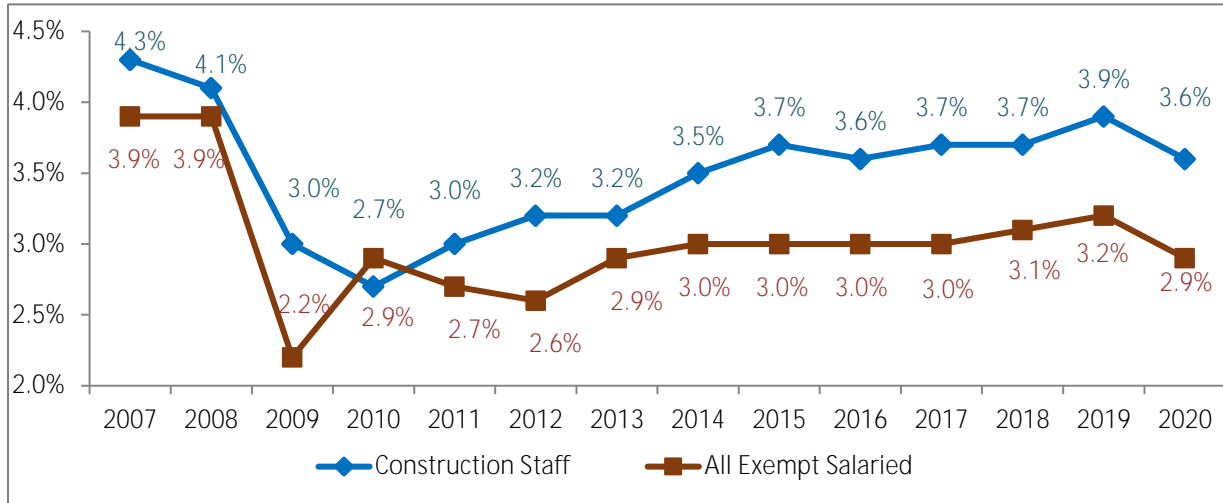




2021 base & variable pay practices . And a review of how 2020 pay activity played out .

### 2020 Actual and 20 21 Forecast

Based on our survey data, contractors are projecting 2021 construction staff wages to increase an average of 3.23 % (excludes 0% projections), reported by over 290 companies in this 39th edition of the Construction / Construction Management Staff Salary Survey. For pay increase comparison - according to WorldatWork, across all industries exempt professionals saw 2020 increases of 2.9% and they are projecting 2021 increases of 2.9%. For construction, WorldatWork reported a 3.4% increase in 2020 and are projecting 3.3% for 2021.



As 47% of contractors already made their 2020 pay decisions between December thru March, the increase bar had been set before the pandemic shutdown occurred. Interestingly, the projected staff level increases remained constant when we excluded those freezing pay. Think of it this way, as the year progressed those granting increases kept pace with the early market projections.

What did change was the number of firms deciding whether to provide a staff increase at all. In the first quarter 2020 only 3% of contractors indicated a pay freeze (typical in boom times). By June the percentage of contractors freezing pay had increased to 14%. Followed by 25% indicating a pay freeze by September. At year end, this percentage had rebounded to 14%. As of this March, only 4% predicted freezing pay in 2021.





Here are a few of the positions that will continue to be in high demand as workforce needs rebound. We've shown the national base salary and bonus in the past year. There's a very good



The following tables

