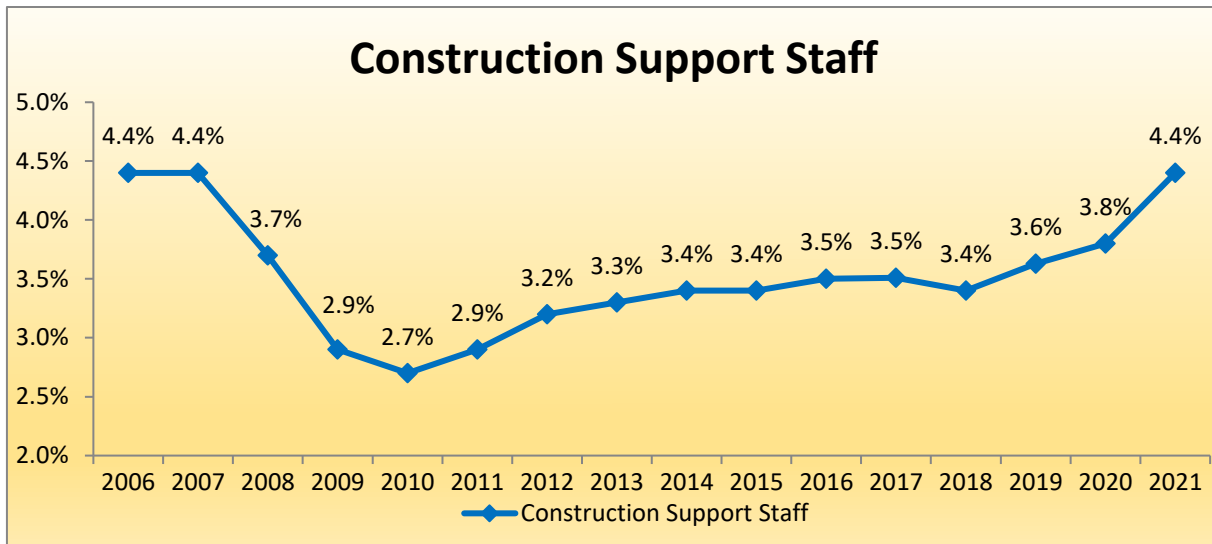


## 2021 Actual and 2022 Forecast

Based on 209 companies in this 19th edition of the Construction Support Staff Salary Survey, excluding 0% projections, contractors are anticipating construction support staff wage increases to average 4.5% by year end, up from the 2021 actual increase of 4.4%. When we factor in those contractors who are freezing pay, the projected 2022 increase is 4.3%. Looking forward, we think 2023 support staff increases will likely mimic 2022 activity, unless construction conditions change.



## Check out the differences between regions.

Region 1: CT, MA, ME, NH, RI, VT  
Actual = 3.9% Anticipated = 4.3%

Region 6: AR, LA, NM, OK, TX  
Actual = 4.3% Anticipated = 4.4%

Region 2: NJ, NY  
Actual = 4.0% Anticipated = 4.4%

Region 7: IA, KS, MO, NE  
Actual = 4.0% Anticipated = 4.0%

Region 3: DE, MD, PA, VA, WV, DC  
Actual = 4.4% Anticipated = 4.6%

Region 8: CO, MT, ND, SD, UT, WY  
Actual = 4.3% Anticipated = 4.5%

Region 4: AL, FL, GA, KY, MS, NC, SC, TN  
Actual = 4.3% Anticipated = 4.5%

Region 9: AZ, CA, HI, NV  
Actual = 4.7% Anticipated = 4.8%

Region 5: IL, IN, MI, MN, OH, WI  
Actual = 4.1% Anticipated = 4.2%

Region 10: AK, ID, OR, WA  
Actual = 4.3% Anticipated = 4.4%

## Going into 2023, let's remember the Why and the How

Whether written down or just kicked around in leadership discussions, all contractors have a compensation philosophy and strategy. The philosophy is the “**why**” - usually expressed as something like... “to attract, retain, and engage a highly qualified team that is needed to successfully achieve challenging objectives and build shareholder value”.

The strategy is the “**how**”, addressing the mix of elements (base pay, variable pay, benefits) in the total package and exactly how they are administered. Answering questions like, should base pay be equal to our competitor companies (or more - or less)? Should variable pay opportunities for field operations be greater than the market? Will health insurance premium increases be shared with employees? Should we offer a greater PTO package than the industry standard? And so on for every pay component.

If 2023 becomes a challenging business year, remember to stick to the basics – Philosophy and Strategy. They are critical to maintaining a consistent and dynamic workforce.



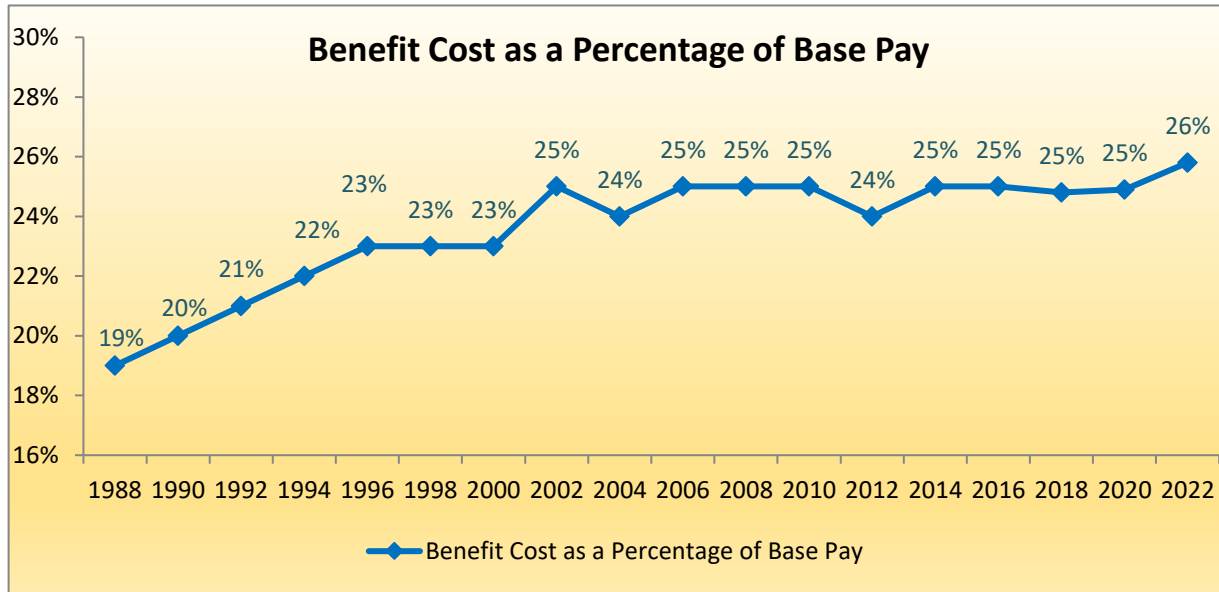
The demand for all employee levels continues, including those who support your operations and financial people. We've shown the national base salary at the 25<sup>th</sup> percentile, average, and 75<sup>th</sup> percentile utilized in the past year. Your employee's pay is most likely more or less due to your unique circumstance, type of contractor, size of company, and location.

Survey Position	25th Percentile	Average	75th Percentile
Accounting Clerk I	39,546	44,786	48,500
Accounting Clerk II	47,008	55,044	60,883
Accounting Clerk III	59,290	67,023	75,500
Accounts Payable Clerk I	41,190	45,346	50,000
Accounts Payable Clerk II	47,580	54,484	60,160
Accounts Receivable Clerk I	40,530	46,363	52,996
Accounts Receivable Clerk II	52,832	61,064	70,520
Accounts Payable / Rec. Supervisor	69,615	78,202	88,755
Payroll Clerk I	45,760	50,034	53,996
Payroll Clerk II	53,238	61,237	68,325
Payroll Supervisor	72,000	83,981	95,000
Receptionist / Switchboard	37,284	42,113	47,570
Administrative Assistant I	38,910	44,544	48,517
Administrative Assistant II	44,303	50,171	55,897
Administrative Assistant III	50,350	59,629	68,588
Administrative Assistant to the CEO	66,560	76,221	89,321
Benefits Coordinator	57,990	65,749	70,350
Insurance Coordinator	55,037	66,780	75,500
Purchasing Assistant	43,840	55,133	62,375
Receiving Clerk	45,067	49,994	53,100
Marketing Assistant	50,002	57,217	63,265
Toolroom / Parts Attendant	44,125	51,135	55,380
Shop / Yard Foreman	60,320	76,201	91,000
Service Manager	81,709	97,581	110,000
Project Coordinator	52,347	59,753	66,642
Engineering Technician I	51,260	63,877	71,530
Engineering Technician II	75,650	83,428	92,200
CAD Drafter I	50,500	58,320	64,480
CAD Drafter II	63,149	74,209	82,368
BIM Modeler / Technician	63,264	70,934	80,208
BIM Specialist I	61,800	73,446	81,060
BIM Specialist II	80,510	91,689	101,594
BIM Manager	96,250	115,465	127,447



## 2022 Benefit Survey

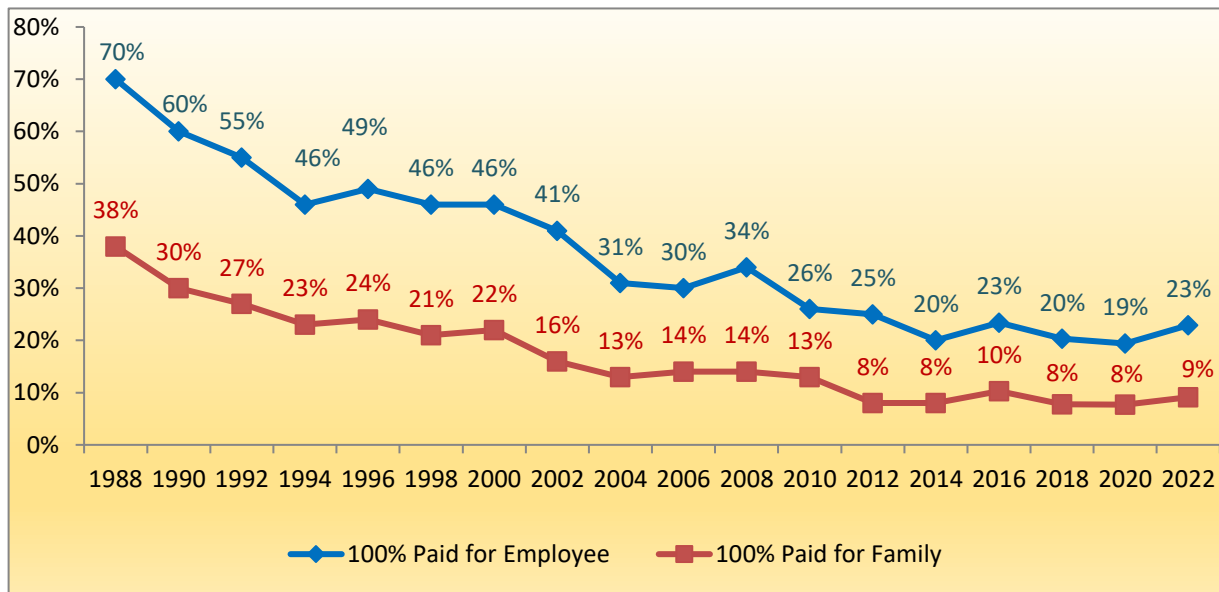
More firms since 1988 have improved their benefit programs than have reduced them. In 2022 the percentage of firms improving their benefit programs was 36.9%. The percentage of firms reducing their level of benefits in 2022 was 0.6%. Benefit costs came in at 25.8%, shown as a percent of base pay.



## Healthcare Strategy History - A few trends in managing health care costs

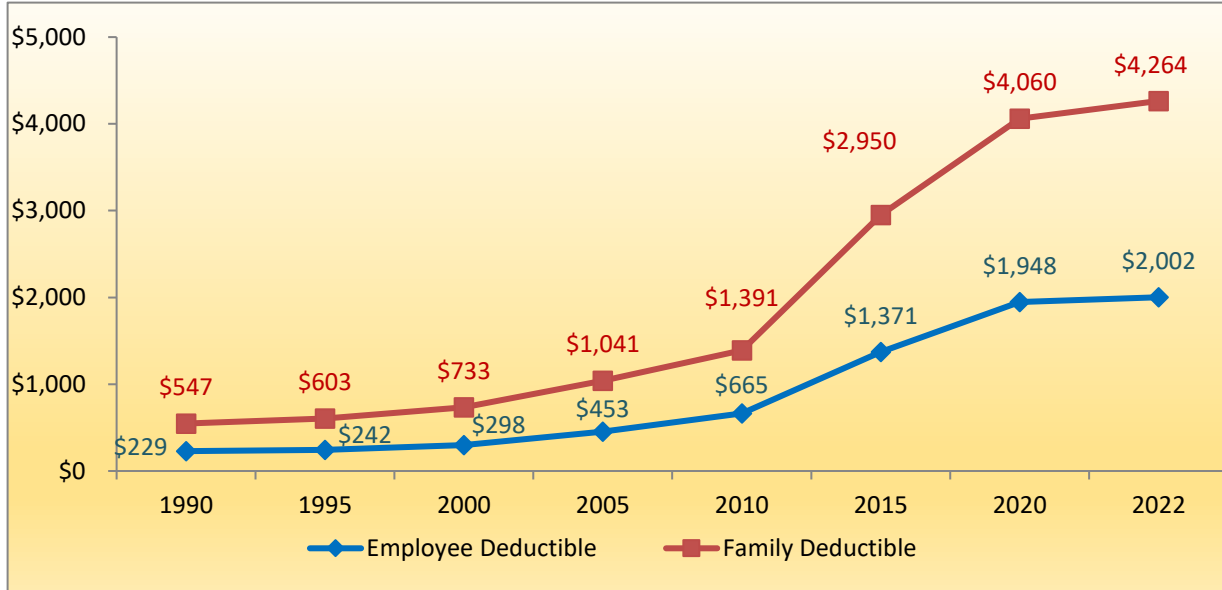
### Shared Costs

Cost sharing is one of the most effective means to healthcare affordability. In 1988, 70% of contractors paid 100% of an individual employee's health insurance and 38% paid 100% for dependents. Comparable to recent years, 23% pay 100% for the employee and 9% pay 100% for dependents.



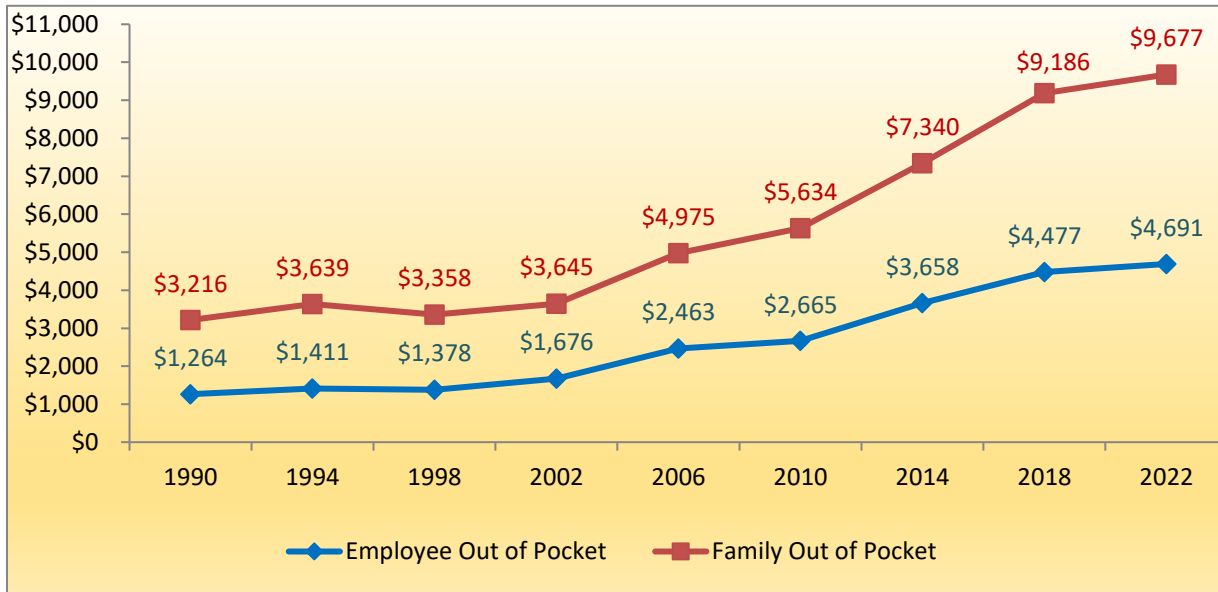
## Use of Deductibles

The deductible motivates employees to manage their healthcare dollars. In 2022 for PPO's, the average deductible for a family is \$4,264 and for an individual is \$2,002.



## Out of Pocket Limits

Out of pocket limits determine the size of the monthly premium — the higher the limit, the less the cost.



## The Final Word

The 2023 Executive Compensation Survey for Contractors has shipped to participants and early purchasers. Look for the 2023 Heavy, Highway, and Municipal Open Shop Survey questionnaire and the 2023 Construction / Construction Management Staff Salary Survey questionnaire in January & February. If you don't get a mail or email version of the questionnaires and would like to participate in one or both surveys, just email us at [surveys@pas1.com](mailto:surveys@pas1.com).