



CONSTRUCTION INDUSTRY
Salary Report

2023

The construction industry is facing challenging market conditions. Continued labor shortages, rising interest rates and material costs, and a cooling economy require strategic forethought from industry leaders to navigate. In today's evolving business landscape, staying informed through industry-specific data is paramount to making informed decisions that drive growth and success.

The insights featured in our annual Construction Industry Salary Report can help you map a path forward to support your organization, people, and projects. Our report highlights data on compensation trends related to cost-of-living adjustments, cash incentives, merit pay, bonuses, plus details specific to benefits and perquisites. The intent is to serve as an indispensable resource for construction industry executives seeking to gain a competitive edge in an environment characterized by fluctuating market forces.

Rising interest rates have impacted all industries, with a unique effect on the construction industry. Financing and bonding are more challenging as banks tighten lending requirements, making it more difficult to secure capital for equipment and materials. Further, construction starts are slowing in certain sectors as project owners halt or delay projects

The industry's historically tight labor market isn't easing either, and it's crucial that organizations understand the nuanced interplay between compensation and workforce management to remain competitive. The data in our annual report details the salaries and benefits participating companies offer. However, other trends in compensation and recruitment, as well as creative strategies for keeping workers engaged and productive, continue to emerge.

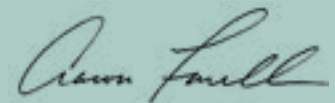
Wages have increased across all regions and company sizes surveyed, and a majority of participating companies are utilizing merit bonuses, suggesting that valuing performance-based recognition and compensation is a popular strategy. Most organizations indicated they have or are in the process of implementing deferred compensation arrangements for key employees, aligning performance metrics with company goals, and including retention provisions.

Companies looking for an edge in attracting and keeping talent should continue to focus on traditional benefits and bonuses, but also pay close attention to social stewardship, building a strong culture, and helping employees grow with their jobs through training programs and integration of technology.

Compensation continues to be a significant factor in attracting and retaining talent but alignment with company culture and values can boost employee engagement and productivity.

Employees want to be part of something bigger than themselves. Organizations that do great work, invest in communities, and embrace environmental and social responsibilities are consistently high performers in employee retention, engagement, and development. Companies should consistently evaluate their strategic plan and ensure their goals are communicated throughout the organization to foster engagement at all levels.

We hope the data and metrics in this report will prove valuable to your organization. We welcome the opportunity to collaborate and share our experience working with many of the country's top contractors as you pursue your goals and your compensation and employee engagement strategies.



AARON FAULK

National Practice Leader,
Construction Practice

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Introduction

CONSTRUCTION OUTLOOK

Lively, Level, or Lackluster?

By Ken Simonson, Chief Economist, Associated General Contractors of America

As contractors plan for 2024, most can take satisfaction—perhaps even breathe a sigh of relief—that the recession so many economists predicted hasn't occurred. But rising interest rates, political tensions domestically and internationally, and a still-tight labor market indicate a continuing murky outlook.

Construction spending has barreled ahead in 2023. The Census Bureau reported on October 2, 2023, that nonresidential spending put in place—the amount contractors incurred on projects under way—jumped 18% year-to-date in the first eight months of the year compared to same period in 2022. Additionally, spending on new multifamily buildings climbed 22%. Those increases were more than enough to offset a 20% plunge in single-family construction.

Inflation

The estimates, however, don't account for inflation, as no official price index measures change in construction costs for say, highways, hotels, and hospitals. As a result, it isn't possible to define how the increased amount of additional lane miles, hotel rooms, or linear feet of pipe represent, and how much is simply higher prices for the same number of structures. Nevertheless, with inflation cooling, it's likely that much of the 2023 spending is an actual increase in volume from 2022 levels.

The gains were close to universal. All 16 of the structure types in the Census Bureau's monthly press release increased from 2022 to 2023.

Manufacturing and Supply Chain

The largest category, manufacturing structures, also had the largest jump—72% year-to-date. It's unlikely that growth rate can be duplicated in 2024, but there's reason to expect manufacturing construction will remain at least as strong as in 2023 and perhaps post another double-digit increase. Construction is still ramping up at many of the gigafactories announced in 2022 and early 2023, while some earlier projects still aren't finished.

Some manufacturers delayed projects due to softening demand or soaring construction costs. Two sources suggest manufacturing starts declined in the first eight months of 2023 compared to the same period in 2022. ConstructConnect and Dodge Construction Network each collect detailed information about projects and issue releases with tabulations of the full value of projects they deem to have started, as distinguished from the Census Bureau's measure of spending each month as projects progress. ConstructConnect estimated the value of manufacturing starts shrank 14% year-to-date through August, while Dodge put the decline at 32%.

But few, if any, plants have been canceled outright. Thus, manufacturing construction spending may pause in 2024 before picking up again.



Several factors may soon generate further orders for factory construction. The ongoing war in Ukraine continues to disrupt production and shipping from eastern Europe and drive up energy costs for European manufacturers. In the face of rising tension with China, tariffs, and other trade restrictions such as the Uyghur Forced Labor Prevention Act, and the memory of supply-chain bottlenecks during the pandemic, manufacturers are bringing production back to the United States in spite of much higher labor costs. The carrot-and-stick of federal laws that offer generous funding, loans, or tax credits, but only for projects with a large domestic component is an additional spur to US factory construction.

Data Centers

Data centers constitute another hot market in 2023 that still has warm prospects. The rapid expansion of artificial intelligence (AI), especially generative AI such as ChatGPT and Google Bard, adds a further layer of demand for racks of servers and the buildings that house them. The market continues to diversify geographically, as local resistance to siting data centers grows and available power becomes scarcer in existing markets.

Unfortunately, the Census Bureau doesn't break out construction spending on data centers but includes them in the office segment. Thus, it's impossible to measure either the size or growth of the data center construction market from the Census Bureau's data. Meanwhile, the reported 7% year-to-date increase in the office segment most likely hides a decline in actual office construction, not data centers.

Power and Energy

Power construction is a category with strong prospects but uncertain timing. In theory, the generous tax credits provided by the Inflation Reduction Act of 2022 for a variety of renewable energy projects should attract massive amounts of private investments in onshore and offshore wind, solar, hydrogen, transmission lines, utility-scale battery storage, and carbon capture and storage.

However, the Internal Revenue Service didn't issue guidance defining key conditions for eligibility until August 2023, a year after the law was enacted. Many terms remain undefined or ambiguous. In addition, virtually every proposed project faces opposition regarding potential negative impacts on marine, land, or airborne wildlife, neighboring residents, cultural and historic sites, air or water quality, and more.

Limited supplies of essential materials, equipment, and workers can delay projects or make the project cost prohibitive. For categories such as hydrogen production and carbon capture, the technology hasn't achieved cost effectiveness yet.

Mixed-Use Projects

Major increases in power construction are probably at least a year away. Yet the combination of legislative carrots, regulatory sticks, and changing market preferences is leading to emergence of new types of mixed-use projects. Where the term once denoted a mix of commercial property categories, perhaps along with housing, new projects combine manufacturing, energy, and possibly data centers.

For instance, "Fidelis New Energy has started development and launched permitting for a \$2 billion hydrogen production plant in West Virginia," Engineering News-Record reported on September 20. "It will power an associated data center megasite as well as industrial manufacturers, transportation companies, and utilities. The energy company said the Mountaineer GigaSystem in Mason County, West Virginia, would produce blue hydrogen from natural gas and store CO₂ emissions underground on state-owned property, with its first phase to open in 2028."

Infrastructure

Infrastructure is a term that encompasses multiple construction segments, all with generally bright prospects. The enactment of the Infrastructure Investment and Jobs Act (IIJA) in November 2021 brought the promise of unprecedented amounts of federal funds for transportation, environmental, communications, and energy-related projects.

As with the manufacturing and power categories, that promise remains largely unfulfilled but not abandoned. Now that some of the uncertainty over mandates and prohibitions in the legislation has been clarified, more projects are likely to move beyond the stage of White House announcements and into actual bid lettings and construction.

Meanwhile, state and local agencies boosted their own budgets, thanks to strong tax revenue growth and large amounts of federal money transferred under pandemic relief programs. For instance, ConstructConnect reported that the value of starts year-to-date through August topped 2022 totals for the same months by 37% for airports, 16% for roads and highways, and 13% for water and sewage projects. Further growth is likely in 2024 as money from the IIJA filters down into project awards.

Rental Properties

In contrast to the favorable outlook for these heavy construction categories, the prospects are much shakier for segments that depend on rental income to cover costs. Although the Federal Reserve might not raise its short-term interest rate targets further in 2024, the increases it put in place in 2022 and 2023 have made project financing much more expensive. At the same time, many banks pulled back on commercial real estate loans.

Office construction has already been hit hard, as firms adapt to work-from-home and hybrid working conditions by trying to sublet unused space and reduce their footprint when leases expire. Rents have also tapered off for some distribution facilities. Generally smoother supply chains and consumer preferences that shifted away from goods have left some retailers with excess inventories and less need to stock time-sensitive merchandise just in case.

In some cities, apartment rents declined from year-earlier levels, reducing the attractiveness of new multifamily construction. With nearly a million multifamily units under construction in the summer of 2023—a record high for a series that dates back 54 years—rents will be under pressure from a flood of new supply once these units hit the market.

Meanwhile, the number of starts dropped by 41% between August 2022 and August 2023 to just 334,000 units at a seasonally adjusted annual rate, implying there will be a huge drop in construction put in place in 2024.

However, the downturn in multifamily construction is likely to differ considerably among and within states. An analysis by the National Association of Home Builders of multifamily permits, a leading indicator for starts, found enormous variation in permits issued in January through July 2023 compared to the same months of 2022.

Surprisingly, some of the largest declines were in states that experienced strong population growth in recent years. For instance, multifamily permits plunged 42% year-to-date in Idaho, 33% in Washington and Montana, and 19% in Texas. In contrast, permits increased 4% in California and 2% in Oregon—two states that lost population between July 2021 and July 2022. This counterintuitive relationship could be a sign that too many developers followed the crowds heading for high-growth states or that the population flow is beginning to reverse.

There are also wide disparities across states regarding nonresidential construction. ConstructConnect reported that total nonresidential starts increased 6.3% year-to-date through August. Starts expanded 15% each in Texas and Oregon, 12% in Montana, 3.5% in California, and 2.5% in Idaho, but tumbled 16% in Washington.

The outlook that emerges from these diverse sources is positive overall, with the liveliest construction prospects appearing among data centers, manufacturing, and various energy and infrastructure categories. Income-dependent properties are likely to be lackluster. But there will be notable differences from state to state and within large segments.



SECTION ONE

Metrics, Strategies, Benefits & Perquisites

07 RESPONDENTS

08 COMPENSATION TRENDS

10 PERQUISITES

11 PAID TIME OFF & HOLIDAYS

12 INSURANCE BENEFITS

13 RETIREMENT BENEFITS

RESPONDENTS

	ANNUAL REVENUE				
	< \$25M	\$25M-\$50M	\$50M-\$100M	\$100M-\$250M	> \$250M
LOCATION OF OPERATIONS					
Western Washington	16	16	14	17	13
Eastern Washington, Idaho, Montana	12	7	9	4	3
Oregon	6	4	3	3	5
Northern/Central California	3	4	3	2	2
Greater Bay (CA)	6	8	1	5	4
Southern California	6	8	7	9	3
Texas	4	0	2	3	2
Other Participating Locations	3	5	5	7	8
ALL REGIONS	56	52	44	50	40

Companies with UNION EMPLOYEES

	21%	35%	41%	46%	65%
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COMPENSATION TRENDS

Companies that use the following

SALARY STRATEGIES

Cost-of-living Adjustment (COLA)	55%	An increase in wages to reflect rising costs and inflation.
Cash Incentives	41%	Additional compensation used to motivate and reward employees for exceeding performance or productivity goals.
Merit Pay	87%	A compensation system whereby individual performance determines increases in base-pay.
Bonuses (Variable Pay)	88%	An incentive pay plan that awards employees additional compensation for achieving individual or group performance and productivity goals.
Specialization or Skill-Based	54%	A salary differentiation system that bases compensation on an individual's education, experience, knowledge, skills, or specialized training.
Above-Scale/Premium Wage	42%	A salary rate that exceeds the maximum salary designated in the published salary scale.
Collective Bargaining Agreement/Union Contract	41%	The agreement or contract sets wages, hours, and other terms and conditions of employment for an agreed-upon period of time.
Years of Service	46%	The number of 12-month periods during which the employee is employed on a full-time basis.
Retention Bonuses	15%	A lump sum payment outside of an employee's base pay that is offered as an incentive to convince the employee to remain in their current position to meet critical and priority business needs.
Signing Bonuses	40%	A financial award offered to a prospective employee as an incentive to join the company.

Companies that report

CHANGING SALARY STRATEGIES

Yes	60%	
No	40%	

ANNUAL REVENUE	< \$25M	\$25M-\$50M	\$50M-\$100M	\$100M-\$250M	> \$250M
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Average

WAGE INCREASE/DECREASE

CURRENT YEAR						
Western Washington	Management	6.0%	8.2%	6.0%	5.7%	5.4%
	Nonmanagement	6.2%	8.2%	6.1%	5.6%	5.6%
Eastern Washington, Idaho, Montana	Management	6.4%	6.6%	5.4%	6.3%	3.3%
	Nonmanagement	7.6%	7.0%	6.7%	7.8%	5.1%
Oregon	Management	4.8%	5.1%	4.1%	6.0%	5.8%
	Nonmanagement	4.4%	5.1%	4.1%	5.4%	6.0%
Northern/Central California	Management	4.0%	5.0%	7.7%	8.0%	5.0%
	Nonmanagement	7.0%	5.3%	9.3%	5.0%	9.5%
Greater Bay (CA)	Management	7.5%	4.1%	-	6.0%	4.8%
	Nonmanagement	7.0%	6.6%	-	6.5%	4.5%
Southern California	Management	5.0%	9.7%	5.8%	4.4%	4.0%
	Nonmanagement	8.6%	7.9%	5.1%	4.6%	4.5%
Texas	Management	8.3%	-	4.0%	5.8%	3.0%
	Nonmanagement	9.3%	-	8.5%	7.2%	3.0%
Other Participating Locations	Management	5.5%	5.2%	5.8%	6.0%	4.0%
	Nonmanagement	6.0%	5.8%	4.8%	9.3%	3.8%

PROJECTED FOR NEXT YEAR						
Western Washington	Management	5.8%	6.0%	4.1%	4.2%	3.9%
	Nonmanagement	5.3%	6.7%	4.2%	4.2%	3.5%
Eastern Washington, Idaho, Montana	Management	4.1%	5.5%	4.2%	5.0%	3.0%
	Nonmanagement	5.4%	4.7%	4.7%	5.0%	3.0%
Oregon	Management	2.3%	4.0%	5.0%	5.0%	5.3%
	Nonmanagement	3.3%	4.0%	4.0%	4.0%	5.3%
Northern/Central California	Management	3.0%	3.0%	5.7%	5.0%	3.5%
	Nonmanagement	5.0%	4.0%	5.5%	3.0%	3.0%
Greater Bay (CA)	Management	-	4.3%	-	3.0%	4.5%
	Nonmanagement	7.5%	4.8%	-	3.7%	4.5%
Southern California	Management	4.5%	6.3%	5.3%	4.0%	4.0%
	Nonmanagement	5.8%	5.0%	4.3%	5.0%	4.0%
Texas	Management	6.0%	-	4.0%	5.0%	3.0%
	Nonmanagement	6.7%	-	5.5%	4.0%	3.0%
Other Participating Locations	Management	6.5%	4.0%	5.5%	4.3%	4.0%
	Nonmanagement	4.0%	4.4%	5.8%	4.3%	3.8%

[-] Too few or no respondents

PERQUISITES

ANNUAL REVENUE	< \$25M	\$25M-\$50M	\$50M-\$100M	\$100M-\$250M	> \$250M	ALL
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Companies that provide a

COMPANY CAR

All employment levels	5%	19%	7%	10%	18%	12%
Management only	63%	63%	75%	67%	56%	65%
Nonmanagement only	11%	4%	2%	4%	3%	5%
Not offered	21%	13%	16%	18%	23%	18%

Companies that provide a

CAR ALLOWANCE

All employment levels	4%	10%	11%	18%	28%	13%
Management only	33%	45%	55%	58%	58%	49%
Nonmanagement only	13%	8%	2%	4%	8%	7%
Not offered	51%	37%	32%	20%	8%	31%

Companies that provide

MILEAGE REIMBURSEMENT

All employment levels	49%	51%	52%	76%	73%	60%
Management only	7%	10%	9%	4%	10%	8%
Nonmanagement only	11%	20%	20%	12%	15%	15%
Not offered	33%	20%	18%	8%	3%	17%

Companies that pay

PROFESSIONAL DUES

All employment levels	22%	39%	25%	37%	41%	32%
Management only	29%	29%	57%	33%	36%	36%
Nonmanagement only	0%	2%	0%	0%	0%	0%
Not offered	49%	29%	18%	31%	23%	31%

Companies that provide a

COMPANY CELL PHONE

All employment levels	25%	46%	30%	48%	50%	39%
Management only	52%	40%	50%	40%	25%	42%
Nonmanagement only	2%	4%	0%	0%	0%	1%
Not offered	21%	10%	20%	12%	25%	17%

Companies that provide a

CELL PHONE ALLOWANCE

All employment levels	25%	27%	25%	35%	45%	31%
Management only	22%	21%	30%	29%	25%	25%
Nonmanagement only	7%	2%	2%	0%	5%	3%
Not offered	45%	50%	43%	37%	25%	41%

PAID TIME OFF & HOLIDAYS

ANNUAL REVENUE	< \$25M	\$25M-\$50M	\$50M-\$100M	\$100M-\$250M	> \$250M	ALL
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Companies that offer

PAID TIME OFF

All employment levels		91%	96%	91%	98%	90%	93%	
Management only		9%	4%	7%	2%	8%	6%	
DAYS of paid time off								
Management	Years of Service	<1	10	10	12	14	15	12
		1+	11	11	13	15	14	13
		5+	14	16	16	19	18	17
		10+	17	18	20	21	22	19
		15+	18	21	21	23	25	21
Nonmanagement	Years of Service	<1	8	9	11	13	14	11
		1+	9	9	12	14	14	11
		5+	13	14	16	17	18	15
		10+	15	17	18	19	21	18
		15+	16	18	20	21	24	20

Companies that offer

PAID HOLIDAYS

All employment levels		77%	82%	82%	98%	93%	86%
Management only		20%	16%	16%	2%	8%	12%
AVERAGE paid holidays per year							
Management		7	8	8	8	9	8
Nonmanagement		7	7	8	8	9	8

INSURANCE BENEFITS

ANNUAL REVENUE	< \$25M	\$25M-\$50M	\$50M-\$100M	\$100M-\$250M	> \$250M	ALL
<i>Companies that offer</i>						
HEALTH INSURANCE						
Management	93%	100%	100%	100%	100%	98%
Nonmanagement	95%	96%	95%	98%	98%	96%
<i>Companies that offer</i>						
DENTAL INSURANCE						
Management	80%	90%	100%	98%	100%	93%
Nonmanagement	82%	85%	95%	96%	98%	90%
<i>Companies that offer</i>						
VISION INSURANCE						
Management	82%	94%	93%	98%	98%	93%
Nonmanagement	84%	88%	91%	96%	95%	90%
<i>Companies that offer</i>						
DISABILITY INSURANCE						
Management	61%	62%	70%	77%	98%	72%
Nonmanagement	57%	54%	68%	73%	98%	68%
<i>Companies that offer</i>						
PAYMENT OF PART OR ALL OF INSURANCE PREMIUMS						
Management	91%	100%	100%	100%	100%	98%
Nonmanagement	89%	92%	93%	98%	98%	94%

RETIREMENT BENEFITS

ANNUAL REVENUE	< \$25M	\$25M-\$50M	\$50M-\$100M	\$100M-\$250M	> \$250M	ALL
<i>Companies that offer a</i>						
401(K) PLAN						
Management	89%	94%	95%	100%	100%	95%
Nonmanagement	89%	90%	91%	96%	98%	92%
CONTRIBUTION MATCHING						
Companies that offer contribution matching	79%	96%	80%	88%	88%	86%
<i>Companies that offer a</i>						
PROFIT SHARING PLAN						
Management	37%	45%	45%	43%	63%	46%
Nonmanagement	30%	37%	32%	36%	55%	37%
<i>Companies that offer a</i>						
UNION PENSION						
Management	2%	10%	7%	11%	19%	9%
Nonmanagement	19%	22%	40%	40%	50%	33%
<i>Companies that offer a</i>						
DEFERRED COMPENSATION PLAN						
Management	8%	18%	15%	31%	54%	24%
Nonmanagement	6%	12%	7%	8%	26%	11%



15 **CHIEF EXECUTIVE OFFICER**

16 **CHIEF FINANCIAL OFFICER**

17 **VICE PRESIDENT**

SECTION TWO

Executive Positions



CHIEF EXECUTIVE OFFICER

	COUNT	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	AVERAGE
<i>Salary by</i>					
REGION					
Western Washington	67	\$178,000	\$230,000	\$275,000	\$246,649
Eastern Washington, Idaho, Montana	28	\$127,586	\$151,000	\$176,900	\$153,062
Oregon	20	\$175,000	\$233,906	\$271,108	\$240,805
Northern/Central California	14	\$200,000	\$220,000	\$250,000	\$268,429
Greater Bay (CA)	23	\$184,512	\$265,000	\$488,206	\$331,432
Southern California	30	\$188,750	\$215,000	\$307,500	\$247,881
Texas	11	\$187,500	\$220,000	\$285,197	\$247,007
Other Participating Locations	24	\$197,500	\$233,438	\$304,360	\$253,432
ALL FIRMS	217	\$170,000	\$220,000	\$275,000	\$245,365

<i>Salary by</i>					
CONSTRUCTION TYPE					
Commercial	144	\$170,000	\$219,063	\$285,148	\$244,565
Heavy & Highway	28	\$163,800	\$232,500	\$282,852	\$246,988
Municipal & Utility	9	\$200,000	\$232,929	\$250,000	\$271,717
Residential	25	\$160,000	\$225,000	\$250,000	\$246,528
Other	11	\$172,406	\$205,000	\$270,000	\$227,495

<i>Salary by</i>					
CONTRACTOR TYPE					
General Contractor	118	\$167,300	\$220,000	\$275,000	\$248,805
Specialty Trade Contractor	77	\$175,000	\$220,000	\$283,530	\$242,566
Construction Management	11	\$167,600	\$235,000	\$257,500	\$237,927
Other	11	\$150,000	\$209,486	\$287,500	\$235,491

<i>Salary by</i>					
REVENUE					
Up to \$25 Million	52	\$123,750	\$172,500	\$196,250	\$167,321
\$25-\$50 Million	49	\$170,000	\$220,000	\$250,000	\$215,343
\$50-\$100 Million	40	\$185,250	\$224,500	\$275,000	\$230,611
\$100-\$250 Million	44	\$198,900	\$250,197	\$322,375	\$289,816
Over \$250 Million	32	\$234,469	\$330,360	\$485,000	\$375,480

BONUS BY REVENUE					
Up to \$25 Million	28	\$20,000	\$58,000	\$112,500	\$138,125
\$25-\$50 Million	27	\$50,000	\$72,000	\$158,500	\$132,046
\$50-\$100 Million	26	\$44,762	\$100,000	\$187,500	\$127,693
\$100-\$250 Million	32	\$68,660	\$139,500	\$267,119	\$197,123
Over \$250 Million	23	\$87,500	\$160,000	\$351,250	\$259,719

[*] If fewer than three respondents, dollar figures are averaged [-] Too few respondents

CHIEF FINANCIAL OFFICER

	COUNT	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	AVERAGE
<i>Salary by</i>					
REGION					
Western Washington	43	\$152,000	\$192,000	\$236,000	\$208,725
Eastern Washington, Idaho, Montana	19	\$120,000	\$144,808	\$157,500	\$142,081
Oregon	12	\$145,000	\$182,102	\$217,220	\$188,782
Northern/Central California	12	\$143,750	\$182,500	\$217,250	\$187,083
Greater Bay (CA)	19	\$197,000	\$234,270	\$300,000	\$254,713
Southern California	19	\$165,000	\$185,000	\$223,441	\$196,125
Texas	8	\$155,000	\$187,500	\$203,275	\$203,013
Other Participating Locations	23	\$149,996	\$175,000	\$230,000	\$195,986
ALL FIRMS	155	\$150,000	\$185,000	\$231,000	\$199,244

<i>Salary by</i>					
CONSTRUCTION TYPE					
Commercial	98	\$147,750	\$181,000	\$231,500	\$197,577
Heavy & Highway	21	\$159,000	\$191,000	\$240,500	\$212,306
Municipal & Utility	8	\$147,482	\$187,000	\$204,221	\$213,232
Residential	18	\$152,500	\$202,000	\$224,750	\$189,256
Other	10	\$146,248	\$179,710	\$237,500	\$194,934

<i>Salary by</i>					
CONTRACTOR TYPE					
General Contractor	83	\$155,500	\$200,000	\$245,000	\$212,633
Specialty Trade Contractor	56	\$143,966	\$172,500	\$200,000	\$178,721
Construction Management	10	\$152,500	\$187,500	\$228,750	\$204,600
Other	6	\$146,411	\$200,322	\$268,750	\$196,642

<i>Salary by</i>					
REVENUE					
Up to \$25 Million	26	\$111,250	\$140,720	\$150,563	\$139,432
\$25-\$50 Million	29	\$149,976	\$175,000	\$190,000	\$177,268
\$50-\$100 Million	30	\$152,161	\$177,500	\$198,875	\$180,654
\$100-\$250 Million	39	\$161,840	\$210,000	\$237,135	\$213,384
Over \$250 Million	31	\$209,500	\$255,000	\$324,000	\$270,168

BONUS BY REVENUE					
Up to \$25 Million	16	\$15,000	\$19,000	\$50,000	\$37,436
\$25-\$50 Million	19	\$17,500	\$50,000	\$77,000	\$76,298
\$50-\$100 Million	24	\$27,250	\$50,000	\$66,250	\$56,487
\$100-\$250 Million	32	\$36,750	\$62,750	\$102,500	\$93,745
Over \$250 Million	27	\$75,000	\$123,000	\$170,000	\$154,408

[*] If fewer than three respondents, dollar figures are averaged [-] Too few respondents

VICE PRESIDENT

	COUNT	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	AVERAGE
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Salary by

REGION

Western Washington	58	\$166,800	\$198,500	\$234,250	\$203,070
Eastern Washington, Idaho, Montana	23	\$127,558	\$150,000	\$162,792	\$144,764
Oregon	17	\$146,000	\$182,000	\$204,178	\$180,795
Northern/Central California	10	\$121,750	\$167,500	\$210,500	\$170,300
Greater Bay (CA)	17	\$150,000	\$229,000	\$274,750	\$241,154
Southern California	24	\$175,000	\$208,244	\$231,000	\$208,214
Texas	10	\$167,500	\$182,500	\$197,948	\$188,779
Other Participating Locations	22	\$171,500	\$197,500	\$228,750	\$195,947
ALL FIRMS	181	\$150,000	\$190,000	\$230,000	\$194,362

Salary by

CONSTRUCTION TYPE

Commercial	128	\$154,750	\$187,750	\$225,000	\$192,118
Heavy & Highway	23	\$150,000	\$205,005	\$248,500	\$200,571
Municipal & Utility	7	\$200,000	\$209,238	\$239,021	\$254,469
Residential	13	\$150,000	\$168,360	\$229,000	\$189,090
Other	10	\$147,000	\$170,000	\$193,950	\$173,582

Salary by

CONTRACTOR TYPE

General Contractor	100	\$161,200	\$198,496	\$229,250	\$198,437
Specialty Trade Contractor	67	\$145,500	\$175,000	\$208,696	\$181,128
Construction Management	7	\$221,000	\$235,000	\$287,510	\$247,028
Other	7	\$147,500	\$208,045	\$262,000	\$210,148

Salary by

REVENUE

Up to \$25 Million	32	\$113,060	\$145,500	\$171,250	\$144,423
\$25-\$50 Million	40	\$150,000	\$180,000	\$209,050	\$182,700
\$50-\$100 Million	36	\$161,200	\$190,000	\$210,429	\$186,072
\$100-\$250 Million	38	\$184,250	\$208,398	\$233,000	\$218,032
Over \$250 Million	35	\$197,500	\$230,859	\$275,000	\$236,177

BONUS BY REVENUE

Up to \$25 Million	17	\$25,000	\$40,000	\$50,000	\$50,294
\$25-\$50 Million	26	\$35,000	\$60,000	\$85,000	\$78,460
\$50-\$100 Million	26	\$33,000	\$50,000	\$89,500	\$71,340
\$100-\$250 Million	30	\$50,000	\$62,500	\$79,375	\$83,688
Over \$250 Million	31	\$64,250	\$100,000	\$135,808	\$126,302

[*] If fewer than three respondents, dollar figures are averaged [-] Too few respondents



SECTION THREE

Finance & Administrative Positions



19 CONTROLLER

Direct and manage all finance and general accounting functions, reports, and payroll. May report to CFO.

20 ACCOUNTANT / ASSISTANT CONTROLLER

Responsible for payables, receivables, payroll, general ledger, cost reports, forecasting, tax reports, and bank reconciliations. May report directly to controller or CFO.

21 PAYABLES / RECEIVABLES / PAYROLL CLERK

Performs routine accounting functions such as payables, receivables, or payroll under direct supervision.

22 CONTRACTS ADMINISTRATOR

Oversees contracts to ensure all obligations are fulfilled and coordinate changes that may transpire.

CONTROLLER

	COUNT	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	AVERAGE
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Salary by

REGION

Western Washington	54	\$114,250	\$135,007	\$159,750	\$138,988
Eastern Washington, Idaho, Montana	17	\$93,000	\$108,000	\$126,027	\$110,342
Oregon	14	\$130,000	\$138,463	\$163,859	\$144,428
Northern/Central California	8	\$135,000	\$149,300	\$200,000	\$160,075
Greater Bay (CA)	16	\$117,500	\$139,451	\$150,650	\$146,436
Southern California	23	\$125,000	\$135,000	\$156,000	\$136,522
Texas	9	\$115,000	\$130,000	\$135,000	\$126,060
Other Participating Locations	18	\$123,010	\$136,365	\$158,383	\$134,705
ALL FIRMS	159	\$114,500	\$134,930	\$156,000	\$136,641

Salary by

CONSTRUCTION TYPE

Commercial	104	\$114,525	\$134,710	\$160,000	\$138,458
Heavy & Highway	19	\$125,000	\$138,902	\$156,500	\$139,928
Municipal & Utility	7	\$107,500	\$135,000	\$153,000	\$135,857
Residential	20	\$103,885	\$133,132	\$155,642	\$128,187
Other	9	\$125,000	\$130,000	\$130,000	\$128,106

Salary by

CONTRACTOR TYPE

General Contractor	89	\$120,000	\$135,000	\$153,000	\$138,899
Specialty Trade Contractor	50	\$101,182	\$130,000	\$150,000	\$130,355
Construction Management	11	\$103,750	\$121,800	\$164,284	\$134,644
Other	9	\$135,000	\$150,644	\$156,000	\$151,686

Salary by

REVENUE

Up to \$25 Million	24	\$100,814	\$120,000	\$140,863	\$122,732
\$25-\$50 Million	34	\$100,000	\$120,000	\$136,445	\$120,507
\$50-\$100 Million	27	\$120,900	\$133,000	\$142,988	\$132,311
\$100-\$250 Million	42	\$116,250	\$134,973	\$155,383	\$135,788
Over \$250 Million	32	\$143,124	\$164,284	\$190,625	\$168,991

BONUS BY REVENUE

Up to \$25 Million	17	\$5,000	\$10,000	\$20,000	\$19,076
\$25-\$50 Million	29	\$7,500	\$20,000	\$30,000	\$25,414
\$50-\$100 Million	23	\$14,000	\$18,000	\$25,000	\$21,970
\$100-\$250 Million	36	\$9,500	\$17,486	\$25,000	\$19,967
Over \$250 Million	30	\$18,875	\$30,000	\$50,000	\$40,291

ACCOUNTANT / ASSISTANT CONTROLLER

	COUNT	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	AVERAGE
<i>Salary by</i>					
REGION					
Western Washington	48	\$79,938	\$90,760	\$108,363	\$94,218
Eastern Washington, Idaho, Montana	18	\$58,000	\$70,000	\$86,240	\$74,347
Oregon	15	\$69,640	\$78,000	\$92,569	\$83,993
Northern/Central California	10	\$72,500	\$82,750	\$116,250	\$93,850
Greater Bay (CA)	12	\$77,625	\$88,724	\$130,000	\$106,945
Southern California	21	\$72,000	\$90,000	\$95,700	\$88,991
Texas	8	\$64,375	\$70,131	\$90,500	\$77,470
Other Participating Locations	17	\$73,500	\$82,811	\$88,966	\$82,906
ALL FIRMS	149	\$73,485	\$85,000	\$98,612	\$88,862

<i>Salary by</i>					
CONSTRUCTION TYPE					
Commercial	102	\$73,489	\$85,000	\$97,631	\$88,825
Heavy & Highway	17	\$75,000	\$90,087	\$101,513	\$92,657
Municipal & Utility	8	\$75,125	\$81,940	\$112,500	\$90,298
Residential	14	\$66,447	\$75,000	\$114,180	\$88,411
Other	8	\$72,280	\$81,406	\$87,123	\$80,624

<i>Salary by</i>					
CONTRACTOR TYPE					
General Contractor	81	\$76,000	\$90,000	\$105,000	\$92,385
Specialty Trade Contractor	50	\$70,000	\$80,345	\$91,966	\$83,361
Construction Management	12	\$72,313	\$82,600	\$104,975	\$88,608
Other	6	\$81,943	\$88,368	\$93,135	\$87,644

<i>Salary by</i>					
REVENUE					
Up to \$25 Million	22	\$65,130	\$72,280	\$82,940	\$76,290
\$25-\$50 Million	28	\$70,750	\$79,500	\$90,120	\$82,006
\$50-\$100 Million	31	\$70,000	\$81,120	\$91,500	\$81,216
\$100-\$250 Million	37	\$75,000	\$90,087	\$100,000	\$92,492
Over \$250 Million	31	\$83,406	\$105,000	\$122,500	\$107,289

BONUS BY REVENUE					
Up to \$25 Million	13	\$2,000	\$5,000	\$8,000	\$7,222
\$25-\$50 Million	23	\$2,600	\$5,000	\$6,000	\$6,148
\$50-\$100 Million	27	\$5,852	\$7,500	\$10,000	\$7,798
\$100-\$250 Million	32	\$4,468	\$8,000	\$13,375	\$9,174
Over \$250 Million	31	\$9,400	\$11,600	\$15,000	\$13,982

[*] If fewer than three respondents, dollar figures are averaged [-] Too few respondents

PAYABLES / RECEIVABLES / PAYROLL CLERK

	COUNT	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	AVERAGE
<i>Salary by</i>					
REGION					
Western Washington	67	\$56,840	\$62,400	\$80,000	\$67,055
Eastern Washington, Idaho, Montana	30	\$48,500	\$55,901	\$60,813	\$54,104
Oregon	21	\$52,000	\$60,675	\$70,000	\$63,189
Northern/Central California	13	\$55,000	\$60,000	\$64,480	\$61,062
Greater Bay (CA)	20	\$59,793	\$69,842	\$80,000	\$72,872
Southern California	30	\$54,313	\$64,740	\$67,325	\$62,174
Texas	9	\$46,882	\$52,000	\$68,842	\$56,795
Other Participating Locations	23	\$52,275	\$60,479	\$66,977	\$61,677
ALL FIRMS	213	\$53,000	\$61,000	\$70,390	\$63,328

<i>Salary by</i>					
CONSTRUCTION TYPE					
Commercial	141	\$56,000	\$62,500	\$72,000	\$64,704
Heavy & Highway	30	\$51,475	\$56,645	\$69,630	\$60,127
Municipal & Utility	9	\$60,000	\$65,000	\$72,800	\$67,657
Residential	23	\$50,000	\$60,320	\$66,280	\$60,179
Other	10	\$52,000	\$54,283	\$60,750	\$56,883

<i>Salary by</i>					
CONTRACTOR TYPE					
General Contractor	114	\$55,000	\$62,400	\$73,750	\$65,342
Specialty Trade Contractor	77	\$52,000	\$59,000	\$67,003	\$60,861
Construction Management	10	\$54,103	\$57,628	\$78,000	\$63,625
Other	12	\$50,557	\$57,590	\$64,090	\$59,789

<i>Salary by</i>					
REVENUE					
Up to \$25 Million	47	\$49,960	\$56,160	\$64,740	\$58,355
\$25-\$50 Million	45	\$54,000	\$65,000	\$73,000	\$64,877
\$50-\$100 Million	39	\$53,500	\$60,479	\$66,550	\$61,288
\$100-\$250 Million	47	\$53,657	\$60,000	\$65,700	\$62,055
Over \$250 Million	35	\$58,528	\$67,003	\$81,500	\$72,000

BONUS BY REVENUE					
Up to \$25 Million	29	\$2,000	\$3,000	\$5,000	\$5,132
\$25-\$50 Million	35	\$2,200	\$3,500	\$5,000	\$4,554
\$50-\$100 Million	35	\$2,250	\$4,000	\$5,000	\$4,258
\$100-\$250 Million	38	\$2,000	\$5,000	\$6,075	\$5,034
Over \$250 Million	33	\$4,000	\$5,000	\$7,000	\$6,402

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CONTRACTS ADMINISTRATOR

	COUNT	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	AVERAGE
<i>Salary by</i>					
REGION					
Western Washington	53	\$65,000	\$74,506	\$90,000	\$78,374
Eastern Washington, Idaho, Montana	20	\$56,145	\$61,250	\$69,450	\$65,018
Oregon	11	\$58,559	\$69,335	\$81,000	\$69,228
Northern/Central California	10	\$62,620	\$68,500	\$84,651	\$71,008
Greater Bay (CA)	12	\$68,910	\$87,459	\$94,750	\$84,201
Southern California	20	\$59,000	\$67,500	\$80,000	\$71,079
Texas	5	\$55,406	\$63,488	\$65,000	\$66,779
Other Participating Locations	12	\$64,053	\$69,820	\$78,301	\$75,402
ALL FIRMS	143	\$61,107	\$69,000	\$83,802	\$74,101

<i>Salary by</i>					
CONSTRUCTION TYPE					
Commercial	98	\$61,000	\$68,060	\$80,000	\$71,195
Heavy & Highway	23	\$67,051	\$85,000	\$100,000	\$86,044
Municipal & Utility	5	\$55,000	\$80,000	\$100,000	\$79,561
Residential	11	\$67,000	\$72,800	\$89,000	\$77,608
Other	6	\$57,900	\$60,399	\$63,950	\$64,815

<i>Salary by</i>					
CONTRACTOR TYPE					
General Contractor	92	\$61,428	\$69,668	\$85,000	\$74,894
Specialty Trade Contractor	43	\$58,600	\$68,640	\$80,144	\$72,842
Construction Management	5	\$65,000	\$68,000	\$90,100	\$73,782
Other	3	\$64,060	\$68,120	\$72,560	\$68,373

<i>Salary by</i>					
REVENUE					
Up to \$25 Million	18	\$60,000	\$67,800	\$86,325	\$76,699
\$25-\$50 Million	29	\$62,000	\$68,000	\$80,000	\$70,418
\$50-\$100 Million	30	\$52,000	\$63,107	\$83,500	\$68,869
\$100-\$250 Million	36	\$65,000	\$71,068	\$91,884	\$79,892
Over \$250 Million	30	\$63,736	\$75,000	\$81,572	\$74,386

BONUS BY REVENUE					
Up to \$25 Million	10	\$3,500	\$6,500	\$9,625	\$6,930
\$25-\$50 Million	21	\$3,000	\$3,839	\$5,000	\$6,099
\$50-\$100 Million	24	\$2,796	\$4,250	\$5,875	\$4,917
\$100-\$250 Million	28	\$3,000	\$4,688	\$10,000	\$6,955
Over \$250 Million	30	\$3,984	\$5,250	\$7,723	\$5,989

[*] If fewer than three respondents, dollar figures are averaged [-] Too few respondents



SECTION FOUR

Technical Management Positions

24 CONSTRUCTION MANAGER

Oversees specialized contractors and other personnel. Works closely with other building specialists, such as architects, civil engineers, and a variety of trade workers, including stonemasons, electricians, and carpenters.

25 SAFETY DIRECTOR

Plans, implements, and supervises project safety, accident, and fire protection programs in compliance with company policy.

26 PROJECT MANAGER

Complete responsibility for the planning, budgeting, organizing, and scheduling of one large or several small projects.

27 PROJECT ENGINEER

Directs, coordinates, and exercises functional authority for planning, organization, control, integration, and completion of engineering projects within area of assigned responsibility. Reviews product design for compliance with engineering principles, company standards, customer contract requirements, and related specifications.

28 ESTIMATOR

Prepares estimates of project resource requirements, including materials, manpower, and unit or aggregate costs.

CONSTRUCTION MANAGER

	COUNT	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	AVERAGE
<i>Salary by</i>					
REGION					
Western Washington	37	\$140,000	\$150,800	\$179,743	\$159,107
Eastern Washington, Idaho, Montana	19	\$92,500	\$120,000	\$135,100	\$118,036
Oregon	9	\$115,800	\$140,000	\$164,234	\$142,518
Northern/Central California	9	\$125,000	\$167,501	\$200,000	\$158,500
Greater Bay (CA)	13	\$125,000	\$184,966	\$212,000	\$181,415
Southern California	15	\$137,500	\$150,000	\$175,300	\$155,707
Texas	5	\$110,000	\$128,606	\$155,000	\$129,921
Other Participating Locations	14	\$132,114	\$145,615	\$174,421	\$158,462
ALL FIRMS	121	\$125,000	\$150,000	\$175,600	\$152,073

<i>Salary by</i>					
CONSTRUCTION TYPE					
Commercial	68	\$125,000	\$148,000	\$175,000	\$153,063
Heavy & Highway	24	\$120,000	\$156,250	\$186,578	\$153,820
Municipal & Utility	4	\$180,000	\$195,000	\$203,000	\$188,000
Residential	17	\$110,000	\$133,120	\$170,019	\$143,502
Other	8	\$110,000	\$132,076	\$153,923	\$138,673

<i>Salary by</i>					
CONTRACTOR TYPE					
General Contractor	63	\$125,000	\$150,800	\$179,872	\$156,403
Specialty Trade Contractor	45	\$123,500	\$145,230	\$175,000	\$147,506
Construction Management	7	\$134,123	\$160,000	\$197,500	\$164,862
Other	6	\$118,500	\$122,500	\$128,864	\$125,942

<i>Salary by</i>					
REVENUE					
Up to \$25 Million	20	\$97,534	\$119,000	\$137,400	\$114,707
\$25-\$50 Million	34	\$120,000	\$140,000	\$175,000	\$148,079
\$50-\$100 Million	23	\$122,500	\$150,000	\$170,010	\$146,414
\$100-\$250 Million	23	\$140,000	\$157,000	\$175,300	\$161,447
Over \$250 Million	21	\$156,000	\$180,000	\$222,584	\$190,058

BONUS BY REVENUE					
Up to \$25 Million	13	\$10,000	\$15,000	\$30,000	\$22,640
\$25-\$50 Million	27	\$9,000	\$15,000	\$40,000	\$39,514
\$50-\$100 Million	21	\$20,000	\$25,000	\$30,000	\$25,953
\$100-\$250 Million	21	\$20,000	\$40,000	\$50,000	\$39,152
Over \$250 Million	20	\$23,175	\$38,897	\$68,186	\$53,181

[*] If fewer than three respondents, dollar figures are averaged [-] Too few respondents

SAFETY DIRECTOR

	COUNT	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	AVERAGE
<i>Salary by</i>					
REGION					
Western Washington	44	\$112,475	\$127,500	\$147,580	\$132,599
Eastern Washington, Idaho, Montana	22	\$82,047	\$95,500	\$104,780	\$101,143
Oregon	13	\$110,000	\$127,241	\$140,000	\$121,645
Northern/Central California	11	\$104,500	\$110,000	\$126,000	\$113,545
Greater Bay (CA)	13	\$125,000	\$148,000	\$180,000	\$150,001
Southern California	18	\$108,500	\$123,000	\$136,710	\$123,741
Texas	5	\$93,500	\$100,000	\$131,500	\$119,500
Other Participating Locations	17	\$83,000	\$100,000	\$122,455	\$110,830
ALL FIRMS	143	\$95,500	\$120,000	\$140,000	\$122,719

<i>Salary by</i>					
CONSTRUCTION TYPE					
Commercial	96	\$90,761	\$115,500	\$133,625	\$120,091
Heavy & Highway	23	\$102,500	\$130,000	\$141,500	\$126,541
Municipal & Utility	7	\$130,000	\$138,640	\$142,500	\$136,754
Residential	9	\$96,720	\$107,000	\$143,220	\$123,472
Other	7	\$87,250	\$125,000	\$150,500	\$118,020

<i>Salary by</i>					
CONTRACTOR TYPE					
General Contractor	76	\$104,780	\$125,000	\$143,665	\$128,768
Specialty Trade Contractor	53	\$81,396	\$107,000	\$130,000	\$112,182
Construction Management	8	\$101,250	\$126,150	\$161,979	\$136,449
Other	6	\$117,050	\$127,500	\$130,000	\$120,875

<i>Salary by</i>					
REVENUE					
Up to \$25 Million	15	\$66,500	\$93,534	\$122,500	\$94,737
\$25-\$50 Million	27	\$90,000	\$101,400	\$112,500	\$100,967
\$50-\$100 Million	29	\$84,000	\$104,000	\$135,000	\$107,538
\$100-\$250 Million	37	\$108,000	\$124,000	\$164,000	\$133,961
Over \$250 Million	35	\$126,936	\$143,220	\$175,400	\$152,186

BONUS BY REVENUE					
Up to \$25 Million	9	\$5,000	\$8,000	\$12,000	\$11,111
\$25-\$50 Million	18	\$3,750	\$6,500	\$9,900	\$8,861
\$50-\$100 Million	24	\$5,000	\$6,900	\$10,000	\$9,425
\$100-\$250 Million	33	\$10,000	\$15,000	\$27,000	\$19,971
Over \$250 Million	33	\$15,000	\$20,000	\$30,000	\$24,188

[*] If fewer than three respondents, dollar figures are averaged [-] Too few respondents

PROJECT MANAGER

	COUNT	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	AVERAGE
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Salary by

REGION

Western Washington	72	\$111,950	\$125,000	\$140,000	\$127,753
Eastern Washington, Idaho, Montana	32	\$85,750	\$99,950	\$110,000	\$97,679
Oregon	19	\$108,375	\$117,688	\$137,349	\$119,863
Northern/Central California	12	\$104,000	\$115,250	\$125,000	\$114,292
Greater Bay (CA)	22	\$125,000	\$140,818	\$154,396	\$141,213
Southern California	31	\$118,775	\$127,000	\$135,250	\$128,841
Texas	10	\$92,493	\$104,167	\$121,250	\$107,879
Other Participating Locations	27	\$91,750	\$109,525	\$122,500	\$109,229
ALL FIRMS	225	\$104,000	\$120,000	\$136,298	\$120,452

Salary by

CONSTRUCTION TYPE

Commercial	155	\$105,000	\$119,392	\$134,794	\$119,769
Heavy & Highway	30	\$106,134	\$125,000	\$141,661	\$125,542
Municipal & Utility	11	\$125,840	\$130,000	\$155,000	\$141,425
Residential	18	\$88,500	\$108,475	\$141,042	\$116,317
Other	11	\$90,000	\$98,842	\$115,083	\$101,982

Salary by

CONTRACTOR TYPE

General Contractor	126	\$110,000	\$123,012	\$140,000	\$125,021
Specialty Trade Contractor	76	\$93,692	\$110,000	\$128,765	\$113,848
Construction Management	12	\$98,675	\$122,500	\$134,281	\$119,431
Other	11	\$96,090	\$120,000	\$135,000	\$114,853

Salary by

REVENUE

Up to \$25 Million	48	\$90,000	\$105,050	\$123,290	\$107,396
\$25-\$50 Million	48	\$103,795	\$119,836	\$127,500	\$117,020
\$50-\$100 Million	43	\$106,601	\$120,000	\$136,950	\$119,269
\$100-\$250 Million	48	\$109,500	\$124,000	\$140,000	\$127,427
Over \$250 Million	38	\$119,250	\$132,669	\$146,868	\$133,805

BONUS BY REVENUE

Up to \$25 Million	35	\$6,074	\$10,000	\$15,000	\$11,779
\$25-\$50 Million	43	\$6,000	\$10,000	\$20,000	\$17,941
\$50-\$100 Million	38	\$10,000	\$15,000	\$20,000	\$16,996
\$100-\$250 Million	41	\$10,000	\$18,000	\$25,000	\$23,904
Over \$250 Million	36	\$11,926	\$17,973	\$25,150	\$22,541

[*] If fewer than three respondents, dollar figures are averaged [-] Too few respondents

PROJECT ENGINEER

	COUNT	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	AVERAGE
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Salary by

REGION

Western Washington	58	\$75,000	\$82,250	\$90,000	\$84,745
Eastern Washington, Idaho, Montana	21	\$69,000	\$75,000	\$81,000	\$79,050
Oregon	18	\$73,194	\$78,670	\$83,900	\$79,270
Northern/Central California	10	\$70,000	\$76,696	\$84,250	\$80,139
Greater Bay (CA)	17	\$85,000	\$93,469	\$97,545	\$91,006
Southern California	26	\$77,050	\$84,230	\$90,000	\$86,720
Texas	7	\$69,500	\$78,000	\$96,583	\$83,167
Other Participating Locations	17	\$70,000	\$75,917	\$90,000	\$83,017
ALL FIRMS	174	\$74,751	\$80,859	\$90,032	\$83,901

Salary by

CONSTRUCTION TYPE

Commercial	128	\$72,950	\$80,000	\$87,250	\$82,287
Heavy & Highway	25	\$75,000	\$83,500	\$96,500	\$86,947
Municipal & Utility	5	\$82,500	\$83,460	\$100,000	\$90,692
Residential	7	\$80,000	\$86,000	\$90,568	\$85,712
Other	9	\$80,000	\$95,000	\$119,600	\$93,217

Salary by

CONTRACTOR TYPE

General Contractor	107	\$75,000	\$82,000	\$90,000	\$83,515
Specialty Trade Contractor	53	\$70,000	\$78,000	\$92,352	\$83,799
Construction Management	9	\$75,000	\$77,000	\$80,500	\$81,779
Other	5	\$85,000	\$102,960	\$105,000	\$97,056

Salary by

REVENUE

Up to \$25 Million	30	\$70,675	\$79,000	\$85,000	\$78,145
\$25-\$50 Million	34	\$74,063	\$79,696	\$90,191	\$85,704
\$50-\$100 Million	35	\$72,000	\$83,000	\$90,000	\$82,281
\$100-\$250 Million	40	\$76,805	\$80,894	\$92,928	\$87,612
Over \$250 Million	35	\$75,000	\$82,931	\$90,633	\$84,463

BONUS BY REVENUE

Up to \$25 Million	18	\$2,875	\$5,000	\$10,000	\$9,599
\$25-\$50 Million	31	\$3,250	\$5,000	\$10,000	\$7,148
\$50-\$100 Million	29	\$3,651	\$5,000	\$7,000	\$5,431
\$100-\$250 Million	37	\$4,400	\$7,000	\$9,400	\$8,782
Over \$250 Million	33	\$4,125	\$7,500	\$10,000	\$7,634

[*] If fewer than three respondents, dollar figures are averaged [-] Too few respondents

ESTIMATOR

	COUNT	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	AVERAGE
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Salary by

REGION

Western Washington	54	\$100,000	\$118,475	\$136,550	\$120,001
Eastern Washington, Idaho, Montana	21	\$90,000	\$95,000	\$120,000	\$99,591
Oregon	16	\$96,750	\$105,984	\$115,370	\$109,606
Northern/Central California	11	\$92,500	\$115,000	\$125,043	\$112,371
Greater Bay (CA)	18	\$115,375	\$131,192	\$162,323	\$137,001
Southern California	21	\$100,000	\$120,000	\$136,000	\$116,809
Texas	11	\$82,238	\$93,333	\$95,000	\$92,892
Other Participating Locations	22	\$80,000	\$99,900	\$109,680	\$99,093
ALL FIRMS	174	\$93,400	\$110,000	\$130,000	\$113,116

Salary by

CONSTRUCTION TYPE

Commercial	115	\$94,000	\$110,000	\$130,000	\$112,600
Heavy & Highway	27	\$99,838	\$130,000	\$140,625	\$125,076
Municipal & Utility	7	\$91,640	\$127,500	\$147,241	\$121,609
Residential	15	\$73,100	\$89,000	\$115,250	\$95,435
Other	10	\$97,750	\$104,018	\$121,822	\$107,329

Salary by

CONTRACTOR TYPE

General Contractor	95	\$100,000	\$119,430	\$137,900	\$121,342
Specialty Trade Contractor	62	\$83,710	\$98,400	\$114,850	\$101,761
Construction Management	9	\$89,000	\$100,000	\$133,580	\$107,973
Other	8	\$88,000	\$111,101	\$143,751	\$109,213

Salary by

REVENUE

Up to \$25 Million	33	\$80,000	\$94,900	\$114,400	\$101,473
\$25-\$50 Million	33	\$85,632	\$104,780	\$127,500	\$106,531
\$50-\$100 Million	35	\$100,000	\$117,520	\$140,000	\$119,377
\$100-\$250 Million	39	\$100,500	\$120,000	\$131,225	\$117,935
Over \$250 Million	34	\$96,249	\$110,671	\$145,342	\$118,833

BONUS BY REVENUE

Up to \$25 Million	22	\$5,000	\$7,250	\$10,000	\$9,264
\$25-\$50 Million	25	\$5,082	\$11,000	\$17,126	\$14,973
\$50-\$100 Million	30	\$9,625	\$14,500	\$17,875	\$14,211
\$100-\$250 Million	32	\$8,500	\$13,732	\$15,819	\$13,923
Over \$250 Million	31	\$6,823	\$10,000	\$15,000	\$13,359

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SECTION FIVE

Field Positions



30 SUPERINTENDENT

Coordinates and supervises assigned foremen, subcontractors, and others in a particular work or discipline area.

31 FOREMAN

Responsible for coordinating construction projects and supervising workers including assigning tasks, creating schedules, and making sure projects are completed on time.

32 JOURNEYMAN / CRAFTSMAN

Construct, erect, install, and repair wooden structures and fixtures or the equivalent expectations for other trades such as electrician, plumber, painter, and mason.

33 LABORER

Assist skilled craft workers by performing general duties as assigned including load and unload trucks, haul materials, perform job clean-up, erect temporary structures, and maintenance of tools and supplies.

SUPERINTENDENT

	COUNT	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	AVERAGE
<i>Salary by</i>					
REGION					
Western Washington	67	\$120,000	\$135,000	\$151,250	\$137,509
Eastern Washington, Idaho, Montana	28	\$86,470	\$102,680	\$115,250	\$104,538
Oregon	18	\$100,913	\$126,298	\$140,825	\$121,389
Northern/Central California	12	\$103,750	\$115,000	\$131,798	\$128,183
Greater Bay (CA)	22	\$130,239	\$153,766	\$181,206	\$155,527
Southern California	29	\$107,000	\$125,000	\$135,000	\$122,002
Texas	10	\$78,000	\$101,000	\$110,000	\$97,070
Other Participating Locations	27	\$87,500	\$110,000	\$125,218	\$110,933
ALL FIRMS	213	\$101,742	\$125,000	\$143,171	\$125,769

<i>Salary by</i>					
CONSTRUCTION TYPE					
Commercial	148	\$101,936	\$125,000	\$140,075	\$125,189
Heavy & Highway	27	\$111,875	\$138,607	\$151,266	\$129,248
Municipal & Utility	11	\$122,500	\$170,000	\$188,638	\$153,381
Residential	18	\$86,500	\$110,000	\$125,000	\$111,137
Other	9	\$100,360	\$110,463	\$141,000	\$120,394

<i>Salary by</i>					
CONTRACTOR TYPE					
General Contractor	125	\$108,650	\$125,567	\$141,896	\$126,272
Specialty Trade Contractor	67	\$91,072	\$120,000	\$144,096	\$124,765
Construction Management	13	\$100,000	\$125,000	\$135,710	\$116,979
Other	8	\$113,563	\$129,234	\$166,354	\$140,611

<i>Salary by</i>					
REVENUE					
Up to \$25 Million	41	\$78,000	\$105,000	\$141,000	\$114,090
\$25-\$50 Million	45	\$105,000	\$124,800	\$135,000	\$123,382
\$50-\$100 Million	41	\$100,000	\$116,720	\$140,000	\$121,256
\$100-\$250 Million	48	\$117,163	\$130,000	\$143,133	\$129,738
Over \$250 Million	38	\$116,500	\$140,000	\$160,830	\$141,054

BONUS BY REVENUE					
Up to \$25 Million	28	\$3,375	\$6,011	\$12,738	\$10,666
\$25-\$50 Million	39	\$7,000	\$10,000	\$17,673	\$16,920
\$50-\$100 Million	38	\$7,500	\$10,250	\$15,821	\$12,640
\$100-\$250 Million	39	\$11,438	\$15,000	\$19,500	\$15,781
Over \$250 Million	37	\$11,056	\$15,870	\$27,439	\$23,859

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FOREMAN

	COUNT	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	AVERAGE
<i>Salary by</i>					
REGION					
Western Washington	63	\$94,662	\$113,000	\$128,170	\$114,889
Eastern Washington, Idaho, Montana	26	\$70,007	\$79,000	\$90,000	\$79,306
Oregon	20	\$75,000	\$87,476	\$105,978	\$90,568
Northern/Central California	10	\$90,000	\$101,000	\$125,300	\$106,992
Greater Bay (CA)	21	\$107,542	\$122,000	\$142,000	\$121,386
Southern California	22	\$81,250	\$97,900	\$119,500	\$99,906
Texas	8	\$53,730	\$60,500	\$66,020	\$63,035
Other Participating Locations	17	\$60,000	\$75,000	\$83,616	\$77,253
ALL FIRMS	187	\$78,750	\$96,720	\$118,000	\$100,245

<i>Salary by</i>					
CONSTRUCTION TYPE					
Commercial	127	\$78,750	\$95,680	\$117,829	\$99,983
Heavy & Highway	25	\$87,339	\$107,102	\$125,000	\$103,529
Municipal & Utility	9	\$110,000	\$147,264	\$150,613	\$129,570
Residential	15	\$70,079	\$87,400	\$90,050	\$83,402
Other	11	\$81,657	\$94,411	\$108,160	\$94,779

<i>Salary by</i>					
CONTRACTOR TYPE					
General Contractor	100	\$80,000	\$97,760	\$117,968	\$99,515
Specialty Trade Contractor	71	\$79,750	\$100,000	\$126,050	\$104,320
Construction Management	6	\$73,523	\$89,000	\$112,775	\$94,405
Other	10	\$68,980	\$82,853	\$90,780	\$82,118

<i>Salary by</i>					
REVENUE					
Up to \$25 Million	43	\$73,500	\$92,000	\$110,240	\$97,632
\$25-\$50 Million	43	\$80,404	\$95,000	\$117,843	\$102,172
\$50-\$100 Million	36	\$80,000	\$94,084	\$111,800	\$99,227
\$100-\$250 Million	39	\$80,244	\$100,000	\$123,500	\$101,410
Over \$250 Million	26	\$75,000	\$105,733	\$123,250	\$101,041

BONUS BY REVENUE					
Up to \$25 Million	25	\$2,000	\$3,000	\$5,000	\$4,499
\$25-\$50 Million	29	\$2,500	\$5,000	\$7,000	\$6,523
\$50-\$100 Million	30	\$2,925	\$5,000	\$5,000	\$4,762
\$100-\$250 Million	29	\$2,200	\$3,700	\$5,000	\$4,850
Over \$250 Million	22	\$2,000	\$3,275	\$6,500	\$5,808

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JOURNEYMAN / CRAFTSMAN

	COUNT	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	AVERAGE
<i>Salary by</i>					
REGION					
Western Washington	63	\$76,403	\$93,822	\$107,577	\$96,624
Eastern Washington, Idaho, Montana	27	\$57,500	\$70,000	\$74,500	\$71,208
Oregon	18	\$70,872	\$82,160	\$94,848	\$82,941
Northern/Central California	11	\$76,500	\$100,000	\$111,450	\$98,949
Greater Bay (CA)	19	\$81,040	\$105,000	\$129,100	\$107,061
Southern California	19	\$74,011	\$83,200	\$105,000	\$88,380
Texas	6	\$57,000	\$60,000	\$60,750	\$59,513
Other Participating Locations	15	\$61,074	\$68,856	\$73,364	\$68,870
ALL FIRMS	178	\$70,000	\$82,000	\$105,000	\$88,173

<i>Salary by</i>					
CONSTRUCTION TYPE					
Commercial	125	\$70,000	\$82,000	\$105,000	\$88,657
Heavy & Highway	20	\$68,750	\$88,060	\$115,035	\$92,798
Municipal & Utility	8	\$85,755	\$100,000	\$104,692	\$98,340
Residential	15	\$64,720	\$74,560	\$90,900	\$76,657
Other	10	\$67,850	\$86,600	\$94,650	\$82,016

<i>Salary by</i>					
CONTRACTOR TYPE					
General Contractor	91	\$71,750	\$82,000	\$105,426	\$88,459
Specialty Trade Contractor	72	\$70,000	\$86,400	\$109,250	\$91,593
Construction Management	7	\$58,403	\$63,440	\$69,000	\$68,391
Other	8	\$56,570	\$70,292	\$90,900	\$71,452

<i>Salary by</i>					
REVENUE					
Up to \$25 Million	43	\$65,429	\$77,730	\$94,300	\$83,858
\$25-\$50 Million	47	\$70,000	\$80,080	\$109,500	\$89,534
\$50-\$100 Million	35	\$65,500	\$85,000	\$100,000	\$85,916
\$100-\$250 Million	30	\$70,355	\$91,500	\$106,246	\$88,497
Over \$250 Million	23	\$73,243	\$95,264	\$110,500	\$96,473

BONUS BY REVENUE					
Up to \$25 Million	19	\$1,000	\$1,633	\$3,000	\$2,346
\$25-\$50 Million	27	\$1,335	\$2,500	\$3,800	\$3,786
\$50-\$100 Million	21	\$1,300	\$2,058	\$3,500	\$3,823
\$100-\$250 Million	16	\$1,648	\$2,449	\$5,000	\$3,411
Over \$250 Million	11	\$1,000	\$2,500	\$4,000	\$3,145

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LABORER

	COUNT	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	AVERAGE
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Salary by

REGION

Western Washington	55	\$59,492	\$65,000	\$84,641	\$70,227
Eastern Washington, Idaho, Montana	29	\$45,000	\$50,000	\$55,750	\$51,334
Oregon	18	\$42,450	\$50,500	\$61,004	\$54,355
Northern/Central California	10	\$56,250	\$60,224	\$70,000	\$61,674
Greater Bay (CA)	18	\$54,708	\$65,000	\$79,162	\$68,192
Southern California	23	\$50,000	\$55,000	\$67,500	\$57,937
Texas	8	\$41,231	\$46,000	\$51,250	\$47,340
Other Participating Locations	17	\$40,000	\$45,800	\$60,000	\$50,812
ALL FIRMS	178	\$48,800	\$57,100	\$70,000	\$60,387

Salary by

CONSTRUCTION TYPE

Commercial	118	\$48,846	\$58,758	\$70,000	\$61,431
Heavy & Highway	21	\$52,000	\$59,000	\$80,000	\$64,640
Municipal & Utility	9	\$60,000	\$70,000	\$75,000	\$67,816
Residential	20	\$44,468	\$52,177	\$55,550	\$53,045
Other	10	\$32,240	\$46,767	\$58,494	\$47,134

Salary by

CONTRACTOR TYPE

General Contractor	96	\$50,853	\$59,500	\$77,278	\$63,487
Specialty Trade Contractor	64	\$45,641	\$54,540	\$65,000	\$56,519
Construction Management	9	\$45,630	\$55,000	\$62,500	\$59,077
Other	9	\$51,250	\$52,789	\$62,400	\$56,130

Salary by

REVENUE

Up to \$25 Million	43	\$45,243	\$52,000	\$62,400	\$53,526
\$25-\$50 Million	44	\$47,330	\$58,612	\$67,080	\$58,735
\$50-\$100 Million	32	\$49,615	\$56,235	\$70,750	\$58,989
\$100-\$250 Million	36	\$52,585	\$59,267	\$78,451	\$63,806
Over \$250 Million	23	\$56,000	\$70,000	\$90,240	\$72,966

BONUS BY REVENUE

Up to \$25 Million	20	\$1,000	\$2,000	\$2,500	\$1,986
\$25-\$50 Million	24	\$940	\$1,500	\$2,500	\$1,807
\$50-\$100 Million	13	\$1,000	\$1,500	\$2,500	\$2,368
\$100-\$250 Million	20	\$1,000	\$2,053	\$2,570	\$2,416
Over \$250 Million	13	\$1,000	\$1,000	\$2,500	\$2,324

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