



CONSTRUCTION INDUSTRY

Salary Report

2025

We're pleased to present the 2025 Construction Industry Salary Report, an annual analysis of compensation and workforce trends shaping the construction sector.

Participation in the survey increased again this year, and we sincerely thank those who contributed. Your continued engagement helps us provide industry-specific compensation insights to support your workforce and retention strategies.

This year's report is especially significant as it marks the first since the combination of Moss Adams and Baker Tilly—bringing together two of the nation's leading construction-focused advisory firms. With expanded capabilities, deeper resources, and a broader geographic presence, we're proud to continue supporting the construction industry. As we look toward the future, we're excited to grow the reach of this report and deliver enhanced insight for firms across the nation.

The construction industry experienced a challenging transition year marked by slower growth and diverging performance across sectors. Elevated interest rates and shifting market dynamics remained key influences again this year as they have over the past few years. However, anticipated interest rate reductions in the second half of 2025 and into 2026 are creating optimism of a rebound in residential and certain nonresidential markets.

Although construction employment levels are growing at a slower rate than past years, labor availability continues to be a key challenge for the construction industry. Competition for talent persists—not only within construction but also from outside industries offering high wages for less physically demanding work. This shift has narrowed the historical wage premium typically seen in construction roles versus positions in other industries.

Still, there are early signs of generational change. A slight decline in the average age of workers may indicate renewed interest from younger individuals entering the trades. Immigration policy is a major concern for the industry and an important factor to watch in terms of its potential impact on workforce supply and thus compensation levels in the years ahead.

The compensation data in this year's report points to a clear shift toward stabilization in wage growth. After several years of sharp wage increases driven by labor shortages and inflation, the pace of wage growth began to moderate in 2024 and continued to ease in 2025. Across most participating regions, increases aligned more closely with cost-of-living adjustments rather than the aggressive compensation inflation seen in prior years—suggesting the labor market, while still tight, is beginning to stabilize.

Firms are no longer using significant wage increases to attract talent. Additionally, we continue to see a trend toward fewer changes in compensation strategies among participating companies.

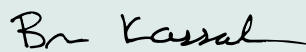
This year's report includes several new data points, including:

- Expanded insights into bonus pool structures
- Enhanced reporting on benefits such as insurance and 401(k) matching
- New information on perquisites like tuition assistance and employee loan programs

These additions reflect the growing emphasis on total rewards strategies in today's competitive labor market—and our continued commitment to evolving this report to better support your decision-making.

As we look ahead to 2026 and beyond, we encourage construction leaders to take a holistic view of workforce planning. Compensation is just one piece of a broader strategy that should also account for culture, employee engagement, and long-term incentives. In particular, deferred compensation remains an underutilized yet powerful tool for retention and succession planning, especially when targeted toward key leaders such as essential project managers and executives. With thoughtful planning and benchmarking, contractors can remain competitive in today's labor market and build a strong foundation for long-term success.

We hope this report provides valuable insight as you shape your compensation strategies and plan for the future. We welcome the opportunity to share our expertise and support your organization's continued success.



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Introduction

CONSTRUCTION OUTLOOK

Economic Outlook: A Varied Mix in '26

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

Heading into the fourth quarter of 2025, both the overall economy and construction in particular were showing signs of weakening. Policy upheavals affecting tariffs, taxes, federal spending, and immigration are contributing to the slowdown, and an early turnabout seems unlikely.

Employment Trends

Probably the most reliable indicator of the current state of construction is employment data. The slowdown in construction employment is widespread. Seasonally adjusted construction employment increased 2.5% from August 2023 to August 2024, more than twice as fast as the 1.2% growth in total nonfarm payroll employment. But by August 2025, construction employment growth had slowed to 0.7% annually, less than the 0.9% rise in overall employment. Seasonal adjustment is a statistical method to make economic changes more apparent by removing fluctuations that are due to regularly occurring patterns such as weather- or holiday-related variations.

Furthermore, the deceleration is occurring across the country. In 2024, all but a handful of states were adding construction jobs year-over-year. By August, only 28 states were. Declines were prevalent in the Far West, the Northeast, and numerous southern and Rocky Mountain states. And, for the first time since 2021, in August fewer than half of metro areas—177 out of 360, or 49%—added construction jobs year-over-year.

Washington had the third steepest drop off in construction employment year-over-year: -4.9%, a decline exceeded only by Nevada (-6.4%) and New Jersey (-6.1%). Furthermore, Washington's downturn, unlike that in most states, has been long-lasting. Construction employment there peaked in 2023 and by August 2025 was 4.7% below the level of February 2020, just before the pandemic disrupted construction everywhere. In contrast, construction employment nationally was 9.0% higher in August 2025 than in February 2020.

Similarly, construction employment in California has lagged the nation for years. Employment in the state and the nation were each 1.1% higher in March 2022 than in February 2020. But, while U.S. employment kept rising almost without interruption in the following 3-1/2 years, California's construction employment slid back to 1.8% below the February 2020 level by August 2025.

The situation is only slightly better in Oregon. The state's construction employment topped out in January 2023 and slipped 2.4% between then and August 2025. Nevertheless, the August total stood 4.0% higher than in February 2020.

Montana's construction employment has remained nearly constant for the past two years, following a huge inflow of people and construction jobs in the first two years following the pandemic. Employment in August 2025 was virtually unchanged from a year earlier but was a whopping a 23% higher than in February 2020.

Arizona has experienced an even stronger growth spurt, with no recent letup. Industry employment climbed 1.3% from August 2024 to August 2025 and 28% over the 5-1/2 years since February 2020.

Texas has consistently led the nation in the number of construction jobs added each month in recent years. From August 2024 to August 2025, the Lone Star state added 18,500 construction employees or 2.2%, bringing the total increase since February 2020 to 98,300 or 13%.

As these diverse results show, there has been huge variation across states in how well contractors have fared since the beginning of the pandemic and more recently. But nearly every state has experienced slower growth, if not a decline, in construction employment in 2025.

A forward-looking indicator for construction employment has signaled that worse may be to come. The number of job openings in construction at the end of August fell to an eight-year low of 188,000—a decrease of 38% from a year earlier. Hires as a share of industry employment picked up slightly from a year earlier but ranked as the second-lowest hires rate for August in the 25-year history of the series. Together, these figures indicate that contractors and homebuilders are not hiring many workers currently and don't expect to hire many in the near future.

Immigration Impact

Construction in many states received a boost in recent years from an influx of residents. The Census Bureau estimated that U.S. population increased by just under 1% from July 1, 2023 to July 1, 2024—the most since 2001. Population grew even faster in Texas (1.8%), Arizona (1.5%), and Washington (1.3%). Population grew at the fastest rate since the pandemic in California (0.6%) and Oregon (0.4%).

All of these states benefited from net immigration. In fact, the bureau estimated that 84% of the population growth in 2024, or about 2.8 million people, came from outside the US. A total of 18 states would have lost population if not for net immigration, either because they had net outmigration to other states or had fewer births than deaths.

By mid-2025, immigration policy had tightened under the current administration with increased border enforcement, stricter visa processing, and deportations. By mid-2025, net immigration had fallen significantly, and this turnabout is likely to have profound effects on both the supply of construction workers and the demand for many types of structures—housing, schools, stores, and more.

Analyses of the bureau's 2023 American Community Survey by researchers at the Harvard Joint Center for Housing Studies and the National Association of Home Builders found that 34% of craft workers were foreign-born, nearly double the 18% immigrant share of the overall workforce. But states vary a great deal in the immigrant share of construction crafts and thus in their exposure to tighter immigration policies.

More than half of all craft workers were immigrants in California (52%) and Texas (51%), while 38% in Arizona were immigrants. The foreign-born share was 27% in Washington and 19% in Oregon. All of these states are vulnerable to a loss of construction workers and also declining demand for some types of projects as net immigration remains low or negative.

In contrast, only 3% of Montana's craft workers were immigrants. The absence of immigration may help explain why Montana didn't experience a surge in population in 2024. In fact, the state's population increased by 0.5%, down from 0.8% in 2023 and a high of 1.8% in 2021, as many people who moved to the wide-open spaces in peak pandemic years moved back to more populous locations. Others may have left under pressure from employers requiring them to be in an office or in person at least part of the time.



Spending Patterns

For a more nuanced look at what's happening in construction, it's helpful to dig into the monthly report on construction spending from the Census Bureau. The bureau collects information from contractors on what expenditures they have incurred on projects under way. The agency posts totals with varying levels of detail for spending by federal, state and local, and private owners, covering more than 170 project types in all.

Construction spending was growing at double-digit rates in early 2024 but has decelerated steadily ever since. By July of 2025, spending was 3% lower than one year earlier. Unfortunately, the shutdown of many federal government activities on October 1 meant that the bureau's report on spending in August was postponed.

As with the slowdown in employment, the decline in spending was widespread. Private residential construction was down 5% from the July 2024 rate, with single-family homebuilding down 2%, multifamily down 9%, and additions and renovations to owner-occupied housing down 8%.

Trends in nonresidential construction were more varied. Total nonresidential spending slipped 1% from July 2024 to July 2025, as a 4% decline in private construction more than offset a 3% gain in public spending.

The largest nonresidential segment, manufacturing plants, slid 7% from July 2024 to July 2025, as some semiconductor fabrication, electric vehicle (EV), and EV battery plants were delayed or scaled back. There were even worse declines in private office construction, down 17%; warehouse construction, down 12%; and retail construction, down 10%. In the Bureau's press release, office construction appears to be nearly flat. But the detailed website shows that's because the office segment includes data centers, which soared 30%, offsetting the plunge in actual office construction.

Tariff Repercussions

All of these categories look poised for further decreases in the near future, mainly due to a variety of federal policies, especially tariffs. In the Associated General Contractors of America's survey of contractor members, 26% of respondents reported at least one project had been postponed, canceled, or scaled back because an owner's need or demand for the facility had changed as a result of federal policy changes. In particular, 16% reported project disruptions had occurred due to tariffs.

Sharp increases in many tariffs have raised the cost of projects. More importantly, tariffs on manufacturers' inputs may make some manufacturers uncompetitive or subject them to retaliatory tariffs and other discriminatory measures by U.S. trading partners. Tariffs do provide a carrot—or stick—to get some manufacturers to expand or locate plants in the United States. But these incentives are likely to be outweighed by the negative impact on businesses that depend on imported materials or components.



Sudden changes in tariff rates, effective dates and other terms appear to be leading manufacturers and other businesses to defer investment decisions until they know what the final tariff rates will be. Even firms that may seem to benefit from a steep tariff may hesitate to invest, knowing that they may not be able to open a plant and train workers to operate it before a possible change in tariff policy by the US.

On-and-off discussions with China and several other trading partners have prolonged the uncertainty about the scope of numerous tariffs. For instance, tariffs on many goods from China were initially intended to take effect last spring, then were postponed to August, and postponed again until November.

Tax Policies

Changes in tax policy have had mixed impacts on contractors and their customers. The One Big Beautiful Bill Act, the law that the President signed on July 4, removed uncertainty about what would happen to estate and business tax rates after 2025, when provisions enacted in 2017 were due to expire. Contractors and other businesses will benefit from the continuation of low corporate and capital gains rates and from immediate expensing for investments in equipment, research and development, and production structures including warehouses as well as manufacturing plants.

But the law also ended federal tax credits for EV purchases, EV charging stations, residential renewable energy, and wind and solar projects and production. All these changes are likely to be unfavorable for demand for construction, although there may be a short-term rush to break ground on wind and solar farms before those tax credits terminate in 2026.

Areas of Decline

Back-to-office mandates on the part of some large employers may lead to a few new projects. But many firms are also slashing their headcount. As a result, much of the spending for office construction will be for transforming older buildings and tenant improvements, not ground-up projects.

Educational and medical facilities construction have been negatively affected by other recent policy actions. Changes in immigration and visa regulations, along with reductions in federal research funding and administrative workforce reshuffling, have contributed to uncertainty in planning for universities, research institutions, and healthcare facilities. As a result, contractors in these sectors may face slower growth in demand for new dormitories, classrooms, laboratories, and related infrastructure.

The outlook is uncertain at best for the largest infrastructure category, highways and streets. While tens, if not hundreds, of billions of dollars of money promised by the Infrastructure Investment and Jobs Act of 2021 (IIJA) has yet to be turned into construction contracts many projects have recently been canceled. In addition, many state departments of transportation, include the Texas DOT, have run short of funds. Some may not even have enough to meet the state match required for federal-aid projects.

Rail and transit funding continue to face challenges despite significant commitments under IIJA. While the law expanded federal funding for intercity rail, including Amtrak, implementation has been complex. Earlier in the Trump administration, federal support for projects such as the California High-Speed Rail was reduced or withdrawn, though some funding was later restored. Meanwhile, transit systems across cities like Seattle, Los Angeles, and Austin are dealing with high construction costs—partly driven by tariffs on steel, aluminum, and copper—alongside lower-than-expected ridership and inconsistent political support at the federal level.



Areas of Growth

The decline in end-markets isn't universal. Demand for data centers continues to be insatiable and is spreading to markets throughout the West where there's abundant land and good prospects for getting sufficient power on a reasonable timeline. The main challenge for western states in attracting data centers is providing enough water.

Airport renovations and expansions are still flying high. Even after years of work, there are still more projects under way. Opportunities range from changing the retail and restaurant offerings to adding luxury clubs, gates, and even entire terminals, roadways, people movers, and airside improvements.

Large-scale battery storage is in high demand at utilities, data centers, and other mission-critical sites. There may also be limited examples of geothermal and nuclear power construction, although most of the announced projects are probably at least a few years away from actual construction.

A few other niches show promise. Tariffs can be deferred or escaped by holding imported goods at bonded warehouses and free trade zones, which are typically located close to ports and gateway airports. In contrast to the overall downturn in manufacturing construction, there is a boom in pharmaceutical plants and natural-gas liquefaction facilities. Within the healthcare category, standalone special care structures such as urgent-care, specialized diagnostic and treatment facilities, long-term care, and hospices are thriving.

Despite these positive segments, the general outlook for construction in 2026 appears neutral at best. Much will depend on what new policies appear and how they affect the broader economy and interest rates.



SECTION ONE

Metrics, Strategies, Benefits & Perquisites

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09 COMPENSATION TRENDS

12 PERQUISITES

14 PAID TIME OFF & HOLIDAYS

15 INSURANCE BENEFITS

16 RETIREMENT BENEFITS

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RESPONDENTS

ANNUAL REVENUE	< \$25M	\$25M-\$50M	\$50M-\$100M	\$100M-\$250M	> \$250M	ALL
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LOCATION OF OPERATIONS

Western Washington	28	21	14	20	12	95
Eastern Washington, Idaho, Montana	14	10	11	5	2	42
Oregon	4	7	4	5	2	22
Northern/Central California	1	3	5	3	4	16
Greater Bay (CA)	6	5	6	3	7	27
Southern California	7	7	7	3	6	30
Arizona	6	8	5	3	4	26
Texas	0	5	0	1	3	9
Other Participating Locations	2	8	6	7	2	25
ALL REGIONS	68	74	58	50	42	292

Companies with UNION EMPLOYEES

24%	36%	33%	40%	60%
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COMPENSATION TRENDS

Companies that use the following

SALARY STRATEGIES

Cost-of-living Adjustment (COLA)	58%	An increase in wages to reflect rising costs and inflation.
Cash Incentives	32%	Additional compensation used to motivate and reward employees for exceeding performance or productivity goals.
Merit Pay	91%	A compensation system whereby individual performance determines increases in base-pay.
Bonuses (Variable Pay)	87%	An incentive pay plan that awards employees additional compensation for achieving individual or group performance and productivity goals.
Specialization or Skill-Based	53%	A salary differentiation system that bases compensation on an individual's education, experience, knowledge, skills, or specialized training.
Above-Scale/Premium Wage	40%	A salary rate that exceeds the maximum salary designated in the published salary scale.
Collective Bargaining Agreement/ Union Contract	37%	The agreement or contract sets wages, hours, and other terms and conditions of employment for an agreed-upon period of time.
Years of Service	48%	The number of 12-month periods during which the employee is employed on a full-time basis.
Retention Bonuses	17%	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	38%	A financial award offered to a prospective employee as an incentive to join the company.

Companies that report

CHANGING SALARY STRATEGIES

Yes	35%
No	65%

Companies that report

HAVING A BONUS POOL

Yes	56%
No	44%

Companies that use the following to determine

BONUS POOL

Net Income	43%
EBITDA	18%
Gross Profit	33%
Revenue	15%
Productivity/Cost Savings	8%
Other	13%

ANNUAL REVENUE	< \$25M	\$25M-\$50M	\$50M-\$100M	\$100M-\$250M	> \$250M	ALL
Average of last year's bonus pool as a percentage of the company's net income	9%	13%	12%	15%	15%	13%

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

WAGE INCREASE/DECREASE

CURRENT YEAR							
Western Washington	Management	4.0%	5.0%	3.2%	3.7%	3.8%	4.1 %
	Nonmanagement	3.6%	5.5%	3.9%	3.7%	5.1%	4.3 %
Eastern Washington, Idaho, Montana	Management	4.6%	6.9%	5.3%	5.1%	–	5.3 %
	Nonmanagement	5.0%	6.4%	5.8%	5.3%	–	5.5 %
Oregon	Management	–	6.8%	4.8%	4.3%	–	5.3 %
	Nonmanagement	5.4%	7.4%	4.3%	4.1%	–	5.4 %
Northern/Central California	Management	–	6.0%	3.9%	6.3%	4.2%	5.1 %
	Nonmanagement	–	4.3%	4.0%	4.7%	3.5%	4.3 %
Greater Bay (California)	Management	5.7%	2.7%	3.8%	4.0%	4.5%	4.3 %
	Nonmanagement	3.6%	1.8%	3.1%	4.0%	5.1%	3.6 %
Southern California	Management	4.6%	6.6%	4.4%	4.0%	3.9%	4.9 %
	Nonmanagement	3.2%	5.9%	4.3%	5.7%	3.8%	4.5 %
Arizona	Management	5.2%	4.6%	3.2%	4.0%	4.8%	4.5 %
	Nonmanagement	4.7%	4.1%	3.2%	3.7%	5.8%	4.3 %
Texas	Management	–	4.5%	–	–	3.0%	4.3 %
	Nonmanagement	–	5.4%	–	–	3.0%	4.6 %
Other Participating Locations	Management	–	3.5%	4.4%	4.1%	–	5.0 %
	Nonmanagement	–	3.8%	4.2%	3.3%	–	4.1 %

PROJECTED FOR NEXT YEAR							
Western Washington	Management	4.2%	4.0%	3.5%	4.0%	3.1%	3.8 %
	Nonmanagement	3.8%	3.5%	3.9%	4.0%	3.2%	3.7 %
Eastern Washington, Idaho, Montana	Management	4.3%	3.2%	4.7%	4.3%	–	4.1 %
	Nonmanagement	4.4%	4.0%	4.5%	4.1%	–	4.2 %
Oregon	Management	4.0%	5.3%	3.0%	4.1%	–	4.6 %
	Nonmanagement	5.0%	4.8%	3.0%	3.9%	–	4.4 %
Northern/Central California	Management	–	4.7%	2.7%	5.0%	3.3%	4.0 %
	Nonmanagement	–	3.3%	4.0%	5.0%	3.8%	4.2 %
Greater Bay (California)	Management	3.5%	5.0%	4.0%	3.3%	3.8%	3.8 %
	Nonmanagement	3.5%	5.0%	3.7%	3.7%	4.4%	4.0 %
Southern California	Management	5.0%	4.3%	6.2%	3.5%	3.3%	4.3 %
	Nonmanagement	3.7%	4.0%	6.2%	3.0%	3.3%	4.0 %
Arizona	Management	6.4%	4.1%	2.2%	4.5%	6.3%	4.8 %
	Nonmanagement	6.4%	4.3%	2.2%	4.0%	6.3%	4.8 %
Texas	Management	–	4.4%	–	–	–	4.4 %
	Nonmanagement	–	4.8%	–	–	–	4.8 %
Other Participating Locations	Management	–	3.5%	4.0%	3.4%	–	4.1 %
	Nonmanagement	–	3.3%	3.6%	2.7%	–	3.6 %

[–] 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

Senior / Executive Leadership	68%	76%	78%	62%	88%	74%
Other Management	47%	74%	64%	56%	71%	62%
Nonmanagement	19%	28%	19%	20%	24%	22%
Not offered	21%	11%	14%	18%	10%	15%

Companies that provide a

CAR ALLOWANCE

Senior / Executive Leadership	35%	35%	48%	50%	74%	46%
Other Management	40%	54%	55%	68%	88%	58%
Nonmanagement	9%	24%	12%	28%	36%	21%
Not offered	60%	41%	43%	28%	10%	39%

Companies that provide

MILEAGE REIMBURSEMENT

Senior / Executive Leadership	37%	38%	48%	42%	62%	44%
Other Management	54%	51%	64%	54%	67%	57%
Nonmanagement	63%	72%	84%	74%	81%	74%
Not offered	28%	19%	9%	20%	5%	17%

Companies that pay

PROFESSIONAL DUES

Senior / Executive Leadership	56%	58%	72%	76%	76%	66%
Other Management	34%	46%	50%	46%	69%	47%
Nonmanagement	18%	20%	16%	18%	43%	22%
Not offered	40%	38%	26%	24%	24%	32%

Companies that provide

TUITION ASSISTANCE

Senior / Executive Leadership	16%	32%	41%	48%	57%	37%
Other Management	22%	41%	43%	48%	64%	41%
Nonmanagement	16%	31%	36%	44%	60%	35%
Not offered	78%	58%	50%	46%	36%	56%

Companies that provide an

EMPLOYEE LOAN PROGRAM

Senior / Executive Leadership	24%	14%	16%	14%	24%	18%
Other Management	24%	14%	17%	12%	24%	18%
Nonmanagement	22%	18%	19%	16%	21%	19%
Not offered	74%	81%	79%	82%	76%	78%

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

RELOCATION ALLOWANCE

Senior / Executive Leadership	12%	12%	24%	48%	55%	27%
Other Management	7%	18%	26%	42%	52%	26%
Nonmanagement	7%	12%	7%	26%	38%	16%
Not offered	87%	78%	71%	50%	45%	69%

Companies that provide a

COMPANY CELL PHONE

Senior / Executive Leadership	79%	91%	76%	80%	76%	81%
Other Management	68%	89%	74%	76%	76%	77%
Nonmanagement	38%	59%	50%	60%	60%	53%
Not offered	15%	4%	19%	18%	24%	15%

Companies that provide a

CELL PHONE ALLOWANCE

Senior / Executive Leadership	35%	43%	47%	52%	55%	45%
Other Management	46%	54%	50%	58%	50%	51%
Nonmanagement	38%	36%	45%	52%	45%	42%
Not offered	46%	42%	34%	34%	38%	39%

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

Both management and nonmanagement		92%	85%	86%	92%	93%	89%	
Only management		4%	8%	2%	4%	0%	4%	
Management and some nonmanagement		4%	7%	12%	4%	7%	7%	
DAYS of paid time off								
Management	Years of Service	<1	9	11	10	12	13	11
		1-5	11	12	12	12	14	12
		5-10	15	16	16	16	18	16
		10-15	18	19	19	18	21	19
		15+	18	21	20	20	22	20
Nonmanagement	Years of Service	<1	8	10	10	9	12	10
		1-5	9	11	10	10	13	11
		5-10	14	15	15	13	17	15
		10-15	16	18	18	16	20	17
		15+	16	19	19	18	21	18

Companies that offer

PAID HOLIDAYS

Both management and nonmanagement		71%	74%	81%	84%	93%	79%
Only management		15%	9%	5%	6%	0%	8%
Management and some nonmanagement		12%	16%	12%	6%	7%	11%
AVERAGE paid holidays per year							
Management		7	7	8	7	9	8
Nonmanagement		7	7	8	7	9	8

INSURANCE BENEFITS

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

MEDICAL INSURANCE

Management	Percent of Premium	75-100%	86%	77%	80%	81%	80%	81%
		50-75%	13%	15%	7%	13%	7%	11%
		25-50%	0%	6%	11%	6%	7%	6%
		<25%	2%	2%	2%	0%	5%	2%
Nonmanagement	Percent of Premium	75-100%	81%	69%	80%	83%	80%	78%
		50-75%	15%	22%	7%	11%	8%	12%
		25-50%	3%	8%	11%	7%	8%	7%
		<25%	2%	2%	2%	0%	5%	2%

Companies that offer

DENTAL INSURANCE

Management	Percent of Premium	75-100%	65%	64%	71%	74%	68%	68%
		50-75%	11%	8%	10%	11%	13%	10%
		25-50%	2%	8%	4%	4%	3%	4%
		<25%	22%	20%	16%	11%	18%	17%
Nonmanagement	Percent of Premium	75-100%	60%	53%	68%	76%	69%	65%
		50-75%	15%	15%	10%	11%	10%	12%
		25-50%	4%	8%	6%	2%	3%	5%
		<25%	22%	24%	16%	11%	18%	18%

Companies that offer

VISION INSURANCE

Management	Percent of Premium	75-100%	69%	62%	70%	73%	63%	67%
		50-75%	6%	7%	10%	9%	10%	8%
		25-50%	0%	8%	6%	2%	3%	4%
		<25%	26%	23%	14%	16%	25%	21%
Nonmanagement	Percent of Premium	75-100%	63%	54%	67%	74%	64%	65%
		50-75%	9%	10%	10%	9%	8%	9%
		25-50%	2%	10%	6%	2%	3%	5%
		<25%	26%	25%	16%	14%	26%	21%

Companies that offer

PAYMENT OF PART OR ALL OF INSURANCE PREMIUMS

Management	97%	99%	100%	96%	100%	98%
Nonmanagement	93%	90%	98%	96%	100%	95%

Companies that offer

SELF-FUNDED MEDICAL INSURANCE

Management	13%	11%	23%	33%	38%	24%
Nonmanagement	12%	11%	21%	32%	38%	23%

RETIREMENT BENEFITS

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

401(K) PLAN

Management	93%	96%	93%	98%	98%	95%
Nonmanagement	87%	89%	90%	90%	95%	90%

Companies that offer a

401(K) MATCHING

401(k) Contribution Matching	87%	80%	81%	88%	88%	84%
Required ¹	76%	81%	80%	72%	65%	76%
Discretionary ¹	24%	19%	20%	28%	35%	24%

Companies that offer a

PROFIT SHARING BENEFIT

Management	29%	49%	55%	50%	48%	46%
Nonmanagement	24%	39%	42%	38%	38%	36%

Companies that offer a

UNION PENSION

Management	3%	16%	7%	6%	21%	10%
Nonmanagement	18%	34%	26%	28%	45%	29%

Companies that offer a

DEFERRED COMPENSATION BENEFIT

Management	3%	18%	21%	26%	33%	18%
Nonmanagement	1%	8%	14%	8%	12%	8%

¹ Percent of respondents with 401(k) plans that offer employer matching contributions.

MEMBERSHIPS

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

MEMBERS OF THE FOLLOWING ASSOCIATIONS

Associated Builders & Contractors (ABC)	23%	34%	19%	23%	18%	24%
Associated General Contractors of America (AGC)	53%	54%	57%	72%	74%	60%
American Subcontractors Association (ASA) ¹	6%	20%	17%	8%	36%	16%
Construction Financial Management Association (CFMA)	32%	45%	63%	57%	55%	49%
National Association of Women in Construction (NAWIC)	10%	17%	17%	30%	47%	22%
National Electrical Contractors Association (NECA) ²	0%	57%	50%	67%	67%	45%
United Contractors (UCON)	0%	6%	6%	4%	8%	4%
Other	25%	18%	17%	23%	21%	21%

¹Percent of subcontractor respondents that are part of ASA.

²Percent of electrical contractor respondents that are part of NECA.



19 CHIEF EXECUTIVE OFFICER

20 CHIEF FINANCIAL OFFICER

21 CHIEF OPERATING OFFICER

22 VICE PRESIDENT

SECTION TWO

Executive Positions



CHIEF EXECUTIVE OFFICER

	COUNT	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	AVERAGE
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Salary by

REGION

Western Washington	85	\$178,500	\$234,000	\$325,000	\$258,423
Eastern Washington, Idaho, Montana	36	\$158,870	\$176,045	\$217,225	\$186,180
Oregon	20	\$185,750	\$242,500	\$279,396	\$232,911
Northern/Central California	13	\$250,000	\$275,000	\$300,000	\$277,500
Greater Bay (CA)	21	\$225,000	\$300,000	\$450,000	\$333,380
Southern California	28	\$197,500	\$266,250	\$335,000	\$281,156
Arizona	22	\$150,000	\$225,000	\$264,888	\$230,157
Texas	7	\$267,500	\$312,000	\$345,728	\$315,065
Other Participating Locations	22	\$180,000	\$243,598	\$298,750	\$234,776
ALL FIRMS	254	\$175,400	\$233,842	\$300,000	\$252,919

Salary by

CONSTRUCTION TYPE

Commercial	184	\$175,150	\$225,908	\$300,000	\$251,801
Heavy & Highway	33	\$185,000	\$230,000	\$285,000	\$250,347
Municipal & Utility	12	\$142,500	\$235,000	\$284,620	\$224,665
Residential	22	\$200,005	\$248,750	\$375,000	\$276,260

Salary by

CONTRACTOR TYPE

General Contractor	145	\$169,450	\$216,300	\$287,500	\$240,483
Specialty Trade Contractor	77	\$180,000	\$240,000	\$318,000	\$264,487
Construction Management	8	\$200,014	\$267,500	\$325,000	\$294,733
Other	24	\$237,750	\$255,000	\$338,750	\$277,007

Salary by

REVENUE

Up to \$25 Million	61	\$145,000	\$180,000	\$225,000	\$202,822
\$25-\$50 Million	66	\$156,250	\$220,000	\$287,188	\$226,597
\$50-\$100 Million	50	\$200,000	\$256,500	\$299,620	\$260,506
\$100-\$250 Million	42	\$200,000	\$250,000	\$314,285	\$267,320
Over \$250 Million	35	\$243,639	\$330,000	\$472,511	\$361,750

BONUS BY REVENUE

Up to \$25 Million	29	\$50,000	\$70,000	\$150,000	\$138,930
\$25-\$50 Million	34	\$42,500	\$100,000	\$200,000	\$182,708
\$50-\$100 Million	32	\$47,750	\$116,300	\$250,000	\$184,938
\$100-\$250 Million	30	\$52,500	\$100,000	\$270,000	\$211,947
Over \$250 Million	24	\$150,000	\$200,000	\$362,525	\$270,024

[–] Too few respondents

CHIEF FINANCIAL OFFICER

	COUNT	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	AVERAGE
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Salary by

REGION

Western Washington	45	\$163,800	\$203,000	\$250,000	\$212,970
Eastern Washington, Idaho, Montana	18	\$126,510	\$152,392	\$168,088	\$153,808
Oregon	11	\$179,950	\$200,000	\$247,500	\$207,064
Northern/Central California	13	\$175,000	\$225,000	\$244,615	\$219,586
Greater Bay (CA)	17	\$200,000	\$250,000	\$330,000	\$265,833
Southern California	20	\$177,750	\$233,140	\$297,700	\$245,929
Arizona	12	\$163,750	\$194,938	\$232,500	\$204,240
Texas	5	\$218,000	\$250,000	\$250,000	\$227,932
Other Participating Locations	17	\$175,000	\$195,000	\$250,000	\$201,794
ALL FIRMS	158	\$160,000	\$200,000	\$250,000	\$214,831

Salary by

CONSTRUCTION TYPE

Commercial	112	\$160,000	\$196,250	\$250,000	\$214,698
Heavy & Highway	22	\$160,300	\$184,500	\$250,000	\$217,608
Municipal & Utility	4	\$158,750	\$208,140	\$243,460	\$194,070
Residential	17	\$165,000	\$228,238	\$260,000	\$213,449

Salary by

CONTRACTOR TYPE

General Contractor	87	\$153,420	\$190,300	\$244,808	\$208,848
Specialty Trade Contractor	47	\$177,500	\$195,000	\$250,000	\$206,485
Construction Management	6	\$203,310	\$229,119	\$252,500	\$241,673
Other	18	\$193,500	\$250,000	\$300,000	\$256,593

Salary by

REVENUE

Up to \$25 Million	23	\$121,875	\$150,000	\$182,500	\$158,691
\$25-\$50 Million	29	\$152,943	\$175,000	\$205,500	\$184,821
\$50-\$100 Million	37	\$180,000	\$200,000	\$245,000	\$214,728
\$100-\$250 Million	40	\$162,850	\$213,983	\$250,000	\$215,081
Over \$250 Million	29	\$225,000	\$278,000	\$365,768	\$289,152

BONUS BY REVENUE

Up to \$25 Million	9	\$15,000	\$20,000	\$50,000	\$31,994
\$25-\$50 Million	21	\$20,000	\$45,000	\$50,000	\$50,562
\$50-\$100 Million	27	\$24,000	\$50,000	\$107,500	\$81,250
\$100-\$250 Million	31	\$35,000	\$55,000	\$100,000	\$91,154
Over \$250 Million	26	\$72,281	\$101,000	\$173,750	\$141,085

[–] Too few respondents

CHIEF OPERATING OFFICER

	COUNT	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	AVERAGE
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Salary by

REGION

Western Washington	31	\$185,000	\$235,040	\$299,885	\$248,887
Eastern Washington, Idaho, Montana	9	\$125,000	\$146,800	\$160,160	\$150,251
Oregon	5	\$200,000	\$220,000	\$250,000	\$219,594
Northern/Central California	4	\$240,000	\$257,500	\$281,250	\$263,750
Greater Bay (CA)	10	\$214,423	\$300,000	\$343,750	\$308,951
Southern California	9	\$215,000	\$250,000	\$330,000	\$269,487
Arizona	10	\$152,575	\$180,775	\$268,250	\$224,965
Texas	5	\$229,000	\$250,000	\$295,000	\$252,850
Other Participating Locations	10	\$192,500	\$221,375	\$250,000	\$224,075
ALL FIRMS	93	\$183,000	\$235,040	\$290,000	\$241,831

Salary by

CONSTRUCTION TYPE

Commercial	72	\$185,000	\$234,520	\$292,443	\$241,415
Heavy & Highway	9	\$190,000	\$220,000	\$280,000	\$252,026
Municipal & Utility	3	\$102,500	\$105,000	\$200,000	\$166,667
Residential	8	\$165,290	\$256,500	\$293,750	\$261,270

Salary by

CONTRACTOR TYPE

General Contractor	54	\$183,500	\$224,692	\$297,500	\$250,205
Specialty Trade Contractor	26	\$161,870	\$250,000	\$293,500	\$227,277
Construction Management	3	\$230,000	\$270,000	\$310,000	\$270,000
Other	10	\$191,250	\$220,000	\$250,000	\$226,000

Salary by

REVENUE

Up to \$25 Million	16	\$120,000	\$146,250	\$190,000	\$159,039
\$25-\$50 Million	22	\$187,475	\$237,000	\$255,375	\$231,282
\$50-\$100 Million	15	\$181,500	\$234,000	\$256,500	\$226,960
\$100-\$250 Million	20	\$188,750	\$245,000	\$296,250	\$243,231
Over \$250 Million	20	\$240,750	\$294,385	\$426,320	\$329,421

BONUS BY REVENUE

Up to \$25 Million	8	\$11,500	\$50,000	\$63,750	\$45,875
\$25-\$50 Million	18	\$32,500	\$50,000	\$71,250	\$62,278
\$50-\$100 Million	8	\$35,500	\$61,220	\$90,448	\$80,213
\$100-\$250 Million	15	\$52,500	\$90,000	\$100,000	\$85,333
Over \$250 Million	18	\$77,500	\$167,500	\$350,000	\$224,020

[–] Too few respondents

VICE PRESIDENT

	COUNT	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	AVERAGE
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Salary by

REGION

Western Washington	60	\$168,338	\$201,000	\$234,789	\$202,413
Eastern Washington, Idaho, Montana	26	\$137,750	\$149,372	\$164,700	\$156,165
Oregon	15	\$166,750	\$184,548	\$215,625	\$190,063
Northern/Central California	9	\$200,000	\$215,250	\$240,000	\$231,917
Greater Bay (CA)	20	\$180,000	\$245,000	\$292,500	\$242,404
Southern California	17	\$200,000	\$216,000	\$250,000	\$228,230
Arizona	12	\$165,525	\$185,038	\$205,000	\$186,865
Texas	4	\$164,500	\$177,500	\$196,143	\$183,143
Other Participating Locations	17	\$128,500	\$190,000	\$225,000	\$184,267
ALL FIRMS	180	\$155,250	\$198,719	\$234,775	\$199,882

Salary by

CONSTRUCTION TYPE

Commercial	133	\$150,024	\$195,800	\$230,000	\$197,808
Heavy & Highway	27	\$151,407	\$176,800	\$238,400	\$194,498
Municipal & Utility	4	\$191,250	\$207,625	\$221,758	\$205,383
Residential	13	\$190,000	\$211,500	\$250,000	\$225,781

Salary by

CONTRACTOR TYPE

General Contractor	101	\$152,813	\$192,970	\$230,000	\$197,540
Specialty Trade Contractor	48	\$158,025	\$195,000	\$223,125	\$193,791
Construction Management	10	\$178,750	\$200,000	\$284,170	\$229,892
Other	21	\$175,000	\$216,000	\$250,000	\$210,776

Salary by

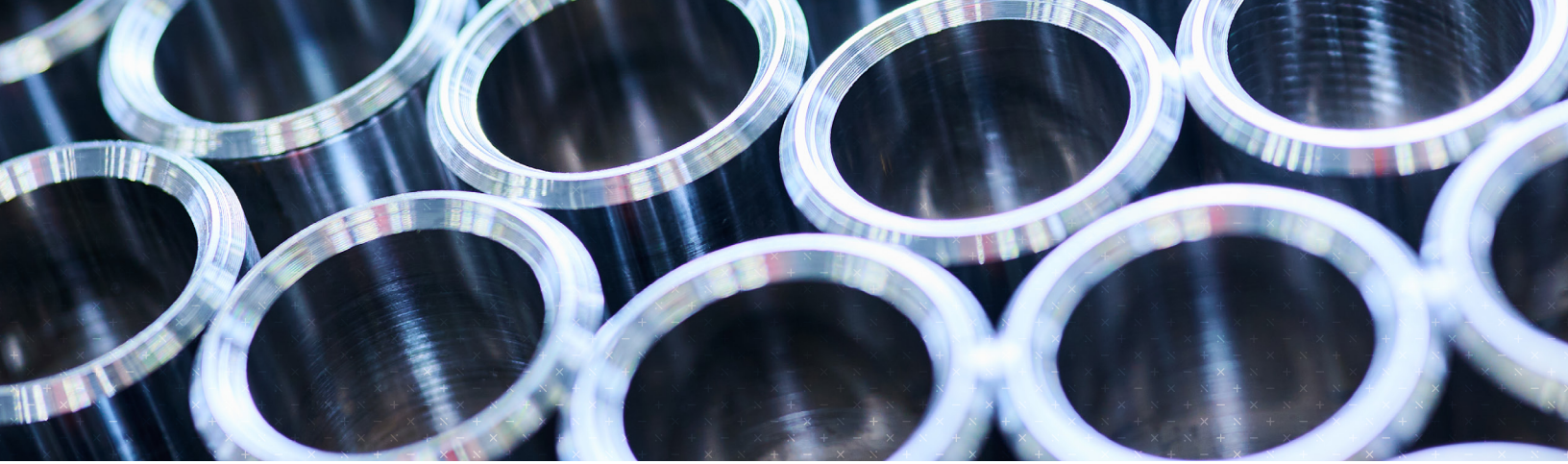
REVENUE

Up to \$25 Million	29	\$135,200	\$150,000	\$180,076	\$158,161
\$25-\$50 Million	44	\$137,750	\$170,000	\$211,313	\$177,050
\$50-\$100 Million	35	\$173,045	\$200,000	\$225,000	\$200,009
\$100-\$250 Million	36	\$181,450	\$202,400	\$250,000	\$212,940
Over \$250 Million	36	\$206,750	\$239,640	\$287,716	\$248,214

BONUS BY REVENUE

Up to \$25 Million	18	\$14,000	\$27,625	\$50,000	\$39,489
\$25-\$50 Million	26	\$25,000	\$45,000	\$100,000	\$84,219
\$50-\$100 Million	26	\$26,250	\$50,000	\$103,250	\$84,544
\$100-\$250 Million	27	\$50,000	\$96,000	\$115,000	\$98,857
Over \$250 Million	33	\$61,380	\$109,200	\$148,000	\$115,260

[–] Too few respondents



SECTION THREE

Finance & Administrative Positions

24 CONTROLLER

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

25 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.

26 PAYABLES / RECEIVABLES / PAYROLL CLERK

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

27 CONTRACT ADMINISTRATOR

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

28 HR MANAGER

Manages hiring and staffing and oversees implementation of company policies.

CONTROLLER

	COUNT	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	AVERAGE
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Salary by

REGION

Western Washington	63	\$123,340	\$142,800	\$162,500	\$146,019
Eastern Washington, Idaho, Montana	22	\$93,560	\$117,500	\$127,625	\$111,369
Oregon	18	\$111,250	\$130,572	\$150,000	\$130,658
Northern/Central California	10	\$140,000	\$153,838	\$169,272	\$151,376
Greater Bay (CA)	14	\$176,250	\$192,805	\$204,324	\$195,551
Southern California	22	\$125,000	\$150,000	\$180,630	\$155,295
Arizona	14	\$117,500	\$146,630	\$159,375	\$152,694
Texas	8	\$125,750	\$143,400	\$187,500	\$152,475
Other Participating Locations	14	\$102,340	\$121,784	\$159,763	\$130,537
ALL FIRMS	185	\$118,893	\$141,700	\$167,500	\$145,158

Salary by

CONSTRUCTION TYPE

Commercial	132	\$118,875	\$141,220	\$170,000	\$145,867
Heavy & Highway	24	\$115,674	\$134,782	\$158,019	\$141,009
Municipal & Utility	8	\$116,250	\$125,500	\$145,000	\$132,250
Residential	19	\$138,500	\$156,000	\$169,757	\$152,237

Salary by

CONTRACTOR TYPE

General Contractor	101	\$114,000	\$135,000	\$165,000	\$142,057
Specialty Trade Contractor	57	\$121,000	\$148,500	\$160,000	\$143,683
Construction Management	9	\$110,000	\$167,518	\$180,000	\$154,440
Other	18	\$137,750	\$159,525	\$189,007	\$162,585

Salary by

REVENUE

Up to \$25 Million	33	\$95,000	\$118,893	\$141,000	\$123,071
\$25-\$50 Million	47	\$114,284	\$128,960	\$149,250	\$127,881
\$50-\$100 Million	34	\$126,250	\$142,250	\$155,275	\$139,009
\$100-\$250 Million	36	\$122,350	\$152,500	\$175,000	\$150,467
Over \$250 Million	35	\$162,500	\$185,000	\$210,000	\$189,693

BONUS BY REVENUE

Up to \$25 Million	23	\$5,500	\$10,000	\$20,000	\$14,995
\$25-\$50 Million	35	\$10,000	\$15,000	\$30,000	\$22,416
\$50-\$100 Million	30	\$10,250	\$20,000	\$33,000	\$27,166
\$100-\$250 Million	27	\$10,000	\$17,500	\$25,250	\$20,096
Over \$250 Million	33	\$24,000	\$37,335	\$63,000	\$47,064

[–] Too few respondents

ACCOUNTANT / ASSISTANT CONTROLLER

	COUNT	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	AVERAGE
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Salary by

REGION

Western Washington	54	\$83,202	\$98,129	\$112,500	\$98,791
Eastern Washington, Idaho, Montana	18	\$69,267	\$73,000	\$86,770	\$76,201
Oregon	14	\$67,750	\$80,000	\$86,055	\$81,546
Northern/Central California	9	\$95,000	\$100,000	\$106,600	\$99,466
Greater Bay (CA)	13	\$100,000	\$110,000	\$140,000	\$117,143
Southern California	16	\$77,680	\$99,000	\$107,060	\$100,962
Arizona	13	\$81,000	\$90,000	\$97,682	\$92,879
Texas	5	\$110,000	\$137,600	\$145,000	\$122,580
Other Participating Locations	16	\$71,500	\$85,000	\$106,050	\$86,488
ALL FIRMS	158	\$77,095	\$90,900	\$109,793	\$95,478

Salary by

CONSTRUCTION TYPE

Commercial	112	\$75,000	\$88,250	\$105,400	\$94,083
Heavy & Highway	19	\$79,310	\$93,000	\$106,750	\$92,770
Municipal & Utility	5	\$62,500	\$68,000	\$106,080	\$88,316
Residential	19	\$88,020	\$105,000	\$119,000	\$107,160

Salary by

CONTRACTOR TYPE

General Contractor	93	\$75,000	\$90,000	\$106,600	\$95,190
Specialty Trade Contractor	38	\$75,490	\$90,000	\$103,750	\$92,896
Construction Management	8	\$88,750	\$99,983	\$107,543	\$100,729
Other	19	\$82,500	\$101,093	\$110,000	\$99,842

Salary by

REVENUE

Up to \$25 Million	26	\$70,790	\$84,680	\$97,262	\$85,531
\$25-\$50 Million	33	\$75,000	\$83,000	\$97,000	\$85,882
\$50-\$100 Million	30	\$72,219	\$86,500	\$103,750	\$89,221
\$100-\$250 Million	38	\$83,811	\$96,725	\$110,000	\$97,988
Over \$250 Million	31	\$91,788	\$122,000	\$140,752	\$117,016

BONUS BY REVENUE

Up to \$25 Million	15	\$5,000	\$5,500	\$11,875	\$9,095
\$25-\$50 Million	26	\$4,000	\$5,250	\$8,375	\$7,074
\$50-\$100 Million	23	\$7,149	\$9,000	\$12,413	\$10,158
\$100-\$250 Million	29	\$5,000	\$6,470	\$10,000	\$8,522
Over \$250 Million	31	\$7,500	\$13,312	\$18,938	\$14,397

[–] Too few respondents

PAYABLES / RECEIVABLES / PAYROLL CLERK

	COUNT	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	AVERAGE
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Salary by

REGION

Western Washington	82	\$62,986	\$70,127	\$79,999	\$71,234
Eastern Washington, Idaho, Montana	36	\$54,750	\$61,000	\$64,700	\$59,840
Oregon	18	\$59,945	\$68,458	\$76,080	\$72,372
Northern/Central California	14	\$61,375	\$70,000	\$75,000	\$69,536
Greater Bay (CA)	23	\$69,320	\$85,000	\$96,500	\$84,098
Southern California	27	\$58,000	\$68,640	\$75,000	\$67,834
Arizona	22	\$59,460	\$65,082	\$75,000	\$66,218
Texas	7	\$58,500	\$65,000	\$71,750	\$64,466
Other Participating Locations	20	\$50,000	\$59,113	\$68,125	\$61,698
ALL FIRMS	249	\$59,280	\$67,125	\$75,400	\$68,994

Salary by

CONSTRUCTION TYPE

Commercial	173	\$60,000	\$69,957	\$78,000	\$70,669
Heavy & Highway	35	\$53,874	\$63,440	\$72,050	\$64,790
Municipal & Utility	10	\$60,250	\$63,750	\$72,625	\$65,873
Residential	27	\$56,622	\$62,920	\$75,150	\$65,200

Salary by

CONTRACTOR TYPE

General Contractor	134	\$60,000	\$67,998	\$77,740	\$70,291
Specialty Trade Contractor	76	\$60,240	\$69,299	\$75,000	\$68,867
Construction Management	10	\$57,855	\$61,917	\$84,375	\$69,669
Other	29	\$52,749	\$62,173	\$70,000	\$63,102

Salary by

REVENUE

Up to \$25 Million	50	\$56,025	\$63,750	\$70,661	\$64,656
\$25-\$50 Million	64	\$59,908	\$66,560	\$75,000	\$68,127
\$50-\$100 Million	51	\$57,500	\$66,560	\$73,450	\$66,115
\$100-\$250 Million	47	\$62,113	\$69,742	\$79,000	\$71,727
Over \$250 Million	37	\$62,000	\$74,000	\$86,400	\$76,853

BONUS BY REVENUE

Up to \$25 Million	29	\$2,000	\$3,000	\$5,000	\$4,563
\$25-\$50 Million	49	\$2,000	\$5,000	\$7,000	\$5,686
\$50-\$100 Million	40	\$2,000	\$3,534	\$5,000	\$4,712
\$100-\$250 Million	35	\$2,306	\$3,790	\$6,000	\$4,544
Over \$250 Million	31	\$3,000	\$5,000	\$9,250	\$6,480

[–] Too few respondents

CONTRACT ADMINISTRATOR

	COUNT	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	AVERAGE
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Salary by

REGION

Western Washington	50	\$75,000	\$81,706	\$91,464	\$85,317
Eastern Washington, Idaho, Montana	21	\$64,100	\$69,680	\$75,200	\$68,809
Oregon	9	\$76,560	\$85,000	\$103,000	\$86,770
Northern/Central California	15	\$70,140	\$75,000	\$85,000	\$79,775
Greater Bay (CA)	15	\$75,900	\$90,000	\$108,710	\$98,894
Southern California	14	\$70,500	\$76,063	\$100,059	\$84,125
Arizona	9	\$75,000	\$75,000	\$86,000	\$80,689
Texas	-	-	-	-	-
Other Participating Locations	13	\$60,000	\$66,286	\$85,000	\$74,901
ALL FIRMS	148	\$69,779	\$77,043	\$90,000	\$82,321

Salary by

CONSTRUCTION TYPE

Commercial	108	\$68,910	\$75,682	\$86,235	\$80,794
Heavy & Highway	24	\$70,209	\$81,546	\$101,250	\$85,504
Municipal & Utility	3	\$60,000	\$80,000	\$112,500	\$88,333
Residential	11	\$69,840	\$75,670	\$87,500	\$82,785

Salary by

CONTRACTOR TYPE

General Contractor	89	\$66,286	\$75,700	\$86,000	\$80,453
Specialty Trade Contractor	37	\$70,000	\$76,960	\$90,000	\$85,551
Construction Management	7	\$80,335	\$85,000	\$95,367	\$87,854
Other	15	\$70,140	\$79,000	\$91,800	\$82,851

Salary by

REVENUE

Up to \$25 Million	19	\$69,746	\$76,960	\$85,706	\$80,606
\$25-\$50 Million	30	\$70,000	\$75,000	\$86,455	\$79,605
\$50-\$100 Million	36	\$63,750	\$75,332	\$87,502	\$77,090
\$100-\$250 Million	37	\$70,000	\$76,000	\$98,400	\$86,797
Over \$250 Million	26	\$75,050	\$81,127	\$89,579	\$87,579

BONUS BY REVENUE

Up to \$25 Million	8	\$1,625	\$2,925	\$3,500	\$2,981
\$25-\$50 Million	21	\$3,000	\$4,000	\$5,000	\$4,878
\$50-\$100 Million	31	\$2,000	\$5,000	\$9,500	\$6,400
\$100-\$250 Million	31	\$3,320	\$6,000	\$10,000	\$9,231
Over \$250 Million	24	\$5,602	\$7,750	\$15,000	\$10,071

[-] Too few respondents

HR MANAGER

	COUNT	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	AVERAGE
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Salary by

REGION

Western Washington	44	\$100,000	\$119,500	\$137,375	\$122,811
Eastern Washington, Idaho, Montana	21	\$73,840	\$90,000	\$103,000	\$90,856
Oregon	9	\$85,000	\$90,825	\$110,000	\$97,870
Northern/Central California	11	\$105,000	\$120,000	\$142,500	\$121,209
Greater Bay (CA)	13	\$110,000	\$128,000	\$165,000	\$142,893
Southern California	21	\$100,000	\$115,500	\$125,000	\$122,127
Arizona	13	\$107,500	\$120,000	\$145,600	\$129,623
Texas	5	\$93,150	\$120,000	\$133,000	\$117,230
Other Participating Locations	16	\$71,125	\$100,388	\$110,000	\$98,582
ALL FIRMS	153	\$92,000	\$110,000	\$130,000	\$116,318

Salary by

CONSTRUCTION TYPE

Commercial	108	\$93,575	\$112,400	\$130,000	\$117,943
Heavy & Highway	23	\$83,500	\$108,750	\$135,000	\$115,201
Municipal & Utility	6	\$84,000	\$92,320	\$113,660	\$101,940
Residential	15	\$92,500	\$105,000	\$127,750	\$108,499

Salary by

CONTRACTOR TYPE

General Contractor	82	\$94,535	\$115,000	\$132,250	\$120,007
Specialty Trade Contractor	46	\$90,000	\$108,750	\$127,250	\$111,396
Construction Management	6	\$112,000	\$127,250	\$142,500	\$127,833
Other	19	\$82,500	\$110,000	\$130,000	\$108,675

Salary by

REVENUE

Up to \$25 Million	20	\$80,250	\$95,500	\$105,446	\$93,556
\$25-\$50 Million	32	\$88,750	\$102,982	\$125,000	\$106,596
\$50-\$100 Million	34	\$90,125	\$109,375	\$121,549	\$104,437
\$100-\$250 Million	36	\$93,903	\$116,500	\$135,375	\$120,646
Over \$250 Million	31	\$120,000	\$145,600	\$165,000	\$149,043

BONUS BY REVENUE

Up to \$25 Million	10	\$3,323	\$5,000	\$9,250	\$6,404
\$25-\$50 Million	25	\$5,764	\$10,000	\$13,500	\$11,383
\$50-\$100 Million	28	\$5,750	\$10,000	\$15,823	\$15,151
\$100-\$250 Million	30	\$5,025	\$9,000	\$24,125	\$18,260
Over \$250 Million	28	\$9,875	\$20,500	\$35,500	\$26,435

[–] Too few respondents



SECTION FOUR

Technical Management Positions

30 OPERATIONS MANAGER

Oversees material deliveries, manages project teams, facilitates planning and resource tracking, and handles client and vendor relations for efficient project operations.

31 SERVICE OPERATIONS MANAGER

Oversees operations, including staff, projects, quality control, and maintaining safety standards.

32 CONSTRUCTION MANAGER

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

33 SAFETY DIRECTOR

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

34 PROJECT MANAGER

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

35 PROJECT ENGINEER

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

36 ESTIMATOR

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

OPERATIONS MANAGER

	COUNT	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	AVERAGE
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Salary by

REGION

Western Washington	42	\$136,714	\$162,500	\$185,000	\$161,829
Eastern Washington, Idaho, Montana	17	\$125,000	\$155,735	\$166,400	\$149,386
Oregon	7	\$140,000	\$165,615	\$177,100	\$157,193
Northern/Central California	9	\$170,000	\$175,000	\$200,000	\$182,777
Greater Bay (CA)	13	\$153,124	\$195,000	\$230,000	\$211,856
Southern California	14	\$130,000	\$153,250	\$179,500	\$157,575
Arizona	11	\$132,500	\$175,000	\$183,500	\$167,176
Texas	5	\$125,000	\$130,000	\$150,000	\$139,000
Other Participating Locations	13	\$130,000	\$150,000	\$155,000	\$149,228
ALL FIRMS	131	\$132,500	\$160,000	\$184,998	\$164,243

Salary by

CONSTRUCTION TYPE

Commercial	85	\$140,000	\$165,615	\$195,000	\$170,285
Heavy & Highway	18	\$139,507	\$155,266	\$175,925	\$160,490
Municipal & Utility	7	\$155,000	\$170,000	\$187,500	\$170,303
Residential	18	\$121,250	\$134,629	\$171,290	\$138,999

Salary by

CONTRACTOR TYPE

General Contractor	70	\$140,941	\$166,008	\$184,028	\$166,249
Specialty Trade Contractor	40	\$133,750	\$160,000	\$190,125	\$167,247
Construction Management	7	\$128,284	\$139,258	\$170,488	\$155,972
Other	14	\$122,500	\$146,250	\$175,000	\$149,761

Salary by

REVENUE

Up to \$25 Million	29	\$118,640	\$140,000	\$156,500	\$136,093
\$25-\$50 Million	30	\$130,000	\$160,000	\$180,000	\$162,277
\$50-\$100 Million	24	\$150,000	\$166,400	\$185,000	\$169,947
\$100-\$250 Million	26	\$148,354	\$167,808	\$184,028	\$168,393
Over \$250 Million	22	\$158,773	\$184,998	\$223,750	\$192,901

BONUS BY REVENUE

Up to \$25 Million	13	\$12,500	\$20,000	\$40,000	\$36,253
\$25-\$50 Million	23	\$24,000	\$30,000	\$41,000	\$37,413
\$50-\$100 Million	19	\$13,500	\$30,000	\$60,375	\$47,834
\$100-\$250 Million	21	\$25,000	\$40,000	\$60,000	\$50,350
Over \$250 Million	17	\$37,500	\$75,000	\$93,100	\$69,470

[–] Too few respondents

SERVICE OPERATIONS MANAGER

	COUNT	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	AVERAGE
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Salary by

REGION

Western Washington	21	\$105,000	\$130,000	\$166,400	\$133,437
Eastern Washington, Idaho, Montana	10	\$87,800	\$103,619	\$119,522	\$105,192
Oregon	9	\$101,000	\$130,000	\$143,140	\$122,454
Northern/Central California	4	\$87,500	\$120,000	\$157,000	\$124,500
Greater Bay (CA)	4	\$103,750	\$117,500	\$132,500	\$118,750
Southern California	5	\$113,000	\$116,500	\$140,000	\$125,100
Arizona	7	\$120,000	\$148,300	\$157,500	\$145,857
Texas	-	-	-	-	-
Other Participating Locations	7	\$71,250	\$88,000	\$115,000	\$94,100
ALL FIRMS	68	\$97,058	\$119,044	\$144,405	\$122,344

Salary by

CONSTRUCTION TYPE

Commercial	50	\$96,486	\$120,000	\$142,855	\$122,579
Heavy & Highway	6	\$118,565	\$134,100	\$148,275	\$131,265
Municipal & Utility	-	-	-	-	-
Residential	9	\$103,500	\$113,000	\$130,000	\$117,918

Salary by

CONTRACTOR TYPE

General Contractor	29	\$90,000	\$130,000	\$150,000	\$125,945
Specialty Trade Contractor	30	\$97,578	\$117,850	\$140,300	\$121,011
Construction Management	4	\$103,750	\$107,932	\$115,648	\$111,466
Other	5	\$96,200	\$100,000	\$130,000	\$118,155

Salary by

REVENUE

Up to \$25 Million	17	\$86,576	\$103,168	\$118,000	\$104,653
\$25-\$50 Million	17	\$85,000	\$117,700	\$140,000	\$114,814
\$50-\$100 Million	11	\$103,044	\$130,000	\$150,250	\$125,681
\$100-\$250 Million	14	\$107,723	\$125,000	\$146,935	\$130,476
Over \$250 Million	9	\$137,000	\$165,000	\$181,000	\$153,256

BONUS BY REVENUE

Up to \$25 Million	4	\$6,500	\$13,500	\$24,375	\$17,375
\$25-\$50 Million	14	\$5,500	\$12,500	\$18,750	\$14,679
\$50-\$100 Million	9	\$10,000	\$15,000	\$40,000	\$22,658
\$100-\$250 Million	13	\$7,500	\$15,000	\$25,000	\$22,962
Over \$250 Million	7	\$22,500	\$30,000	\$57,500	\$43,929

[-] Too few respondents

CONSTRUCTION MANAGER

	COUNT	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	AVERAGE
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Salary by

REGION

Western Washington	36	\$141,875	\$154,500	\$174,050	\$157,645
Eastern Washington, Idaho, Montana	19	\$104,500	\$125,000	\$138,900	\$124,864
Oregon	11	\$136,000	\$149,624	\$166,900	\$150,686
Northern/Central California	7	\$155,000	\$160,000	\$165,600	\$156,457
Greater Bay (CA)	10	\$145,000	\$175,250	\$221,250	\$179,950
Southern California	12	\$120,000	\$128,500	\$168,750	\$141,833
Arizona	7	\$130,000	\$140,400	\$167,500	\$147,129
Texas	5	\$110,000	\$170,000	\$213,210	\$165,642
Other Participating Locations	11	\$119,000	\$157,500	\$184,500	\$152,895
ALL FIRMS	118	\$125,000	\$150,000	\$172,800	\$151,202

Salary by

CONSTRUCTION TYPE

Commercial	80	\$129,750	\$156,750	\$171,600	\$153,131
Heavy & Highway	17	\$125,000	\$137,800	\$163,800	\$149,133
Municipal & Utility	6	\$128,750	\$150,000	\$182,500	\$160,000
Residential	12	\$113,360	\$138,034	\$175,250	\$139,674

Salary by

CONTRACTOR TYPE

General Contractor	67	\$130,000	\$157,500	\$178,000	\$153,952
Specialty Trade Contractor	29	\$120,000	\$140,400	\$168,000	\$147,384
Construction Management	7	\$134,754	\$156,603	\$200,000	\$170,159
Other	15	\$109,000	\$129,000	\$170,850	\$137,453

Salary by

REVENUE

Up to \$25 Million	21	\$120,000	\$130,000	\$149,624	\$133,027
\$25-\$50 Million	27	\$122,500	\$140,000	\$160,000	\$142,635
\$50-\$100 Million	28	\$135,350	\$160,850	\$173,800	\$151,208
\$100-\$250 Million	26	\$126,750	\$160,000	\$179,000	\$156,856
Over \$250 Million	16	\$157,500	\$177,500	\$203,250	\$180,317

BONUS BY REVENUE

Up to \$25 Million	11	\$20,000	\$25,000	\$59,925	\$34,123
\$25-\$50 Million	23	\$11,000	\$15,000	\$21,800	\$25,599
\$50-\$100 Million	23	\$11,500	\$24,000	\$50,000	\$35,057
\$100-\$250 Million	21	\$16,380	\$25,000	\$50,000	\$36,027
Over \$250 Million	16	\$18,750	\$29,500	\$51,499	\$40,265

[–] Too few respondents

SAFETY DIRECTOR

	COUNT	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	AVERAGE
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Salary by

REGION

Western Washington	49	\$120,000	\$131,000	\$153,000	\$137,502
Eastern Washington, Idaho, Montana	23	\$90,628	\$105,000	\$122,820	\$106,543
Oregon	13	\$85,000	\$95,000	\$130,000	\$106,253
Northern/Central California	13	\$118,000	\$140,000	\$152,981	\$138,209
Greater Bay (CA)	14	\$107,350	\$155,000	\$191,250	\$151,403
Southern California	18	\$122,900	\$135,500	\$159,520	\$139,688
Arizona	14	\$100,750	\$129,800	\$156,400	\$133,530
Texas	7	\$104,275	\$122,000	\$177,500	\$140,079
Other Participating Locations	15	\$92,350	\$112,008	\$132,500	\$119,209
ALL FIRMS	166	\$100,000	\$125,000	\$150,000	\$130,351

Salary by

CONSTRUCTION TYPE

Commercial	117	\$100,000	\$124,000	\$145,600	\$128,980
Heavy & Highway	28	\$105,225	\$126,876	\$154,750	\$135,689
Municipal & Utility	8	\$110,750	\$135,000	\$152,020	\$134,260
Residential	9	\$98,800	\$130,000	\$160,000	\$128,975

Salary by

CONTRACTOR TYPE

General Contractor	90	\$107,600	\$125,368	\$145,450	\$132,744
Specialty Trade Contractor	52	\$95,816	\$119,000	\$144,040	\$123,060
Construction Management	5	\$169,421	\$177,000	\$200,000	\$178,284
Other	19	\$95,420	\$138,000	\$156,491	\$126,352

Salary by

REVENUE

Up to \$25 Million	16	\$82,291	\$91,800	\$118,625	\$98,454
\$25-\$50 Million	37	\$90,000	\$105,000	\$125,000	\$111,302
\$50-\$100 Million	36	\$95,000	\$113,200	\$138,561	\$115,005
\$100-\$250 Million	39	\$120,097	\$140,000	\$161,400	\$143,242
Over \$250 Million	38	\$130,663	\$160,000	\$188,750	\$163,636

BONUS BY REVENUE

Up to \$25 Million	5	\$5,000	\$8,000	\$9,200	\$8,440
\$25-\$50 Million	29	\$6,500	\$10,000	\$13,100	\$11,758
\$50-\$100 Million	29	\$5,000	\$7,500	\$12,500	\$11,447
\$100-\$250 Million	35	\$10,000	\$13,500	\$30,000	\$22,439
Over \$250 Million	33	\$20,000	\$25,000	\$38,000	\$32,208

[–] Too few respondents

PROJECT MANAGER

	COUNT	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	AVERAGE
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Salary by

REGION

Western Washington	82	\$115,000	\$130,000	\$140,000	\$128,828
Eastern Washington, Idaho, Montana	40	\$93,984	\$104,508	\$117,458	\$106,402
Oregon	19	\$107,500	\$125,000	\$142,500	\$128,698
Northern/Central California	15	\$114,500	\$123,000	\$135,800	\$125,292
Greater Bay (CA)	25	\$139,917	\$150,000	\$175,000	\$155,673
Southern California	28	\$113,137	\$134,960	\$146,700	\$131,608
Arizona	23	\$94,300	\$120,000	\$134,214	\$120,045
Texas	6	\$101,250	\$105,500	\$126,886	\$110,949
Other Participating Locations	23	\$99,398	\$110,035	\$140,000	\$118,283
ALL FIRMS	261	\$105,000	\$125,000	\$140,005	\$125,934

Salary by

CONSTRUCTION TYPE

Commercial	193	\$105,000	\$126,950	\$140,000	\$125,982
Heavy & Highway	39	\$106,673	\$130,000	\$149,087	\$129,317
Municipal & Utility	11	\$95,000	\$113,707	\$132,500	\$116,246
Residential	16	\$104,415	\$122,500	\$140,000	\$122,320

Salary by

CONTRACTOR TYPE

General Contractor	151	\$110,000	\$126,950	\$140,000	\$126,220
Specialty Trade Contractor	76	\$100,000	\$121,500	\$141,375	\$122,917
Construction Management	9	\$130,000	\$135,000	\$155,447	\$145,511
Other	25	\$100,107	\$125,000	\$148,173	\$126,325

Salary by

REVENUE

Up to \$25 Million	52	\$94,134	\$103,500	\$128,500	\$111,116
\$25-\$50 Million	69	\$105,000	\$125,000	\$140,000	\$123,520
\$50-\$100 Million	55	\$114,354	\$129,000	\$140,000	\$128,201
\$100-\$250 Million	45	\$116,610	\$130,000	\$148,173	\$132,599
Over \$250 Million	40	\$121,000	\$136,350	\$156,585	\$138,743

BONUS BY REVENUE

Up to \$25 Million	32	\$5,000	\$10,000	\$25,000	\$16,067
\$25-\$50 Million	58	\$9,625	\$15,000	\$24,750	\$22,156
\$50-\$100 Million	45	\$7,500	\$15,000	\$25,000	\$20,040
\$100-\$250 Million	41	\$8,900	\$14,000	\$28,400	\$20,860
Over \$250 Million	38	\$13,075	\$21,447	\$32,988	\$24,990

[–] Too few respondents

PROJECT ENGINEER

	COUNT	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	AVERAGE
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Salary by

REGION

Western Washington	69	\$80,000	\$89,000	\$98,000	\$89,792
Eastern Washington, Idaho, Montana	27	\$69,129	\$75,000	\$85,437	\$77,173
Oregon	18	\$75,500	\$83,251	\$94,472	\$86,715
Northern/Central California	11	\$80,000	\$88,000	\$98,750	\$86,421
Greater Bay (CA)	20	\$90,000	\$100,000	\$111,250	\$101,722
Southern California	22	\$77,228	\$90,689	\$105,443	\$93,708
Arizona	11	\$74,250	\$86,000	\$99,323	\$86,394
Texas	4	\$63,425	\$69,000	\$78,762	\$73,187
Other Participating Locations	11	\$69,530	\$77,000	\$88,500	\$79,829
ALL FIRMS	193	\$75,750	\$85,850	\$98,150	\$88,124

Salary by

CONSTRUCTION TYPE

Commercial	142	\$75,793	\$85,000	\$95,000	\$86,874
Heavy & Highway	33	\$78,000	\$95,000	\$100,186	\$92,136
Municipal & Utility	5	\$70,000	\$75,000	\$97,760	\$80,552
Residential	11	\$78,000	\$85,000	\$105,200	\$89,869

Salary by

CONTRACTOR TYPE

General Contractor	125	\$78,000	\$86,000	\$97,000	\$87,897
Specialty Trade Contractor	48	\$75,000	\$82,425	\$100,000	\$86,944
Construction Management	7	\$87,500	\$96,018	\$98,956	\$96,561
Other	13	\$75,000	\$88,000	\$100,000	\$90,121

Salary by

REVENUE

Up to \$25 Million	26	\$75,000	\$79,138	\$89,500	\$84,835
\$25-\$50 Million	46	\$75,000	\$85,000	\$100,000	\$88,938
\$50-\$100 Million	45	\$75,000	\$85,000	\$100,000	\$87,954
\$100-\$250 Million	40	\$80,000	\$89,500	\$95,535	\$87,078
Over \$250 Million	36	\$80,000	\$89,000	\$99,821	\$90,834

BONUS BY REVENUE

Up to \$25 Million	12	\$1,750	\$2,798	\$3,000	\$2,341
\$25-\$50 Million	37	\$2,500	\$5,000	\$7,245	\$6,795
\$50-\$100 Million	34	\$3,275	\$5,750	\$11,750	\$8,378
\$100-\$250 Million	37	\$3,846	\$6,000	\$8,840	\$7,395
Over \$250 Million	33	\$5,778	\$7,500	\$10,500	\$8,470

[–] Too few respondents

ESTIMATOR

	COUNT	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	AVERAGE
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Salary by

REGION

Western Washington	61	\$110,000	\$125,000	\$144,630	\$128,214
Eastern Washington, Idaho, Montana	26	\$96,250	\$105,750	\$119,000	\$105,838
Oregon	16	\$95,000	\$108,500	\$125,330	\$112,738
Northern/Central California	13	\$102,500	\$107,120	\$135,000	\$117,093
Greater Bay (CA)	22	\$135,000	\$150,000	\$160,000	\$148,506
Southern California	21	\$113,000	\$125,000	\$150,000	\$131,169
Arizona	17	\$90,558	\$105,000	\$131,000	\$109,544
Texas	7	\$95,500	\$110,000	\$134,172	\$115,049
Other Participating Locations	20	\$88,750	\$100,000	\$121,250	\$105,294
ALL FIRMS	203	\$100,000	\$120,000	\$140,000	\$121,645

Salary by

CONSTRUCTION TYPE

Commercial	146	\$100,739	\$120,000	\$135,824	\$121,498
Heavy & Highway	31	\$105,219	\$122,395	\$148,000	\$127,628
Municipal & Utility	11	\$95,000	\$125,000	\$147,500	\$122,130
Residential	11	\$80,000	\$91,000	\$121,500	\$102,812

Salary by

CONTRACTOR TYPE

General Contractor	106	\$107,500	\$125,000	\$150,000	\$129,022
Specialty Trade Contractor	64	\$98,687	\$110,000	\$130,125	\$113,468
Construction Management	8	\$95,000	\$115,400	\$131,250	\$112,378
Other	25	\$100,000	\$107,500	\$140,000	\$114,265

Salary by

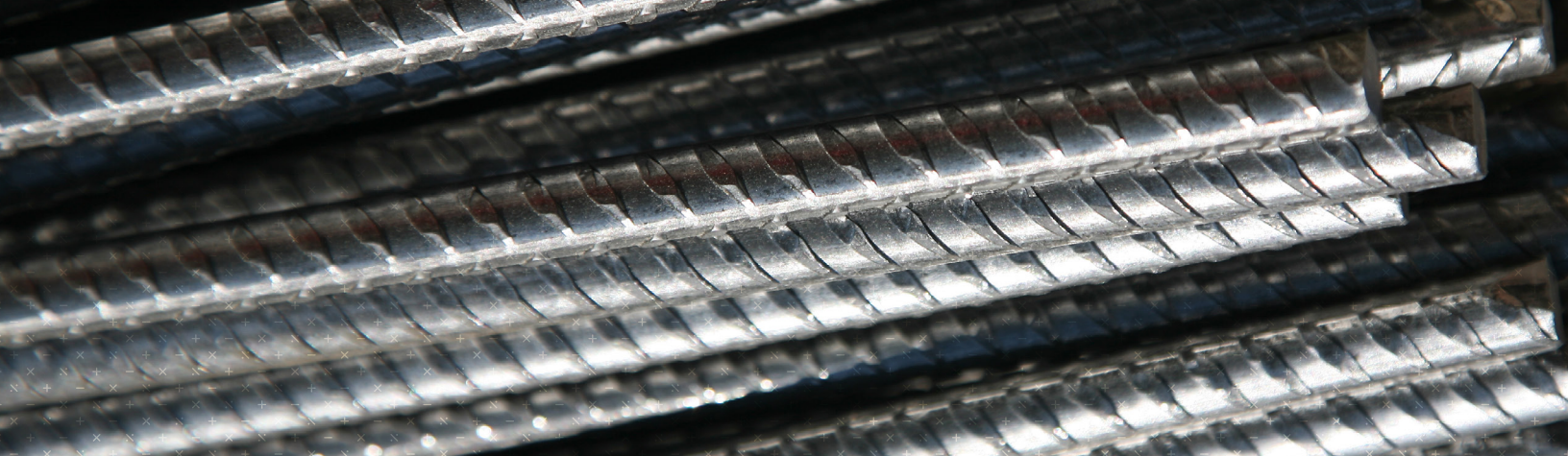
REVENUE

Up to \$25 Million	29	\$90,000	\$110,000	\$125,000	\$108,578
\$25-\$50 Million	52	\$100,000	\$110,013	\$133,590	\$117,158
\$50-\$100 Million	44	\$103,000	\$120,000	\$150,000	\$126,880
\$100-\$250 Million	44	\$109,670	\$124,900	\$144,953	\$126,944
Over \$250 Million	34	\$98,500	\$122,500	\$136,912	\$126,023

BONUS BY REVENUE

Up to \$25 Million	14	\$5,000	\$14,265	\$36,250	\$20,123
\$25-\$50 Million	41	\$8,000	\$10,000	\$16,000	\$17,792
\$50-\$100 Million	35	\$6,824	\$12,500	\$20,000	\$15,680
\$100-\$250 Million	39	\$6,725	\$10,000	\$20,000	\$14,583
Over \$250 Million	31	\$8,310	\$15,000	\$22,750	\$17,583

[–] Too few respondents



SECTION FIVE

Field Positions

38 SUPERINTENDENT

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

39 FOREMAN

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

40 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.

41 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
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Salary by

REGION

Western Washington	80	\$123,910	\$143,731	\$156,000	\$140,871
Eastern Washington, Idaho, Montana	35	\$100,000	\$112,385	\$127,625	\$114,734
Oregon	19	\$98,000	\$115,000	\$151,226	\$126,517
Northern/Central California	14	\$120,000	\$136,532	\$143,940	\$135,573
Greater Bay (CA)	21	\$137,592	\$168,000	\$176,000	\$160,303
Southern California	27	\$117,000	\$135,000	\$149,986	\$136,834
Arizona	21	\$104,000	\$112,476	\$126,000	\$112,330
Texas	7	\$118,480	\$124,944	\$132,000	\$125,843
Other Participating Locations	19	\$95,369	\$110,000	\$134,500	\$115,869
ALL FIRMS	243	\$110,000	\$130,000	\$150,000	\$132,055

Salary by

CONSTRUCTION TYPE

Commercial	175	\$108,050	\$130,000	\$150,000	\$131,424
Heavy & Highway	37	\$125,250	\$135,063	\$158,102	\$141,212
Municipal & Utility	9	\$120,000	\$140,000	\$160,000	\$141,457
Residential	20	\$101,658	\$111,238	\$122,671	\$114,366

Salary by

CONTRACTOR TYPE

General Contractor	150	\$111,921	\$130,000	\$149,993	\$131,687
Specialty Trade Contractor	63	\$105,750	\$135,000	\$155,750	\$134,268
Construction Management	10	\$116,329	\$139,500	\$155,144	\$135,937
Other	20	\$107,375	\$127,625	\$150,000	\$125,910

Salary by

REVENUE

Up to \$25 Million	45	\$92,500	\$120,000	\$135,000	\$117,800
\$25-\$50 Million	66	\$107,775	\$130,000	\$144,657	\$126,427
\$50-\$100 Million	52	\$109,250	\$130,000	\$147,407	\$131,970
\$100-\$250 Million	45	\$119,167	\$140,000	\$159,571	\$138,217
Over \$250 Million	35	\$134,345	\$150,000	\$173,395	\$153,202

BONUS BY REVENUE

Up to \$25 Million	27	\$3,700	\$5,250	\$10,000	\$8,790
\$25-\$50 Million	54	\$6,350	\$10,750	\$15,000	\$14,525
\$50-\$100 Million	42	\$7,500	\$10,000	\$19,650	\$14,261
\$100-\$250 Million	38	\$7,833	\$14,606	\$20,000	\$14,559
Over \$250 Million	34	\$13,541	\$21,500	\$35,395	\$25,321

[–] Too few respondents

FOREMAN

	COUNT	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	AVERAGE
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Salary by

REGION

Western Washington	62	\$94,250	\$120,720	\$140,596	\$118,175
Eastern Washington, Idaho, Montana	30	\$77,342	\$87,787	\$95,750	\$89,782
Oregon	17	\$90,000	\$94,463	\$120,000	\$103,387
Northern/Central California	13	\$98,800	\$105,000	\$150,000	\$122,891
Greater Bay (CA)	19	\$122,500	\$135,000	\$147,226	\$134,386
Southern California	17	\$80,000	\$98,000	\$125,336	\$103,762
Arizona	16	\$74,125	\$80,700	\$93,950	\$85,746
Texas	6	\$68,107	\$75,821	\$87,035	\$82,158
Other Participating Locations	15	\$70,600	\$75,000	\$95,704	\$83,439
ALL FIRMS	195	\$83,600	\$98,051	\$130,000	\$106,714

Salary by

CONSTRUCTION TYPE

Commercial	139	\$84,100	\$98,000	\$132,638	\$107,515
Heavy & Highway	29	\$90,000	\$110,000	\$129,342	\$109,872
Municipal & Utility	10	\$90,000	\$110,000	\$147,220	\$117,369
Residential	14	\$71,109	\$84,500	\$97,972	\$86,192

Salary by

CONTRACTOR TYPE

General Contractor	105	\$80,380	\$95,000	\$125,000	\$103,744
Specialty Trade Contractor	67	\$88,380	\$115,000	\$142,850	\$115,370
Construction Management	3	\$77,393	\$84,240	\$89,620	\$83,262
Other	20	\$73,000	\$95,026	\$112,500	\$96,828

Salary by

REVENUE

Up to \$25 Million	43	\$78,700	\$95,000	\$112,200	\$97,840
\$25-\$50 Million	53	\$87,360	\$100,000	\$130,000	\$108,359
\$50-\$100 Million	40	\$82,495	\$98,700	\$130,750	\$108,798
\$100-\$250 Million	32	\$83,750	\$107,745	\$138,446	\$110,162
Over \$250 Million	27	\$81,941	\$105,000	\$139,500	\$110,443

BONUS BY REVENUE

Up to \$25 Million	23	\$2,500	\$5,000	\$6,500	\$6,484
\$25-\$50 Million	37	\$3,000	\$5,000	\$10,000	\$8,386
\$50-\$100 Million	24	\$2,875	\$5,000	\$8,500	\$6,382
\$100-\$250 Million	23	\$2,318	\$3,845	\$5,000	\$5,875
Over \$250 Million	18	\$3,545	\$5,000	\$10,612	\$8,516

[–] Too few respondents

JOURNEYMAN / CRAFTSMAN

	COUNT	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	AVERAGE
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Salary by

REGION

Western Washington	59	\$84,500	\$106,080	\$128,000	\$107,825
Eastern Washington, Idaho, Montana	31	\$60,000	\$70,000	\$79,500	\$73,309
Oregon	16	\$68,670	\$86,160	\$102,500	\$89,246
Northern/Central California	13	\$85,000	\$108,795	\$125,000	\$107,834
Greater Bay (CA)	17	\$100,000	\$120,000	\$133,140	\$118,609
Southern California	18	\$71,250	\$93,500	\$113,750	\$93,368
Arizona	13	\$68,640	\$73,000	\$79,040	\$75,060
Texas	4	\$56,500	\$67,500	\$79,575	\$68,575
Other Participating Locations	13	\$60,000	\$62,400	\$70,000	\$68,177
ALL FIRMS	184	\$70,540	\$85,640	\$120,000	\$94,008

Salary by

CONSTRUCTION TYPE

Commercial	138	\$70,915	\$87,660	\$120,750	\$95,330
Heavy & Highway	24	\$68,075	\$87,120	\$111,250	\$90,379
Municipal & Utility	7	\$77,500	\$80,000	\$102,103	\$89,352
Residential	13	\$78,700	\$84,000	\$93,300	\$88,640

Salary by

CONTRACTOR TYPE

General Contractor	97	\$70,000	\$84,205	\$110,000	\$91,444
Specialty Trade Contractor	65	\$75,935	\$93,500	\$124,800	\$99,934
Construction Management	-	-	-	-	-
Other	20	\$68,000	\$88,812	\$109,096	\$89,983

Salary by

REVENUE

Up to \$25 Million	42	\$70,180	\$83,200	\$101,500	\$88,189
\$25-\$50 Million	54	\$70,000	\$84,120	\$118,875	\$90,280
\$50-\$100 Million	39	\$70,500	\$85,280	\$120,000	\$95,081
\$100-\$250 Million	27	\$75,677	\$100,000	\$122,500	\$99,850
Over \$250 Million	22	\$90,406	\$104,500	\$127,972	\$105,193

BONUS BY REVENUE

Up to \$25 Million	15	\$1,500	\$3,000	\$3,250	\$2,613
\$25-\$50 Million	29	\$1,242	\$2,500	\$4,500	\$3,711
\$50-\$100 Million	18	\$1,000	\$1,352	\$2,875	\$2,800
\$100-\$250 Million	11	\$1,129	\$2,000	\$2,750	\$2,305
Over \$250 Million	7	\$650	\$3,000	\$9,500	\$6,944

[-] Too few respondents

LABORER

	COUNT	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	AVERAGE
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Salary by

REGION

Western Washington	51	\$59,000	\$62,400	\$76,198	\$68,245
Eastern Washington, Idaho, Montana	31	\$50,000	\$55,000	\$63,899	\$57,413
Oregon	19	\$52,280	\$60,000	\$70,000	\$63,036
Northern/Central California	13	\$67,163	\$75,000	\$80,000	\$73,229
Greater Bay (CA)	17	\$60,000	\$76,000	\$88,247	\$74,283
Southern California	21	\$50,000	\$59,000	\$74,592	\$62,083
Arizona	15	\$45,760	\$56,000	\$59,500	\$56,053
Texas	6	\$50,318	\$54,761	\$59,563	\$54,170
Other Participating Locations	16	\$47,943	\$51,733	\$53,100	\$51,542
ALL FIRMS	189	\$52,000	\$60,000	\$73,500	\$63,318

Salary by

CONSTRUCTION TYPE

Commercial	128	\$51,418	\$60,000	\$74,694	\$63,874
Heavy & Highway	25	\$55,000	\$70,000	\$78,197	\$66,497
Municipal & Utility	10	\$60,000	\$65,250	\$73,750	\$67,034
Residential	23	\$51,000	\$56,160	\$60,000	\$56,377

Salary by

CONTRACTOR TYPE

General Contractor	107	\$53,500	\$60,940	\$74,796	\$64,947
Specialty Trade Contractor	52	\$52,000	\$61,456	\$70,750	\$63,014
Construction Management	6	\$45,260	\$51,250	\$54,075	\$50,318
Other	24	\$50,000	\$56,164	\$67,872	\$59,962

Salary by

REVENUE

Up to \$25 Million	43	\$50,000	\$56,600	\$62,400	\$58,901
\$25-\$50 Million	51	\$51,116	\$60,000	\$75,000	\$63,863
\$50-\$100 Million	40	\$53,069	\$61,000	\$70,000	\$62,361
\$100-\$250 Million	33	\$52,500	\$62,000	\$72,800	\$65,649
Over \$250 Million	22	\$56,713	\$73,125	\$78,439	\$68,928

BONUS BY REVENUE

Up to \$25 Million	14	\$813	\$1,500	\$2,688	\$1,654
\$25-\$50 Million	29	\$1,000	\$1,250	\$2,500	\$2,226
\$50-\$100 Million	18	\$518	\$1,100	\$2,000	\$1,586
\$100-\$250 Million	16	\$1,575	\$2,000	\$2,500	\$2,009
Over \$250 Million	8	\$500	\$4,394	\$8,650	\$4,702

[–] Too few respondents

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