

An aerial, high-angle photograph of a construction site. The ground is covered with a dense grid of steel rebar, prepared for a concrete pour. Several construction workers wearing high-visibility vests and hard hats are visible, working on the site. In the lower right corner, there are stacks of construction materials and several colorful storage containers (yellow, green, and red). The overall scene is one of active construction work.

PepTalk.®

Construction Workforce Pulse

2026

The largest anonymous construction workforce dataset in the world — what it reveals about risk, sentiment, and the warning signs you're missing.

In 2025, PepTalk captured over 221,000 real-time signals directly from construction workers on live sites, not surveys or meeting feedback, but insights from the people doing the work everyday.

This is the first report of its kind globally, offering workforce intelligence at a scale the industry hasn't seen before.

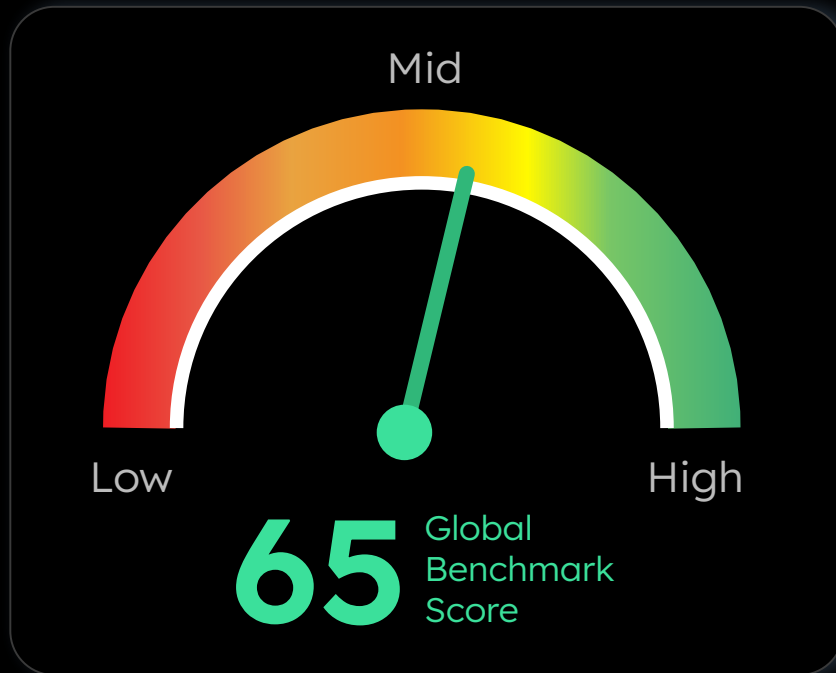
Two things stand out. Firstly, morale shifts before problems appear ahead of delays, incidents, or reports giving early warning when a site is heading off track. Secondly, what workers are actually talking about: emerging trends across safety, operations, and engagement that traditional dashboards miss.

Together, these insights fill a critical gap. We hope this report starts a conversation.



James Brogan
CEO & Co-Founder, PepTalk

Morale Is a Leading Indicator. Are You Watching It?



When morale shifts, so does:



Attention to Detail



Safety Performance



Adherence to Procedures



Willingness to Raise Concerns

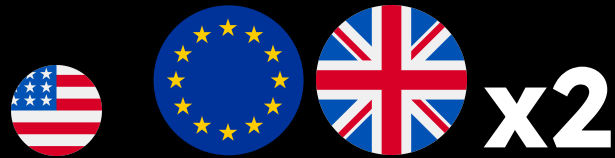


Communication Between Teams



Workforce Engagement

Workforce Pulse: What the Data Reveals



European and UK workers
Check-In **twice** as often
as the US



Recognition was the
most-deployed theme
across all regions

On a jobsite, recognition is a proven lever for safety, productivity, and team cohesion — not just programme adoption

One platform, different approaches



PPE
Compliance

Working at
Heights

Electrical
Hazards

Heat &
Hydration

Dropped
Objects

Stop Work
Authority



Recognition &
Teamwork

Leadership
Visibility

Behavioural
Change

Worker
Wellbeing

Welfare &
Facilities

Operations &
Productivity

Insights From The Field

PepTalk.

What workers actually care about

Safety

Stop Work Authority 

↑

 Back to Work Safely ↑

 Winter Readiness ↑

 Risk Awareness ↑

 Personal Safety ↑

Operations

Planning & Coordination 

↑

Clarity ↑

Trade Stacking ↑

 Workzone Planning ↑

 Worker Productivity ↑

Engagement

Mental Health & Wellbeing Services Awareness 

↑

 Worker Recognition ↑

 Holiday Stress Factors ↑

Daily Life Essentials 

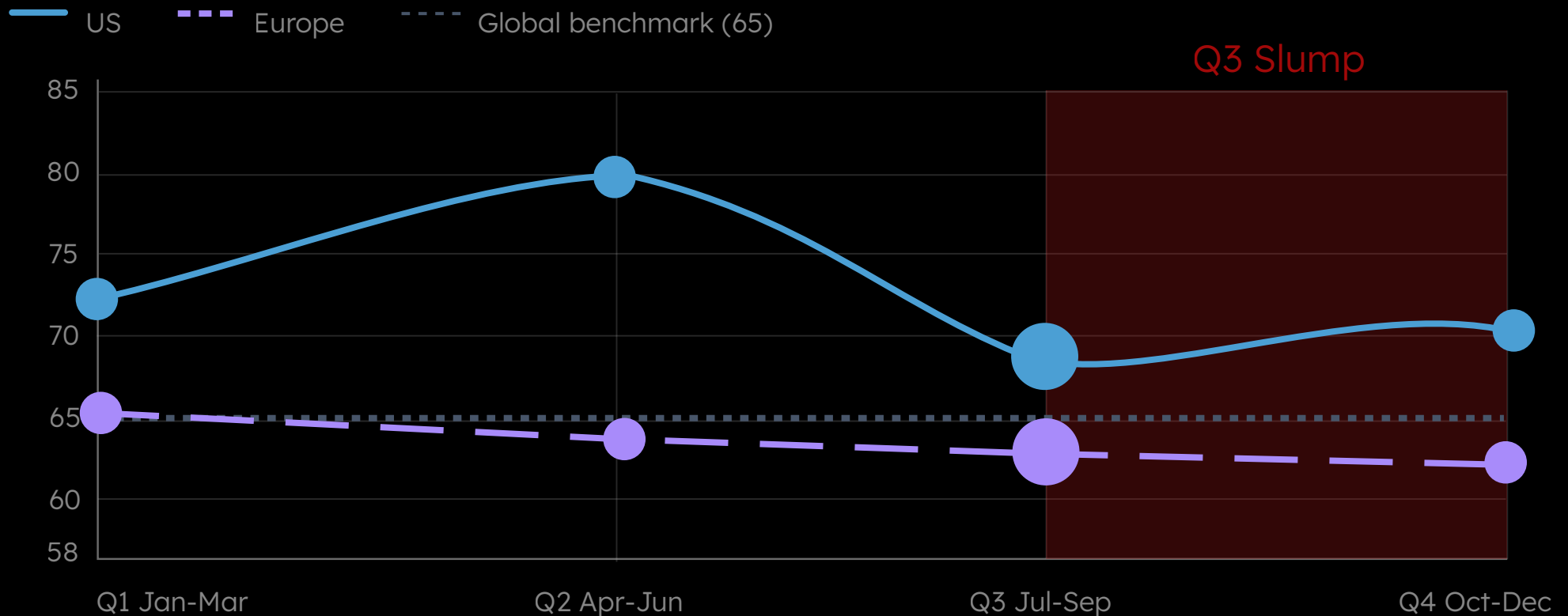
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Work Impact: Planning & Comms 

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The Risk Window is Real and Predictable

Q3 shows a consistent morale dip across both regions, every year.



Q3 Slump

-11pts
US Drop Q2 to Q3

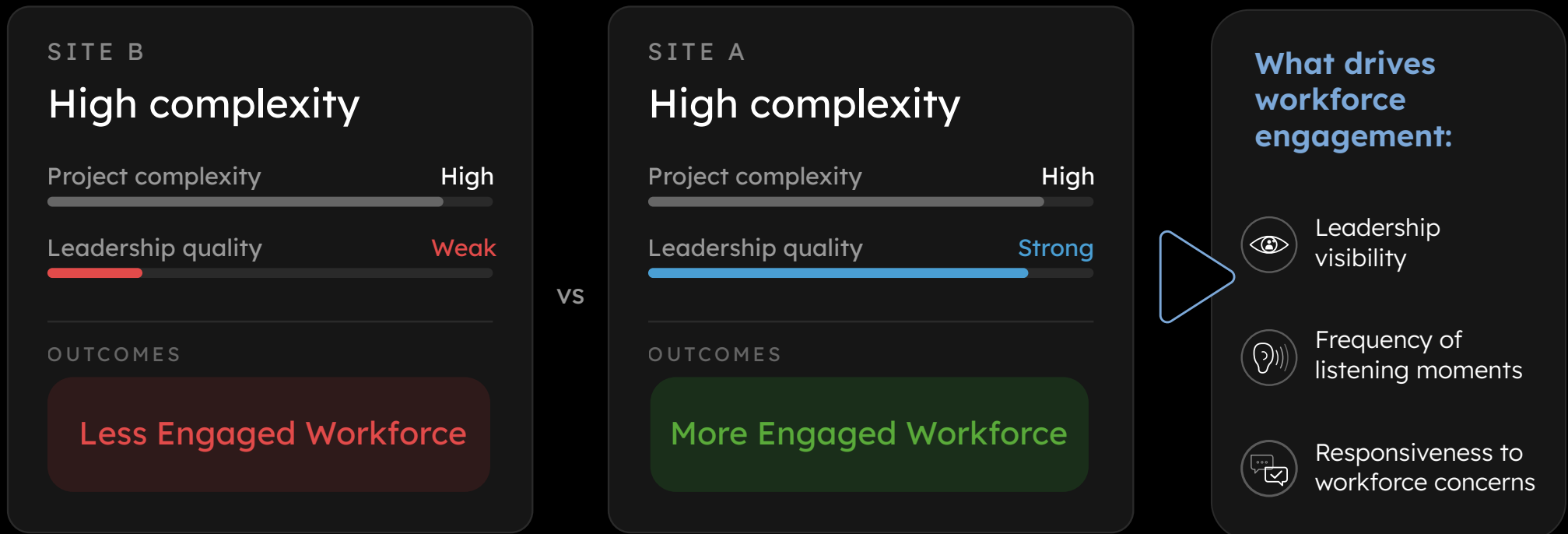
-2pts
Europe Continued Decline Q2 to Q3

Q3
Morale dip precedes incident by 2 weeks. The signal is there.

Q3 is your highest risk window. The sites that plan for it outperform the ones that don't.

Leadership is a key variable in project success

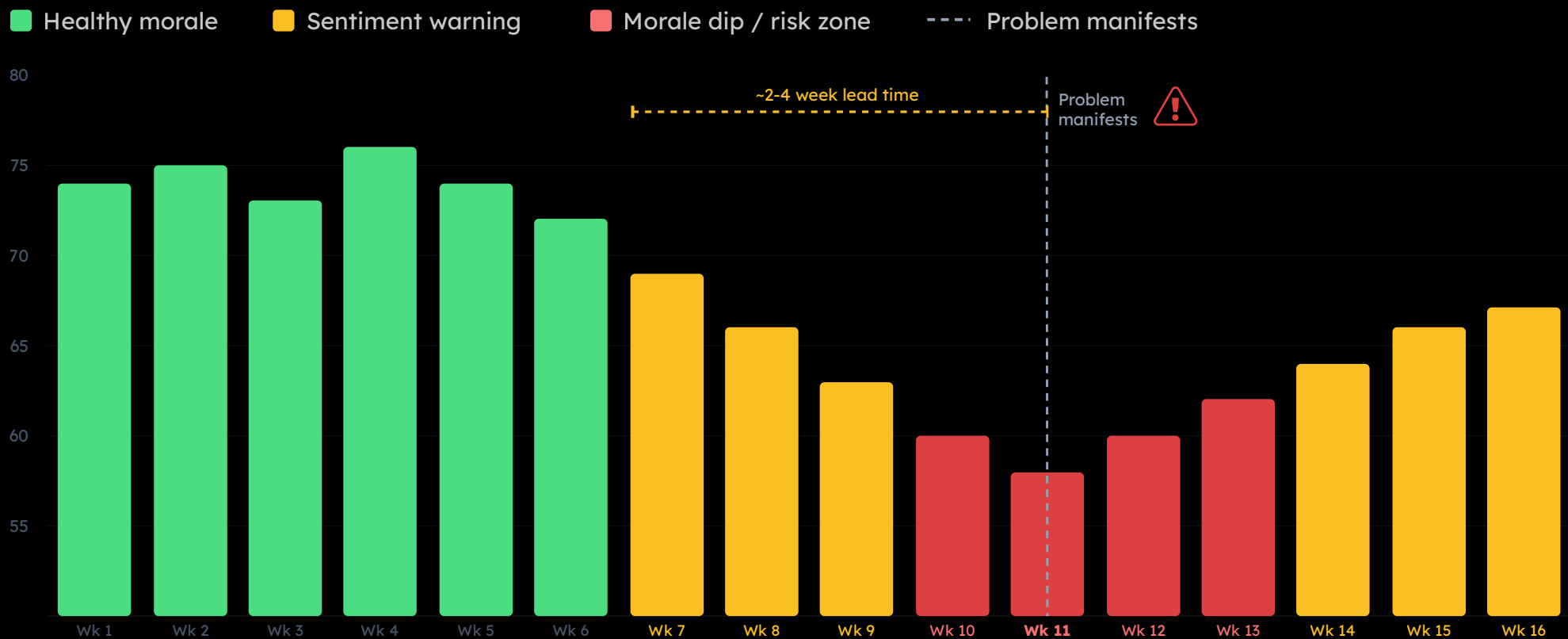
SAME COMPLEXITY · DIFFERENT LEADERSHIP · DIFFERENT OUTCOMES



Same complexity. Same sector. Leadership is the variable.

Morale Shifts Before Problems Appear

Workforce sentiment is a leading indicator - the signal arrives weeks before the incident.



PHASE 1 — HEALTHY

Morale stable above benchmark.
Teams engaged, momentum building.

PHASE 2 — WARNING SIGNAL

Sentiment shifting. Workload pressure
and coordination friction detected.

PHASE 3 — RISK ZONE

Morale dip precedes incident by
2-4 weeks. The signal is there.

**"Act on the signal,
not the incident."**

Site Leadership Lessons



Listen

Ask targeted questions



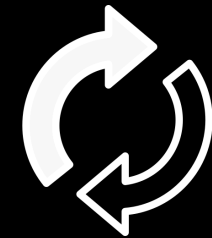
Respond

Act quickly



Recognise

Acknowledge effort



Close Loop

Show outcomes



A New Layer of Construction Intelligence

Workforce signals connect directly to the four pillars of project performance



The Next Frontier in Construction Risk Intelligence

Workforce Signal, Project Data, Predictive Control



An aerial, high-angle photograph of a construction site. The image shows a dense network of steel reinforcement bars (rebar) laid out on a construction floor. Several workers wearing high-visibility vests and hard hats are visible, working on the site. The overall scene is dark and industrial, with the rebar creating a complex geometric pattern.

PepTalk.®

221,556 signals.

The Workforce Intelligence Layer
Construction Has Been Missing.

Construction Workforce Pulse 2026

Data collected via daily Check-Ins and targeted Spotchecks across 2025.
All data is anonymised and aggregated.

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