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

- Highway: 58%
- Higher education: 38%
- Public building: 38%
- Water/sewer: 38%
- Hospital: 35%
- K-12 School: 35%
- Other transportation (e.g., transit, airport): 35%
- Private office: 35%
- Retail, warehouse, lodging: 35%
- Manufacturing: 31%
- Federal (e.g., VA, GSA, USACE, NAVFAC): 27%
- Multifamily residential: 19%
- Power: 8%
2. What types of employees does your firm employ (mark all that apply)?

- Laborers: 88%
- Truck Drivers: 77%
- Project managers/supervisors: 73%
- Estimating personnel: 69%
- Equipment operators-crane, heavy...: 65%
- Safety personnel: 62%
- Superintendents: 58%
- Tax/accounting/finance personnel: 54%
- Concrete workers: 54%
- HR/training personnel: 38%
- Carpenters: 38%
- Mechanics: 38%
- Traffic control personnel: 31%
- Quality control personnel: 27%
- Piplayers: 23%
- Iron workers: 19%
- Pipefitters/welders: 15%
- Sheet metal workers: 15%
- Business development/sales personnel: 12%
- Engineers: 12%
- IT personnel: 12%
- Cement masons: 12%
- Installers-other: 12%
- Plumbers: 12%
- Electricians: 8%
- BIM personnel: 4%
- Bricklayers: 4%
- Millwrights: 4%
- Roofers: 4%
- Installers-drywall: 0%
- Painters: 0%
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>5%</td>
<td>13%</td>
<td>33%</td>
<td>62%</td>
</tr>
<tr>
<td>Yes, for replacement only</td>
<td>4%</td>
<td>27%</td>
<td>31%</td>
<td>29%</td>
</tr>
<tr>
<td>No</td>
<td>4%</td>
<td>4%</td>
<td>38%</td>
<td>50%</td>
</tr>
<tr>
<td>Don’t know</td>
<td>4%</td>
<td>13%</td>
<td>0%</td>
<td>18%</td>
</tr>
</tbody>
</table>

4. How would you describe your current recruitment situation?

- We are having a hard time filling some salaried office positions: 19%
- We are having a hard time filling some salaried field positions: 38%
- We are having a hard time filling some hourly office positions: 12%
- We are having a hard time filling some hourly craft positions: 85%
- We are having no trouble filling any positions: 12%
- We do not have any openings to fill: 8%
- 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):

<table>
<thead>
<tr>
<th>Position Type</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project managers/supervisors</td>
<td>63%</td>
</tr>
<tr>
<td>Estimating personnel</td>
<td>33%</td>
</tr>
<tr>
<td>Safety personnel</td>
<td>13%</td>
</tr>
<tr>
<td>HR/training personnel</td>
<td>10%</td>
</tr>
<tr>
<td>Tax/accounting/finance personnel</td>
<td>0%</td>
</tr>
<tr>
<td>No trouble filling</td>
<td>38%</td>
</tr>
</tbody>
</table>
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):

- Superintendents: 73%
- Truck drivers: 65%
- Concrete workers: 64%
- Equipment operators-crane, heavy equipment: 59%
- Laborers: 57%
- Carpenters: 50%
- Mechanics: 30%
- 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: 48%
  - Salaried: 48%
- It will become harder to hire:
  - Hourly craft: 24%
  - Salaried: 22%
- No change:
  - Hourly craft: 22%
  - Salaried: 22%
- It will continue to be easy to hire:
  - Hourly craft: 4%
  - Salaried: 4%
- It will become easier to hire:
  - Hourly craft: 8%
  - Salaried: 8%
- Don't know:
  - Hourly craft: 12%
  - Salaried: 12%

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

- Poor: 42%
- Fair: 31%
- Good: 15%
- Excellent: 0%
- Don't know: 12%

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

- Well trained/skilled:
  - Fair: 42%
  - Good: 50%
  - Excellent: 50%
  - Don't know: 12%
- Able to pass drug tests:
  - Fair: 35%
  - Good: 23%
  - Excellent: 8%
  - Don't know: 8%
- Able to pass background checks:
  - Fair: 27%
  - Good: 23%
  - Excellent: 8%
  - Don't know: 8%
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: 93%
- African Americans: 60%
- Women: 60%
- Native Americans/Indigenous Groups: 40%
- Formerly incarcerated individuals: 27%
- Asians: 20%
- People with disabilities: 20%

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

- Outreach to community/industry groups: 45%
- Outreach to local colleges/universities/vocational schools: 45%
- Outreach to local high schools: 45%
- Targeted job fairs: 41%
- Internships: 36%

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

- Customized learning & development programs: 38%
- Defined career progression: 33%
- Flexible work practices: 29%
- Mentorship or sponsorship programs: 25%
- Diversity & inclusion training: 13%
- Equity and diversity policy: 13%
- Formal initiatives/Employee resource groups: 8%
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: 42% Hourly, 17% Salaried
- Yes, to other construction firms outside of our area: 12% Hourly, 4% Salaried
- Yes, to other industries in our area: 15% Hourly, 8% Salaried
- Yes, to other industries outside of our area: 12% Hourly, 4% Salaried
- No: 27% Hourly, 58% Salaried
- Don't know: 17% Hourly, 12% Salaried

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: 68% Hourly, 43% Salaried
- Yes, our firm provided incentives/bonuses: 24% Hourly, 26% Salaried
- Yes, our firm increased our portion of benefit contributions and/or improved employee benefits: 12% Hourly, 22% Salaried
- No, but we are considering increases in pay and/or benefits in the near future: 9% Hourly, 9% Salaried
- No, and we are not considering increases in pay and/or benefits: 4% Hourly, 9% Salaried
- Don't know: 9% Hourly, 12% Salaried
- We do not employ or recruit: 4% Hourly, 0% Salaried
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)?

- Overtime hours: 62%
- Subcontractors: 46%
- In-house training: 38%
- Labor-saving equipment, tools, machinery (e.g., drones, robots, GPS or laser-guided machinery): 35%
- Engage with career-building program (e.g., high school, college, career & technical education): 27%
- Labor suppliers (craft): 23%
- Interns: 19%
- Staffing firms and professional employer organizations (noncraft): 15%
- Offsite prefabrication: 12%
- Executive search firms: 8%
- Virtual construction methods (e.g., BIM): 8%
- Lean Construction: 4%
- Shift work: 4%
- Employee-based (non-immigrant) visas: 0%
- Unions: 0%

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: 12%
- Increased number of jobsite hazards (physical and/or behavioral) identified in inspection reports: 19%
- Increased number of workers compensation claims: 23%
- No change: 62%
- Decreased number of reportable injuries and illnesses: 15%
- Decreased number of jobsite hazards (physical and/or behavioral) identified in inspection reports: 4%
- Decreased number of workers compensation claims: 12%
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: 4%
- We primarily operate as a union contractor, but not always: 0%
- We primarily operate as an open-shop contractor, but not always: 4%
- We always operate as an open-shop contractor: 92%
- We do not self-perform or directly hire craft personnel: 0%

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

- Yes: 73%
- No: 15%
- N/A: 8%

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

- 1-49: 38%
- 50-249: 42%
- 250-499: 19%
- 500-999: 0%
- 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: 23%
- $10.1 million-$30 million: 46%
- $30.1 million-$50 million: 8%
- $50.1 million-$100 million: 8%
- $100.1 million-$500 million: 15%
- Over $500 million: 0%