1. How has your firm’s headcount changed as a result of the pandemic? (Mark all that apply) Responses: 461

- Furloughed or terminated employees: 36%
- Terminated employees: 18%
- Furloughed employees: 18%
- Recalled or added employees: 45%
- Added employees: 30%
- Recalled employees: 15%
- No change: 44%

2. By what percentage has your firm’s headcount changed in the past 12 months? Responses: 464

- Reduced headcount: 40%
- Increased headcount: 34%
- No change: 25%
3. Did you furlough employees and then recall any? (Mark all that apply) Responses: 464

- No, did not furlough any employees: 65%
- Have not tried to recall furloughed employees: 8%
- Tried to recall furloughed employees: 27%

4. Among firms that tried to recall employees; Response: 126

- All furloughed employees reported when recalled: 60%
- Some recalled employees have refused to work: 40%
- Some cited preference for unemployment benefits: 37%
- Some cited virus concerns or family responsibilities: 37%
- Some cited other reasons (or unknown): 15%

5. How would you describe your current situation in filling hourly craft or salaried positions? Responses: 464
   - Salaried: 463
   - Craft: 464

- We are having a hard time filling some or all positions: 61%
- We are having no difficulty filling any positions: 21%
- We have no openings for positions: 19%
6. How many unfilled hourly craft or salaried positions did you have on June 30, 2020? Responses: 463 Salaried; 463 Craft

7. Has your firm added or increased use of the following to provide workers in the last 6 months? (Mark all that apply) Responses: 461
8. Has your firm made changes in hiring, training or scheduling in the last 6 months? (Mark all that apply) Responses: 461

- No changes: 32%
- Added Lean construction personnel: 3%
- Increased use of learning program with a strong online/video component (e.g., held classes using Zoom and Teams): 26%
- Initiated or increased spending on training and professional development: 23%
- Raised hiring standards: 6%
- Overtime: 19%
- Augmented/mixed/virtual reality training devices: 15%
- Lowered hiring standards (e.g., education, training, employment or arrest record): 12%
- Trained personnel in Lean construction methods: 5%
- Decreased or eliminated spending on training and professional development: 4%
- Other: 2%
- Have not tried to hire: 10%
9. If your firm is having trouble filling salaried positions, please indicate all the position types you are having trouble filling (Mark all that apply): 206

- Project managers/supervisors: 79%
- Engineers: 33%
- Quality control personnel: 19%
- Safety personnel: 25%
- BIM personnel: 6%
- IT personnel: 5%
- Environmental compliance professionals: 5%
- Lean construction professionals: 2%
- Software/database personnel: 6%
- Architects: 0%
10. If your firm is having trouble filling **hourly craft** positions, please indicate all the position types you are having trouble filling (Mark all that apply). Responses: 321

- Carpenters: 27%
- Laborers: 45%
- Equipment operators-cranes, heavy equipment: 48%
- Cement masons: 14%
- Concrete workers: 25%
- Truck drivers: 36%
- Electricians: 8%
- Plumbers: 4%
- Pipefitters/welders: 7%
- Installers-drywall: 2%
- Installers-other: 4%
- Painters: 2%
- Pipelayers: 14%
- Mechanics: 17%
- Roofers: 1%
- Sheet metal workers: 3%
- Iron workers: 10%
- Millwrights: 2%
- Bricklayers: 4%
- Traffic control personnel: 6%
11. Has your firm adjusted pay and/or benefits for hourly craft or salaried personnel in the last 6 months? (Mark all that apply) Responses: 458

- Increased base pay rates: 42%
- Provided incentives/bonuses: 20%
- Increased our portion of benefit contributions and/or improved employee benefits: 10%
- Reduced base pay rates: 3%
- Reduced our portion of benefit contributions and/or scaled back employee benefits: 2%
- No change: 47%

12. What technologies (hardware or software) have you employed recently to help alleviate any labor shortages your firm has experienced? (Mark all that apply) Responses: 441

- Project Management: 16%
- Estimating: 15%
- Field Collaboration: 16%
- Site Safety: 12%
- Workforce Management: 12%
- Document / File Management (e.g., high school, college, career & technical education): 11%
- Virtual/Augmented/Mixed Reality: 5%
- Bidding: 9%
- Adopted or increased Lean construction methods: 6%
- Cost Management/ ERP: 8%
- Reality Capture: 2%
- Other: 2%
- No changes: 57%
13. What impact, if any, has the pandemic had on your firm’s projects? (Mark all that apply) Responses: 460

- Some projects have been halted, postponed or canceled: 95%
- Scheduled projects have been postponed or canceled: 60%
- Projects under way have been halted: 35%
- We have won additional projects or add-ons to current projects: 14%
- No impact: 11%
- Projects have taken longer than we anticipated: 45%
- Costs have been higher than we anticipated: 38%
- We have put longer completion times into our bids or contracts: 20%
- We have put higher prices into our bids or contracts: 20%
- Projects have taken less time or cost less than we anticipated: 2%
- Other: 9%

14. What impact, if any, has the pandemic had on your firm’s safety and health program or performance?  Responses: 459

- More reportable injuries and illness: 12%
- More jobsite hazards (physical and or behavioral) identified in inspection reports: 11%
- More workers compensation claims: 1%
- No change: 66%
- Fewer reportable injuries and illnesses: 7%
- Fewer jobsite hazards (physical and/or behavioral) identified in inspection reports: 1%
- Fewer workers compensation claims: 2%
15. If Congress takes further action to address the economic fallout from the coronavirus, which of these measures would be helpful to your business? (Mark all that apply) Responses: 455

- Larger federal investment in infrastructure (e.g. transportation, schools, water, etc) 75%
- Enact a “safe harbor” set of protocols to provide firms with protection from tort or employment liability for failing to prevent a covid-19 infection 55%
- Addressing federal unemployment benefits that serve as artificial barriers to returning people to work 45%
- More funding for loan programs to maintain cash flows 31%
- Multi-year surface transportation reauthorization with higher funding levels 49%
- Funding for state departments of transportation to help prevent project delays as a result of lost revenue from the pandemic 48%
- Funding for direct federal and federal-aid construction projects to compensate employers during project delays or shutdowns due to coronavirus 33%
- Enact a pandemic risk insurance/covid-19 business and employee continuity and recovery fund 23%
- Addressing the funding shortfalls for multi-employer pension plans 17%
- No additional legislation is needed 7%
- Other 3%
16. When do you expect your firm’s volume of business will return to its normal level relative to one year earlier?
Responses: 447

- Volume of business already matches or exceeds year-ago level: 32%
- 1-6 months: 8%
- More than 6 months (or never): 39%
- Don’t know: 21%

17. How do you expect your firm’s headcount to change in the next 12 months? (Mark all that apply). Responses: 463

- Expect to furlough and or terminate employees: 30%
- Expect to terminate employees to reduce headcount: 16%
- Expect to furlough employees temporarily: 14%
- Expect to recall and or add employees: 44%
- Expect to add new employees: 39%
- Expect to recall employees: 5%
- No net change: 32%
18. How many total employees did your firm employ at all of its locations as of June 30, 2020? Responses: 465

- 1-49: 28%
- 50-249: 43%
- 250-499: 12%
- 500 or more: 17%

19. Estimate the total dollar amount of work your firm performed during the past 12 months. Responses: 465

- $10 million or less: 26%
- $10.1 million-$50 million: 31%
- $50.1 million-$500 million: 34%
- Over $500 million: 9%
20. Please indicate which of the following types of construction projects your firm performs (Mark all that apply)
Responses: 465

![Bar chart showing the percentage of firms performing various types of construction projects.]

- Building construction: 63%
- Highway and transportation: 68%
- Utility infrastructure: 59%
- Federal and heavy: 100%
- Other: 6%

21. When you self-perform construction work, do you operate as a union contractor or an open-shop contractor?
Responses: 452

![Bar chart showing the distribution of self-performing contractors by type of operation.]

- We always operate as a union contractor: 30%
- We primarily operate as a union contractor but not always: 13%
- We primarily operate as an open-shop contractor but not always: 7%
- We always operate as an open-shop contractor: 42%
- We do not self-perform or directly hire craft personnel: 7%