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

- Highway: 70%
- Private office: 36%
- Other transportation (e.g. transit, airport): 30%
- Hospital: 27%
- Public building: 27%
- Retail, warehouse, lodging: 27%
- K-12 School: 24%
- Manufacturing: 24%
- Multifamily residential: 24%
- Higher education: 21%
- Water/Sewer: 21%
- Federal (e.g. VA, GSA, USACE, NAVFAC): 9%
- Power: 3%
2. What types of employees does your firm employ (mark all that apply)?

- Project managers/supervisors: 91%
- Estimating personnel: 85%
- Concrete workers: 82%
- Laborers: 76%
- Superintendent: 70%
- Safety personnel: 67%
- Truck drivers: 67%
- Equipment operators-cranes, heavy...: 64%
- HR/training personnel: 61%
- Tax/accounting/finance personnel: 55%
- Engineers: 42%
- IT personnel: 42%
- Carpenters: 42%
- Mechanics: 42%
- Quality control personnel: 39%
- Business development/sales personnel: 24%
- Cement masons: 21%
- Traffic control personnel: 21%
- Regional/divisional managers: 18%
- Iron workers: 15%
- Millwrights: 12%
- Pipelayers: 12%
- BIM personnel: 9%
- Pipefitters/welders: 9%
- Painters: 6%
- Bricklayers: 3%
- Installers-drywall: 3%
- Estimating personnel: 0%
- Installers-sheet metal: 0%
- Installers-other: 0%
- Linemen: 0%
- Plumbers: 0%
- Roofers: 0%
3. In the next 12 months, do you expect your firm will hire additional or replacement:

- Yes, for expansion
  - Hourly office personnel: 12%
  - Hourly craft personnel: 27%
  - Salaried office personnel: 30%
  - Salaried field personnel: 27%

- Yes, for replacement only
  - Hourly office personnel: 19%
  - Hourly craft personnel: 36%
  - Salaried office personnel: 33%
  - Salaried field personnel: 42%

- No
  - Hourly office personnel: 13%
  - Hourly craft personnel: 36%
  - Salaried office personnel: 33%
  - Salaried field personnel: 42%

- Don’t know
  - Hourly office personnel: 6%
  - Hourly craft personnel: 9%
  - Salaried office personnel: 9%

4. How would you describe your current recruitment challenges?

- We are having a hard time filling some salaried office positions: 30%
- We are having a hard time filling some salaried field positions: 36%
- We are having a hard time filling some hourly office positions: 6%
- We are having a hard time filling some hourly craft positions: 79%
- We are having no trouble filling any positions: 3%
- We do not have any openings to fill: 6%
- Don’t know: 3%

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

- Project managers/supervisors: 50%
- Estimating personnel: 29%
- No trouble filling: 34%
6. If your firm is having trouble filling craft professional positions, please indicate the position types you are having trouble filling:

- Laborers: 96%
- Truck drivers: 82%
- Carpenters: 71%
- Concrete workers: 67%
- Mechanics: 64%
- Equipment operators-cranes, heavy equipment: 52%
- Superintendent: 22%
- No trouble filling: 0%

7. Do you expect any changes in the availability of hourly craft or salaried personnel over the coming 12 months?

- It will continue to be hard to hire: 63%
- It will become harder to hire: 28%
- It will continue to be easy to hire: 6%
- It will become easier to hire: 3%
- Don’t know: 22%

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

- Poor: 52%
- Fair: 27%
- Good: 6%
- Excellent: 0%
- Don’t know: 15%
9. Is your firm losing hourly craft or salaried personnel to other employers (mark all that apply)?

- Yes, to other construction firms in our area: 20% Hourly craft, 24% Salaried
- Yes, to other construction firms outside of our area: 10% Hourly craft, 10% Salaried
- Yes, to other industries in our area: 10% Hourly craft, 6% Salaried
- Yes, to other industries outside of our area: 7% Hourly craft, 6% Salaried
- No: 18% Hourly craft, 17% Salaried
- Don't know: 9% Hourly craft, 17% Salaried

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: 27% Hourly craft, 35% Salaried
- Yes, our firm provided incentives/bonuses: 35% Hourly craft, 36% Salaried
- Yes, our firm increased our portion of benefit contributions and/or improved employee benefits: 23% Hourly craft, 36% Salaried
- No, but we are considering increases in pay and/or benefits in the near future: 9% Hourly craft, 6% Salaried
- No, and we are not considering increases in pay and/or benefits: 3% Hourly craft, 6% Salaried
- Don't know: 3% Hourly craft, 10% Salaried
- We do not employ or recruit: 0% Hourly craft, 3% Salaried
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)?

<table>
<thead>
<tr>
<th>Option</th>
<th>Increase (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Engage with career-building program (e.g. highschool, college, career &amp; technical education)</td>
<td>61%</td>
</tr>
<tr>
<td>In-house training</td>
<td>48%</td>
</tr>
<tr>
<td>Overtime hours</td>
<td>45%</td>
</tr>
<tr>
<td>Subcontractors</td>
<td>36%</td>
</tr>
<tr>
<td>Interns</td>
<td>33%</td>
</tr>
<tr>
<td>Labor-saving equipment, tools, machinery (e.g.) drones, robots, GPS or laser-guided machinery</td>
<td>30%</td>
</tr>
<tr>
<td>Executive search firms</td>
<td>27%</td>
</tr>
<tr>
<td>Labor suppliers (craft)</td>
<td>27%</td>
</tr>
<tr>
<td>Staffing firms and professional employer organizations (noncraft)</td>
<td>21%</td>
</tr>
<tr>
<td>Lean Construction</td>
<td>12%</td>
</tr>
<tr>
<td>Unions</td>
<td>12%</td>
</tr>
<tr>
<td>Offsite prefabrication</td>
<td>9%</td>
</tr>
<tr>
<td>Virtual construction methods (e.g. BIM)</td>
<td>6%</td>
</tr>
</tbody>
</table>

12. If your firm is experiencing staffing challenges, how would you describe the impact on your company’s safety and health program or performance?

<table>
<thead>
<tr>
<th>Option</th>
<th>Impact (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increased number of reportable injuries and illnesses</td>
<td>9%</td>
</tr>
<tr>
<td>Increased number of jobsite hazards (physical and/or behavioral) identified in inspection reports</td>
<td>6%</td>
</tr>
<tr>
<td>Increased number of workers compensation claims</td>
<td>3%</td>
</tr>
<tr>
<td>No change</td>
<td>85%</td>
</tr>
<tr>
<td>Decreased number of reportable injuries and illnesses</td>
<td>3%</td>
</tr>
<tr>
<td>Decreased number of jobsite hazards (physical and/or behavioral) identified in inspection reports</td>
<td>0%</td>
</tr>
<tr>
<td>Decreased number of workers compensation claims</td>
<td>0%</td>
</tr>
</tbody>
</table>
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: 9%
- We primarily operate as a union contractor but not always: 12%
- We primarily operate as an open-shop contractor but not always: 0%
- We always operate as an open-shop contractor: 79%
- We do not self-perform or directly hire craft personnel: 0%

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

- Yes: 70%
- No: 27%
- N/A: 3%

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

- 250-499: 6%
- 1,000 or more: 9%
- 500-999: 15%
- 1-49: 24%
- 50-249: 45%

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

- Over $500 million: 9%
- $100.1 million-$500 million: 12%
- $10 million or less: 15%
- $30.1 million-$50 million: 15%
- $10.1 million-$30 million: 21%
- $50.1 million-$100 million: 27%