

Reed in Partnership



Skills in Transition:

How UK Service leavers can power
the nation's economic future

November 2025

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Foreword

As the official providers of resettlement services for the Armed Forces, we are proud to support Service leavers as they transition into civilian life.

This report shines a light on the significant contribution they make to building a skilled, resilient and future-ready UK workforce.

Every Service leaver brings a distinctive blend of experience and capability. Our role is to offer tailored, expert guidance that helps individuals navigate the complexities of resettlement. While employment is a key milestone, it is one part of a broader journey. Research consistently shows that successful transitions are shaped by a range of personal, social and economic factors.

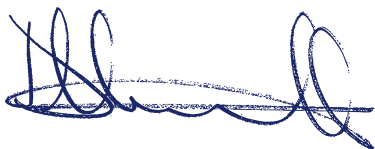
A crucial step in this process is recognising and translating military-acquired skills into the language of the civilian labour market. Through our work, we see daily how well-prepared

Service leavers are to meet the evolving needs of employers across sectors. This data-driven report complements our support services and reflects our commitment to expanding the opportunities available to those exploring their next chapter.

From clean energy and advanced manufacturing to logistics and digital technologies, Service leavers are already making an impact. This report offers practical insights to help bridge the gap between military experience and civilian opportunity, ensuring that talent is not only recognised but fully realised.

We believe it's our duty to support Service leavers. But, just as importantly, it's a strategic investment in the future of our economy. By connecting their strengths with the needs of today's labour market and recognising the value they bring to almost any workplace, together we can help shape a more inclusive, innovative and resilient workforce that benefits us all.

We hope this report inspires action and serves as a valuable resource for everyone committed to championing the skills and strengths of our Armed Forces community.



Donna Murrell

Managing Director
Reed in Partnership



Alistair Halliday

Chief Executive
Forces Employment Charity



Executive Summary

Service leavers help build a skilled, resilient and future-ready UK workforce

The UK's economic future depends on a workforce that is not only skilled, but adaptable, resilient and ready to meet the demands of a changing labour market. Service leavers bring a unique combination of technical expertise, transferable skills and lived experience that align with these needs.

The UK labour market faces several structural challenges, including varied workforce participation, persistent skills shortages and uneven regional growth. There is also a need to support emerging industries, such as clean energy, advanced manufacturing and digital technologies, that are focal points of the [UK's Modern Industrial Strategy](#) and critical to long-term economic resilience and global competitiveness.

Service leavers bring a unique and diverse mix of skills that can add value across nearly every sector of the UK economy. This breadth of capability gives individuals a high degree of

choice when transitioning into civilian employment - from roles in priority growth sectors identified in the UK's Industrial Strategy, to opportunities in other industries that meet local economic needs.

Moreover, Service leavers' diverse, transferable skill sets, ranging from technical, industry specific skills such as engineering and logistics to human skills like problem solving, communication and leadership, align with both current employer demand and future workforce priorities. Their wide portfolio of transferable skills and ability to fill in-demand civilian roles make them well suited to support national goals around innovation and growing regional economies, while providing a strong foundation for long-term career success.

Drawing on job posting data and official government statistics, this report highlights the ways Service leavers help build a stronger, more inclusive and future-ready UK economy. It provides practical information

for employers, policy makers and Service leavers themselves about the valuable skill sets they have to offer, the available opportunities and career paths and the critical role they play in achieving the UK's recently introduced Modern Industrial Strategy. We have also identified next steps that employers and policymakers can take in our concluding remarks.

While this report focuses on the particularly strong alignment between Service leaver skills and the UK's priority growth sectors, the analysis is equally relevant to those pursuing careers in other fields. Most critically, the report provides the key to translating military experience into terms that Service leavers can use to describe themselves and that employers will recognise. The analysis shows that Service leavers bring the combination of human and technical skills needed to help the UK meet future labour market challenges.

UK's fast-growing Service leaver skills



30.5%
Automation

26.2%
Risk
Management

25.8%
Data Analysis

23.4%
Continuous
Improvement
Process



The value of military experience

Service leavers bring exceptional value to the UK's economy in five key areas:

1. Top in-demand transferable skills.

Service leavers enter the civilian workforce with skills that employers across the UK are actively seeking. Leadership, problem solving, teamwork and resilience are core to military training and are key competencies sought in hundreds of thousands of job postings every year, according to Lightcast, a global labour market analytics firm. Service leavers also boast an array of technical IT, construction and engineering skills, as well as other specialised skills core to business support functions, such as project management, auditing and marketing. These aren't just buzzwords, employers consistently rank them among the top skills needed in key roles.

2. Skills that align with high-demand civilian roles that are critical to UK industrial and economic priorities.

Military training and experience map directly to many of the most in-demand civilian roles, like automotive technicians, electricians and technical support analysts. Adjacent occupations, those that are not direct civilian equivalent roles but require a high concentration of skills acquired through direct military training and experience, include customer service representatives

and project and operations managers, among others. These occupations are not only abundant in job postings, but they also play a key role in delivering the UK's Modern Industrial Strategy goals, especially in sectors such as professional and business services, advanced manufacturing and digital technologies.

3. Talent that can support regional economic development.

Regional variation in employment, labour demand and growth means opportunities for Service leavers look different across the country. In tighter labour markets such as the Midlands and South West, employers will need Service leavers to fill persistent shortages, while looser markets like London offer broader career choice. At the same time, Service leavers represent an opportunity for local economies to both fill critical skill shortages in some areas and diversify talent pipelines in others.

4. Skills that align with the UK's fastest-growing needs.

As the UK economy continues to evolve, the skills in highest demand are also shifting. Two-year projections indicate that automation (+30.5%), risk management (+26.2%) data analysis (+25.8%) and continuous

improvement process (+23.4%) are set to grow rapidly. The alignment between these fast-growing skills and military training means that Service leavers are not just ready for today's opportunities, they are equipped for the jobs of tomorrow.

5. Skills that translate into long-term career progression, not just job placement.

With the right recognition and upskilling pathways, Service leavers transitioning into civilian-equivalent roles can progress into positions of greater responsibility. This means that they can not only develop meaningful careers but meet the evolving skills needs of the UK labour market and become even more valuable to employers. Analysis of Service leaver career pathways between first-step transition roles and next-step progression reveals a consistent set of high-value skills gaps that, if addressed through focused training or upskilling, can accelerate advancement. Many of these skill gaps are specialised business, leadership and technical competencies, such as advanced analytics, workflow management and engineering management, that build on a Service leaver's existing strengths.

OI **Mixed** signals ahead

Opportunities and challenges in the UK labour market

The UK labour market shows signs of both resilience and constraint. Persistent vacancies, demographic pressures and uneven regional growth mean employers face very different realities depending on sector and geography. For Service leavers, this environment creates both challenges and opportunities: shortages make their skills highly valuable, while regional variation signals where they may be most urgently needed.

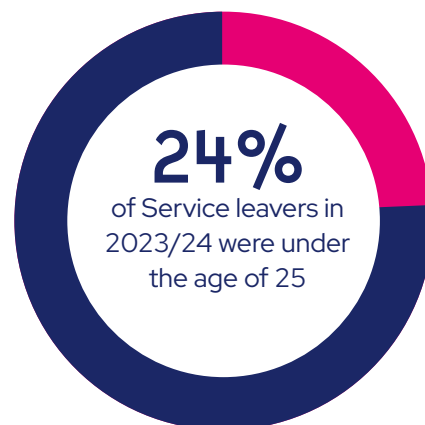
Labour and skills shortages

Persistent vacancies show that widespread recruitment challenges remain. Vacancy rates remain above average in key sectors like energy (3.1 per 100 jobs), health care (2.9) and scientific and technical services (2.6).¹ These shortages are not just about a lack of people: employers often face 'hard-to-fill' roles where the real challenge is a lack of qualified candidates with the right skills, especially in digital, green and technical fields. For Service leavers, this signals opportunity: their mix of transferable specialised and common skills aligns directly with where gaps are most acute.

Ageing workforce

Demographic pressures are intensifying. Nearly one in three workers is now over 50 and participation among older workers has not fully recovered since the pandemic.² The trend of people working longer, with over 12% of those over 65,³ staying in the workforce only partially offsets the demographic pressures caused by a declining birth rate (1.94 children per woman in 2010 falling to 1.41 in 2024, a historic low).⁴

This means that retirements are outpacing new entrants in many sectors: the pipeline of younger workers is shrinking. Youth employment has fallen sharply over the past two decades, from over 62% in 2000 to just 51.3% in 2025, while economic inactivity for this group remains high at around 40%.⁵



These demographic imbalances underscore why the UK needs alternative pipelines of skilled workers, such as Service leavers, to keep its economy moving. Nearly a quarter (24%) of Service leavers in 2023/24 were under the age of 25.⁶ These young people enter civilian life ready to contribute to local economies. Unlike many other young jobseekers, Service leavers bring proven skills and practical experience that allow them to transition quickly into priority roles, strengthening the UK workforce without long lead times.

Employers often face 'hard-to-fill' roles where the real challenge is a lack of qualified candidates with the right skills, especially in digital, green and technical fields.



Unlike many other young jobseekers, Service leavers bring proven skills and practical experience

1. See Appendix C for Chart 1: Persistent vacancies point to hard-to-fill jobs where employers struggle to find qualified candidates.
2. Office for National Statistics (ONS), Employment, unemployment and economic inactivity by age group (seasonally adjusted), October 2025.
3. ONS, Employment, unemployment and economic inactivity by age group (seasonally adjusted), October 2025.
4. ONS, Births in England and Wales: 2024, August 2025
5. ONS, Employment, unemployment and economic inactivity by age group (seasonally adjusted), October 2025.
6. Ministry of Defence, Career Transition Partnership ex-service personnel employment outcomes: financial year 2023/24.

Regional inequalities

Not all parts of the country face the same challenges, underscoring the long-standing North–South divide in growth and investment.

- **Workforce participation differs widely.**⁷ Employment rates are highest in the South West and South East (nearly 80%) but trail behind in the North East (68%), Wales (71%) and Northern Ireland (72%).
- **Economic growth is uneven.** The North West and Northern Ireland have led recent GDP expansion, while regions like Wales and the West Midlands have struggled more than others.
- **Labour demand is highly concentrated.**⁸ London (17.4%) and the South East (16.5%) together account for a third of all UK job postings, while Northern Ireland (1.5%), Wales (2.8%) and the North East (2.9%) contribute much smaller shares.
- **Tightness in regional labour markets varies sharply.**⁹ London has the loosest labour market (supply–demand index = 100), while regions such as the East Midlands (0), West Midlands (4), South West (6) and South East (9) face some of the tightest conditions—making it especially difficult for employers to fill vacancies.

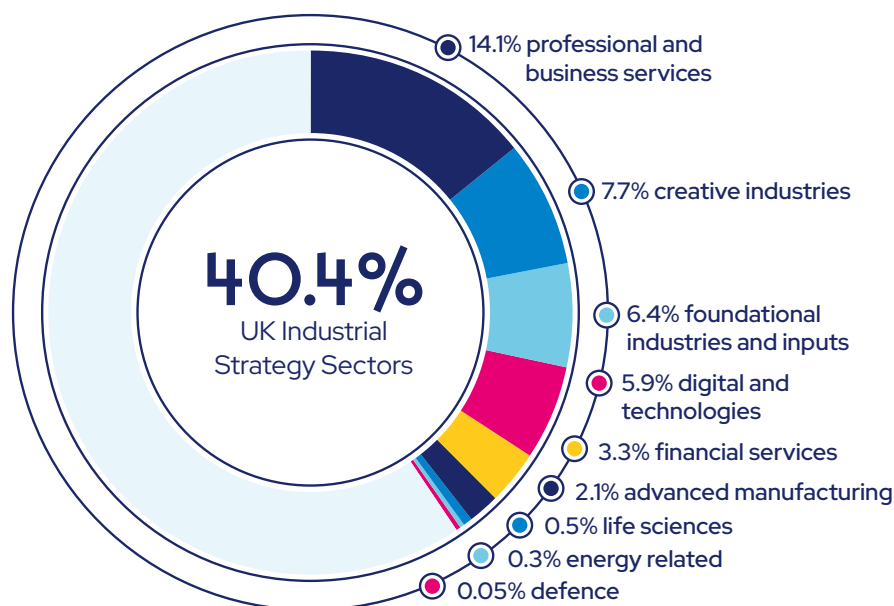
Together, these dynamics highlight the structural imbalances in the UK labour market and point to why Service leaver talent will be especially critical in regions where employers face persistent shortages.

Opening additional avenues through the UK's industrial strategy

The UK's Modern Industrial Strategy identifies priority growth sectors such as Advanced Manufacturing, Digital & Technologies and Life Sciences, that together account for about 40% of national employment. While most jobs (about 60%) fall outside these sectors, the opportunities within are especially relevant to Service leavers. As later sections of this report uncover, these industries reward the transferable skills developed through military service and offer some of the most sustainable and rewarding career paths in the economy. By targeting these strategically important areas, Service leavers can play a central role in advancing the UK's future growth while also securing strong long-term career prospects.

Chart 5. UK Modern Industrial Strategy goals open more opportunity avenues

Employment Shares, United Kingdom, 2023



Note: Employment for the UK's 8 Industrial Strategy Sectors using official SIC 2007-based sector definitions

Source: Office for National Statistics (ONS) Business Register and Employment Survey (BRES) 2023, calculations by Lightcast

7. See Appendix C for Chart 2: Differences in employment and growth rates mean some areas face greater hiring needs, creating concentrated opportunities for Service leavers.
8. See Appendix C for Chart 3. Not all regions contribute equally to national labour demand.
9. See Appendix B for Chart 4. Labour market tightness varies significantly by region

O2 The **skills** that employers want

Service leavers' transferable skills are in high demand

Military-trained skills are transferable skills

Service leavers enter the civilian workforce with proven skills in leadership, problem solving and teamwork, qualities that employers consistently rank among their most urgent needs. Job posting data shows that leadership is requested in 8.4% of UK job postings, problem solving in 7.4% and teamwork in 4.0%, each requested in hundreds

of thousands of job postings every year. Resilience, risk management and ability to meet deadlines are core to military training and are also key competencies across diverse civilian roles.

These skills are not simply desirable, they are foundational to effective teams, efficient operations and

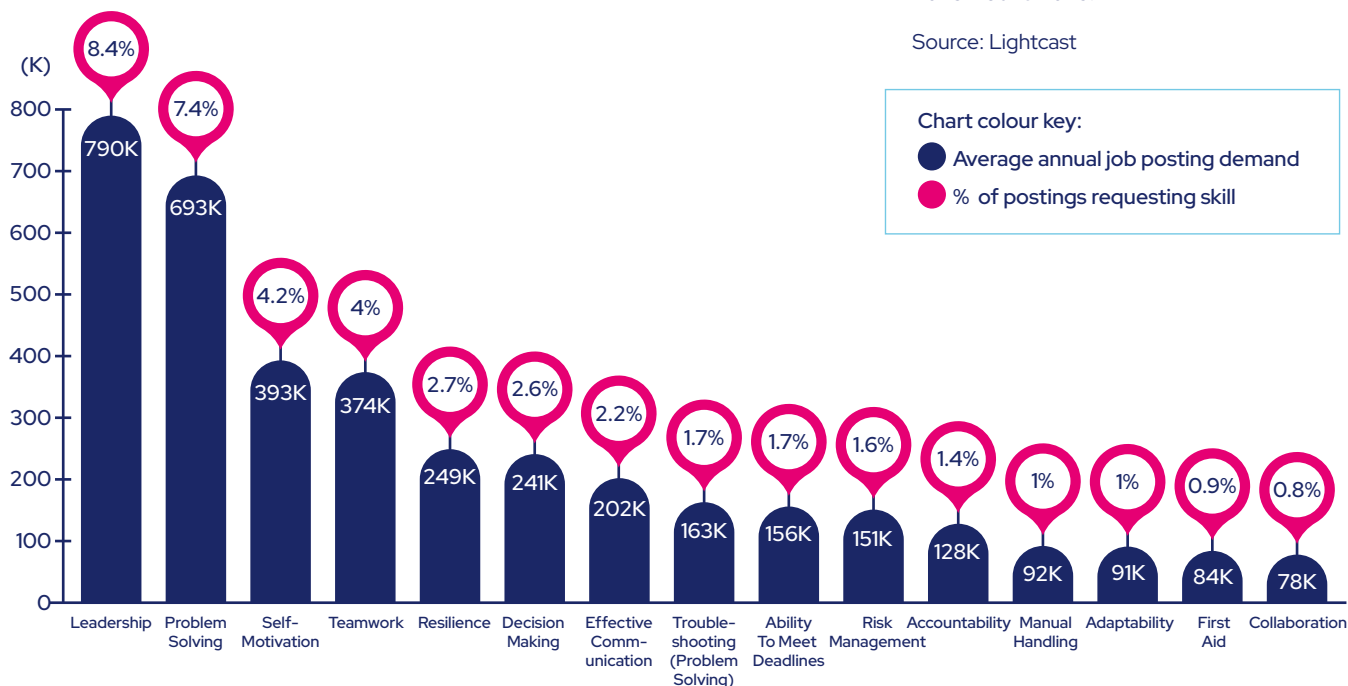
business success. This readiness means employers can reduce onboarding time, increase productivity and benefit from individuals who already understand discipline, accountability and decision-making in complex situations.

Chart 6. Military skills are transferable skills, aligning with top hiring priorities across the UK

Top military-trained skills requested by employers, United Kingdom.
Average annual job postings requesting skill, 2023-2025

Note: Data refer to the 2-year period July 2023 – June 2025.

Source: Lightcast



The adjacent skills Service leavers bring

Service leavers offer more than the core strengths of leadership, teamwork and resilience. Through daily responsibilities, they also develop adjacent skills, skills acquired through on-the-job military experience, that employers value but may not always associate with military training. Adjacent skills closely match the top skills required to perform similar roles in civilian life. For example, an air conditioning fitter in the Army gains knowledge of HVAC systems, like a civilian HVAC engineer or technician. Because many military roles have direct civilian counterparts, these adjacent skills often map closely onto top requirements in the wider labour market.

Common skills

Service leavers build management, customer service and planning skills by leading teams and coordinating complex operations, while traits like mentorship and professionalism stem from the responsibility and discipline embedded in military culture. The top five adjacent common skills for Service leavers - management, customer service, detail orientation, sales and planning are also the top five most in-demand nationwide, with four of them appearing in over one million job postings annually.

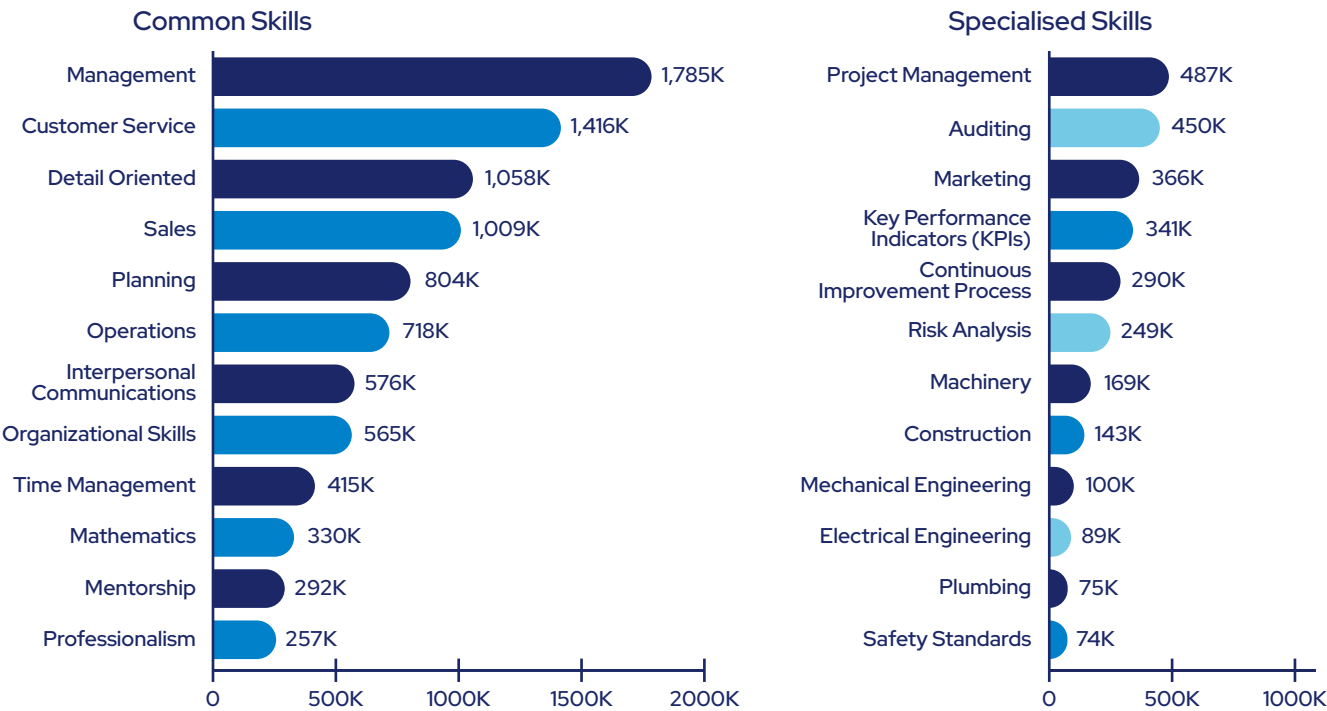
Specialised skills

Military roles also foster technical competencies such as project management, auditing, marketing, risk analysis and continuous improvement processes. Each of these sits among the UK's ten most in-demand specialised skills, underscoring the strong alignment between military experience and civilian workforce needs.

For employers, the payoff is clear: hiring Service leavers means gaining not just core military strengths but also a wider portfolio of adjacent skills that equip organisations with adaptable talent ready to contribute across industries.

Chart 7. Military roles also foster a broad set of adjacent skills that employers value

Service leavers' top adjacent skills requested by employers, United Kingdom
Average annual job postings requesting skill, 2023-2025



Note: Service leavers' adjacent skills are skills developed, not through direct military training, but through on-the-job military experience. Adjacent skills closely match the top skills required to perform similar roles in civilian life. Data refer to the 2-year period July 2023 – June 2025

Source: Lightcast

03 Filling roles that align with national priorities

Service leaver expertise supports the UK's Modern Industrial Strategy

The UK's Industrial Strategy sectors

The UK's Industrial Strategy highlights a set of priority sectors that are central to driving productivity, innovation and long-term economic growth. These include high-technology and growth areas such as Digital and Technologies (165,600 average annual job postings), Advanced Manufacturing (84,300) and Life Sciences (11,500), as well as essential enabling sectors like Professional and Business Services (3.9 million) and Financial Services (168,900). While labour demand in each sector varies, each plays a critical role in strengthening the nation's economic competitiveness. Many of the most in-demand civilian roles for Service leavers align directly with these priorities, whether through technical expertise in engineering and digital security, or through enabling functions such as project management, logistics and operations that underpin sector success.

Military roles align with civilian opportunities in growth sectors

From engineering and logistics to cyber security and health care, military experience directly supports the UK's Industrial Strategy and its fastest-growing sectors. Civilian equivalent occupations – those with a direct correspondence to a military role – show consistently strong hiring demand, with 10 of the top 20 each posting over 20,000 openings annually.

Many of the most in-demand civilian roles for Service leavers such as Registered Nurse (102,800 annual postings), Electrician

(42,600), Systems Engineer (19,600), Data Analyst (17,600) and Operating Engineer (14,900) are critical to health care, advanced manufacturing, clean growth, digital transformation and foundational industries such as construction.

Yet Service leavers' contributions go far beyond these direct civilian equivalents. Many military-trained and adjacent skills also map into a wider set of occupations, roles that may not be sector-specific but play an essential enabling function across industries.

National priority sectors



Digital and
Technologies

165,600
annual postings

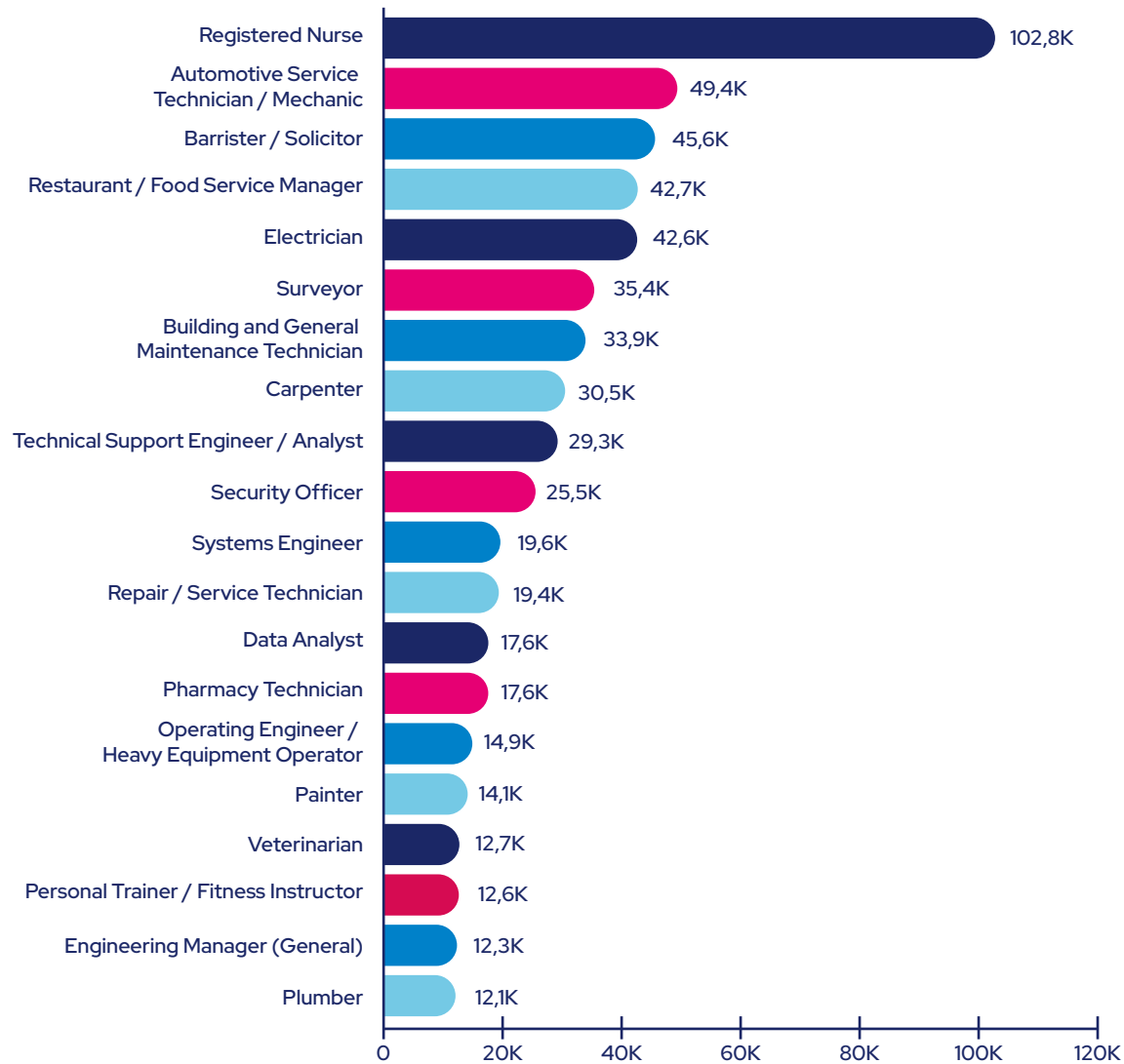
Advanced
Manufacturing

84,300
annual postings



Chart 8. Many military roles have a direct civilian counterpart

Top 20 civilian equivalent occupations, United Kingdom
Average annual job postings, 2023–2025



Note: Data refer to the 2-year period July 2023 – June 2025 Source: Lightcast

Life
Sciences

11,500
annual postings

Professional and
Business Services

3.9 million
annual postings

Financial
Services

168,900
annual postings



Adjacent roles expand opportunities for Service leavers

Military experience also prepares individuals for a much wider set of adjacent roles that rely heavily on both military-trained skills and the wider portfolio of Service leavers' adjacent skills that are honed through service.

Many adjacent roles connect to the UK's Industrial Strategy not through sector-specific technical expertise, but through supporting functions that keep these industries running

efficiently. Occupations such as Customer Service Representatives (107,800 annual postings), Project Managers (72,900), Business Development Managers (54,400) and Operations Managers (41,900) are essential to delivering products, managing client relationships and coordinating complex projects. Many of these roles see strong hiring demand, with 13 of 20 top adjacent occupations showing over 20,000 job postings annually.

For Service leavers, these adjacent roles significantly expand the breadth of civilian opportunities—allowing them to apply their transferable skills sets in a wide range of high-growth industries.

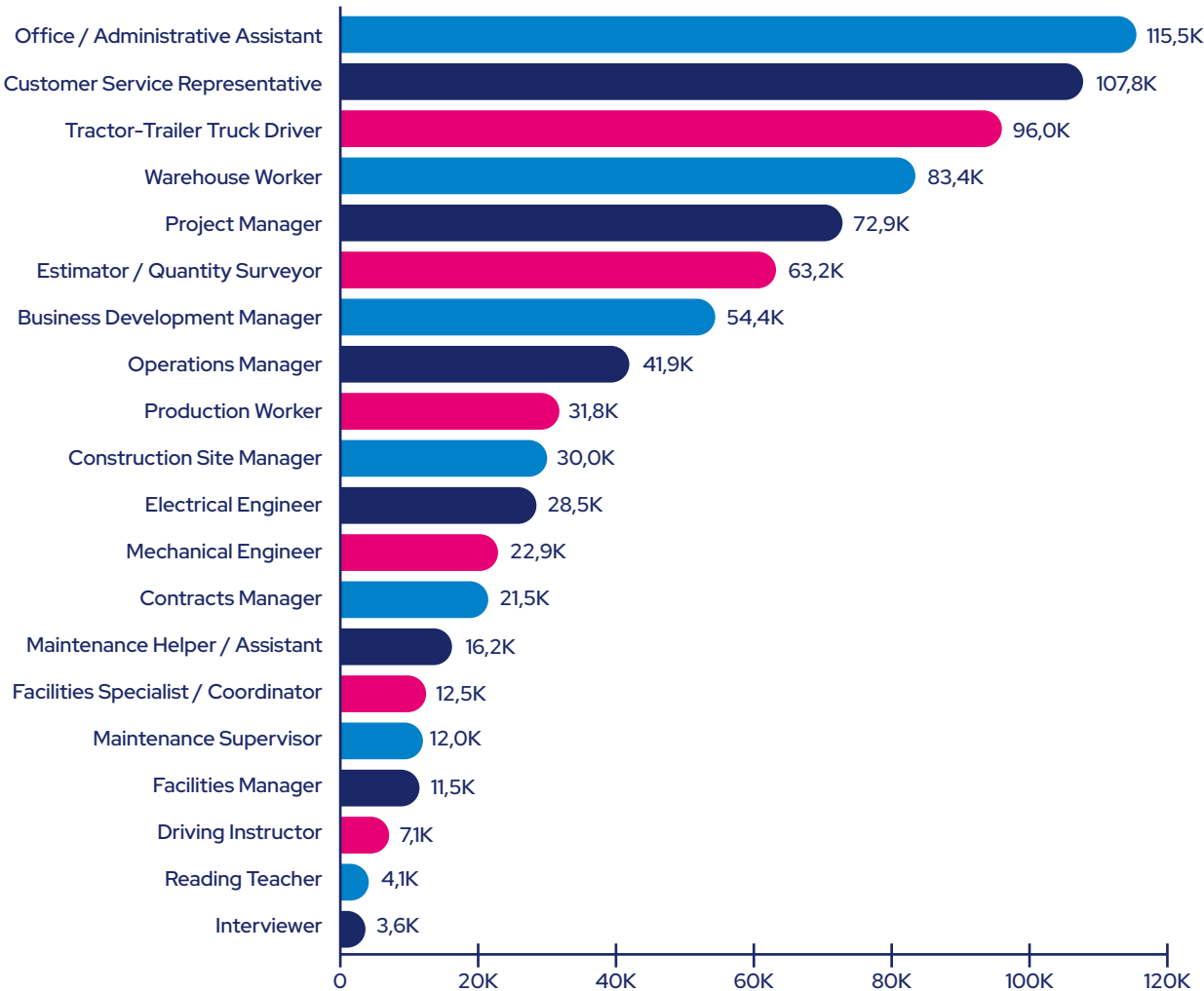
Strong hiring demand

13 of 20

top adjacent occupations showing over **20,000** job postings annually

Chart 9. Adjacent roles expand the breadth of civilian opportunities for Service leavers

Top adjacent occupations, United Kingdom.
Average annual job postings, 2023-2025



Note: Data refer to the 2-year period July 2023 – June 2025 Source: Lightcast

Remote and hybrid roles broaden career options for Service leavers

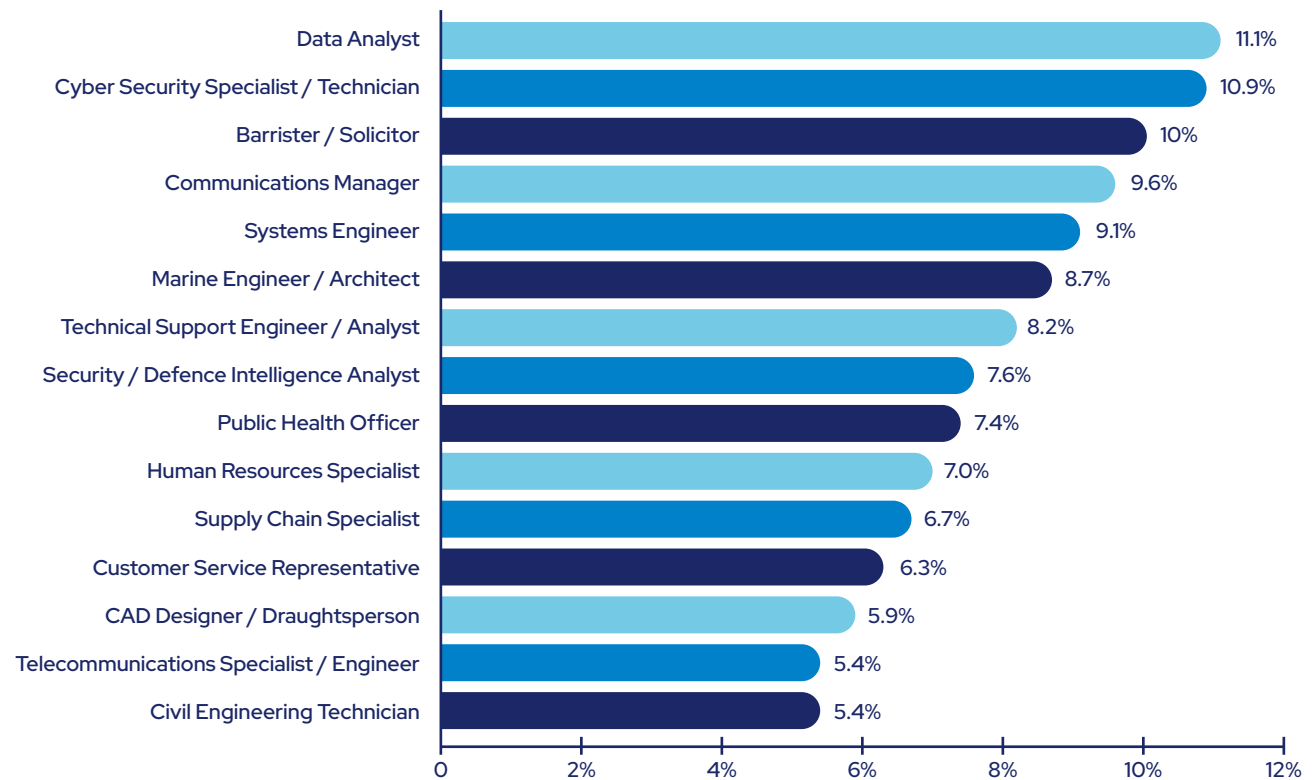
About 5.1% of all UK job postings offer remote or hybrid work. By comparison, many Service leaver occupations – the set of civilian-equivalent and adjacent occupations that Service leavers may transition into – offer much higher rates of remote or hybrid options. Flexible work arrangements can be especially valuable for individuals navigating the transition from military to civilian life.

Roles such as Data Analyst (11.1% remote/hybrid), Cyber Security Specialist (10.9%) and Systems Engineer (9.1%) are not only in high demand but also among the most flexible in terms of location. Remote and hybrid roles are also common in enabling functions that support national priority sectors, Communications Managers (9.6%), Human Resources Specialists (7.0%) and Supply Chain Specialists (6.7%), further expanding the range of accessible, high-value career paths.

This flexibility can help Service leavers overcome barriers such as relocation challenges, care responsibilities, health conditions, or the need for a more gradual adjustment to civilian work culture. By connecting Service leavers with these opportunities, employers can tap into a skilled talent pool while advancing inclusion and workforce participation.

Chart 10. Many top Service leaver occupations offer strong potential for remote or hybrid work

Top 12 remote/hybrid Service leaver occupations, United Kingdom
Share of Remote or Hybrid Job Postings, 2023–2025



Note: Data refer to the 2-year period July 2023 – June 2025 Source: Lightcast

Service leaver talent powers growth across sectors

Service leavers bring a broad portfolio of skills that map into both civilian equivalent and adjacent roles across the UK's growth sectors. Many of these roles also offer flexible working options, expanding opportunities for transition.



- **Advanced Manufacturing:**

Roles such as Electrician, Systems Engineer and Engineering Manager tap into technical expertise developed in the armed forces, while Electrical Engineers and Tractor-Trailer Drivers support clean growth and resilient supply chains.

- **Clean Energy:**

Service leavers bring transferable expertise into roles such as Electrical Engineer, Mechanical Engineer and Construction Project Manager, supporting the shift to renewable energy and Net Zero infrastructure.

- **Digital and Technologies:**

Service leavers can transition into high-demand roles such as Cyber Security Specialist, Data Analyst and Technical Support Engineer, which are central to the UK's digital economy and future growth.

- **Financial Services:**

Service leavers' analytical strengths align with roles such as Data Analyst, Auditor, Risk Manager and Contracts Manager, supporting financial stability and compliance.

- **Life Sciences:**

Former military personnel with backgrounds as Registered Nurses and Pharmacy Technicians can contribute directly to healthcare delivery and innovation.

- **Professional and Business Services:**

The UK's largest employing sector benefits from Service leavers' leadership and operational experience in roles such as Project Manager, Operations Manager, Human Resources Specialist, Sales Representative and Communications Manager.

- **Foundational Industries:**

Service leavers can contribute to infrastructure and housing delivery through roles such as Carpenter, Landscaper, Maintenance Supervisor and Construction Site Manager.



By recognising this broader applicability, employers can tap into a talent pool that not only meets immediate hiring needs in priority sectors but also brings the versatility to pivot as industries evolve, an essential capability for national workforce resilience.





O4 Driving local growth

Service leaver talent supports regional economic development

Matching skills to local demand

Regional economies across the UK face very different pressures, from labour shortages to uneven investment and growth. Service leavers can play a critical role in addressing these challenges because their skills map directly onto the distinct priorities of local economies. By aligning Service leaver talent to regional strengths, employers can not only fill immediate skill gaps but also support long-term economic resilience.

One way to understand regional strengths is to look at a region's **employment and demand concentration**. Concentration measures how prominent a sector or occupation is in a given region compared to the national average. A concentration of 1.0 means the sector or occupation share in the region matches the UK overall. A concentration above 1.0 means the sector or occupation is more important locally, while a value below 1.0 means it is less so.

Industry *employment* concentration helps to reveal opportunities that may be hidden if we only look at national data. For example, while Professional and Business Services employment dominates across the UK, other sectors matter much more at the regional level. In places like the West Midlands, Advanced Manufacturing (concentration 1.6x) underpins local industry, while in Scotland, Energy is a clear priority.

Similarly, *demand*—or job posting—concentration can reveal a region's unique hiring opportunities. For example, demand for Hardware Design Engineers is 3.1 times more concentrated in the East of England than the rest of the nation on average. Recognising these differences allows us to highlight where Service leaver occupations and skills align most strongly with local jobs and employer demand.

A concentration of

1.0

matches the
UK overall

>1.0

more than
UK average

<1.0

less than
UK average

Table 1. Service leaver occupations align strongly with top regional growth sectors

Top in-demand Service leaver occupations in top UK Industrial Strategy sectors, by region

Region	Top Industrial Strategy Sectors by Employment Concentration*	Industry Employment Concentration	Top In-Demand Service Leaver Occupations in Sectors
East Midlands	Energy Related	1.4	- Electrical Engineer - Mechanical Engineer
	Advanced Manufacturing	1.3	- Manufacturing Machine Operator - Production Worker
East of England	Defence	2.6	- Estimator / Quantity Surveyor - Logistics Coordinator
	Life Sciences	1.6	- Clinical Supervisor / Manager - Pharmacy Technician
London	Financial Services	2.3	- Financial Manager - Data Analyst
	Creative Industries	1.8	- Communications Manager - Music Teacher
North East	Advanced Manufacturing	1.6	- Production Worker - Automotive Service Technician / Mechanic
	Energy Related	1.3	- Project Manager - Electrician
North West	Advanced Manufacturing	1.2	- CAD Designer / Draughtsperson - Mechanical Engineer
	Professional and Business Services	1.1	- Business Development Manager - Customer Service Representative
Northern Ireland	Advanced Manufacturing	1.5	- Systems Engineer - Logistics Coordinator
	Life Sciences	1.2	- Registered Nurse - Pharmacy Technician
Scotland	Energy Related	2.2	- Electrical Engineer - Marine Engineer / Architect
	Foundational Industries and Inputs	1.1	- Project Manager - Carpenter
South East	Defence	3.8	- Operating Engineer / Heavy Equipment Operator - Contracts Manager
	Life Sciences	1.6	- Registered Nurse - Clinical Supervisor / Manager
South West	Defence	2.1	- Aerospace Engineer - Marine Engineer / Architect
	Advanced Manufacturing	1.4	- Production Fabricator / Assembler - Mechanical Engineer
Wales	Advanced Manufacturing	1.3	- Repair / Service Technician - Manufacturing Machine Operator
	Life Sciences	1.2	- Pharmacy Technician - Registered Nurse
West Midlands	Advanced Manufacturing	1.6	- Automotive Service Technician / Mechanic - Production Fabricator / Assembler
	Energy Related	1.2	- Systems Engineer - Electrical Engineer
Yorkshire and The Humber	Foundational Industries and Inputs	1.1	- Building and General Maintenance Technician - Electrician
	Advanced Manufacturing	0.9	- Production Worker - Manufacturing Machine Operator

Note: Employment concentration compares the share of jobs in a sector locally to the UK average. "Energy-related Industries" is used instead of "Clean Energy Industries" because the latter has no clear

SIC definition. Our measure covers electricity-related and steam/air conditioning supply (SIC 35110, 35120, 35130, 35140, 35300). Source: Lightcast



It is clear at just a glance that there are significant opportunities in a

variety of sectors and occupations for Service leavers across the UK's nations and regions. Annex B provides an in-depth look into each of these 12 areas to reveal detailed insights on local demand for skills, sectors and occupations. From energy and advanced manufacturing to life sciences, defence and digital technologies, the regional landscape is rich with pathways that align closely with the experience and capabilities of those transitioning from military service.

Regions such as the East Midlands, West Midlands and North West show strong concentrations in advanced manufacturing and energy-related industries, with high demand for roles like mechanical engineers, production workers and nuclear safety specialists. Meanwhile, the East of England, South East and South West stand out for their defence and life sciences sectors, offering opportunities for logistics coordinators, clinical supervisors and technical engineers. These sectoral strengths are reinforced by local hiring patterns that highlight specialised roles requiring precision, leadership and technical expertise.

London's economy presents a unique blend of financial services, creative industries and digital technologies, with Service leaver roles ranging from financial managers and data analysts to blockchain developers and communications specialists. Scotland and Northern Ireland, on the other hand, offer strong opportunities in clean energy, maritime industries and public administration, with demand for

wind turbine technicians, marine engineers and legal secretaries. Across these areas, Service leaver skills in project management, risk analysis and continuous improvement are consistently sought after.

In more balanced economies like Yorkshire and The Humber and Wales, Service leavers can access opportunities across both industrial and service-based

sectors. Whether contributing to food production, healthcare, or professional services, their skills in machinery, auditing, planning and customer service are highly transferable. Taken together, these insights demonstrate how Service leavers are well-positioned to support economic resilience and sectoral growth across the UK.



O5 **Future** proofing the workforce



Service leavers can help address skills shortages and build workforce resilience

The fastest-growing Service leaver skills

The next two years will see rapid growth in demand for many Service leaver skills, including both military-trained and adjacent skills. Many of these are technical, operational and business capabilities that underpin the UK's industrial priorities:

- **High-growth technical skills** such as automation (+30.5%), data analysis (+25.8%), mechanical engineering (+21.2%) and electrical engineering (+21.2%) link directly to advanced manufacturing, clean energy and digital technology sectors.
- **Operational skills**—including risk management (+26.2%), continuous improvement process (+23.4%), project management (+19.8%) and risk analysis (+18.2%) are essential to managing complex operations in defence, infrastructure and professional services.
- **Business and commercial skills** like marketing (+23.0%), auditing (+21.8%) and sales prospecting (+19.0%) show that service leavers can step into customer-facing and growth-focused roles that support wider business development.

The alignment between these fast-growing skills and military training means that Service leavers are not just ready for today's opportunities, they are equipped for the jobs of tomorrow.

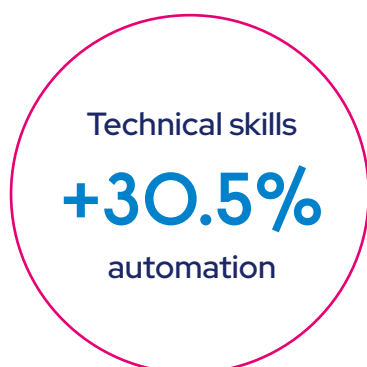
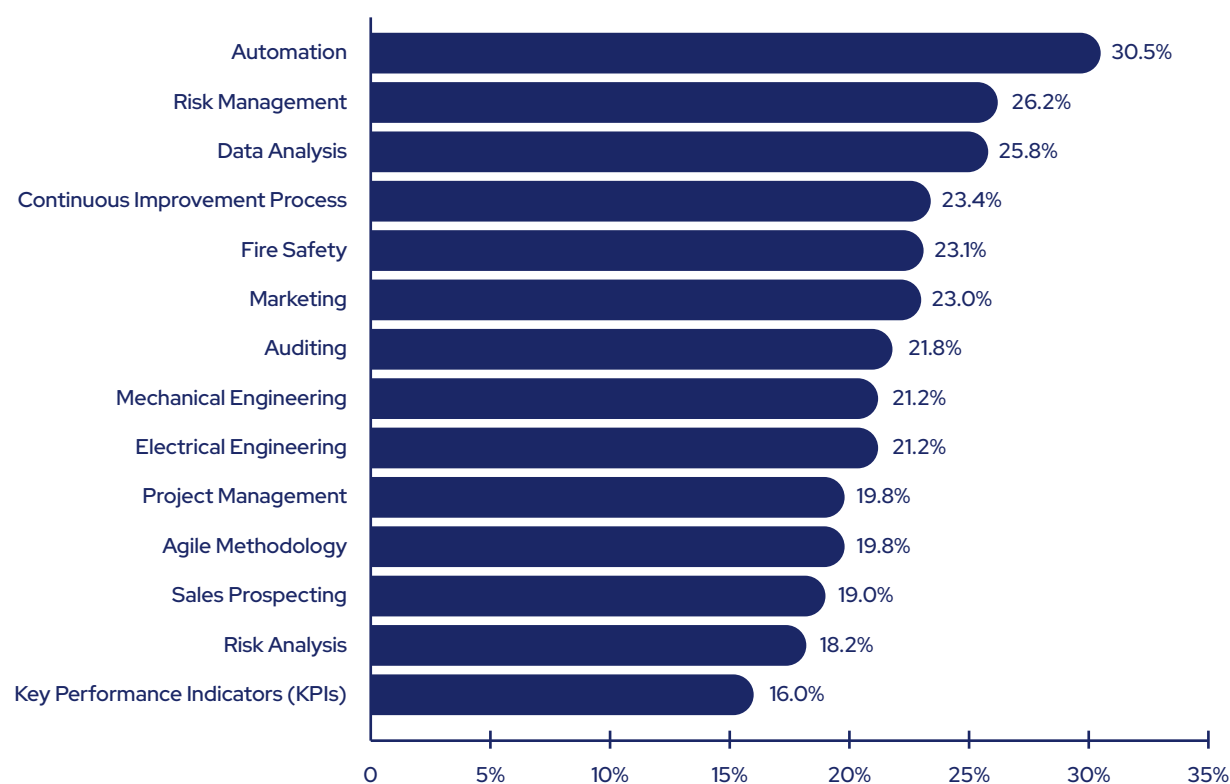


Chart 11. There is strong alignment between fast-growing skills and military training

Fastest growing Service leaver skills: Projected two-year growth rate



Note: Service leaver skills refer to both military-trained and adjacent skills Source: Lightcast

Future-ready roles for Service leavers

Labour market projections show that many of the civilian-equivalent and adjacent roles aligned to Service leaver skills are expected to see sustained employment growth between now and 2030. More broadly, employment growth is expected to slow in the near-term compared to the 2019–2025 period across most occupations as demographic headwinds, slowing birth rates, fewer workforce entrants and increasing retirements, start to bite. But many Service leaver roles offer both immediate opportunities and longer-term career security, making them well-suited for those transitioning from the Armed Forces.

- Health and Life Sciences:** Roles such as Registered Nurse Practitioners (+3.6% to 2030) and Veterinarians (+5.0%) reflect national priorities in healthcare and life sciences, where leadership, resilience and operational discipline are critical.
- Hospitality and Service Management:** Restaurant & Catering Managers (+4.8%) highlight growing opportunities in hospitality, where Service leavers' organisational and people-management skills are highly valued.
- Digital and Professional Services:** High-demand occupations like Data Analysts (+3.7%), Business & Financial Project Managers (+3.6%), IT Business Analysts (+3.6%) and IT User Support Technicians (+3.1%) tap into military-developed problem-solving and systems-thinking skills while supporting the UK's expanding digital and business services sectors.

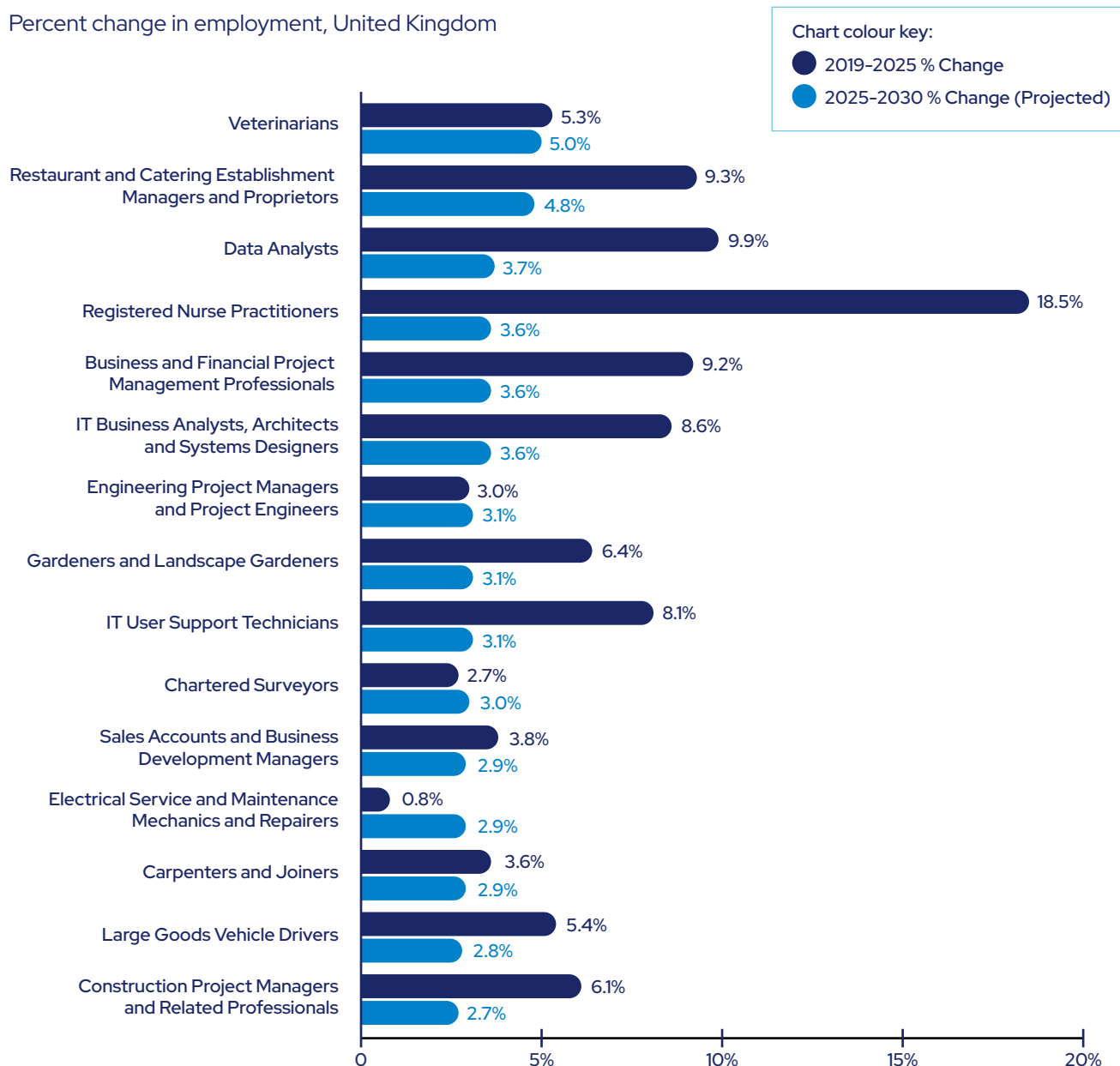
- Foundational Industries and Infrastructure:** Roles such as Gardeners & Landscape Gardeners (+3.1%), Construction Project Managers (+2.7%) and Large Goods Vehicle Drivers (+2.8%) offer stable employment in sectors essential to national resilience and local economic development.

While not a direct civilian equivalent, landscaping aligns as an adjacent role drawing on Service leaver skills in planning, project management and problem solving skills developed through base management, facilities support and engineering-related duties in the Armed Forces.

These future-proofed roles demonstrate that Service leavers are well positioned to build sustainable careers that support the UK's industrial strategy while helping to close long-term skills gaps in critical sectors.

Chart 12. Service leaver-aligned roles that will continue to see strong demand into the next decade

Percent change in employment, United Kingdom



Note: Data are based on UK Standard Occupational Classification (SOC) Source: Lightcast



Top most future-proofed Service leaver roles

These 10 occupations represent the strongest combination of steady employment growth through 2030 and alignment with skills that are projected to grow fastest in the next two years. This dual lens helps identify roles where Service leavers can build sustainable careers that stay relevant as the economy evolves. Many of these occupations particularly in data, engineering, project management and healthcare are tightly connected to the UK’s industrial priorities and productivity goals. Targeted upskilling in the high-growth skills can help Service leavers not only secure employment but also progress into leadership and specialist positions in these fields.

Figure 1. These roles offer not just immediate opportunities but long-term career security, making them well-suited for those transitioning from the Armed Forces

Top 10 most future-proofed Service leaver roles



Note: Future-proofed roles based on strong actual and projected growth in 2019-2025 and 2025-2030, respectively. Source: Lightcast

06 Careers, not just jobs

Military experience opens pathways to sustained career progression

Military training doesn't just prepare individuals for their first civilian job, it equips them for career growth and adaptability over a lifetime. This means that they can not only develop meaningful careers but meet the evolving skills needs of the UK labour market providing broader talent pools for employers.

Service leavers can transition into civilian-equivalent or adjacent roles, such as Data Analyst or Systems Engineer and progress into

positions of greater responsibility at higher rates of pay. Often, the gap between first step and next-step positions can be bridged with focused training or short upskilling programmes, enabling movement up the career ladder.

The combination of military experience, transferable skill sets and targeted skill development means Service leavers are not limited to replicating their military role in civilian life, they can unlock a wide spectrum of career

trajectories across multiple sectors, turning an initial job placement into a sustainable, rewarding career.

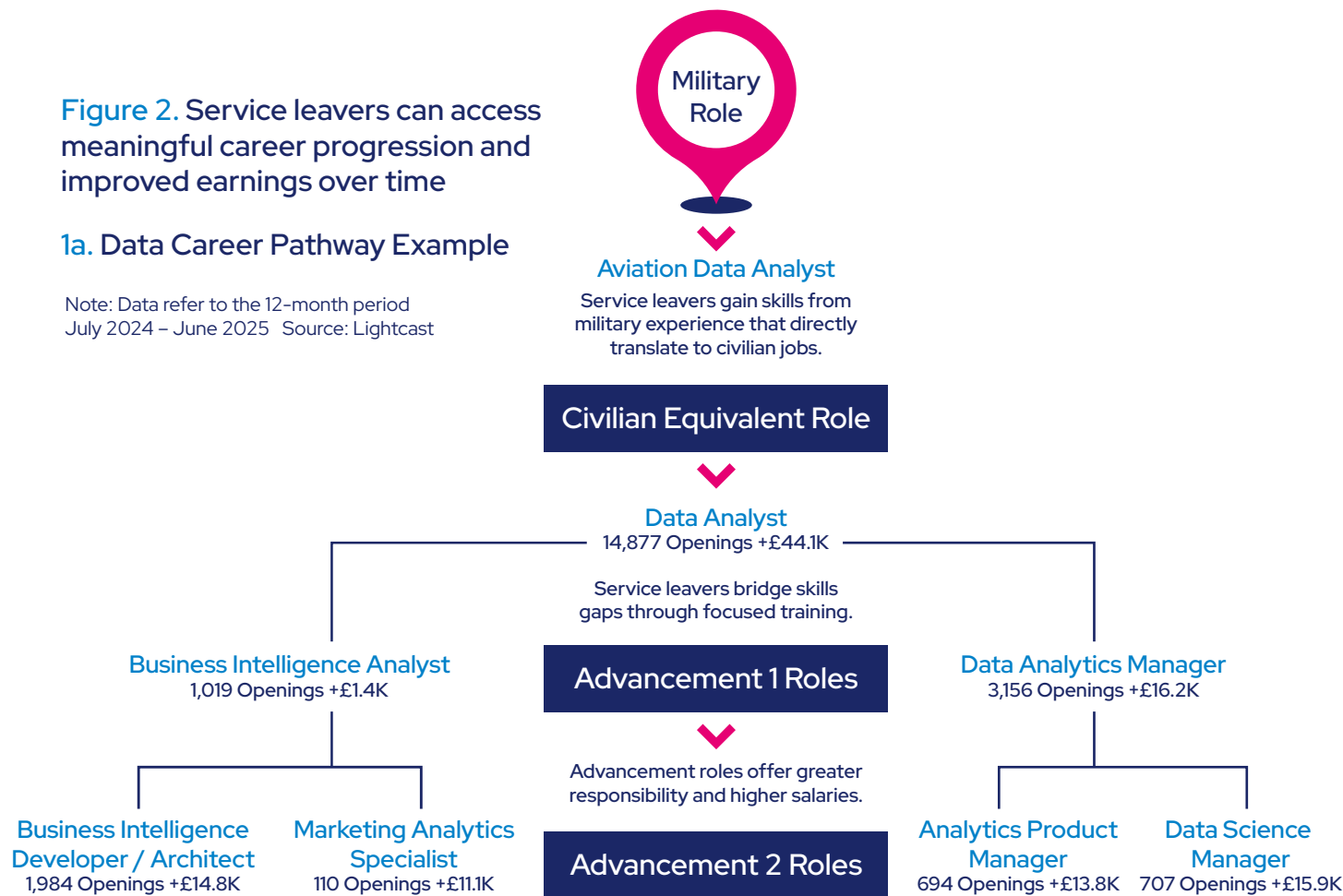
This career progression and development of skills has a number of benefits to employers and the wider labour market. Benefits include increased employee productivity and retention as well as improved workforce agility which is needed as sectors skill needs adapt and grow.



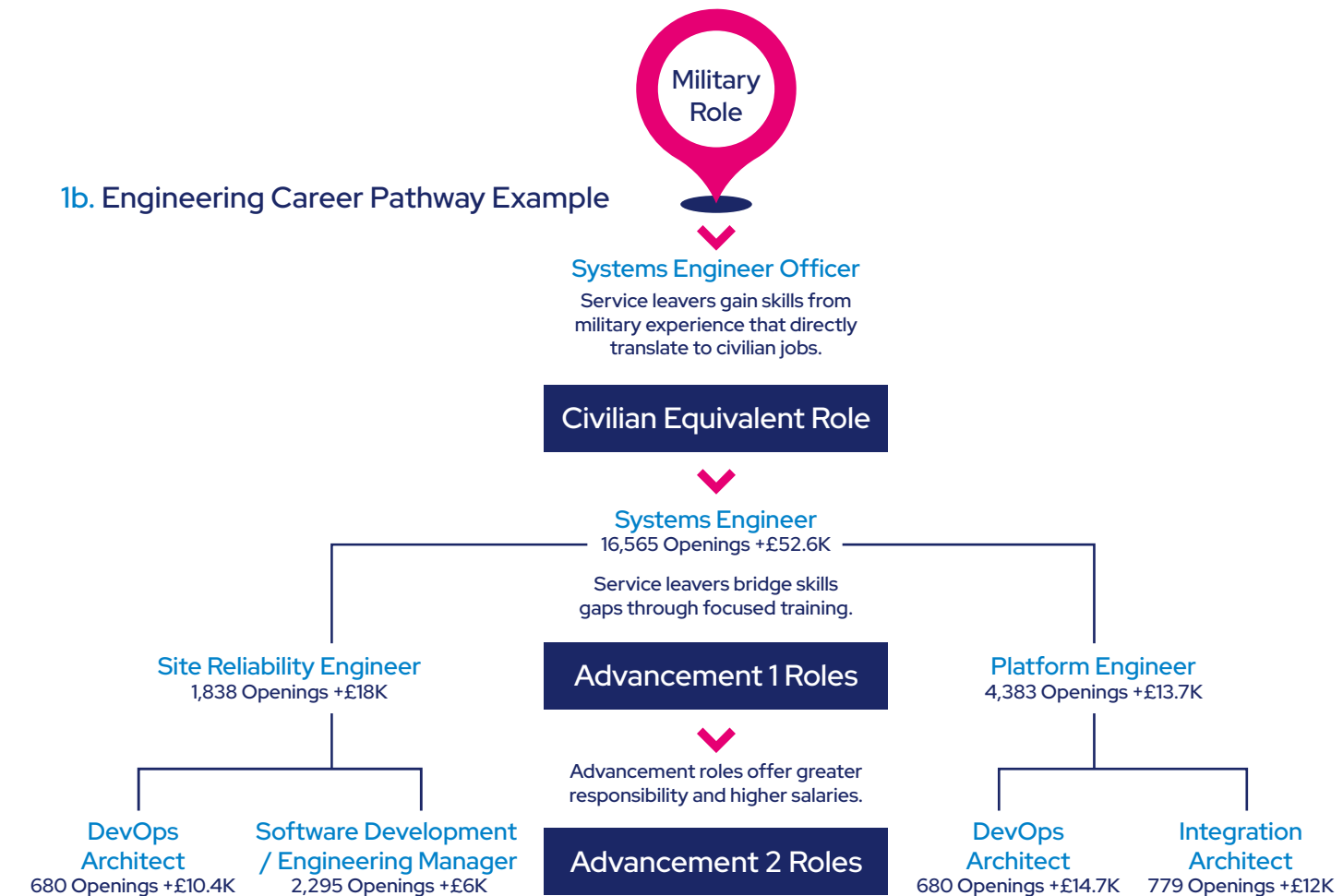
Figure 2. Service leavers can access meaningful career progression and improved earnings over time

1a. Data Career Pathway Example

Note: Data refer to the 12-month period July 2024 – June 2025 Source: Lightcast



1b. Engineering Career Pathway Example



High-value skills that accelerate career growth

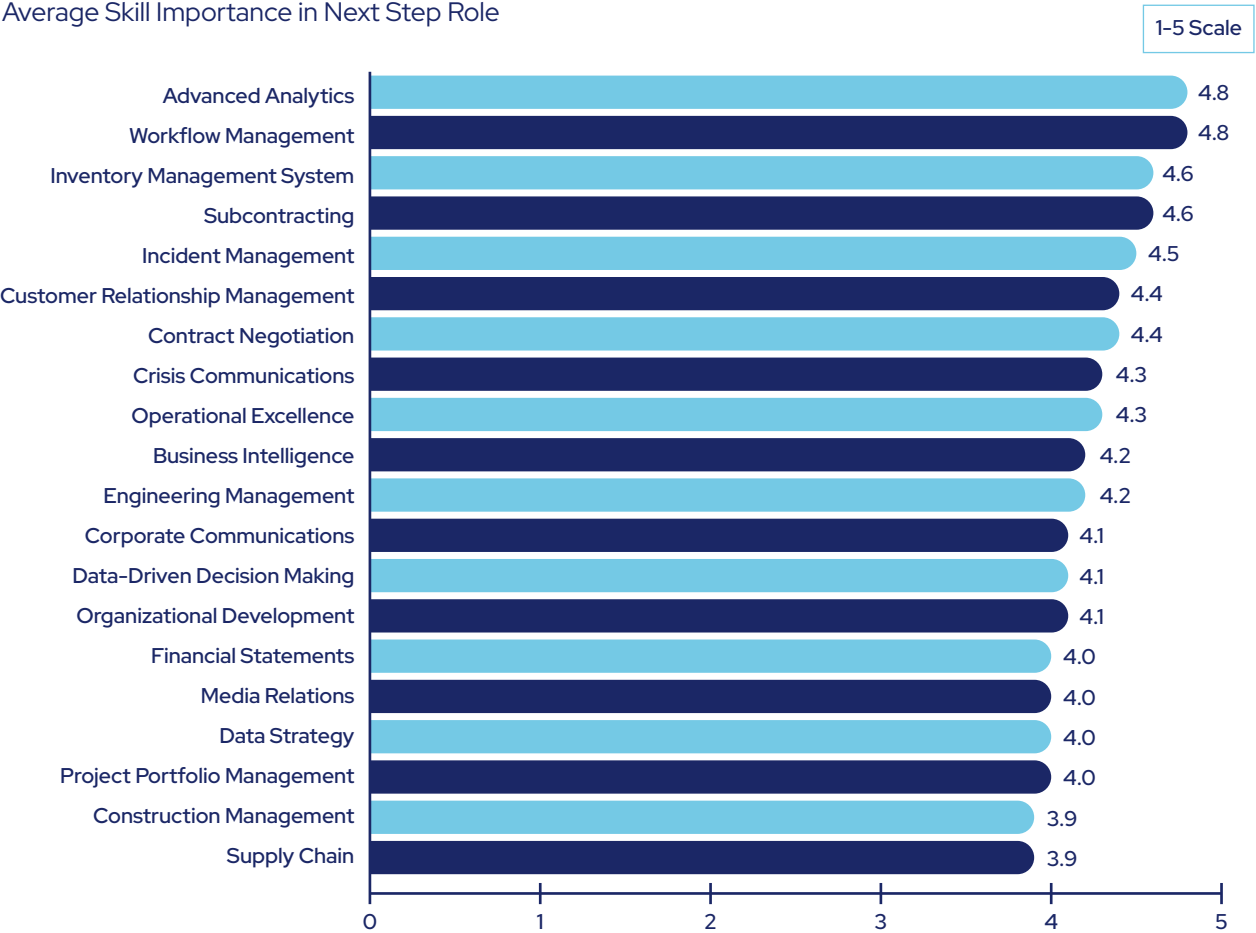
Analysis of career pathways between civilian-equivalent or adjacent roles and their next-step progression reveals a consistent set of high-value skill gaps that, if addressed, can accelerate advancement.

- **Specialised business, leadership and technical skills.** Skills such as advanced analytics (importance score 4.8), workflow management (4.8) and engineering management (4.2) build directly on Service leavers’ strengths in problem solving, leadership and operations.
- **Enabling communication and client-facing skills.** Customer relationship management (4.4), contract negotiation (4.4) and crisis communications (4.3) strengthen Service leavers’ ability to lead teams, manage stakeholders and operate effectively in high-visibility contexts.
- **Sector-relevant skills that align with national priorities.** Skills like subcontracting (4.6), data strategy (4.0) and knowledge of supply chains (3.9) connect directly to the UK’s industrial strategy sectors, meaning upskilling in these areas both accelerates career progression and supports wider economic growth.

By targeting these skill gaps through short courses, apprenticeships, or on-the-job training, Service leavers can move more quickly from transition roles into positions with greater responsibility, impact and earning potential.

Chart 13. With targeted skill development, Service leavers can unlock a wide spectrum of career trajectories across multiple sectors

High-value skill gaps in Service leaver career pathways
Average Skill Importance in Next Step Role



Note: Skill gaps represent transitional skills that are crucial for moving from one occupation to another. An Importance Score of 5 indicates the skill as most important for advancement, while a score of 1 indicates the skill as least important. Source: Lightcast

Conclusion

Service leavers are not defined by a single pathway into the civilian workforce, they bring with them a breadth of technical expertise, transferable skills and lived experiences that open doors across the economy.

While the UK's priority sectors offer significant opportunities for those seeking to contribute to national growth and innovation, these are just one part of the wider landscape. The same skills that make Service leavers

valuable in advanced manufacturing, clean energy, or digital industries also translate into roles in health, education, professional services and countless other fields. By recognising and valuing this versatility, employers,

policymakers and support organisations can ensure Service leavers have the freedom to choose careers that fit their ambitions and circumstances, while still strengthening the resilience and adaptability of the UK workforce.

"We hope this report inspires action and serves as a valuable resource for everyone committed to championing the skills and strengths of our Armed Forces community."



Deploying this research: ideas for employers and policy makers

As the national provider of the Career Transition Partnership (CTP), Reed in Partnership commissioned Lightcast to undertake this research in order to better understand and evidence the alignment between military skills and the current and future demand of the UK labour market. We plan to use the output of this research to further enhance the ways in which labour market intelligence is utilised on our CTP service to support every individual to achieve the best possible transition to civilian life, combined with the personalised, tailored support that each individual will receive. We hope that the analysis will also be useful to other support organisations, particularly the many voluntary sector organisations that work to support both Service leavers and veterans to transition to the civilian labour market.

Here we set out some steps that can be taken by employers and regional labour market planners and policymakers who want to play a part in ensuring that their organisation or region's economy can benefit fully from the capabilities and skills of people with Service experience – as well as supporting their career progression.

Employers

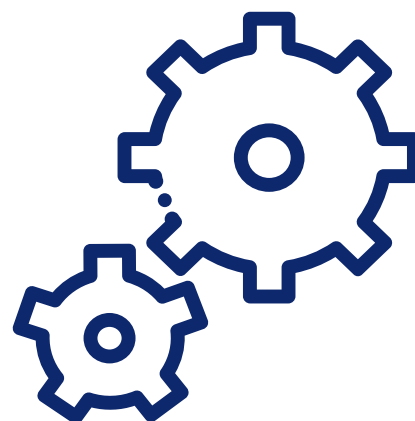
This report has demonstrated not just the wealth of skills that Service leavers have to offer, but the diversity and transferability of those skills. There are a number of simple steps that employers can take that will enable them to benefit from Service leaver talent, as well as playing a part in supporting valued members of their local community. Employers can:

- O1.** Sign up to the [Career Transition Partnership](#), the no-cost recruitment service that enables you to promote your vacancies to and connect with top Armed Forces Service leaver talent. Each year, the CTP supports people to leave the Armed Forces and matches them with new employers.
- O2.** Register for [Op ASCEND](#), which is available to veterans who are more than two years post-service and their families. This service provides free support to connect employers to veteran talent. This is an Office for Veterans' Affairs programme delivered by the [Forces Employment Charity](#).
- O3.** Find out about the [12-month relief on employers' National Insurance contributions](#) on the earnings of a qualifying veteran. It allows employers who recruit veterans into their first civilian role after leaving the Armed Forces to benefit from a year's zero-rate relief on employers' Class 1 National Insurance contributions.
- O4.** Explore commitment to the [Armed Forces Covenant](#) – a promise by the nation ensuring that those who serve or have served in the Armed Forces and their families, are treated fairly. It can be signed by businesses and organisations of all sizes. One way to evidence this commitment could be to explore the [Defence Employer Recognition Scheme](#). This encompasses Bronze, Silver and Gold awards for employing organisations that pledge and demonstrate support for the armed forces community by going above and beyond their Covenant pledges.



To find out more about Op Ascend, go to the Forces Employment Charity website.

www.forcesemployment.org.uk/programmes/op-ascend



Regional and local policymakers

14,830 people left the UK Regular Armed Forces in 2024,¹⁰ and are amongst an estimated 2 million veterans living in the UK.¹¹ People with Armed Forces experience are not only a significant local population group, but a valuable asset to consider in local plans to better match skills, address labour market needs and drive economic growth. Local and regional employment policymakers can:

- O1.** Lead the way as public sector champions in recruiting and progressing people with military experience. Consider how your organisation can do more to benefit from recruiting Service leavers and veterans as an employer, using the support listed here. By getting involved, you can also take part in CTP events in your region such the regular CTP Career Fairs where you can meet Service leavers and learn more about the skills and experience they have to offer.
- O2.** Share this research with employment and skills stakeholders, such as employer bodies, job centres, employment support and skills providers. Use it to raise awareness of the diversity and strength of the skills that people with military service experience can bring and to challenge stereotypes around career paths seen as typical for the veteran community.
- O3.** Use this research for labour market strategy and planning to identify where Service leavers and veterans' skills match with local employment and economic priorities, in local Get Britain Working Plans, Growth Plans or Local Skills Improvement Plans for example.
- O4.** Involve Service leavers, veterans and their local representative or community organisations in strategic skills and local labour market consultations and planning.

10. Ministry of Defence, Quarterly service personnel statistics: 1 January 2025

11. Ministry of Defence, 10 things to know about veterans and their families: desk aid, January 2025.



See the CTP website for further information on the Career Transition Partnership.

www.modctp.co.uk/home



Appendix A:

Glossary and methodology

Glossary

This report uses data and definitions from Lightcast, a labour market analytics firm. An occupation describes the role a person performs, while skills are the competencies used to accomplish that role. Skills may be learned through education, training or on-the-job experience.¹²



Specialised Skills:

Skills primarily required within a subset of occupations or equip one to perform specific tasks (e.g., Agile Methodology, Risk Analysis). Often referred to as technical or hard skills.

Common Skills:

Skills found across many occupations and industries, including both personal attributes and learned abilities (e.g., Communication, Microsoft Excel). Also called soft skills, human skills, or core competencies.

Transitional Skills:

Skills that represent gaps between two occupations in a career pathway. Each skill is ranked by an Importance Score (1 = least important, 5 = most important)

Military-Trained Skills:

Core skills gained through military training (e.g., Leadership, Teamwork, Resilience). These can include specialised, common, or transitional skills, such as when leadership is required to move into management positions.

Adjacent Skills:

Skills developed through on-the-job military experience that closely match the top skills required to perform similar roles in civilian life (e.g., knowledge of HVAC systems for an air conditioning fitter in the Army). Adjacent skills may be specialised or common.

Service leaver Skills:

The full set of skills Service leavers bring to the labour market, combining both military-trained and adjacent skills.

Civilian-Equivalent Occupation:

A civilian occupation that directly corresponds to a military role in title and/or job description (e.g., a civilian automotive service mechanic maps directly to a vehicle & recovery mechanic in the Army).

Military-Adjacent Occupation:

A civilian occupation requiring a high concentration of Service leaver skills, even if not directly equivalent to a military role.

Service leaver Occupations:

The set of civilian-equivalent and military-adjacent occupations that Service leavers may transition into, making use of both their military-trained and adjacent skills.

12. Lightcast Knowledge Base, [Skills](#), August 2025.

Methodology: Defining Service leaver skills and roles

The Reed in Partnership research team used the three Services' recruitment sites to compile a sample of 100 Armed Forces roles, selected as approximately representative of seniority and specialisms. These were supplied to Lightcast alongside an agreed list of core military competencies such as those gained through basic training and officer development. Lightcast then created a framework of military occupations and associated skills which was then mapped on to the Lightcast Skills Taxonomy includes more than 32,000 distinct skills, knowledge areas and abilities (referred to collectively as "skills" throughout this report). These

skills are updated regularly to capture emerging trends. They are extracted from job ads by taking into consideration the context in which words are used, to isolate skills information from other information provided in the ad, such as company descriptions.

Military roles were also mapped to the **Lightcast Occupation Taxonomy (LOT)**, a proprietary framework that organises jobs into four levels: career areas, occupation groups, occupations and specialised occupations. The LOT provides greater detail and timeliness than traditional government classifications.

Through this process, approximately 70 **military-trained skills** and 70 **civilian-equivalent occupations** were identified, shown in the table on page 32. In addition, adjacent skills were defined as the top 20 common and top 20 specialised skills requested in the most in-demand civilian-equivalent occupations, segmented by region. Finally, job postings requiring a concentration of either military-trained or adjacent skills were classified as service leaver **adjacent occupations**.

About the data

This analysis uses **Lightcast proprietary job postings data**. The Lightcast job postings library is made of **billions of job postings collected across the world since 2012, including over 100 million job postings collected in the UK alone**.

These job postings are scraped on a daily basis from thousands of job boards, newspapers and employers sites. They are then cleaned and deduplicated to ensure only one posting is counted for each opening – regardless of how many places it is advertised in.

The job postings are then classified by location, industry, occupation, skills required and any other type of relevant information that can be extracted from the ad, using a combination of official and proprietary taxonomies.

The advantage of using online job postings data is that they provide a granular, almost real time, picture of what employers actually need, directly from the source. The downside of using job postings data is that the quality of the insights is based on the quality of the

information published online and included in the postings – meaning coverage varies by industry and geography and skills that may be deemed implicit by employers may not be included in the ads.

It is important to note that job postings are not necessarily the same as job vacancies. There is a correlation, but many recruitment practices make this relationship imperfect. Job postings are a measure of recruitment marketing by employers purportedly looking to fill job vacancies.

About Lightcast

Lightcast is the global leader in labour market intelligence, empowering smarter decisions for businesses, education institutions and governments worldwide. With the world's most comprehensive database – spanning over 2.5 billion

job postings, 400 million career profiles and 100+ government sources. Lightcast delivers unparalleled insight into skills, jobs, companies, professional profiles and workforce trends across 150+ countries. Our

proprietary taxonomies, advanced AI and expert guidance transform complex data into clear, actionable intelligence. Lightcast has offices in the United States, United Kingdom, Canada, Italy, New Zealand and India. Learn more at lightcast.io.

Table 2. Military roles and their civilian equivalents

Military Role	Civilian Equivalent Role	Average Annual Job Posting Demand
Registered Nurse	Registered Nurse (General)	102,766
Vehicle & Recovery Mechanic	Automotive Service Technician / Mechanic	49,366
Legal Officer	Barrister / Solicitor (General)	45,624
Chef	Restaurant / Food Service Manager	42,715
Electrician	Electrician	42,621
Suveyor	Surveyor	35,405
General Fitter	Building and General Maintenance Technician	33,934
Carpenter and Joiner	Carpenter	30,507
Communication and Information Systems Specialist	Technical Support Engineer / Analyst	29,251
Technical Support Specialist	Technical Support Engineer / Analyst	29,251
Royal Marines Commando	Security Officer (General)	25,538
Infantry Soldier	Security Officer (General)	25,538
Systems Engineer Officer	Systems Engineer	19,627
Armourer	Repair / Service Technician	19,365
Advance Manufacture and Repair Technician	Repair / Service Technician	19,365
Aviation Data Analyst	Data Analyst	17,605
Pharmacy Technician	Pharmacy Technician	17,590
Tank Crew	Operating Engineer / Heavy Equipment Operator	14,913
Plasterer and Painter	Painter	14,132
Veterinary Officer	Veterinarian	12,738
Physical Training Instructor	Personal Trainer / Fitness Instructor	12,644
Engineering Officer	Engineering Manager (General)	12,335
Plumber	Plumber	12,086
Royal Signals Officer	Communications Manager (General)	11,628
Metalsmith/Fabricator	Production Fabricator / Assembler	10,810
Dental Officer/Dentist	Dentist	10,406
Electrical and Mechanical Draughtsman	CAD Designer / Draughtsperson	9,954
Dental Nurse	Dental Assistant	9,763
Chaplain	Religious Leader / Professional	8,909
HR/People Specialist	Human Resources Specialist	7,672
Submariner Writer	Human Resources Specialist	7,672
Nursing Officer	Nurse Manager	7,167
Dog Handler	Animal Care Worker / Manager	7,165
Postal and Courier Operator	Logistics Coordinator	6,684
Movement Controller	Logistics Coordinator	6,684
Bricklayer	Brick / Stone Mason	6,545
Musician	Music Teacher	6,531
Light Gunner	Law Enforcement Officer	6,003
Household Cavalry Soldier	Law Enforcement Officer	6,003
RAF Regiment Officer	Law Enforcement Officer	6,003
Police Officer	Law Enforcement Officer	6,003
Armoured Corps Officer	Law Enforcement Officer	6,003
Biomedical Scientist	Biomedical Scientist	5,454
Mental Health Nurse	Registered Mental Nurse	5,286
Seaman Specialist	Sailor / Deckhand / Marine Oiler	5,062
Port Operator	Cargo Coordinator / Freight Forwarder	4,177
Logistics Officer	Supply Chain Manager	4,002
Armoured Engineer	Field Service Technician	3,987

Military Role	Civilian Equivalent Role	Average Annual Job Posting Demand
Supply Chain Operative/Logistician	Supply Chain Specialist (General)	3,922
Photographer	Photographer	3,905
Weapon Technician	Industrial / Mechanical Engineering Technician	3,684
Cyber Security Specialist	Cyber Security Specialist / Technician	3,267
Cyberspace Communication Specialist	Cyber Security Specialist / Technician	3,267
Operator Technical Intelligence	Cyber Security Specialist / Technician	3,267
Doctor/Medic	Emergency Medicine Physician	3,060
Submariner Weapon Engineer Officer	Marine Engineer / Architect	2,914
Submariner Marine Engineer Officer	Marine Engineer / Architect	2,914
Marine Engineer Officer	Marine Engineer / Architect	2,914
Marine Engineer	Marine Engineer / Architect	2,914
Air Traffic and Weapons Controller	Transportation Traffic Controller	2,725
Air/Aerosystems Engineer Officer	Aerospace Engineer	2,578
Radiographer	Radiologist	2,406
Communication Infrastructure Engineer	Telecommunications Specialist / Engineer	2,215
Aircraft Controller	Airfield Operations Specialist	2,166
Operations Officer	Airfield Operations Specialist	2,166
Control Officer	Airfield Operations Specialist	2,166
Aviation Groundcrew Specialist	Airfield Operations Specialist	2,166
Aircraft Handler	Airfield Operations Specialist	2,166
Construction Materials Technician	Civil Engineering Technician	2,149
Submariner Health Physicist	Safety Specialist (General)	1,930
Survival Equipment Specialist	Safety Specialist (General)	1,930
Supply Specialist	Supply Management Specialist	1,896
Pilot	Pilot	1,584
Air Conditioning Fitter	HVAC Engineer	1,573
Aircraft Technician (Avionics & Mechanical)	Avionics Technician	1,397
Power Engineer	Utilities & Power Distribution Engineer	1,327
Environmental Health Practitioner	Public Health Officer	1,318
Air & Ground Steward	Flight Attendant	1,080
Firefighter	Firefighter	1,055
EOD and Search	Hazardous Materials Worker	871
Physiotherapist	Exercise Physiologist / Specialist	792
Digital Communication Technician	Telecommunications Field Technician	438
Cryptologic Technician	Security / Defence Intelligence Analyst	395
Intelligence Officer	Security / Defence Intelligence Analyst	395
Intelligence Analyst (Linguist)	Security / Defence Intelligence Analyst	395
Artillery Surveillance Observer	Security / Defence Intelligence Analyst	395
Driver	Motor Vehicle Operator / Transporter	347
Operating Department Practitioner	Emergency Room Physician Assistant	295
Mine Clearance Diver	Commercial Diver	187
Hydrography and Meteorology Specialist	Meteorologist	111
Steward	Hospitality Operations Supervisor	90
Uncrewed Aerial Systems	Drone Pilot	50
Education & Training Services Officer	Education Program Manager	33
Design Draughtsman	Design Engineering Technician	28
Weapon Systems Operator	Operations and Maintenance Specialist	21

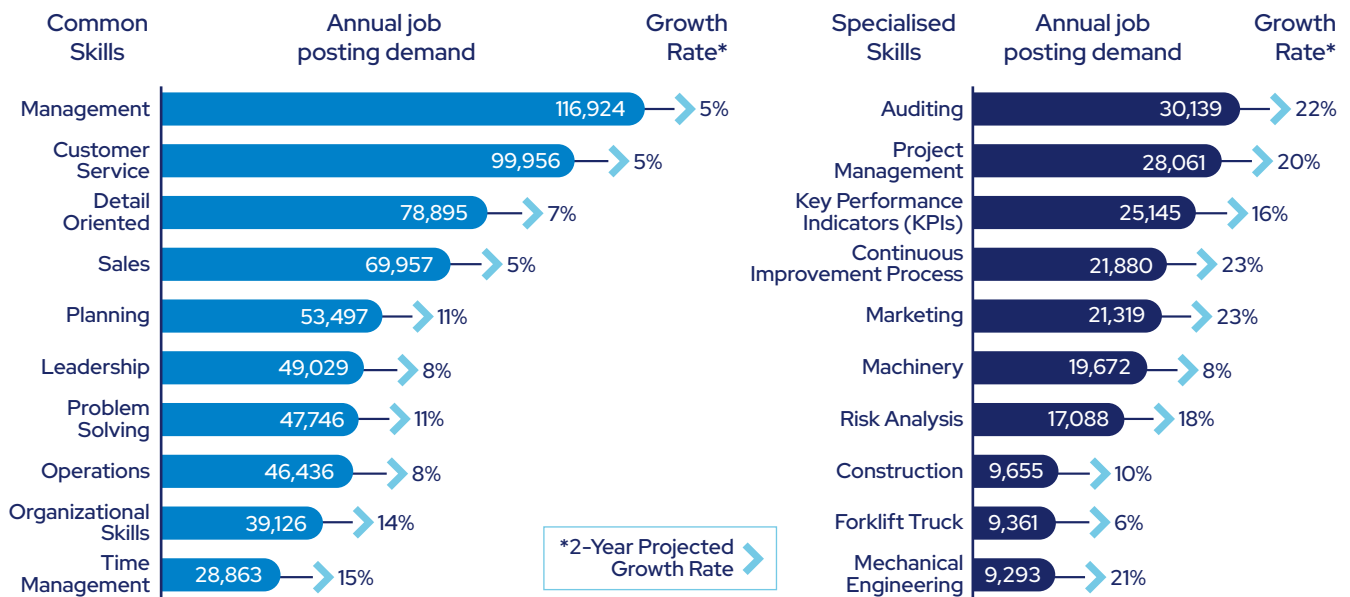
Note: Data refer to the 2-year period July 2023–June 2025 Source: Lightcast

Appendix B: Regional analysis

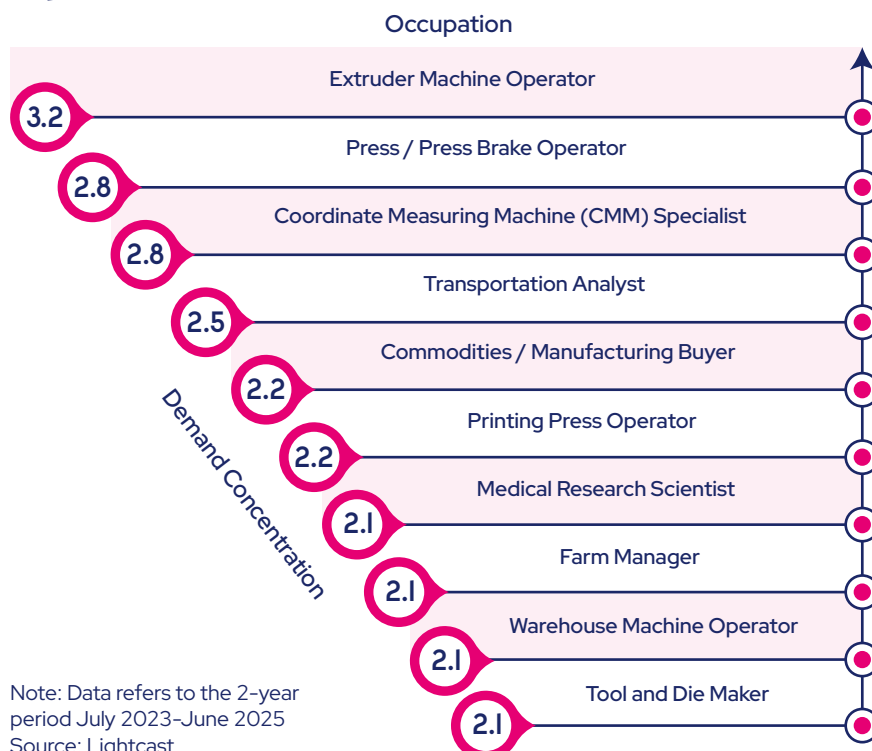
Regional Spotlight:

East Midlands

Top Service leaver skills requested by employers



Top IO Service leaver occupations by demand concentration



Top UK Industrial Strategy sectors by employment concentration

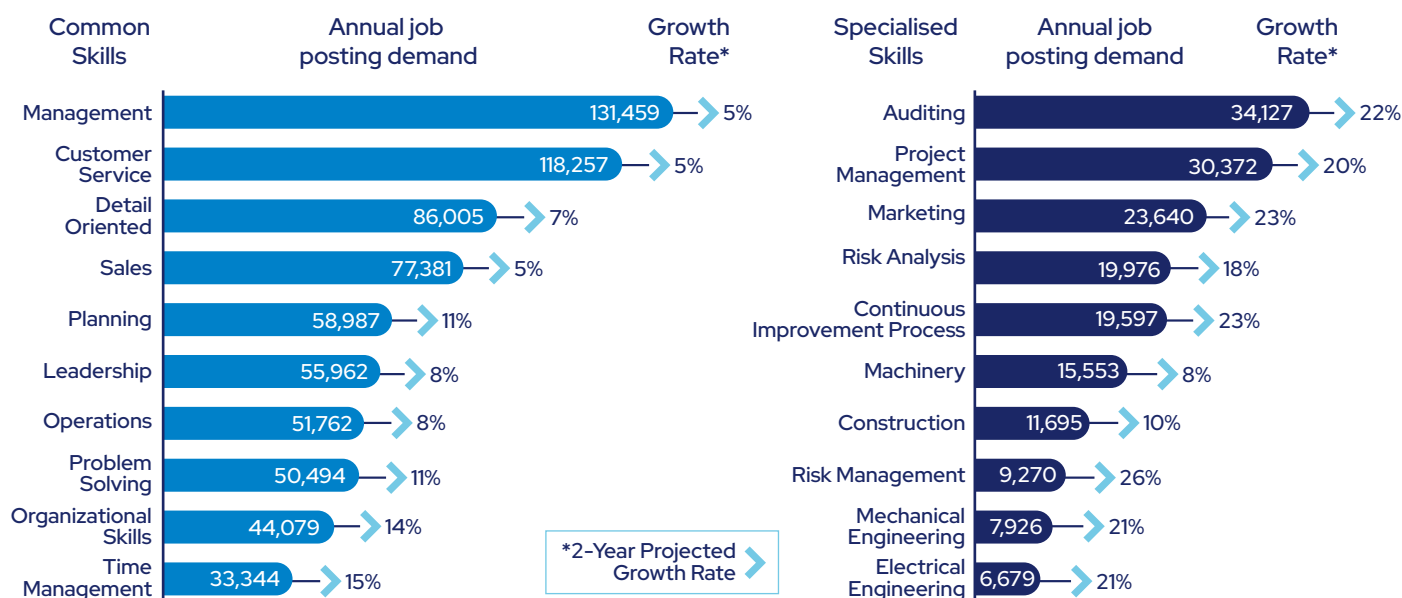
O1.
Energy-Related industries

O2.
Advanced Manufacturing

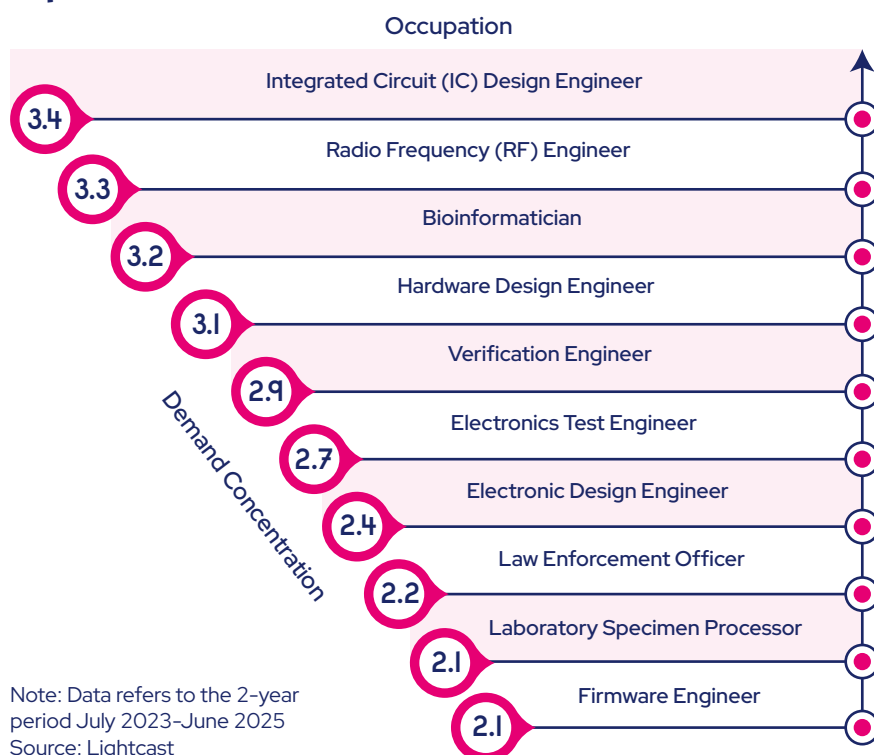
Regional Spotlight:

East of England

● Top Service leaver skills requested by employers



● Top IO Service leaver occupations by demand concentration



Note: Data refers to the 2-year period July 2023–June 2025
Source: Lightcast

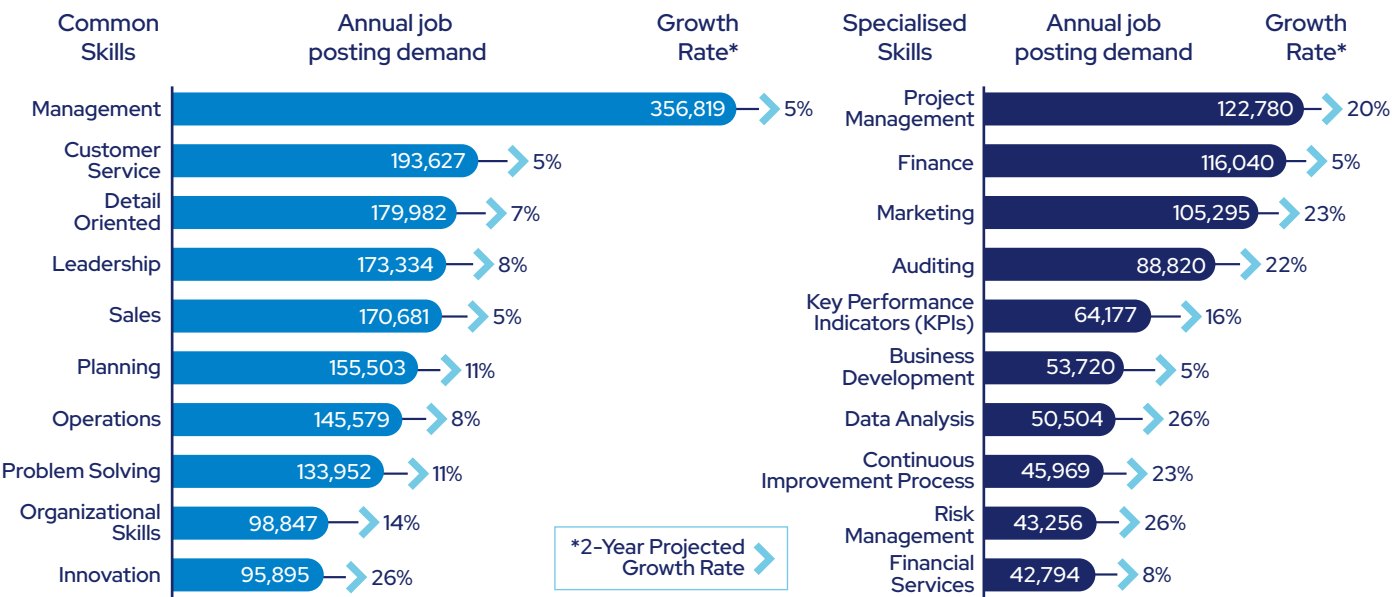
● Top UK Industrial Strategy sectors by employment concentration



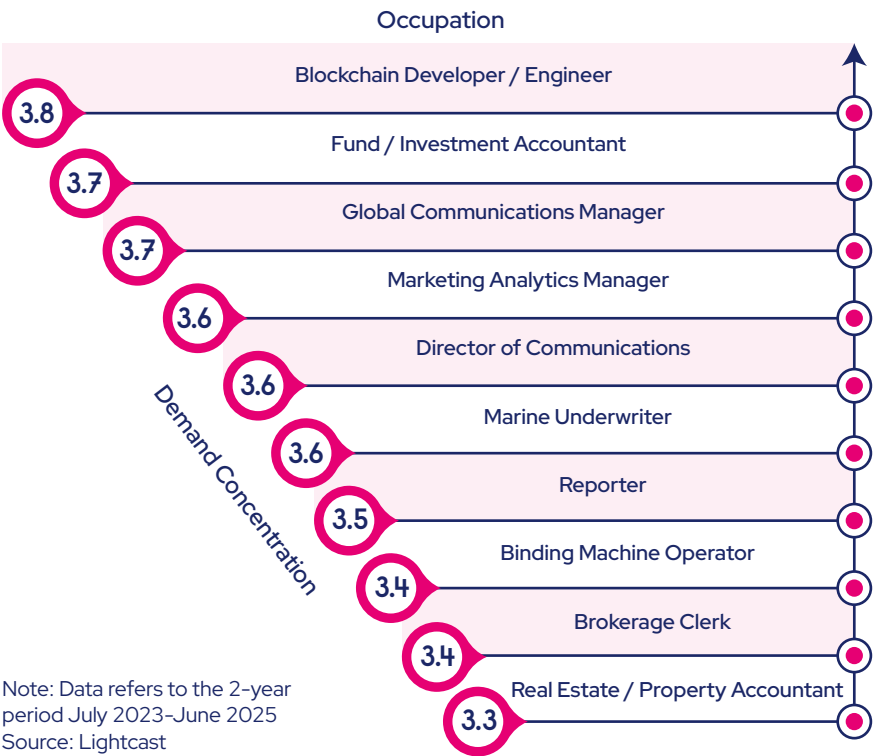
Regional Spotlight:

London

● Top Service leaver skills requested by employers



● Top IO Service leaver occupations by demand concentration



Note: Data refers to the 2-year period July 2023-June 2025
Source: Lightcast

● Top UK Industrial Strategy sectors by employment concentration

01.
Financial Services

02.
Creative Industries

03.
Digital and Technologies

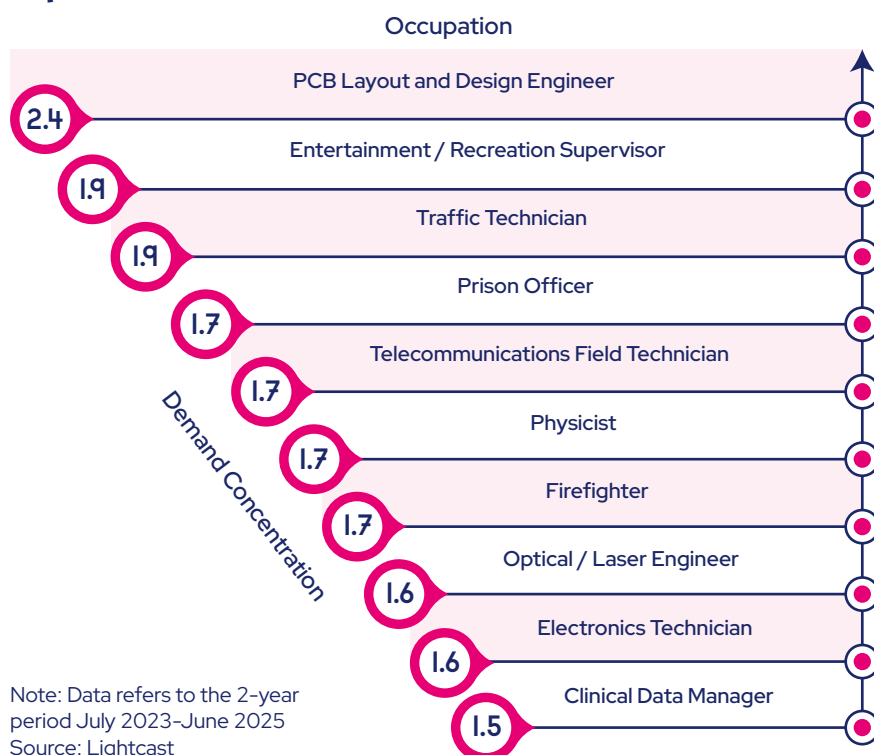
Regional Spotlight:

South East

● Top Service leaver skills requested by employers



● Top IO Service leaver occupations by demand concentration



Note: Data refers to the 2-year period July 2023–June 2025
Source: Lightcast

● Top UK Industrial Strategy sectors by employment concentration

01.
Defence

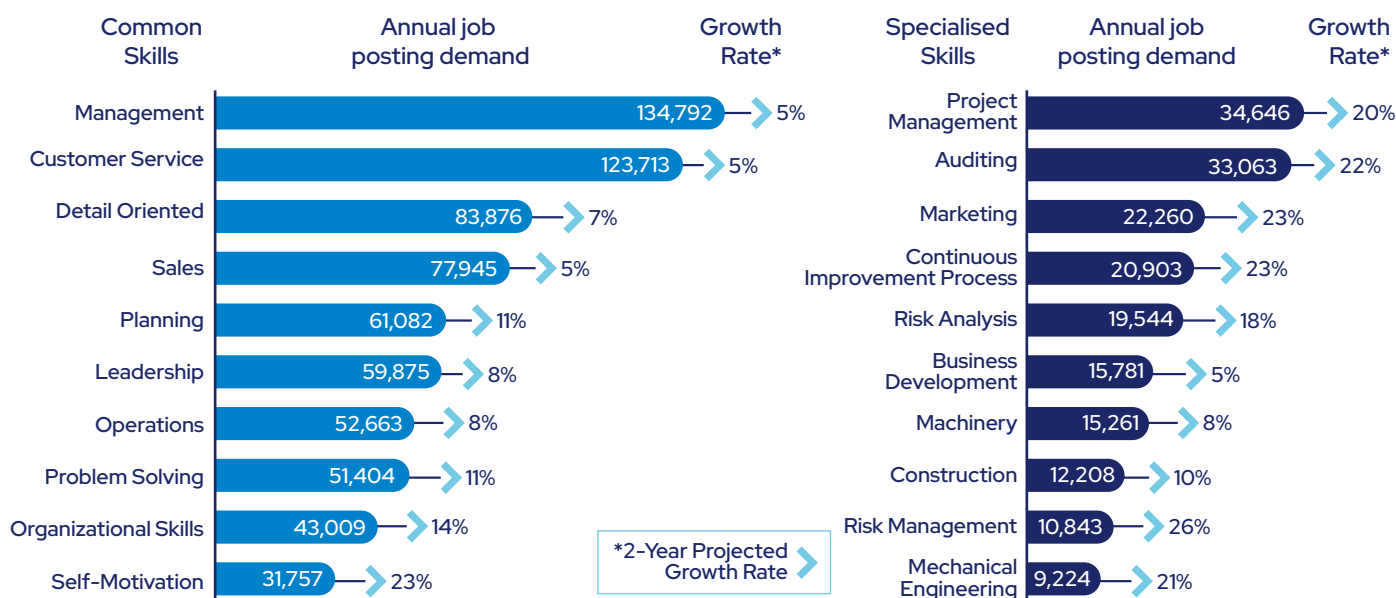
02.
Life Sciences

03.
Digital and Technologies

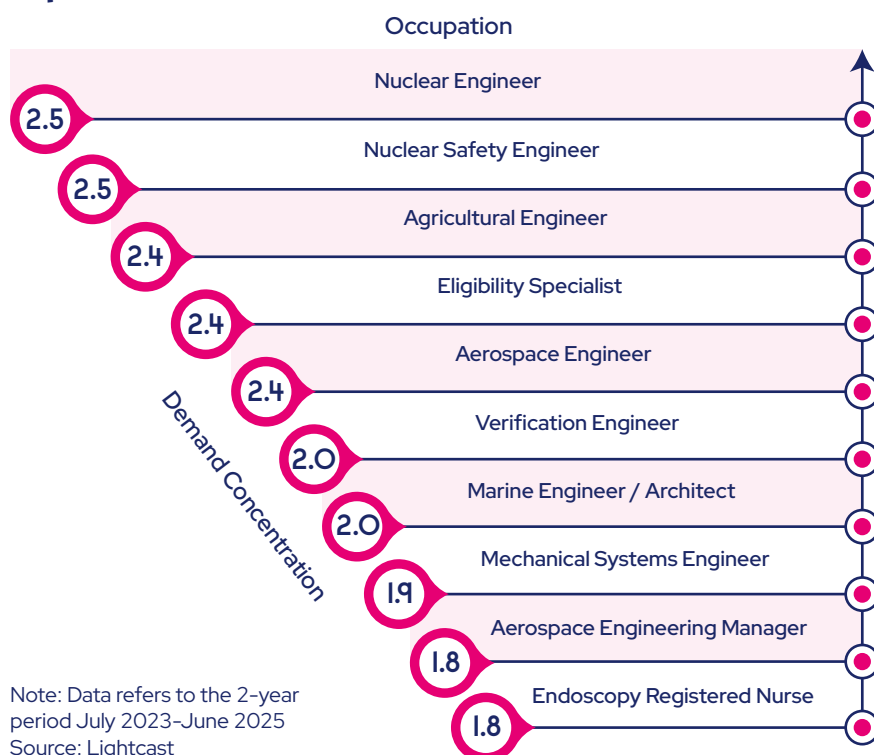
Regional Spotlight:

South West

Top Service leaver skills requested by employers



Top IO Service leaver occupations by demand concentration



Top UK Industrial Strategy sectors by employment concentration

01.
Defence

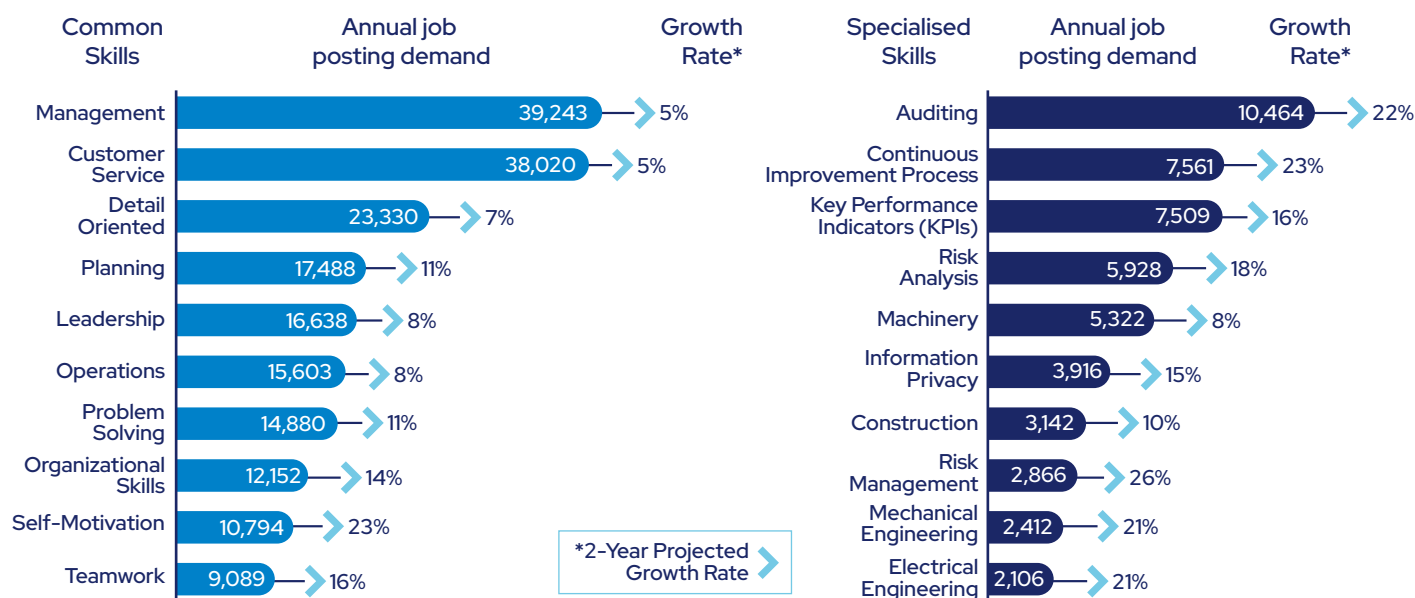
02.
Advanced
Manufacturing

03.
Energy Related

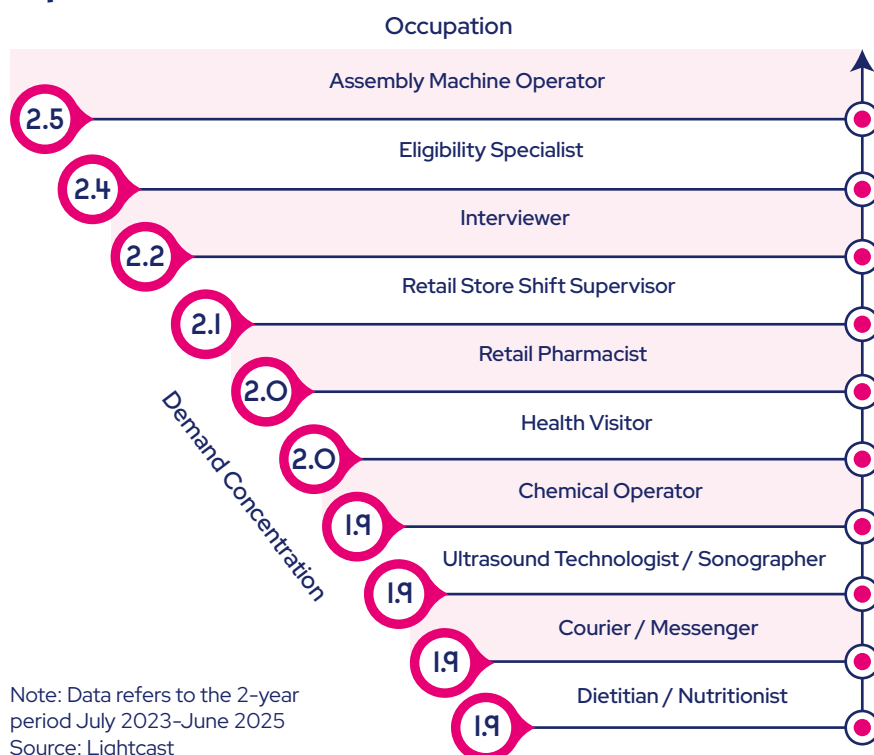
Regional Spotlight:

Wales

● Top Service leaver skills requested by employers



● Top IO Service leaver occupations by demand concentration



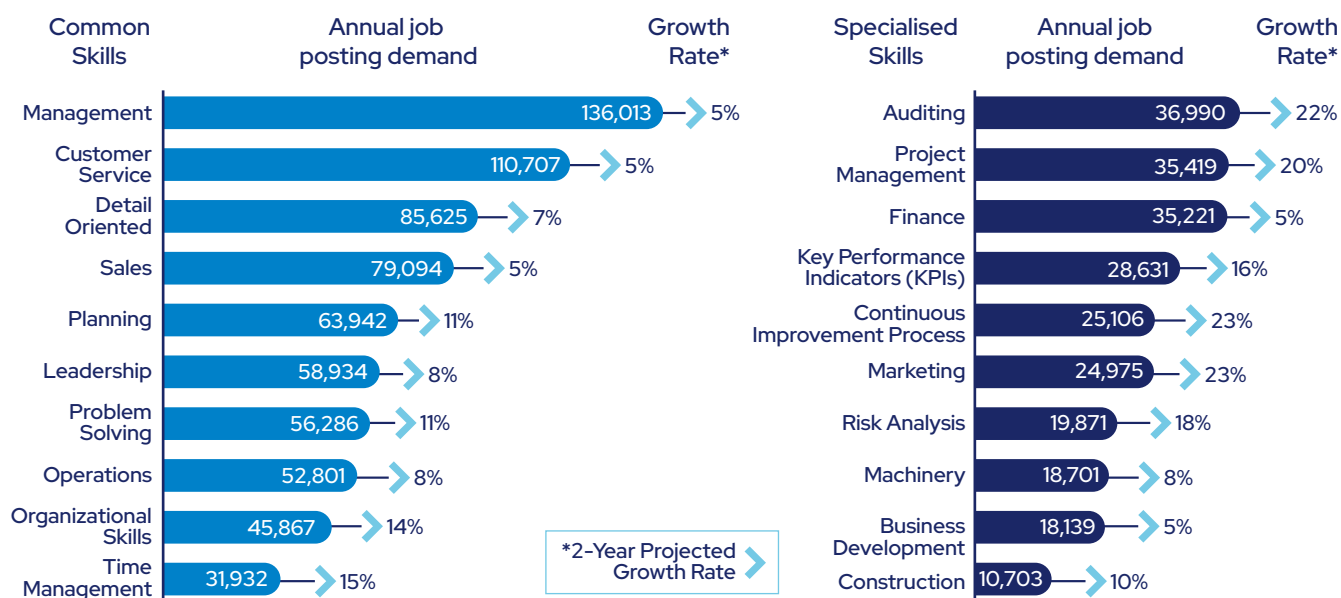
● Top UK Industrial Strategy sectors by employment concentration

01. Advanced Manufacturing
02. Life Sciences
03. Foundational industries and inputs

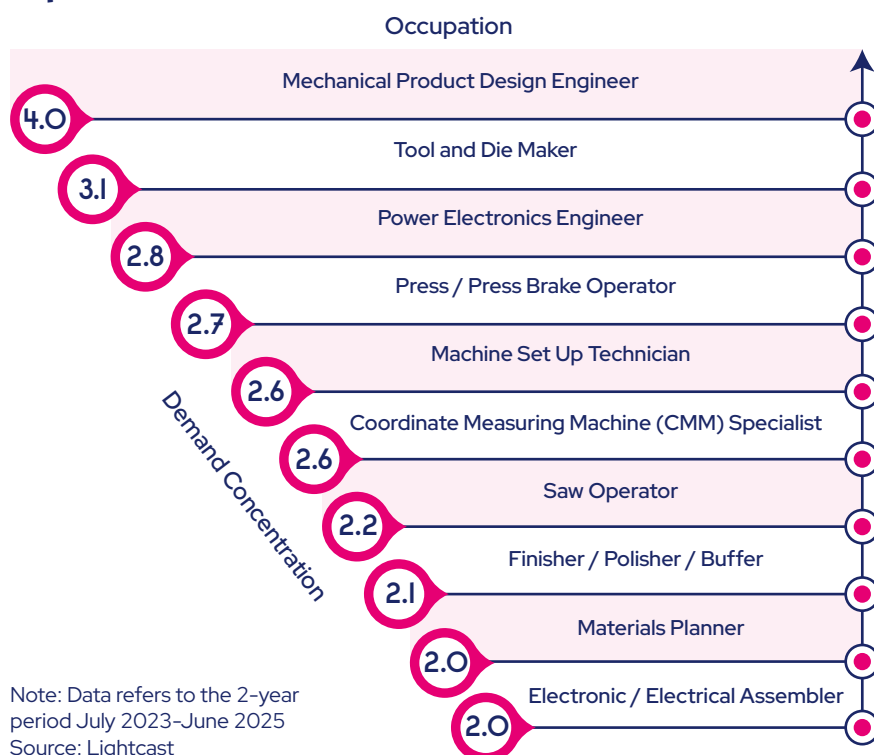
Regional Spotlight:

West Midlands

● Top Service leaver skills requested by employers



● Top IO Service leaver occupations by demand concentration



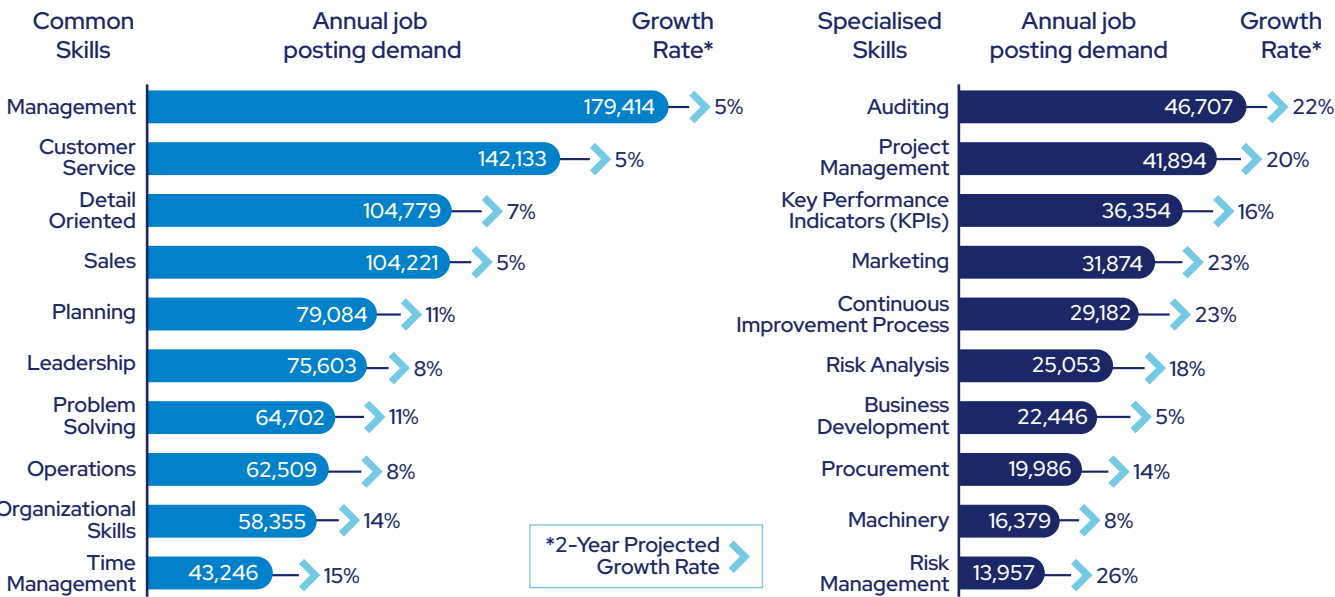
● Top UK Industrial Strategy sectors by employment concentration



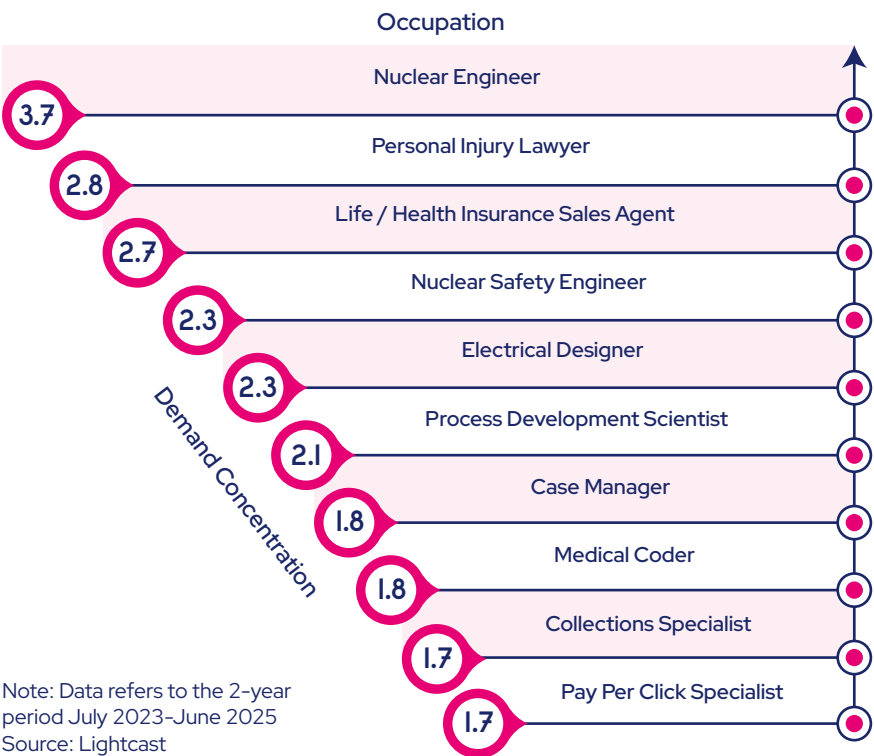
Regional Spotlight:

North West

Top Service leaver skills requested by employers



Top IO Service leaver occupations by demand concentration



Note: Data refers to the 2-year period July 2023–June 2025
Source: Lightcast

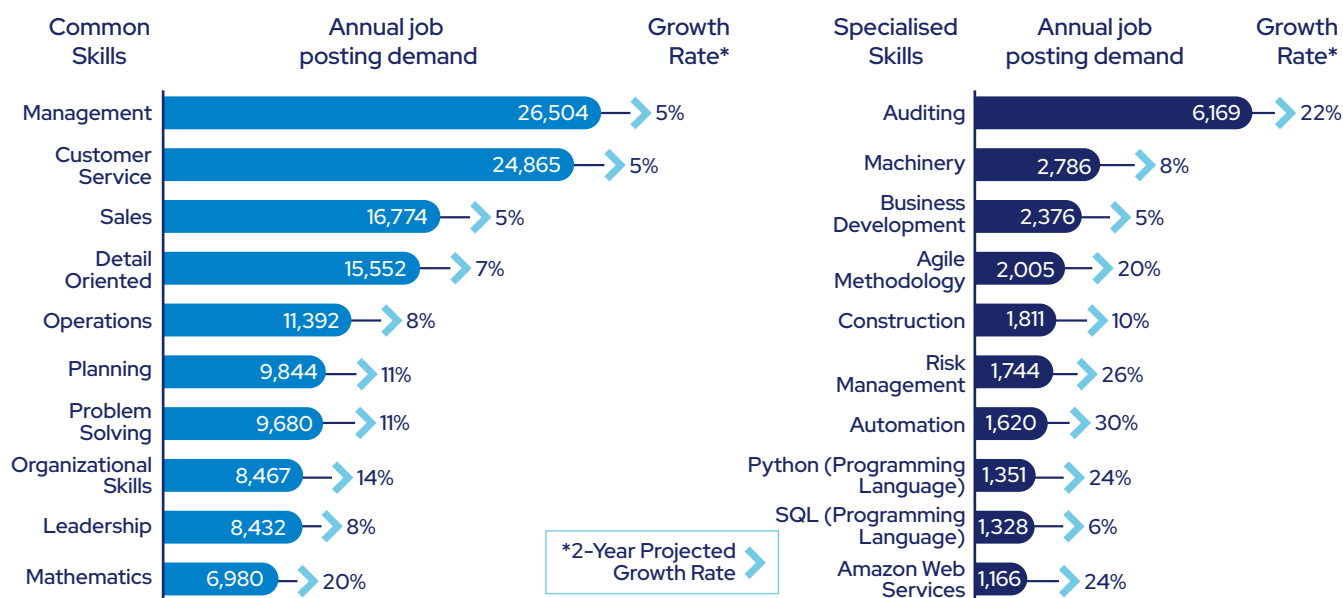
Top UK Industrial Strategy sectors by employment concentration

01. Advanced Manufacturing
02. Professional and Business Services

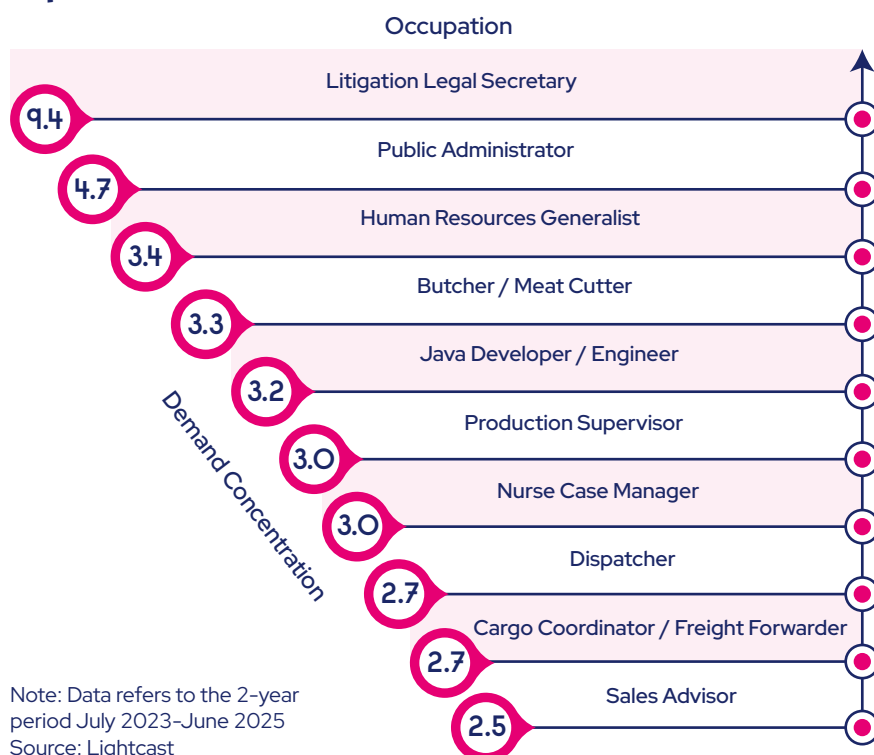
Regional Spotlight:

Northern Ireland

● Top Service leaver skills requested by employers



● Top IO Service leaver occupations by demand concentration



● Top UK Industrial Strategy sectors by employment concentration

01.
Advanced
Manufacturing

02.
Life
Sciences

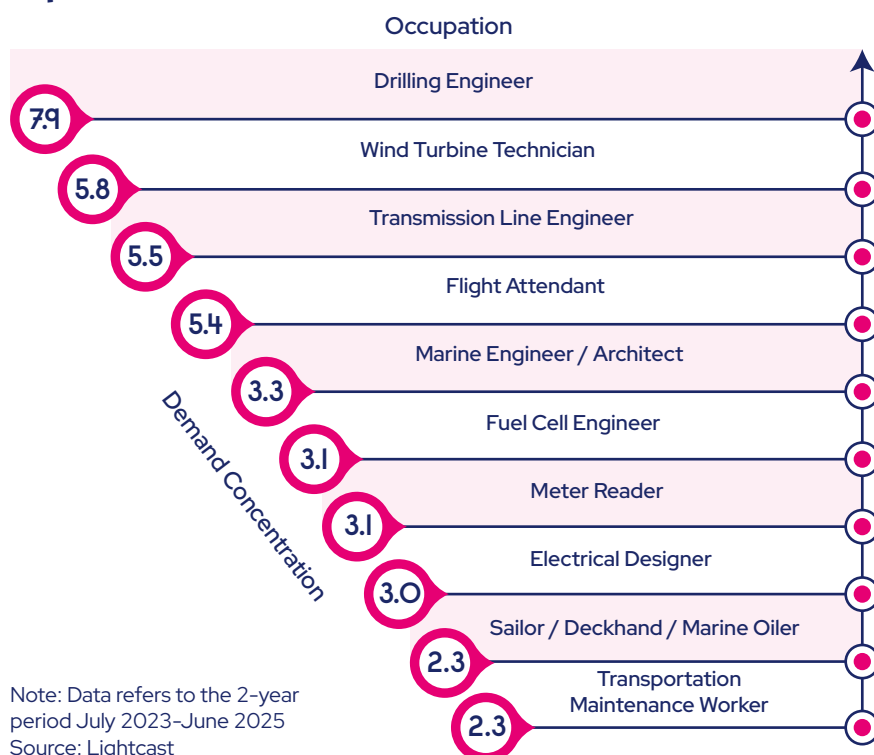
Regional Spotlight:

Scotland

Top Service leaver skills requested by employers



Top IO Service leaver occupations by demand concentration



Top UK Industrial Strategy sectors by employment concentration

01. Energy Related industries
02. Foundational industries and inputs
03. Life Sciences

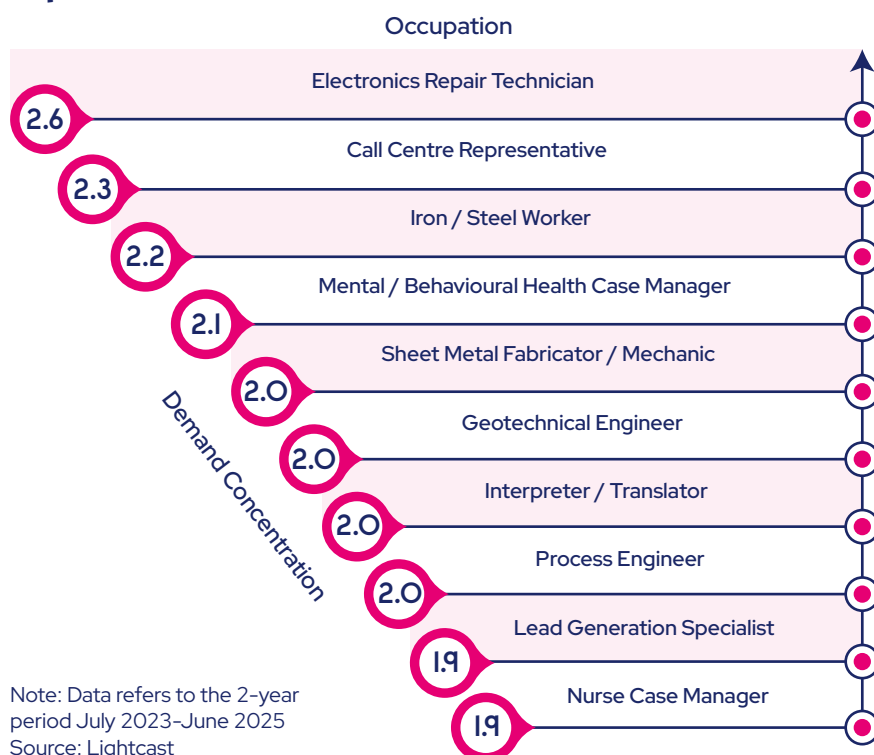
Regional Spotlight:

North East

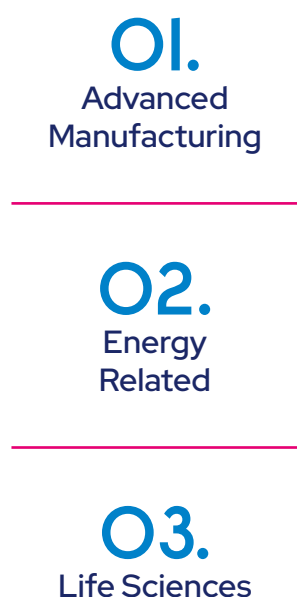
● Top Service leaver skills requested by employers



● Top IO Service leaver occupations by demand concentration



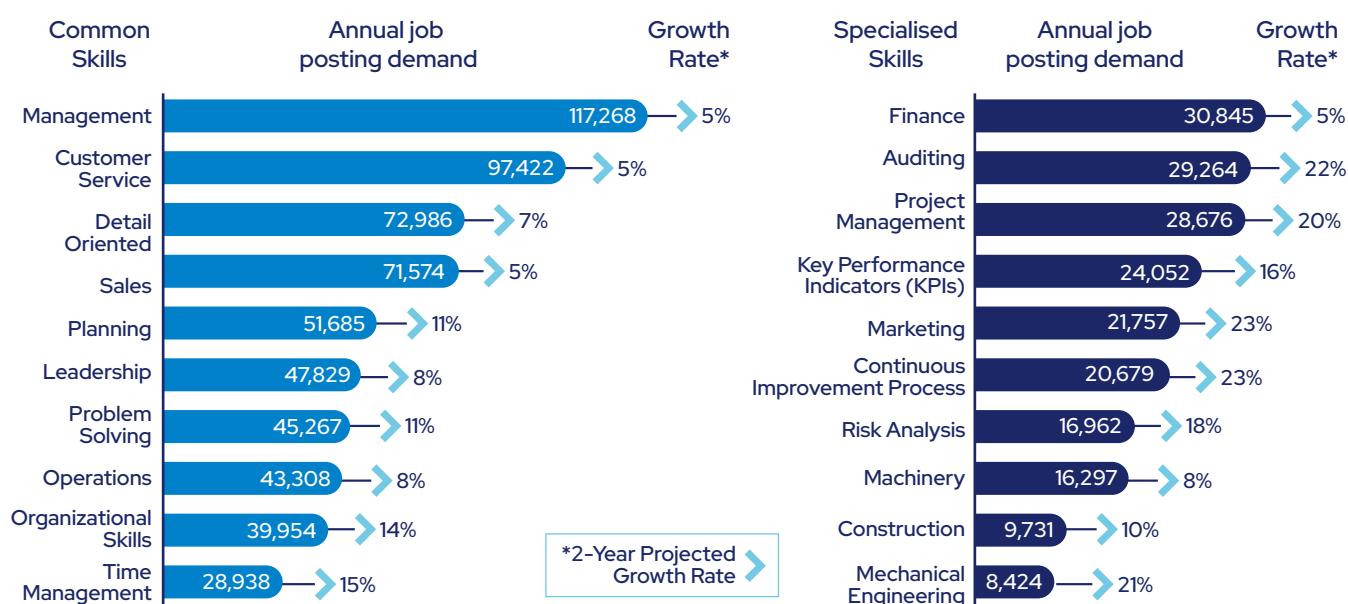
● Top UK Industrial Strategy sectors by employment concentration



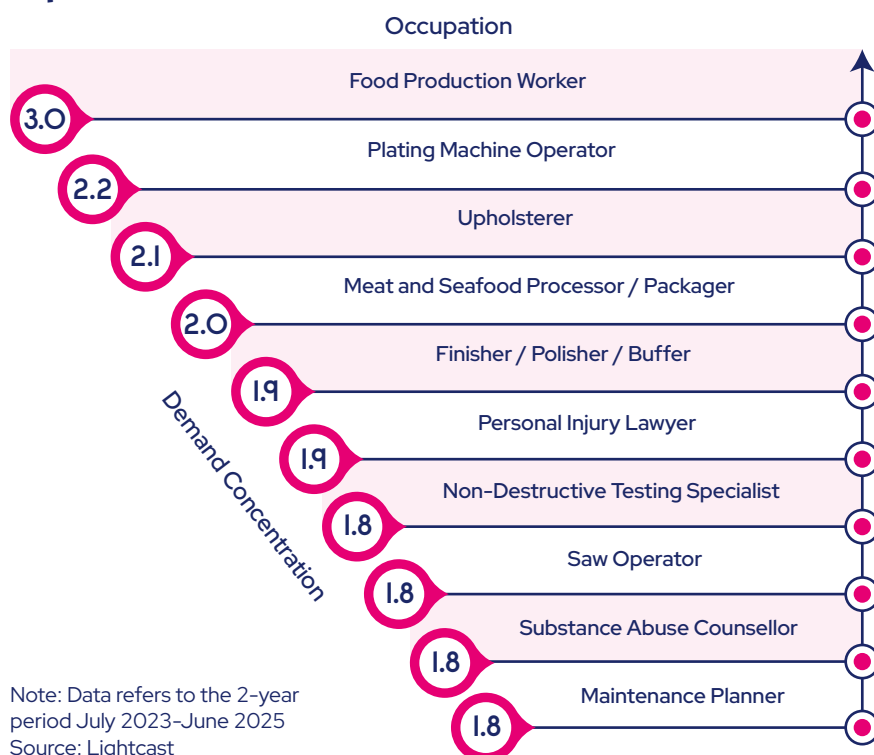
Regional Spotlight:

Yorkshire and The Humber

● Top Service leaver skills requested by employers



● Top IO Service leaver occupations by demand concentration



Note: Data refers to the 2-year period July 2023–June 2025
Source: Lightcast

● Top UK Industrial Strategy sectors by employment concentration

01. Foundational Industries and Inputs
02. Advanced Manufacturing

Appendix C:

Additional labour market context

Chart 1. Persistent vacancies point to hard-to-fill jobs where employers struggle to find qualified candidates

Vacancies per 100 employee jobs, United Kingdom, 2025

Note: 2025 data through Q2 Source: Office for National Statistics (ONS)

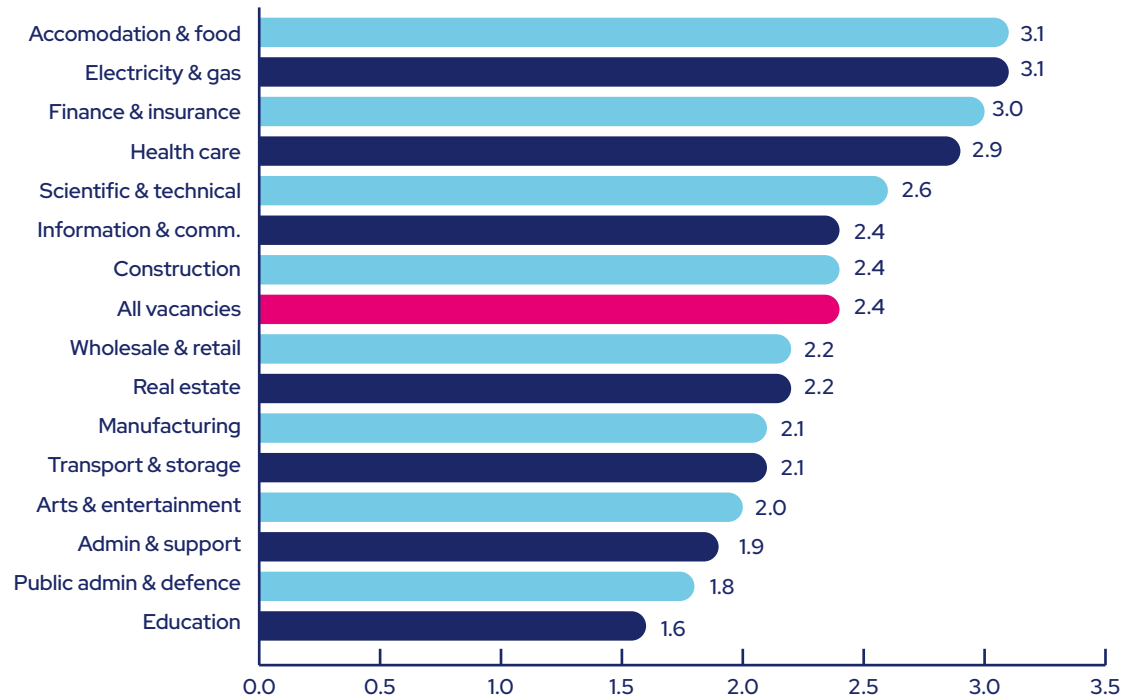
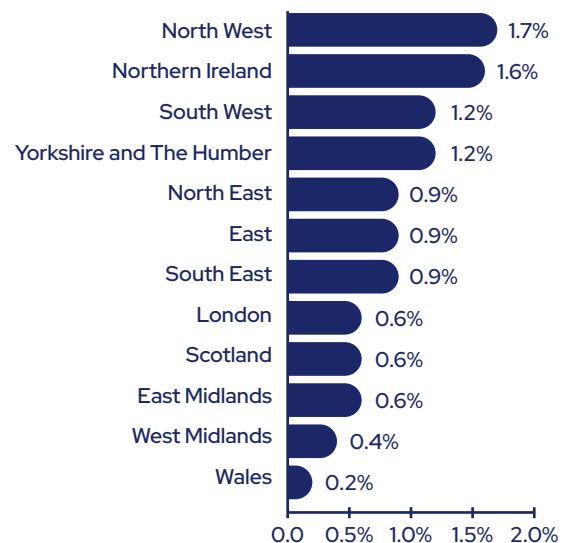


Chart 2. Differences in employment and growth rates mean some areas face greater hiring needs, creating concentrated opportunities for service leavers

Employment rates, ages 16-64, 2025

Average annual GDP growth rate, 2018-2023



Note: Employment rates are expressed as a percentage of the total population aged 16-64; 2025 data through Q2. Source: Office for National Statistics (ONS)

Chart 3. Not all regions contribute equally to national labour demand
Share of total UK job posting demand, 2023-2025

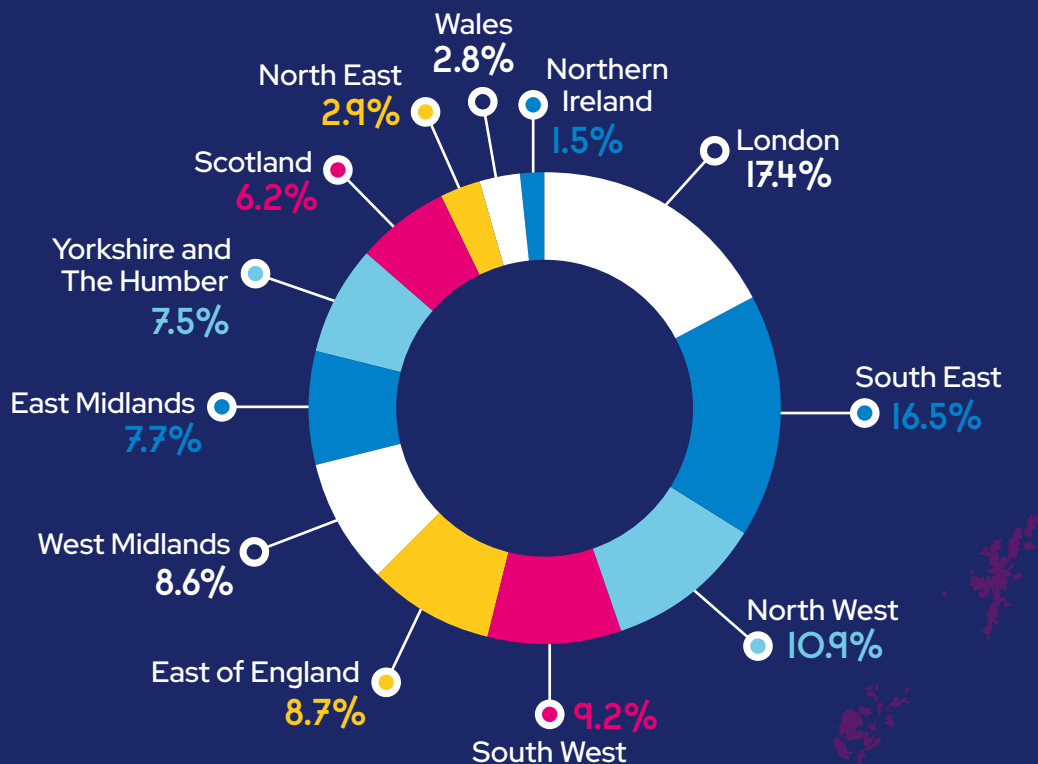


Chart 4. Labour market tightness varies significantly by region
Relative Labour Supply-to-Demand Index



Note: An index of 100 signifies that the region (London) has relatively more labour supply than job posting demand than any other region. An index of 0 signifies that the region (East Midlands) has relatively less labour supply than demand than other regions.

Source: Lightcast



Reed in Partnership

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