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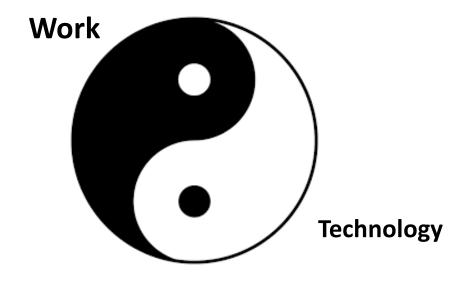






TECHNOLOGY

- Changing society
- Changing workplace
- Changing workforce
 - O How to do the job!
 - O Who can do the job!



RECENT SURVEYS:

- Topcon's Future of Machine Construction:
 - O 30% of managers consider skill shortages one of the biggest challenge
 - O 77% agreed that advanced tech is a key solution to attracting the best talents
 - O Hexagon's Autonomous Construction Tech Outlook:
 - O 84% of tech decision makers have adopted some of form of autonomy to address key business challenges
 - O More than 40% have created programs to shore up the skills gap
- KHL's Attitudes to Construction Technology:
 - O 72% of contractors believe technology will help with skill shortages
 - O Also 72% have recruited additional staff to focus on technology



FROM

- 1. Operational **efficiency** (telematics)
- 2. Data as an add-on
- Fleet Utilization optimization=> input into construction process
- 4. Basic machines for less skilled operators?
- Affordable Capacity makes the difference
- **6. One** machine / **one** site / **one** operator
- Rental as a capacity solutions for peak activity
- 8. Pay per hour / day

TO

- 1. Customer driven **insights** (Analytics)
- **2.** New services and revenue options
- 3. Site productivity=> output off construction process
- 4. Support **digital transformation** of the customer base
- **5. Smart** capacity make the difference
- **6. Hybrid** site operation models
- 7. Rental as an outcome-based site operating offer
- 8. Pay per output



CUSTOMER DEMAND

- Labour shortage
- Smart assets
- Productivity tools
- Traceability...





RENTAL OFFER:

- Remote & Safe operation
- Productivity solutions
- From capacity as a service to
 - Rent w/operators
 - O Full site packagers (machines, technology, analytics,...)
 - Enabled the autonomous

RENTAL WORKFORCE IMPACT:

- Age, gender and level of education matter less than ever
- Multi machine site professionals required
- Experts in site operations and workflows
- Safe, sustainable and meaningful
- From operations in the field to operations in the office



HOW TO GET THERE?



OPINION: Four ways to address the industry's



FLANNERY PLANT HIRE:



NEW POSITIONS TO CONSIDER:

- Digital Plant / Site / Fleet Manager
- Solution Business Developers / marketeers
- Remote Operators
- Autonomous Site Planners / Manager
- Training specialists in Connected Site / Solutions
- Drone specialists
- Safety consultants / advisors / specialists
- Cybersecurity specialists





TAKEAWAY:

- Technology will
 - Provide a safer workplace
 - Provide even more attractive jobs
 - Open untapped labor markets (beyond dumb, dull and dangerous)
 - Satisfy customer needs beyond just rented capacity (data, workflows), providing more differentiated offers
 - Address upcoming regulatory requirements (e.g. UK)
 - Age, gender and level of education matter less than ever!

