Table of Contents

- Management Summary – p. 3
- Key Findings
  - Workforce Development – p.13
  - Development Practices – p.18
  - Safety Education – p.28
- Appendix
  - Contractor Survey Demographics – p. 38
Management Summary
ABC member contractors invested $1.3 billion in workforce development in 2020 to educate more than 500,000 employees.

• ABC contractors invested an average of 8.4% of payroll on workforce development compared to 7.9% in 2019.

• Safety education accounts for the greatest share (71%) of total workforce investment and has the highest per-person investment ($2,369).

• The percentage of contractors reporting a severe labor shortage declined 3% between 2019 and 2020, while those reporting a moderate labor shortage increased 5%.

• Compared to 2019, general and construction management contractors have increased their share of the total workforce development investment, growing to 58% in 2020 from 21% in 2019.

• Women in management/supervisory roles ticked up to 17% in 2020 from 16% in 2019.

• The COVID-19 pandemic has elevated the focus on education, safety and total human health.
ABC member contractors invest an average of $94,495 annually on workforce development and education.

<table>
<thead>
<tr>
<th>ABC members by type (number of firms)</th>
<th>GC/CM</th>
<th>Heavy/Civil/Utility</th>
<th>Trade or Specialty</th>
<th>Overall</th>
</tr>
</thead>
<tbody>
<tr>
<td>3,462</td>
<td>680</td>
<td>9,766</td>
<td></td>
<td>13,908</td>
</tr>
</tbody>
</table>

| Total education investment ($)        | $789,969,546 | $57,180,520 | $511,523,548 | $1,358,673,614 |

<table>
<thead>
<tr>
<th>Number of personnel educated in each course type</th>
<th>Leadership</th>
<th>Safety</th>
<th>Craft/trade</th>
</tr>
</thead>
<tbody>
<tr>
<td>GC/CM</td>
<td>25,965</td>
<td>121,170</td>
<td>27,696</td>
</tr>
<tr>
<td>Heavy/Civil/Utility</td>
<td>2,040</td>
<td>23,800</td>
<td>13,600</td>
</tr>
<tr>
<td>Trade or Specialty</td>
<td>29,298</td>
<td>175,788</td>
<td>97,660</td>
</tr>
<tr>
<td>Overall</td>
<td>57,303</td>
<td>320,758</td>
<td>138,956</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Per-person investment ($)</th>
<th>Leadership</th>
<th>Safety</th>
<th>Craft/trade</th>
</tr>
</thead>
<tbody>
<tr>
<td>GC/CM</td>
<td>$1,477</td>
<td>$2,721</td>
<td>$1,533</td>
</tr>
<tr>
<td>Heavy/Civil/Utility</td>
<td>$1,629</td>
<td>$1,782</td>
<td>$953</td>
</tr>
<tr>
<td>Trade or Specialty</td>
<td>$1,358</td>
<td>$2,341</td>
<td>$1,930</td>
</tr>
<tr>
<td>Overall</td>
<td>$1,405</td>
<td>$2,369</td>
<td>$1,779</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Student distribution by role</th>
<th>Senior leader</th>
<th>Project manager</th>
<th>Field manager</th>
<th>Craft/trade</th>
</tr>
</thead>
<tbody>
<tr>
<td>GC/CM</td>
<td>6%</td>
<td>13%</td>
<td>24%</td>
<td>57%</td>
</tr>
<tr>
<td>Heavy/Civil/Utility</td>
<td>3%</td>
<td>6%</td>
<td>12%</td>
<td>79%</td>
</tr>
<tr>
<td>Trade or Specialty</td>
<td>5%</td>
<td>6%</td>
<td>7%</td>
<td>82%</td>
</tr>
<tr>
<td>Overall</td>
<td>5%</td>
<td>6%</td>
<td>8%</td>
<td>81%</td>
</tr>
</tbody>
</table>
While the number of personnel educated by ABC member contractors dropped significantly in 2020, general and construction management contractors more than doubled their education investment from 2019.

<table>
<thead>
<tr>
<th>Number of Personnel Educated</th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leadership</td>
<td>57,303</td>
<td>106,024</td>
</tr>
<tr>
<td>Safety</td>
<td>320,758</td>
<td>645,474</td>
</tr>
<tr>
<td>Craft/Trade</td>
<td>138,956</td>
<td>337,623</td>
</tr>
<tr>
<td>Total</td>
<td>517,017</td>
<td>1,089,121</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Average Investment Per Person</th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leadership</td>
<td>$1,405</td>
<td>$1,432</td>
</tr>
<tr>
<td>Safety</td>
<td>$2,369</td>
<td>$1,104</td>
</tr>
<tr>
<td>Craft/Trade</td>
<td>$1,779</td>
<td>$1,904</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Total Investment by Contractor Type</th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>GC/CM</td>
<td>$789,969,546</td>
<td>$320,529,891</td>
</tr>
<tr>
<td>Heavy/Civil/Utility</td>
<td>$57,180,520</td>
<td>$125,384,271</td>
</tr>
<tr>
<td>Trade of Specialty</td>
<td>$511,523,548</td>
<td>$1,061,632,836</td>
</tr>
<tr>
<td>Total</td>
<td>$1,358,673,614</td>
<td>$1,507,546,997</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Average Investment by Contractor Type</th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>GC/CM</td>
<td>$228,183</td>
<td>$126,492</td>
</tr>
<tr>
<td>Heavy/Civil/Utility</td>
<td>$84,089</td>
<td>$172,231</td>
</tr>
<tr>
<td>Trade or Specialty</td>
<td>$52,378</td>
<td>$101,611</td>
</tr>
</tbody>
</table>
Compared to 2019, general and construction management contractors have significantly increased their investment in workforce development and education.

Estimated ABC membership by contractor type

Total educating investment by contractor type
Safety education accounts for the greatest share (71%) of total workforce investment.

Educating investment by educating type

- Safety: 71%
- Craft/trade: 22%
- Leadership: 7%

Educating investment per person by educating type

- Leadership: $1,405
- Safety: $2,369
- Craft/trade: $1,779
In 2020, ABC member contractors provided safety education to more than 320,000 course attendees.

Personnel educated by educating type

- Leadership: 57,303
- Safety: 320,758
- Craft/trade: 138,956

Personnel educated by role

- Craft/trade: 81%
- Project manager: 6%
- Field manager/superintendent: 8%
- Senior leader: 5%
Women in management/supervisory roles ticked up to 17% in 2020 from 16% in 2019, and women in craft/trade roles increased from 13% to 14% year over year.
Key Findings
Workforce Development

for the Built Environment
ABC member contractors invest an average of 8.4% of payroll on workforce development compared to 7.9% in 2019.

What percentage of your company’s payroll is spent on education?

What is your total investment for educating personnel (in dollars)?

Number of responses

Percent of payroll spent on educating

≤ 25 55
(25, 50] 15
(50, 75] 21
(75, 100] 3
(100, 125] 11
(125, 150] 11
> 150 33

Total training investment (Thousands of dollars)

Average: $94,495
The number of craft/trade personnel educated on average by ABC member contractors is significantly higher than any other group.
In 2020, construction firms on average invested in safety education for 117 employees.

How many personnel receive education in the following categories annually?

- Leadership education: 24
- Safety education: 117
- Craft/trade education: 43

How much does your organization invest annually per person on each of the following types of education?

- Leadership education: $1,405
- Safety education: $2,369
- Craft/trade education: $1,779
On average, 4% more women are involved in leadership education than active military or veterans, whereas 6% more active military or veterans are involved in craft/trade education than women.
The use of independent apprenticeship programs stayed at 13% in 2020. The usage of ABC chapter-affiliated programs increased by 3%.

Does your company have an apprenticeship program that is registered with the state or federal Department of Labor? Select all that apply.

- Yes, an ABC chapter-affiliated apprenticeship program (50%)
- Yes, an independent apprenticeship program (13%)
- No apprenticeship program (37%)

How many apprentices are currently involved in your program?

- <25: 236
- 25-50: 10
- 51-75: 4
- 76-100: 3
- 101-150: 1
- 151-175: 0
- 176-200: 1
- >200: 2
30% of ABC member organizations participate in internship programs.

Does your organization participate in internships programs in the United States?

- Yes: 30%
- No: 70%

What types of entities do you partner with for your internship program? Select all that apply.

- College/university: 71%
- High school/CTE: 60%
- Job education center: 17%
- Military/veteran organization: 13%
- Other: 5%

Other responses included ABC/trade associations, construction partnerships, trade schools, and leadership academies.
60% of contractors participate in internships for craft/trade job classifications, while 59% participate in internships for project management.

Are your interns paid or unpaid?

- Paid: 87%
- Mixture: 12%
- Unpaid: 1%

For which job classifications do you provide internships?

- Craft/trade: 60%
- Project management: 59%
- Field leadership (foreman, general foreman, superintendent or similar title): 36%
- Safety: 20%
- Other: 14%

Other responses included office assistant, estimating, accounting, human resources, engineering, designers, administration, architecture, marketing, finance and real estate.
More than a third (37%) cited busy schedules as the main obstacle to workforce development.

Which of the following obstacles are limiting your ability to deliver education and/or participate in outreach (career fairs, awareness events, education boards, etc.)? Select up to three.

- Busy schedules: 37%
- Lack of interest: 25%
- High cost: 15%
- Uncertainty about quality: 14%
- Other (please specify): 10%

Other responses included the COVID-19 pandemic, no apprenticeship program available, lack of training forums, lack of staff willing to lead training programs, high retention of trained employees and lack of participation.
The use of online instructor-led educating increased from 23% in 2019 to 35% in 2020.
More than two-thirds (69%) of ABC member contractors that have utilized virtual reality or augmented reality use it for education platforms.
Easy, affordable, flexible and convenient are among the top words used to describe virtual reality and/or augmented reality for education.
On average, 27% of personnel receiving education in the past year met the below criteria.

- Lacked a high school diploma: 8%
- Current students (e.g., high school, college, university): 10%
- Re-entered workforce or changed careers to work in the construction industry: 9%
Safety Education
Almost 80% of respondents currently use or plan to use safety technology.

Do you use or are you planning to use safety technology within your organization (artificial intelligence, virtual reality, safety information management system, etc.)?

- Yes: 78%
- No: 22%
Executive management (42%) is most often involved in the purchasing and deployment of safety technology, followed by field leadership and supervision (28%).

Who is involved in the identification and decision to purchase and deploy safety technology?

What safety technology are you using today or planning to use in the future? Check all that apply.

- Jobsite monitoring: 67%
- Safety information management system: 50%
- Safety documentation app: 43%
- COVID tracking: 40%
- Compliance management system: 38%
- Wearables: 35%
- Innovative tools: 27%
- Jobsite security (smart badges, smart gates): 17%
- IOT (Internet of Things): 9%
- Virtual reality (VR): 5%
- Other: 3%
- Artificial intelligence: 2%

Others include GPS, dash cameras and safety meetings.
Lack of time, financial resources and IT infrastructure were stated as the top three barriers to adopting and deploying safety technology.
According to respondents, 83% of field leadership and supervisors utilize safety technologies.

Within your company, who utilizes deployed safety technologies? Check all that apply.
44% of respondents utilize SafetyReports.com and Safesite to research, purchase or deploy safety technology.

What technology companies do you use, or have you used to research, purchase or deploy safety technology?

Other companies include CNA, ISNET World, OSHA, Foy Safety, Vero, iAuditor, Procore Safety Checklist, SafeSense, NRCA, Dawson, Sitedocs, Emailmeforms, Vista, eCompliance, Genda, Truce, ABC, HCSS, Click Safety, busybusy, iscout, Ving, Harness, WC Provider, Intelix, Qualtrey, Scantron, InFocus Safety, Trimble and ProjectSight.
More than 80% of respondents utilize safety reports to track total recordable incident rates and lost workday injury cases.

What metrics do you capture, track and report on your safety report? Check all that apply.

- Total recordable incident rates: 87%
- Number of lost workday injury cases: 81%
- Number of near-miss incidents: 62%
- Number of first aid cases: 60%
- Number of medical treatment cases: 57%
- Number of safety audits: 52%
- Number of behavior-based safety observations: 44%
- Other (includes safety energy and driving records): 6%
- Do not employ safety dashboards: 5%
More than half of respondents dedicate between $1,000 and $10,000 to safety technology.
More than half of respondents (51%) stated that the estimated factor of ROI versus the actual investment in safety technology is 2 to 1.

What is the estimated factor of ROI versus the actual investment based on the implementation of safety technology?
Contractor Survey Demographics
Trade contractors (e.g., electrical, mechanical, plumbing or other specialty) accounted for 59% of survey respondents.

Which of the following best describes your company or organization?

- Electrical Contractor: 23%
- General Contractor: 22%
- Specialty Trade Contractor (e.g., Drywall, Masonry, Concrete, etc): 21%
- Mechanical Contractor: 12%
- Other: 11%
- Heavy/Highway/Utility: 5%
- Plumbing Contractor: 3%
- ABC Chapter: 1%
- Construction Manager: 2%

Which of the following best describes your role?

- President/CEO: 51%
- Other: 14%
- Vice President: 13%
- General Manager: 6%
- Human Resources Director: 5%
- Chief Financial Officer: 3%
- Project Manager/Superintendent: 3%
- Chief Operating Officer: 3%
- Training Director: 2%

Other includes Owner, Division Manager, Controller, Director of Safety, Safety Manager, Office Manager, Marketing Manager, Operations Manager, Business Development/Operations, Sales, Payroll, Preconstruction, Executive Assistant and Project Administrator.
More than half (57%) of the survey sample is from firms with less than $10 million in revenue or employing fewer than 50 people.

Which of the following best describes your company's annual construction revenue?

- Less than $10M: 57%
- $10M to $25M: 18%
- $25M to $50M: 11%
- $50M to $100M: 6%
- $100M to $500M: 6%
- $500M to $1B: 1%
- $1B or more: 1%

How many people are employed (both craft and salary) by your company at its seasonal peak?

Response among contractors with less than $10 million in revenue was down compared to 2019, when they accounted for 59% of the sample.
Since 2018, the percentage of employees in both craft/trade and management/supervisory roles has stayed relatively consistent across all race/ethnic groups.

In your company, what percentage (%) of employees are of the following race/ethnic groups?

*2020 was the first year respondents were asked to provide information for Native American employees.
A 3% decrease in the share of employees under 40 years from 2019 to 2020 suggests the industry is struggling to attract the younger demographic to the industry.

In your company, what percentage (%) of your company's workforce falls into the following age groups?

<table>
<thead>
<tr>
<th>Age Group</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>18-29</td>
<td>23%</td>
<td>24%</td>
<td>22%</td>
</tr>
<tr>
<td>30-39</td>
<td>28%</td>
<td>29%</td>
<td>28%</td>
</tr>
<tr>
<td>40-49</td>
<td>23%</td>
<td>23%</td>
<td>23%</td>
</tr>
<tr>
<td>50-59</td>
<td>19%</td>
<td>17%</td>
<td>8%</td>
</tr>
<tr>
<td>60+</td>
<td>7%</td>
<td>7%</td>
<td>40%</td>
</tr>
</tbody>
</table>
QUALITY ASSURANCE

For over 65 years, FMI has been the leading management consulting and investment banking firm dedicated exclusively to engineering and construction, infrastructure and the built environment. It is the goal of everyone at FMI to improve the quality and depth of our client relationships and to create loyal, enduring relationships. We are committed to the success of our clients. We stake our reputation on it every day. That is why we constantly monitor what our clients think of our services and the professionals delivering our services. For over two decades, FMI has conducted client evaluations to assure that our services meet the needs of our clients, achieve the results proposed and deliver high value in a professional and effective manner. Upon completion of this engagement, we will ask you to provide us with a written evaluation of our work.

Summary of our client feedback:

- Accomplished Objectives: 93%
- Likelihood to Recommend: 97%
- Value of FMI Services: 93%
- Satisfaction with FMI Services: 95%
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