led economy. The inputs education, training, immigration, early-career pathways and mid-career reskilling are simply not producing the volume, quality or alignment of skills required to power the UK's economic ambitions.

This section explores the structural reasons why, with an emphasis on the mismatch between sectoral demand, training capacity, demographics, and workforce mobility.

So employers have a choice: wait for the system to catch up or build a pipeline that works for delivery. This section aligns the key challenges to the Morson solutions that fix them.

Persistent shortages are now structural

The labour market is sending a clear signal. Skills shortages are no longer episodic or sector specific. They are embedded. Vacancy pressure remains elevated across:

- engineering and technical disciplines
- renewable and conventional energy
- IT, AI and cybersecurity
- advanced manufacturing
- defence and national security roles

While labour force participation has improved since the pandemic, it remains structurally below late-2010s levels. When combined with demographic pressure and limited growth in skilled immigration, the result is a persistent shortage of high-value capability, not a cyclical mismatch.

This directly undermines:

- major capital programmes
- digital and AI transformation initiatives
- national infrastructure and energy security delivery

In short, **projects are being delayed not by lack of funding or intent, but by lack of deployable capability.**



The Morson Solution: Anticipate, widen and stabilise capability supply

- **Morson Edge** uses market intelligence and cross-sector mapping to widen access to scarce skills, identifying transferable capability that traditional hiring overlooks specialist research and intelligence reporting narrates the issue compelling effective change through data.
- **Morson Praxis** applies predictive workforce modelling to anticipate where scarcity will constrain delivery, allowing employers to act before vacancies become programme risks.
- MSP and RPO delivery models create governed, scalable access to talent across geographies and business units, reducing dependency on single labour pools.
- Morson Consultancy anticipates change advising on innovation such as AI automated trades development addressing critical skills shortages and output deficiencies.

What this unlocks:

Earlier intervention, broader access to talent and greater delivery certainty in structurally constrained markets.

Wage Inflation Is a Symptom of Scarcity, Not Demand Spikes

The widening skills premium reflects scarcity, not short-term demand surges. Wage inflation is most pronounced in:

- AI and digital engineering
- electrical and grid engineering
- nuclear and hydrogen
- defence systems integration
- robotics and automation
- cybersecurity

For employers, this creates a double risk:

- escalating workforce costs that erode business cases
- declining retention in multi-year programmes where continuity underpins safety, quality and schedule confidence

Left unmanaged, wage competition alone cannot resolve scarcity. It simply reallocates risk and cost across the system.



The Morson Solution:

Reduce exposure to inflation through smarter workforce design

- **Morson Edge** models wage inflation, productivity and workforce cost curves, enabling employers to redesign delivery models before cost pressure peaks.
- **Morson Praxis** statement of Work and project-based delivery transfer elements of delivery risk away from headcount-driven cost escalation.
- **Morson Nexus** reduces reliance on premium external hires by converting adjacent skills through accelerated reskilling and internal mobility pathways.
- **Morson Vital** provides stable, compliant deployment in safety-critical environments where churn carries disproportionate risk.

What this unlocks:

Improved cost control, stronger retention, reduced churn and greater programme stability across long delivery horizons.



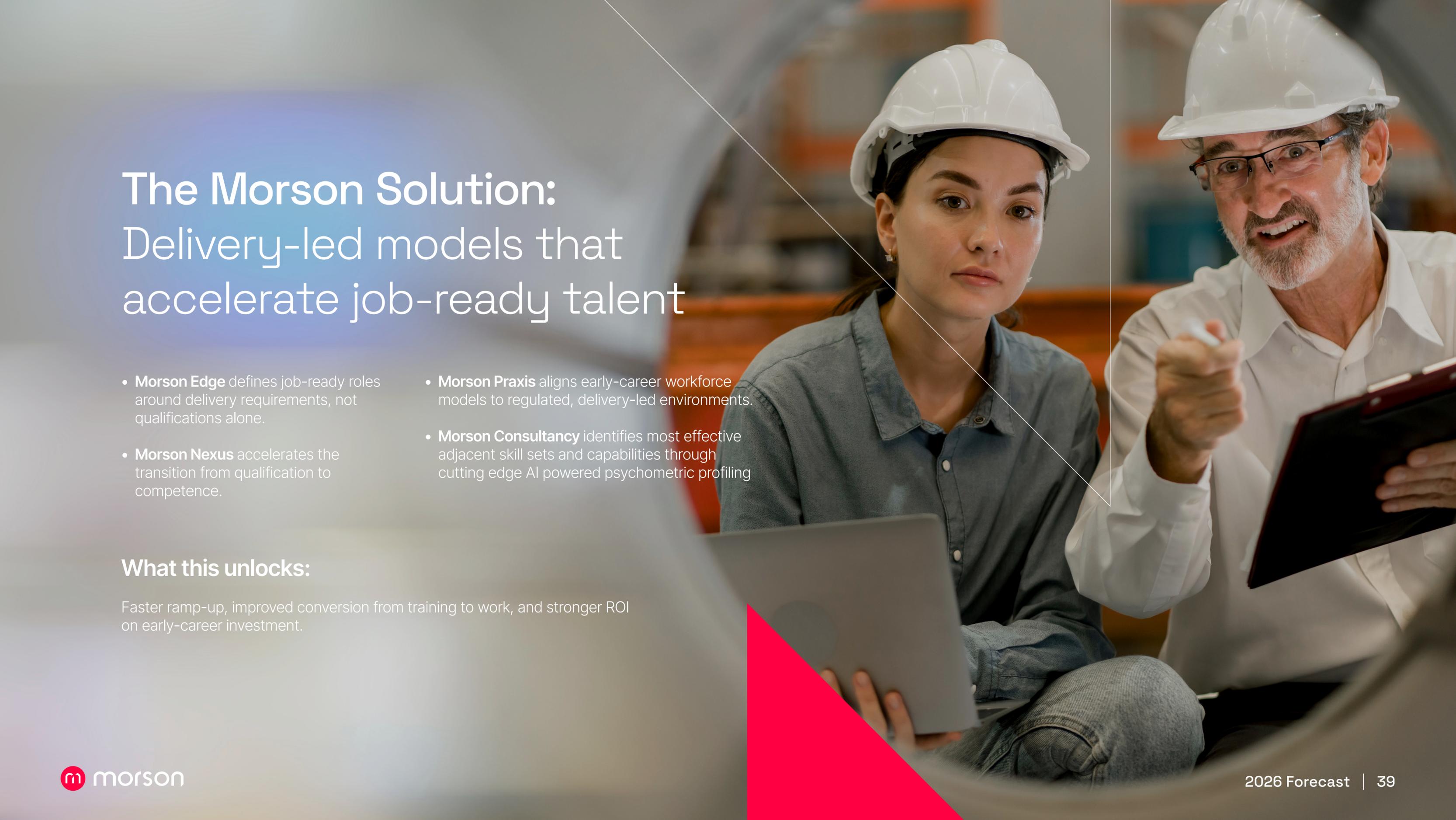


Education and Apprenticeships Aren't Scaling to Demand

STEM apprenticeship starts in engineering, digital and advanced manufacturing have not recovered to pre-pandemic levels. Employers face limited programme availability, regional imbalances, long lead times and high dropout rates. Higher education output remains misaligned to real-world delivery needs. Digitisation into traditional trades, such as critically skill short welding has created an emergence of AI automated trades teams, such digitisation attracts more diversity of talent and younger candidates.

“ **UK engineering apprenticeship starts remain materially below 2019 levels, while projected demand for engineering and technical roles is expected to grow faster than the overall labour market through 2030 (ONS / industry forecasts).** ”

Graduates are increasingly capable but not job-ready, extending time-to-competence and raising onboarding cost.



The Morson Solution: Delivery-led models that accelerate job-ready talent

- **Morson Edge** defines job-ready roles around delivery requirements, not qualifications alone.
- **Morson Praxis** aligns early-career workforce models to regulated, delivery-led environments.
- **Morson Nexus** accelerates the transition from qualification to competence.
- **Morson Consultancy** identifies most effective adjacent skill sets and capabilities through cutting edge AI powered psychometric profiling

What this unlocks:

Faster ramp-up, improved conversion from training to work, and stronger ROI on early-career investment.



Training Capacity Doesn't Match Industrial Strategy

The UK's ambitions across net zero, defence, digital infrastructure and transport require a major expansion of technical capability. Training capacity is lagging across high-voltage energy, nuclear, hydrogen, digital engineering and modern construction. Reimagining roles means reimagining training.

“ Energy transition alone is expected to require tens of thousands of additional skilled roles across power generation, grids and hydrogen by the end of the decade, while training throughput remains materially **below projected need (industry and government modelling)**.

Specialist trainers and assessors are also in short supply, compounding the bottleneck.

The Morson Solution:

Predict demand, de-risk delivery,
and deploy job-ready capability
at pace

- **Morson Praxis** forecasts demand and models delivery risk.
- **Morson Nexus** builds modular, accelerated training aligned to employer-defined competencies.
- **Morson Vital** deploys safety-critical capability where programme risk is highest.
- **Statement of Work** delivery converts resourcing into outcomes where appropriate.
- **Morson Consultancy** advises to manage potential risk in human/AI misalignment. Specialist advisory spotlights human/AI behavioral optimisation and surrounding ethics guidance - humanising AI deployment for stronger adoption.

What this unlocks:

Faster mobilisation, reduced delivery risk and clearer cost control.



Immigration and Mobility Are Constraining Hiring Flexibility

Labour markets have become “low-hire, low-fire”. International hiring is restricted by visa complexity and global competition. Domestic mobility is constrained by housing affordability and regional infrastructure gaps.

“ **Workforce mobility rates across the UK and EU remain below late-2010s levels, limiting the ability of labour markets to rebalance skills geographically and sectorally (OECD labour mobility data).**

Employers increasingly compete within shrinking local pools, accelerating wage inflation without increasing supply.

The Morson Solution: Skills adjacency & governed hiring

- **Morson Edge** expands access to talent through skills adjacency modelling, cross-sector and cross-discipline mapping.
- MSP and RPO models create scalable, governed hiring capability across locations.

What this unlocks:

Greater access to talent, improved certainty and reduced volatility.

The Retirement Cliff Is Removing Experience Faster Than It's Replaced

Utilities, rail, defence and nuclear face accelerating loss of experienced engineers and technicians. Apprenticeship and graduate throughput is insufficient to replace retiring cohorts.

“ **In several UK STEM-intensive sectors, over a quarter of the workforce is aged 50+, with retirement outpacing new entrant supply through the remainder of the decade (ONS workforce age profiles).**

This creates risk to safety, quality and institutional knowledge.

The Morson Solution:

Identifying risk, retaining knowledge, and stabilising delivery

- **Morson Edge** identifies and mitigates critical role exposure designs competency frameworks to stabilise delivery.
- **Morson Consultancy** identifies most effective adjacent skill sets and capabilities through cutting edge AI powered psychometric profiling.
- **Morson Nexus** enables knowledge retention through internal mobility and training pathways.

What this unlocks:

Preserved expertise, smoother transition and reduced operational risk.



Early-Career Pathways Leak Talent Before It Reaches the Workforce

Many individuals who begin technical training never enter work due to fragmented pathways, weak employer engagement and limited access to structured workplace learning and inadequate levels of focus on digitisation.

“ **Dropout and non-conversion rates from technical education into employment represent a significant loss of future capacity at a time when participation rates remain structurally below pre-pandemic highs.** ”



The Morson Solution: Structured & embedded early-career pathways

- **Morson Nexus** builds structured early-career pathways with progression and mentoring.
- **Morson Edge** embeds early-career hiring into workforce planning.
- RPO delivery improves early-careers hiring consistency at scale.

What this unlocks:

Higher conversion, stronger retention and more reliable pipelines.

Mid-Career Reskilling Is High-Need, Low- Infrastructure

The UK lacks scaled, employer-aligned reskilling frameworks. Workers struggle to take time out, and there is no consistent national model for accelerated transitions, despite large-scale demand for redeployment into green, digital and advanced manufacturing roles.

“ Industry estimates suggest hundreds of thousands of workers will need to transition into new technical roles by the end of the decade to support energy transition, automation and digital infrastructure investment.

The Morson Solution: Accelerated reskilling pathways

- **Morson Nexus** delivers modular, hybrid, accelerated reskilling pathways with assessment and certification.
- **Morson Praxis** builds the reskilling business case through cost-to-competence and productivity modelling.

What this unlocks:

Faster redeployment, reduced external hiring pressure, better cost control and earlier productivity.





Delivery Risk and Productivity Loss

When the pipeline breaks, the impact lands in delivery:

- Time-to-fill increases
- Contractor churn rises
- Wage inflation intensifies
- Programme milestones slip
- Productivity drops as teams remain under-strength or under-skilled



The Morson Solution: End-to-end workforce and delivery optimisation

- **MSP:** Consolidates contingent labour into a governed ecosystem with visibility of spend, compliance, quality and supplier performance.
- **Morson Consulting:** Improves programme health through operating model design, productivity assessments, competency frameworks and performance dashboards.
- **RPO:** Embeds specialist hiring capability into your organisation for predictable surges and hard-to-hire skill areas.
- **SoW Delivery:** Converts work into outcomes, improving cost and schedule certainty while reducing delivery risk.

What this unlocks:

Stronger governance, faster mobilisation, better schedule confidence, improved productivity and fewer surprises.



Diagnose Before You Transform

To help organisations understand where structural inefficiencies, workforce gaps or process failures are eroding productivity, Morson offers the Morson Productivity Diagnostic, a data-led assessment that reveals:

- Underlying capability shortages
- Process or workflow bottlenecks
- Project delivery risks
- Cost inefficiencies and governance risks
- Opportunities for automation or reskilling
- Actionable steps that unlock immediate performance gains
- AI Perception Mapping



For organisations navigating economic uncertainty, rising programme complexity and structural skills shortages, the Productivity Diagnostic provides **a clear, evidence-based roadmap to improved performance.**

The organisations that invest now in capability, efficiency and strategic workforce planning will define the UK's competitive frontier through 2030 and beyond. **Morson stands ready to guide that journey.**

For any questions or to learn how the Morson Group ecosystem can add greater value to your projects, we're just a phone call away.



At the sharp end.

If you have any queries or are curious about how the Morson Group ecosystem can unlock even greater value for your projects, we are just a phone call away.

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