1. Please indicate which of the following types of construction projects your firm performs (mark all that apply)?

- Federal (e.g. VA, GSA, USACE, NAVFAC) 55%
- Highway 35%
- K-12 School 25%
- Multifamily residential 25%
- Other transportation (e.g. transit, airport) 25%
- Private office 25%
- Retail, warehouse, lodging 25%
- Hospital 20%
- Public building 20%
- Water/Sewer 20%
- Higher education 15%
- Power 15%
- Manufacturing 10%
2. What types of employees does your firm employ (mark all that apply)?

<table>
<thead>
<tr>
<th>Employee Type</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project managers/supervisors</td>
<td>50%</td>
</tr>
<tr>
<td>Laborers</td>
<td>50%</td>
</tr>
<tr>
<td>Engineers</td>
<td>30%</td>
</tr>
<tr>
<td>IT personnel</td>
<td>30%</td>
</tr>
<tr>
<td>Quality control personnel</td>
<td>30%</td>
</tr>
<tr>
<td>Carpenters</td>
<td>30%</td>
</tr>
<tr>
<td>Superintendent</td>
<td>30%</td>
</tr>
<tr>
<td>Traffic control personnel</td>
<td>30%</td>
</tr>
<tr>
<td>HR/Training personnel</td>
<td>25%</td>
</tr>
<tr>
<td>Safety personnel</td>
<td>25%</td>
</tr>
<tr>
<td>Equipment operators-cranes, heavy...</td>
<td>25%</td>
</tr>
<tr>
<td>Mechanics</td>
<td>25%</td>
</tr>
<tr>
<td>Truck drivers</td>
<td>25%</td>
</tr>
<tr>
<td>Regional/divisional managers</td>
<td>20%</td>
</tr>
<tr>
<td>Tax/accounting/finance personnel</td>
<td>20%</td>
</tr>
<tr>
<td>Pipefitters/welders</td>
<td>20%</td>
</tr>
<tr>
<td>Business development/sales personnel</td>
<td>15%</td>
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<tr>
<td>Concrete workers</td>
<td>15%</td>
</tr>
<tr>
<td>Installers-other</td>
<td>15%</td>
</tr>
<tr>
<td>Pipelayers</td>
<td>15%</td>
</tr>
<tr>
<td>Plumbers</td>
<td>15%</td>
</tr>
<tr>
<td>Cement masons</td>
<td>10%</td>
</tr>
<tr>
<td>Iron workers</td>
<td>10%</td>
</tr>
<tr>
<td>BIM personnel</td>
<td>5%</td>
</tr>
<tr>
<td>Bricklayers</td>
<td>5%</td>
</tr>
<tr>
<td>Electricians</td>
<td>5%</td>
</tr>
<tr>
<td>Installers-sheet metal</td>
<td>5%</td>
</tr>
<tr>
<td>Millwrights</td>
<td>5%</td>
</tr>
<tr>
<td>Roofers</td>
<td>5%</td>
</tr>
<tr>
<td>Estimating personnel</td>
<td>0%</td>
</tr>
<tr>
<td>Installers-drywall</td>
<td>0%</td>
</tr>
<tr>
<td>Linemen</td>
<td>0%</td>
</tr>
<tr>
<td>Painters</td>
<td>0%</td>
</tr>
</tbody>
</table>
3. In the next 12 months, do you expect your firm will hire additional or replacement:

- Yes, for expansion
  - Hourly office personnel: 17%
  - Hourly craft personnel: 13%
  - Salaried office personnel: 37%
  - Salaried field personnel: 31%

- Yes, for replacement only
  - Hourly office personnel: 17%
  - Hourly craft personnel: 0%
  - Salaried office personnel: 32%
  - Salaried field personnel: 7%

- No
  - Hourly office personnel: 16%
  - Hourly craft personnel: 56%
  - Salaried office personnel: 56%
  - Salaried field personnel: 67%

- Don’t know
  - Hourly office personnel: 11%
  - Hourly craft personnel: 16%
  - Salaried office personnel: 13%
  - Salaried field personnel: 13%

4. How would you describe your current recruitment challenges?

- We are having a hard time filling some salaried office positions: 20%
- We are having a hard time filling some salaried field positions: 15%
- We are having a hard time filling some hourly office positions: 15%
- We are having a hard time filling some hourly craft positions: 55%
- We are having no trouble filling any positions: 5%
- We do not have any openings to fill: 25%
- Don’t know: 5%

5. If your firm is having trouble filling salaried positions, please indicate the position types you are having trouble filling:

- No trouble filling: 28%

6. If your firm is having trouble filling craft professional positions, please indicate the position types you are having trouble filling:

- Laborers: 70%

- No trouble filling: 5%
7. Do you expect any changes in the availability of hourly craft or salaried personnel over the coming 12 months?

8. How would you rate the adequacy of the local pipeline for supplying well-trained craft personnel?

9. Is your firm losing hourly craft or salaried personnel to other employers (mark all that apply)?
10. Has your firm increased pay and/or benefits for hourly craft or salaried personnel in the last year because of difficulty in filling positions (mark all that apply)?

- Yes, our firm increased base pay rates
  - Hourly craft: 42%
  - Salaried: 25%
- Yes, our firm provided incentives/bonuses
  - Hourly craft: 21%
  - Salaried: 19%
- Yes, our firm increased our portion of benefit contributions and/or improved employee benefits
  - Hourly craft: 0%
  - Salaried: 13%
- No, but we are considering increases in pay and/or benefits in the near future
  - Hourly craft: 0%
  - Salaried: 0%
- No, and we are not considering increases in pay and/or benefits
  - Hourly craft: 21%
  - Salaried: 19%
- Don't know
  - Hourly craft: 19%
  - Salaried: 13%
- We do not employ or recruit
  - Hourly craft: 0%
  - Salaried: 0%

11. Have you increased your use of any of the following during the past year because of difficulty in filling positions (mark all that apply)?

- In-house training: 40%
- Interns: 30%
- Overtime hours: 30%
- Engage with career-building program (e.g. highschool, college, career & technical education): 20%
- Labor-saving equipment, tools, machinery (e.g.) drones, robots, GPS or laser-guided machinery: 20%
- Labor suppliers (craft): 20%
- Subcontractors: 20%
- Staffing firms and professional employer organizations (noncraft): 15%
- Lean Construction: 10%
- Unions: 10%
- Offsite prefabrication: 5%
- Executive search firms: 0%
- Virtual construction methods (e.g. BIM): 0%
12. If your firm is experiencing staffing challenges, how would you describe the impact on your company’s safety and health program or performance?

- Increased number of reportable injuries and illnesses: 5%
- Increased number of jobsite hazards (physical and/or behavioral) identified in inspection reports: 5%
- Increased number of workers compensation claims: 0%
- No change: 95%
- Decreased number of reportable injuries and illnesses: 0%
- Decreased number of jobsite hazards (physical and/or behavioral) identified in inspection reports: 0%
- Decreased number of workers compensation claims: 0%

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

- We always operate as a union contractor: 15%
- We primarily operate as a union contractor but not always: 5%
- We primarily operate as an open-shop contractor but not always: 5%
- We always operate as an open-shop contractor: 45%
- We do not self-perform or directly hire craft personnel: 30%

14. Would/ do you encourage your children to pursue careers in construction?

- Yes: 50%
- No: 35%
- N/A: 10%

15. How many total employees does your firm employ at all of its locations?

- 1,000 or more: 0%
- 500-999: 5%
- 250-499: 10%
- 50-249: 20%
- 1-49: 65%

16. Estimate the total dollar amount of work your firm performed during the past 12 months.

- Over $500 million: 0%
- $50.1 million-$100 million: 5%
- $100.1 million-$500 million: 5%
- $30.1 million-$50 million: 10%
- $10.1 million-$30 million: 20%
- $10 million or less: 60%