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

- Private office: 58%
- Retail, warehouse, lodging: 58%
- K-12 School: 56%
- Higher education: 53%
- Hospital: 53%
- Public building: 53%
- Manufacturing: 50%
- Highway: 47%
- Multifamily residential: 36%
- Federal (e.g., VA, GSA, USACE, NAVFAC): 33%
- Water/sewer: 28%
- Other transportation (e.g., transit, airport): 25%
- Power: 14%
2. What types of employees does your firm employ (mark all that apply)?

- Laborers: 89%
- Estimating personnel: 81%
- Project managers/supervisors: 81%
- Superintendents: 81%
- Safety personnel: 72%
- Truck Drivers: 67%
- HR/training personnel: 64%
- Concrete workers: 64%
- Tax/accounting/finance personnel: 61%
- Equipment operators-cranes, heavy...: 61%
- IT personnel: 53%
- Carpenters: 53%
- Mechanics: 50%
- Business development/sales personnel: 44%
- Engineers: 44%
- Quality control personnel: 33%
- Cement masons: 31%
- Installers-drywall: 19%
- Traffic control personnel: 19%
- Iron workers: 17%
- Installers-other: 14%
- Millwrights: 14%
- Pipelayers: 14%
- Plumbers: 14%
- BIM personnel: 11%
- Roofers: 11%
- Painters: 8%
- Pipefitters/welders: 8%
- Bricklayers: 6%
- Sheet metal workers: 6%
- Electricians: 3%
3. In the next 12 months, do you expect your firm will hire additional or replacement:

<table>
<thead>
<tr>
<th>Category</th>
<th>Hourly office personnel</th>
<th>Hourly craft personnel</th>
<th>Salaried office personnel</th>
<th>Salaried field personnel</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes, for expansion</td>
<td>21%</td>
<td>31%</td>
<td>40%</td>
<td>64%</td>
</tr>
<tr>
<td>Yes, for replacement only</td>
<td>21%</td>
<td>21%</td>
<td>29%</td>
<td>38%</td>
</tr>
<tr>
<td>No</td>
<td>42%</td>
<td>35%</td>
<td>26%</td>
<td>31%</td>
</tr>
<tr>
<td>Don't know</td>
<td>0%</td>
<td>0%</td>
<td>3%</td>
<td>6%</td>
</tr>
</tbody>
</table>

4. How would you describe your current recruitment situation?

<table>
<thead>
<tr>
<th>Scenario</th>
<th>0%</th>
<th>10%</th>
<th>20%</th>
<th>30%</th>
<th>40%</th>
<th>50%</th>
<th>60%</th>
<th>70%</th>
<th>80%</th>
<th>90%</th>
<th>100%</th>
</tr>
</thead>
<tbody>
<tr>
<td>We are having a hard time filling some salaried office positions</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td>33%</td>
</tr>
<tr>
<td>We are having a hard time filling some salaried field positions</td>
<td></td>
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<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>44%</td>
</tr>
<tr>
<td>We are having a hard time filling some hourly office positions</td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>22%</td>
</tr>
<tr>
<td>We are having a hard time filling some hourly craft positions</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>83%</td>
</tr>
<tr>
<td>We are having no trouble filling any positions</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>6%</td>
</tr>
<tr>
<td>We do not have any openings to fill</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>14%</td>
</tr>
<tr>
<td>Don't know</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>0%</td>
</tr>
</tbody>
</table>
5. If your firm is having trouble filling salaried positions, please indicate the position types you are having trouble filling (responses shown for positions types employed by 10 or more respondents):

- Project managers/supervisors: 66%
- Engineers: 31%
- Estimating personnel: 31%
- No trouble filling: 29%
- IT personnel: 21%
- Quality control personnel: 17%
- Business development/sales personnel: 6%
- Safety personnel: 4%
- HR/training personnel: 0%
- Tax/accounting/finance personnel: 0%

6. If your firm is having trouble filling craft professional positions, please indicate the position types you are having trouble filling (responses shown for positions types employed by 10 or more respondents):

- Carpenters: 84%
- Concrete workers: 74%
- Cement masons: 64%
- Laborers: 59%
- Equipment operators-crane, heavy equipment: 59%
- Truck drivers: 50%
- Superintendents: 41%
- Mechanics: 33%
- 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:
  - Hourly craft: 35%
  - Salaried: 32%
- It will become harder to hire:
  - Hourly craft: 24%
  - Salaried: 32%
- No change:
  - Hourly craft: 10%
  - Salaried: 24%
- It will continue to be easy to hire:
  - Hourly craft: 0%
  - Salaried: 0%
- It will become easier to hire:
  - Hourly craft: 0%
  - Salaried: 0%
- Don’t know:
  - Hourly craft: 3%
  - Salaried: 10%
8. How would you rate the adequacy of the local pipeline for supplying well-trained craft personnel?

- Poor: 47%
- Fair: 42%
- Good: 6%
- Excellent: 6%
- Don't know: 6%

9. How would you rate the adequacy of the local pipeline for supplying craft personnel who are:

- Well trained/skilled
- Able to pass drug tests
- Able to pass background checks

10. Which, if any, of these categories of workers does your firm make special efforts to recruit and/or retain (mark all that apply)?

- Veterans: 94%
- Women: 65%
- African Americans: 59%
- Native Americans/Indigenous Groups: 53%
- Asians: 35%
- People with disabilities: 29%
- Formerly incarcerated individuals: 24%

11. What methods does your firm use to recruit these categories of workers (mark all that apply)?

- Outreach to local colleges/universities/vocational schools: 75%
- Outreach to local high schools: 57%
- Targeted job fairs: 57%
- Outreach to community/industry groups: 54%
- Internships: 46%
12. What methods does your firm use to retain these categories of workers (mark all that apply)?

- Customized learning & development programs: 50%
- Defined career progression: 43%
- Flexible work practices: 32%
- Equity and diversity policy: 29%
- Formal initiatives/Employee resource groups: 25%
- Mentorship or sponsorship programs: 21%
- Diversity & inclusion training: 18%

13. Is your firm losing hourly craft or salaried personnel to other employers (mark all that apply)?

- Yes, to other construction firms in our area:
  - Hourly craft: 43%
  - Salaried: 26%
- Yes, to other construction firms outside of our area:
  - Hourly craft: 26%
  - Salaried: 6%
- Yes, to other industries in our area:
  - Hourly craft: 26%
  - Salaried: 15%
- Yes, to other industries outside of our area:
  - Hourly craft: 14%
  - Salaried: 6%
- No:
  - Hourly craft: 29%
  - Salaried: 65%
- Don't know:
  - Hourly craft: 9%
  - Salaried: 14%

14. 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: 57%
  - Salaried: 53%
- Yes, our firm provided incentives/bonuses:
  - Hourly craft: 29%
  - Salaried: 38%
- Yes, our firm increased our portion of benefit contributions and/or improved employee benefits:
  - Hourly craft: 49%
  - Salaried: 38%
- No, but we are considering increases in pay and/or benefits in the near future:
  - Hourly craft: 11%
  - Salaried: 9%
- No, and we are not considering increases in pay and/or benefits:
  - Hourly craft: 6%
  - Salaried: 6%
- Don't know:
  - Hourly craft: 3%
  - Salaried: 6%
- We do not employ or recruit:
  - Hourly craft: 0%
  - Salaried: 9%
15. Have you increased your use of any of the following during the past year because of difficulty in filling positions (mark all that apply)?

16. If your firm is experiencing staffing challenges, how would you describe the impact on your company’s safety and health program or performance?
17. When you self-perform construction work, do you operate as a union contractor or an open-shop?

- We always operate as a union contractor: 17%
- We primarily operate as a union contractor, but not always: 3%
- We primarily operate as an open-shop contractor, but not always: 3%
- We always operate as an open-shop contractor: 75%
- We do not self-perform or directly hire craft personnel: 3%

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

- Yes: 86%
- No: 6%
- N/A: 8%

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

- 1-49: 36%
- 50-249: 53%
- 250-499: 0%
- 500-999: 11%
- 1,000 or more: 0%

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

- $10 million or less: 28%
- $10.1 million-$30 million: 14%
- $30.1 million-$50 million: 14%
- $50.1 million-$100 million: 22%
- $100.1 million-$500 million: 22%
- Over $500 million: 0%