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

- Highway: 61%
- Retail, warehouse, lodging: 43%
- Federal (e.g., VA, GSA, USACE, NAVFAC): 39%
- Hospital: 39%
- Private office: 39%
- Other transportation (e.g., transit, airport): 35%
- Public building: 30%
- Water/sewer: 30%
- Higher education: 26%
- K-12 School: 25%
- Manufacturing: 22%
- Multifamily residential: 22%
- Power: 6%
2. What types of employees does your firm employ (mark all that apply)?

- Project managers/supervisors: 74%
- Estimating personnel: 70%
- Laborers: 70%
- Safety personnel: 61%
- Tax/accounting/finance personnel: 57%
- Superintendents: 57%
- HR/training personnel: 52%
- IT personnel: 48%
- Carpenters: 48%
- Truck Drivers: 43%
- Equipment operators-cranes, heavy…: 43%
- Mechanics: 43%
- Concrete workers: 39%
- Business development/sales personnel: 35%
- Engineers: 35%
- Cement masons: 35%
- Traffic control personnel: 35%
- Quality control personnel: 35%
- Pipelayers: 30%
- BIM personnel: 30%
- Iron workers: 22%
- Electricians: 17%
- Pipefitters/welders: 13%
- Installers-drywall: 13%
- Bricklayers: 9%
- Installers-other: 4%
- Millwrights: 4%
- Painters: 4%
- Plumbers: 4%
- Sheet metal workers: 4%
- Roofers: 4%
3. In the next 12 months, do you expect your firm will hire additional or replacement:

- Hourly office personnel
- Hourly craft personnel
- Salaried office personnel
- Salaried field personnel

4. How would you describe your current recruitment situation?

- We are having no trouble filling any positions: 4%
- We do not have any openings to fill: 0%
- We are having no trouble filling any positions: 0%
- We are having a hard time filling some hourly craft positions: 74%
- We are having a hard time filling some salaried office positions: 61%
- We are having a hard time filling some salaried field positions: 52%
- We are having a hard time filling some hourly office positions: 17%
- We are having a hard time filling some salaried field positions: 52%
- We are having a hard time filling some salaried office positions: 61%
- We are having no trouble filling any positions: 4%
- We do not have any openings to fill: 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):

- Project managers/supervisors: 82%
- Estimating personnel: 56%
- Safety personnel: 21%
- Tax/accounting/finance personnel: 15%
- HR/training personnel: 0%
- IT personnel: 0%
- No trouble filling: 17%

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):

- Equipment operators-cranes, heavy equipment: 90%
- Carpenters: 82%
- Laborers: 63%
- Superintendents: 38%
- Truck drivers: 30%
- Mechanics: 30%
- No trouble filling: 9%

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: 48%
- It will become harder to hire: 24%
- No change: 14%
- It will continue to be easy to hire: 0%
- It will become easier to hire: 0%
- Don't know: 14%

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

- Poor: 13%
- Fair: 52%
- Good: 26%
- Excellent: 0%
- Don't know: 9%
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

<table>
<thead>
<tr>
<th></th>
<th>Poor</th>
<th>Fair</th>
<th>Good</th>
<th>Excellent</th>
<th>Don't know</th>
</tr>
</thead>
<tbody>
<tr>
<td>Well trained/skilled</td>
<td>9%</td>
<td>22%</td>
<td>17%</td>
<td>0%</td>
<td>9%</td>
</tr>
<tr>
<td>Able to pass drug tests</td>
<td>17%</td>
<td>30%</td>
<td>39%</td>
<td>17%</td>
<td>13%</td>
</tr>
<tr>
<td>Able to pass background checks</td>
<td>43%</td>
<td>43%</td>
<td>39%</td>
<td>17%</td>
<td>13%</td>
</tr>
</tbody>
</table>

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: 81%
- Veterans: 75%
- Women: 69%
- Asians: 50%
- Native Americans/Indigenous Groups: 44%
- People with disabilities: 31%
- Formerly incarcerated individuals: 6%

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

- Internships: 56%
- Outreach to community/industry groups: 56%
- Targeted job fairs: 56%
- Outreach to local colleges/universities/vocational schools: 44%
- Outreach to local high schools: 33%

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

- Mentorship or sponsorship programs: 79%
- Defined career progression: 53%
- Customized learning & development programs: 47%
- Diversity & inclusion training: 37%
- Flexible work practices: 26%
- Formal initiatives/Employee resource groups: 26%
- Equity and diversity policy: 15%
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: 50%
- Yes, to other construction firms outside of our area
  - Hourly craft: 4%
  - Salaried: 14%
- Yes, to other industries in our area
  - Hourly craft: 35%
  - Salaried: 35%
- Yes, to other industries outside of our area
  - Hourly craft: 9%
  - Salaried: 5%
- No
  - Hourly craft: 35%
  - Salaried: 36%
- Don't know
  - Hourly craft: 0%
  - 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
  - Hourly craft: 33%
  - Salaried: 45%
- Yes, our firm provided incentives/bonuses
  - Hourly craft: 38%
  - Salaried: 45%
- Yes, our firm increased our portion of benefit contributions and/or improved employee benefits
  - Hourly craft: 19%
  - Salaried: 18%
- No, but we are considering increases in pay and/or benefits in the near future
  - Hourly craft: 19%
  - Salaried: 18%
- No, and we are not considering increases in pay and/or benefits
  - Hourly craft: 0%
  - Salaried: 0%
- Don't know
  - Hourly craft: 5%
  - Salaried: 19%
- We do not employ or recruit
  - Hourly craft: 0%
  - Salaried: 0%
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: 61%
- Unions: 57%
- Overtime hours: 48%
- Engage with career-building program (e.g., high school, college, career & technical education): 39%
- Labor-saving equipment, tools, machinery (e.g., drones, robots, GPS or laser-guided machinery): 39%
- Interns: 35%
- Executive search firms: 30%
- Labor suppliers (craft): 26%
- Subcontractors: 26%
- Lean Construction: 22%
- Shift work: 22%
- Staffing firms and professional employer organizations (non-craft): 22%
- Virtual construction methods (e.g., BIM): 9%
- Employee-based (non-immigrant) visas: 4%
- Offsite prefabrication: 4%

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: 22%
- Increased number of jobsite hazards (physical and/or behavioral) identified in inspection reports: 17%
- Increased number of workers compensation claims: 13%
- No change: 52%
- Decreased number of reportable injuries and illnesses: 13%
- Decreased number of jobsite hazards (physical and/or behavioral) identified in inspection reports: 0%
- 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: 57%
- We primarily operate as a union contractor, but not always: 13%
- We primarily operate as an open-shop contractor, but not always: 13%
- We always operate as an open-shop contractor: 13%
- We do not self-perform or directly hire craft personnel: 4%

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

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

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

- 1-49: 17%
- 50-249: 43%
- 250-499: 26%
- 500-999: 4%
- 1,000 or more: 9%

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

- $10 million or less: 13%
- $10.1 million-$30 million: 22%
- $30.1 million-$50 million: 9%
- $50.1 million-$100 million: 30%
- $100.1 million-$500 million: 17%
- Over $500 million: 9%