



Voices of the Future: Building Tomorrow's Housing Sector

The *Voices of the Future* research, led by CIH Futures, brings together the views of more than 900 young housing professionals across the UK, mostly working in social housing. It is the largest study of its kind, providing invaluable insights on how the next generation experiences their work, sees their future, and envisions a stronger, fairer housing sector.

What we found

Young professionals are passionate about housing's social purpose and the difference their work makes. Eight in ten say helping others or making a positive impact is central to their career choice. Yet most didn't set out to work in housing - they fell into it by chance, not choice. The sector's invisibility as a career option means both housing and young people are missing out.

Once in housing, young professionals find deep meaning in their roles - but also frustration. They report inconsistent experiences of career progression, training, and management support. Pay can fail to reflect responsibility, and workload and wellbeing are at risk, with one in three regularly experiencing burnout in the past year.

While most feel trusted in their roles, some feel unheard in their organisations. Young people want leaders to listen and act on their ideas, not just invite feedback. They also want greater recognition of their contribution, clearer career pathways, and fairer reward structures.

Despite the challenges, their enthusiasm for housing shines through. Nearly seven in ten plan to build their long-term career in the sector - provided it continues to offer purpose, growth, and a culture that values their voice.



Scan the QR code to view full report and discover key findings from the research!

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What it means for the sector

The findings highlight both the strength and strain of housing's future workforce. To attract and retain talent, housing must:



Make itself visible

Actively promote housing as a career of choice.



Value young professionals' voices

Listen, act, and involve them in decision-making.



Provide consistency and fairness

In pay, progression, and wellbeing support.



Invest in good management

Ensuring line managers have the time and training to develop and empower their teams.



Foster inclusive networks

Creating more opportunities for young people to collaborate, learn, and lead.

In summary

Young professionals see housing as meaningful, impactful work, but meaning alone is not enough. The sector must turn passion into progress, ensuring every young professional feels valued, supported, and inspired to stay.

Thank you

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