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

- Retail, warehouse, lodging: 57%
- Private office: 52%
- Public building: 52%
- K-12 School: 48%
- Higher education: 43%
- Hospital: 43%
- Manufacturing: 43%
- Federal (e.g., VA, GSA, USACE, NAVFAC): 30%
- Multifamily residential: 26%
- Other transportation (e.g., transit, airport): 17%
- Water/sewer: 13%
- Highway: 9%
- Power: 9%
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>Laborers</td>
<td>70%</td>
</tr>
<tr>
<td>Project managers/supervisors</td>
<td>65%</td>
</tr>
<tr>
<td>Estimating personnel</td>
<td>48%</td>
</tr>
<tr>
<td>Safety personnel</td>
<td>39%</td>
</tr>
<tr>
<td>Superintendents</td>
<td>35%</td>
</tr>
<tr>
<td>Tax/accounting/finance personnel</td>
<td>30%</td>
</tr>
<tr>
<td>Carpenters</td>
<td>30%</td>
</tr>
<tr>
<td>Engineers</td>
<td>26%</td>
</tr>
<tr>
<td>Concrete workers</td>
<td>26%</td>
</tr>
<tr>
<td>Equipment operators-heavy</td>
<td>26%</td>
</tr>
<tr>
<td>Mechanics</td>
<td>26%</td>
</tr>
<tr>
<td>Pipefitters/welders</td>
<td>26%</td>
</tr>
<tr>
<td>Truck Drivers</td>
<td>22%</td>
</tr>
<tr>
<td>HR/training personnel</td>
<td>17%</td>
</tr>
<tr>
<td>Quality control personnel</td>
<td>17%</td>
</tr>
<tr>
<td>Electricians</td>
<td>17%</td>
</tr>
<tr>
<td>Sheet metal workers</td>
<td>17%</td>
</tr>
<tr>
<td>Business development/sales personnel</td>
<td>13%</td>
</tr>
<tr>
<td>IT personnel</td>
<td>13%</td>
</tr>
<tr>
<td>Installers-other</td>
<td>13%</td>
</tr>
<tr>
<td>BIM personnel</td>
<td>9%</td>
</tr>
<tr>
<td>Cement masons</td>
<td>9%</td>
</tr>
<tr>
<td>Iron workers</td>
<td>9%</td>
</tr>
<tr>
<td>Painters</td>
<td>9%</td>
</tr>
<tr>
<td>Plumbers</td>
<td>9%</td>
</tr>
<tr>
<td>Installers-drywall</td>
<td>4%</td>
</tr>
<tr>
<td>Pipelayers</td>
<td>4%</td>
</tr>
<tr>
<td>Roofers</td>
<td>4%</td>
</tr>
<tr>
<td>Traffic control personnel</td>
<td>4%</td>
</tr>
<tr>
<td>Bricklayers</td>
<td>0%</td>
</tr>
<tr>
<td>Millwrights</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: 22%
  - Hourly craft personnel: 32%
  - Salaried office personnel: 35%
  - Salaried field personnel: 74%

- **Yes, for replacement only**
  - Hourly office personnel: 17%
  - Hourly craft personnel: 13%
  - Salaried office personnel: 26%
  - Salaried field personnel: 25%

- **No**
  - Hourly office personnel: 33%
  - Hourly craft personnel: 37%
  - Salaried office personnel: 35%
  - Salaried field personnel: 9%

- **Don’t know**
  - Hourly office personnel: 4%
  - Hourly craft personnel: 5%
  - Salaried office personnel: 12%
  - Salaried field personnel: 10%

4. How would you describe your current recruitment situation?

- We are having a hard time filling some salaried office positions: 35%
- We are having a hard time filling some salaried field positions: 30%
- We are having a hard time filling some hourly office positions: 4%
- We are having a hard time filling some hourly craft positions: 70%
- We are having no trouble filling any positions: 9%
- We do not have any openings to fill: 13%
- Don’t know: 0%

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):

- Estimating personnel: 55%
- Project managers/supervisors: 40%
- 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 (responses shown for positions types employed by 10 or more respondents):

- Laborers: 44%
- No trouble filling: 6%
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 64%, Salaried 32%
- It will become harder to hire: Hourly 14%, Salaried 16%
- No change: Hourly 14%, Salaried 0%
- It will continue to be easy to hire: Hourly 0%, Salaried 0%
- It will become easier to hire: Hourly 0%, Salaried 0%
- Don’t know: Hourly 5%, Salaried 11%

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

- Poor: 65%
- Fair: 13%
- Good: 4%
- Excellent: 9%
- Don’t know: 9%

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

- Well trained/skilled: Poor 65%, Fair 41%, Good 27%, Excellent 9%
- Able to pass drug tests: Poor 45%, Fair 27%, Good 9%, Excellent 9%
- Able to pass background checks: Poor 50%, Fair 27%, Good 9%, Excellent 9%
- Don’t know: Poor 9%, Fair 14%, Good 9%, Excellent 9%

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

- African Americans: 83%
- Veterans: 67%
- Women: 67%
- Asians: 50%
- Native Americans/Indigenous Groups: 50%
- Formerly incarcerated individuals: 17%
- People with disabilities: 17%
11. What methods does your firm use to recruit these categories of workers (mark all that apply)?

- Outreach to local colleges/universities/vocational schools: 61%
- Outreach to community/industry groups: 56%
- Targeted job fairs: 50%
- Internships: 39%
- Outreach to local high schools: 22%

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

- Flexible work practices: 56%
- Customized learning & development programs: 31%
- Diversity & inclusion training: 31%
- Defined career progression: 25%
- Equity and diversity policy: 25%
- Mentorship or sponsorship programs: 25%
- Formal initiatives/Employee resource groups: 19%

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 18%
- Yes, to other construction firms outside of our area: Hourly craft 4%, Salaried 0%
- Yes, to other industries in our area: Hourly craft 43%, Salaried 24%
- Yes, to other industries outside of our area: Hourly craft 4%, Salaried 0%
- No: Hourly craft 30%, Salaried 65%
- Don't know: Hourly craft 4%, Salaried 0%
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
- Yes, our firm provided incentives/bonuses
- Yes, our firm increased our portion of benefit contributions and/or improved employee benefits
- No, but we are considering increases in pay and/or benefits in the near future
- No, and we are not considering increases in pay and/or benefits
- Don’t know
- We do not employ or recruit

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)?

- In-house training
- Overtime hours
- Subcontractors
- Interns
- Executive search firms
- Labor suppliers (craft)
- Engage with career-building program (e.g., high school, college, career & technical education)
- Labor-saving equipment, tools, machinery (e.g., drones, robots, GPS or laser-guided machinery)
- Offsite prefabrication
- Staffing firms and professional employer organizations (noncraft)
- Unions
- Employee-based (non-immigrant) visas
- Shift work
- Lean Construction
- Virtual construction methods (e.g., BIM)
16. 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: 13%
- Increased number of jobsite hazards (physical and/or behavioral) identified in inspection reports: 4%
- Increased number of workers compensation claims: 13%
- No change: 70%
- Decreased number of reportable injuries and illnesses: 9%
- Decreased number of jobsite hazards (physical and/or behavioral) identified in inspection reports: 0%
- Decreased number of workers compensation claims: 4%

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: 9%
- We primarily operate as a union contractor, but not always: 13%
- We primarily operate as an open-shop contractor, but not always: 4%
- We always operate as an open-shop contractor: 65%
- We do not self-perform or directly hire craft personnel: 9%

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

- Yes: 70%
- No: 9%
- N/A: 17%

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

- 1-49: 52%
- 50-249: 39%
- 250-499: 4%
- 500-999: 0%
- 1,000 or more: 4%

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

- $10 million or less: 52%
- $10.1 million-$30 million: 26%
- $30.1 million-$50 million: 0%
- $50.1 million-$100 million: 13%
- $100.1 million-$500 million: 4%
- Over $500 million: 4%