1. Please indicate which of the following types of construction projects your firm performs (mark all that apply)?
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>Estimating personnel</td>
<td>86%</td>
</tr>
<tr>
<td>Project managers/supervisors</td>
<td>84%</td>
</tr>
<tr>
<td>Laborers</td>
<td>76%</td>
</tr>
<tr>
<td>Superintendents</td>
<td>68%</td>
</tr>
<tr>
<td>Safety personnel</td>
<td>62%</td>
</tr>
<tr>
<td>Truck Drivers</td>
<td>62%</td>
</tr>
<tr>
<td>HR/training personnel</td>
<td>51%</td>
</tr>
<tr>
<td>Tax/accounting/finance personnel</td>
<td>49%</td>
</tr>
<tr>
<td>Equipment operators-cranes, heavy</td>
<td>46%</td>
</tr>
<tr>
<td>Mechanics</td>
<td>46%</td>
</tr>
<tr>
<td>Business development/sales personnel</td>
<td>43%</td>
</tr>
<tr>
<td>Engineers</td>
<td>38%</td>
</tr>
<tr>
<td>Carpenters</td>
<td>38%</td>
</tr>
<tr>
<td>Quality control personnel</td>
<td>35%</td>
</tr>
<tr>
<td>Concrete workers</td>
<td>30%</td>
</tr>
<tr>
<td>IT personnel</td>
<td>27%</td>
</tr>
<tr>
<td>Pipefitters/welders</td>
<td>22%</td>
</tr>
<tr>
<td>Pipelayers</td>
<td>22%</td>
</tr>
<tr>
<td>Sheet metal workers</td>
<td>22%</td>
</tr>
<tr>
<td>BIM personnel</td>
<td>19%</td>
</tr>
<tr>
<td>Cement masons</td>
<td>16%</td>
</tr>
<tr>
<td>Electricians</td>
<td>16%</td>
</tr>
<tr>
<td>Plumbers</td>
<td>16%</td>
</tr>
<tr>
<td>Iron workers</td>
<td>16%</td>
</tr>
<tr>
<td>Millwrights</td>
<td>14%</td>
</tr>
<tr>
<td>Bricklayers</td>
<td>14%</td>
</tr>
<tr>
<td>Installers-drywall</td>
<td>11%</td>
</tr>
<tr>
<td>Installers-other</td>
<td>11%</td>
</tr>
<tr>
<td>Painters</td>
<td>8%</td>
</tr>
<tr>
<td>Roofers</td>
<td>8%</td>
</tr>
<tr>
<td>Traffic control personnel</td>
<td>8%</td>
</tr>
</tbody>
</table>
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
- We do not have any openings to fill
- We are having no trouble filling any positions
- We are having a hard time filling some hourly craft positions
- We are having a hard time filling some salaried field positions
- We are having a hard time filling some salaried office positions
- We are having a hard time filling some hourly office positions
- We are having a hard time filling some hourly craft positions
- We are having no trouble filling any positions
- Don't know
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: 29%
- Estimating personnel: 28%
- Engineers: 14%
- Tax/accounting/finance personnel: 11%
- Quality control personnel: 8%
- Business development/sales personnel: 6%
- Safety personnel: 4%
- HR/training personnel: 0%
- IT personnel: 0%
- No trouble filling: 45%

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):

- Concrete workers: 73%
- Mechanics: 71%
- Carpenters: 64%
- Superintendents: 48%
- Equipment operators-crane, heavy equipment: 47%
- Truck drivers: 39%
- Laborers: 36%
- 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: 56%
- It will become harder to hire: 24%
- No change: 18%
- It will continue to be easy to hire: 18%
- It will become easier to hire: 3%
- Don't know: 12%
8. How would you rate the adequacy of the local pipeline for supplying well-trained craft personnel?

<table>
<thead>
<tr>
<th>Adequacy</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Poor</td>
<td>49%</td>
</tr>
<tr>
<td>Fair</td>
<td>38%</td>
</tr>
<tr>
<td>Good</td>
<td>5%</td>
</tr>
<tr>
<td>Excellent</td>
<td>3%</td>
</tr>
<tr>
<td>Don’t know</td>
<td>5%</td>
</tr>
</tbody>
</table>

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>Adequacy</th>
<th>Well trained/skilled</th>
<th>Able to pass drug tests</th>
<th>Able to pass background checks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Poor</td>
<td>38%</td>
<td>16%</td>
<td>51%</td>
</tr>
<tr>
<td>Fair</td>
<td>51%</td>
<td>16%</td>
<td>34%</td>
</tr>
<tr>
<td>Good</td>
<td>19%</td>
<td>3%</td>
<td>3%</td>
</tr>
<tr>
<td>Excellent</td>
<td>5%</td>
<td>3%</td>
<td>3%</td>
</tr>
<tr>
<td>Don’t know</td>
<td>11%</td>
<td>5%</td>
<td>5%</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)?

- Veterans: 89%
- Women: 61%
- African Americans: 56%
- Native Americans/Indigenous Groups: 28%
- Asians: 22%
- 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 community/industry groups: 52%
- Outreach to local colleges/universities/vocational schools: 48%
- Internships: 41%
- Targeted job fairs: 34%
- Outreach to local high schools: 28%
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: 38%
- Flexible work practices: 33%
- Diversity & inclusion training: 25%
- Equity and diversity policy: 17%
- Formal initiatives/Employee resource groups: 17%
- Mentorship or sponsorship programs: 17%

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 33%, Salaried 57%
- Yes, to other construction firms outside of our area: Hourly craft 0%, Salaried 6%
- Yes, to other industries in our area: Hourly craft 9%, Salaried 29%
- Yes, to other industries outside of our area: Hourly craft 0%, Salaried 6%
- No: Hourly craft 29%, Salaried 58%
- Don't know: Hourly craft 3%, Salaried 6%

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 19%, Salaried 36%
- Yes, our firm provided incentives/bonuses: Hourly craft 31%, Salaried 55%
- Yes, our firm increased our portion of benefit contributions and/or improved employee benefits: Hourly craft 18%, Salaried 19%
- No, but we are considering increases in pay and/or benefits in the near future: Hourly craft 9%, Salaried 6%
- No, and we are not considering increases in pay and/or benefits: Hourly craft 6%, Salaried 9%
- Don't know: Hourly craft 3%, Salaried 6%
- We do not employ or recruit: Hourly craft 8%, 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)?

- Overtime hours: 57%
- Subcontractors: 57%
- In-house training: 43%
- Engage with career-building program (e.g., high school, college, career & technical education): 32%
- Interns: 27%
- Labor suppliers (craft): 27%
- Executive search firms: 22%
- Labor-saving equipment, tools, machinery (e.g., drones, robots, GPS or laser-guided machinery): 22%
- Lean Construction: 22%
- Staffing firms and professional employer organizations (noncraft): 19%
- Offsite prefabrication: 14%
- Unions: 11%
- Virtual construction methods (e.g., BIM): 11%
- Employee-based (non-immigrant) visas: 5%
- Shift work: 5%

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: 16%
- Increased number of jobsite hazards (physical and/or behavioral) identified in inspection reports: 5%
- Increased number of workers compensation claims: 16%
- No change: 70%
- Decreased number of reportable injuries and illnesses: 5%
- 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: 3%
- We primarily operate as a union contractor, but not always: 0%
- We primarily operate as an open-shop contractor, but not always: 11%
- We always operate as an open-shop contractor: 81%
- We do not self-perform or directly hire craft personnel: 5%

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

- Yes: 76%
- No: 14%
- N/A: 11%

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

- 1-49: 30%
- 50-249: 54%
- 250-499: 8%
- 500-999: 5%
- 1,000 or more: 3%

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

- $10 million or less: 38%
- $10.1 million-$30 million: 30%
- $30.1 million-$50 million: 5%
- $50.1 million-$100 million: 8%
- $100.1 million-$500 million: 11%
- Over $500 million: 8%