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

- Private office: 83%
- Higher education: 75%
- Manufacturing: 76%
- Hospital: 72%
- Public building: 69%
- K-12 School: 62%
- Retail, warehouse, lodging: 62%
- Power: 52%
- Federal (e.g., VA, GSA, USACE, NAVFAC): 48%
- Other transportation (e.g., transit, airport): 31%
- Water/sewer: 31%
- Multifamily residential: 17%
- Highway: 10%
2. What types of employees does your firm employ (mark all that apply)?

- Estimating personnel: 93%
- Project managers/supervisors: 90%
- Safety personnel: 90%
- Business development/sales personnel: 79%
- Superintendents: 76%
- Engineers: 72%
- HR/training personnel: 72%
- IT personnel: 69%
- Tax/accounting/finance personnel: 69%
- Carpenters: 66%
- Laborers: 66%
- Quality control personnel: 59%
- Concrete workers: 52%
- Truck Drivers: 52%
- BIM personnel: 48%
- Equipment operators-crane, heavy…: 38%
- Iron workers: 38%
- Cement masons: 34%
- Installers-drywall: 28%
- Mechanics: 28%
- Millwrights: 21%
- Installers-other: 14%
- Pipefitters/welders: 14%
- Electricians: 10%
- Traffic control personnel: 10%
- Bricklayers: 7%
- Painters: 7%
- Plumbers: 7%
- Pipelayers: 3%
- Sheet metal workers: 3%
- Roofers: 0%
3. In the next 12 months, do you expect your firm will hire additional or replacement:

- Yes, for expansion: [Pie Chart]
  - Hourly office personnel: 54%
  - Hourly craft personnel: 7%
  - Salaried office personnel: 68%
  - Salaried field personnel: 75%

- Yes, for replacement only:
  - Hourly office personnel: 14%
  - Hourly craft personnel: 17%
  - Salaried office personnel: 11%
  - Salaried field personnel: 7%

- No:
  - Hourly office personnel: 0%
  - Hourly craft personnel: 14%
  - Salaried office personnel: 11%
  - Salaried field personnel: 21%

- Don't know:
  - Hourly office personnel: 4%
  - Hourly craft personnel: 7%
  - Salaried office personnel: 11%

4. How would you describe your current recruitment situation?

- We are having a hard time filling some salaried office positions: 59%
- We are having a hard time filling some salaried field positions: 55%
- We are having a hard time filling some hourly office positions: 17%
- We are having a hard time filling some hourly craft positions: 59%
- We are having no trouble filling any positions: 3%
- We do not have any openings to fill: 3%
- Don't know: 7%

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: 73%
- Estimating personnel: 56%
- Engineers: 43%
- Safety personnel: 23%
- BIM personnel: 21%
- HR/training personnel: 10%
- Business development/sales personnel: 9%
- Quality control personnel: 6%
- IT personnel: 5%
- Tax/accounting/finance personnel: 5%
- No trouble filling: 8%
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):

<table>
<thead>
<tr>
<th>Position Type</th>
<th>Responses Employed by 10 or More Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cement Masons</td>
<td>80%</td>
</tr>
<tr>
<td>Carpenters</td>
<td>68%</td>
</tr>
<tr>
<td>Iron Workers</td>
<td>55%</td>
</tr>
<tr>
<td>Superintendents</td>
<td>50%</td>
</tr>
<tr>
<td>Concrete Workers</td>
<td>47%</td>
</tr>
<tr>
<td>Laborers</td>
<td>37%</td>
</tr>
<tr>
<td>Equipment operators-cranes, heavy equipment</td>
<td>27%</td>
</tr>
<tr>
<td>Truck drivers</td>
<td>20%</td>
</tr>
<tr>
<td>No trouble filling</td>
<td>0%</td>
</tr>
</tbody>
</table>

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 23%, Salaried 27%
- It will become harder to hire: Hourly craft 27%, Salaried 38%
- No change: Hourly craft 15%, Salaried 23%
- It will continue to be easy to hire: Hourly craft 0%, Salaried 4%
- It will become easier to hire: Hourly craft 4%, Salaried 4%
- Don't know: Hourly craft 15%, Salaried 19%

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

- Poor: 14%
- Fair: 55%
- Good: 24%
- Excellent: 0%
- Don't know: 7%

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

- Poor: 14%
- Fair: 48%
- Good: 48%
- Excellent: 3%
- Don't know: 14%
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: 90%
- Women: 70%
- Veterans: 65%
- Native Americans/Indigenous Groups: 25%
- Asians: 15%
- Formerly incarcerated individuals: 5%
- People with disabilities: 5%

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

- Internships: 71%
- Outreach to local colleges/universities/vocational schools: 67%
- Outreach to community/industry groups: 63%
- Targeted job fairs: 58%
- Outreach to local high schools: 29%

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

- Mentorship or sponsorship programs: 63%
- Defined career progression: 58%
- Customized learning & development programs: 42%
- Diversity & inclusion training: 38%
- Equity and diversity policy: 38%
- Flexible work practices: 38%
- Formal initiatives/Employee resource groups: 25%

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 37%, Salaried 39%
- Yes, to other construction firms outside of our area: Hourly craft 19%, Salaried 29%
- Yes, to other industries in our area: Hourly craft 11%, Salaried 19%
- Yes, to other industries outside of our area: Hourly craft 7%, Salaried 4%
- No: Hourly craft 22%, Salaried 29%
- Don't know: Hourly craft 11%, Salaried 19%
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
- Interns
- Lean Construction
- Unions
- Overtime hours
- Engage with career-building program (e.g., high school, college, career & technical education)
- Executive search firms
- Subcontractors
- Labor-saving equipment, tools, machinery (e.g., drones, robots, GPS or laser-guided machinery)
- Shift work
- Staffing firms and professional employer organizations (noncraft)
- Offsite prefabrication
- Virtual construction methods (e.g., BIM)
- Labor suppliers (craft)
- Employee-based (non-immigrant) visas
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: 14%
- Increased number of jobsite hazards (physical and/or behavioral) identified in inspection reports: 14%
- Increased number of workers compensation claims: 7%
- No change: 72%
- Decreased number of reportable injuries and illnesses: 7%
- Decreased number of jobsite hazards (physical and/or behavioral) identified in inspection reports: 3%
- Decreased number of workers compensation claims: 0%

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: 69%
- We primarily operate as a union contractor, but not always: 10%
- We primarily operate as an open-shop contractor, but not always: 3%
- We always operate as an open-shop contractor: 7%
- We do not self-perform or directly hire craft personnel: 10%

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

- Yes: 48%
- No: 31%
- N/A: 17%

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

- 1-49: 14%
- 50-249: 31%
- 250-499: 34%
- 500-999: 10%
- 1,000 or more: 10%

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

- $10 million or less: 24%
- $10.1 million-$30 million: 7%
- $30.1 million-$50 million: 3%
- $50.1 million-$100 million: 14%
- $100.1 million-$500 million: 38%
- Over $500 million: 14%