Construction Industry

Talent
Retention Survey

Executive Summary

Pulsely

October 2022

Executive Summary

Methodology: The analysis of the respondents to the Construction Industry's Retention Survey is based on a **response of 283 participants during October 2022.** Industry association representatives promoted the survey through various social media channels. The participants are self-selected and thus not representative of the industry as a whole. The power of our survey approach was designed to analyze the patterns between four groups of people:

1. Group A: **Content in Job**

2. Group B: **Considered a Job Change**

3. Group C: **Changed jobs in last 2 years**

4. Group D: **Left the Industry**

Who is content in their jobs?-

Compared to those who considered a job change or made a change, those who were **Content in their Jobs** had a proportionately higher representation from the following workforce segments:

- Top Management/Executives
- Remote work location
- Technology/Building Product
- 1-4; 23-45 years Industry Tenure
- 8-40 years Job Tenure
- 35-42 years old

Why do people change jobs?

People change jobs for a lot of different reasons. The reason most frequently given by the greatest number of respondents for leaving or considering leaving a job in the Construction Industry is **Career Advancement.** This is followed by **Better Pay** and **Work-life Conflict**. Conflict with their Manager or Location/Commuting challenges are also common factors. Harassment/ Discrimination was the sixth most common reason, although mentioned far less often.

Conflict with Peers is a reason more common for **considering a job change**; fortunately, more that 40% of those who considered a change are now happy to stay due to a change in circumstances. **External research** that say people don't leave companies, they leave managers is holding true; those who **changed jobs in the last two** years rank Conflict with Manager and Family/Personal Circumstances higher. People who **left the industry** ranked Work-Life Conflict and Location/Commuting higher than the other two retention groups.

Reasons also vary by Level: Top Management/Executives identify Conflict with Manager as the #1 reason for a job change. Experienced Individual Contributors attribute more importance to Career Advancement and Better Pay. Entry Level employees, Mid-level Managers, and Senior Level Managers ranked Work-Life Conflict as the #1 reason.

Pulsely

What is some good news?

Women are very engaged in improving the industry. While women are 13% of the construction industry, they were 44% of survey respondents.
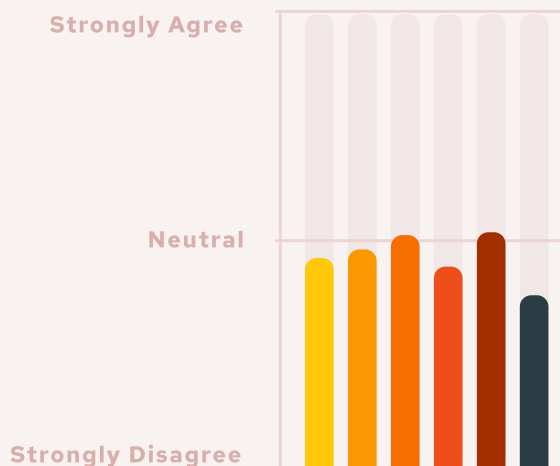
Outcome Preference of those who considered a Job Change
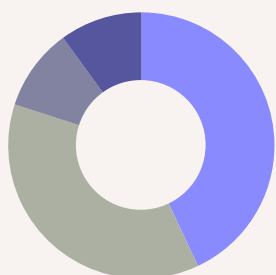
- **44%** **Continue working at the company - I am enjoying now**
- **37%** Continue working at the company - no better options
- **10%** Leave the company
- **10%** Other

Legend:
- Not primary carer
- Child(ren) <5
- Child(ren) 5-18
- Adult
- Multiple
- Other

Things got better for 44% of people who considered a job change.

Caregivers of small children do not report making job changes due to inclusion challenges.

Legend:
- All Other POC
- South Asian
- Latinx
- Southeast & East Asian
- Multiple
- White

Group C: Changed jobs

Group D: Left Industry
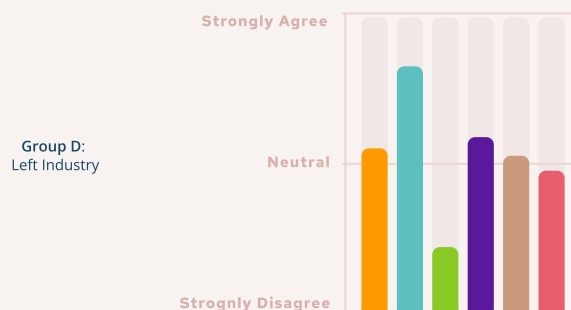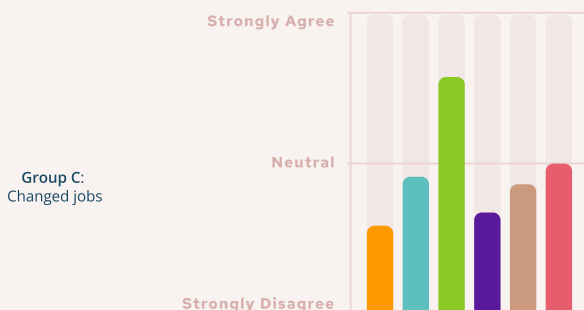
Latinx with inclusion challenges are more likely to changing jobs than leave the industry.
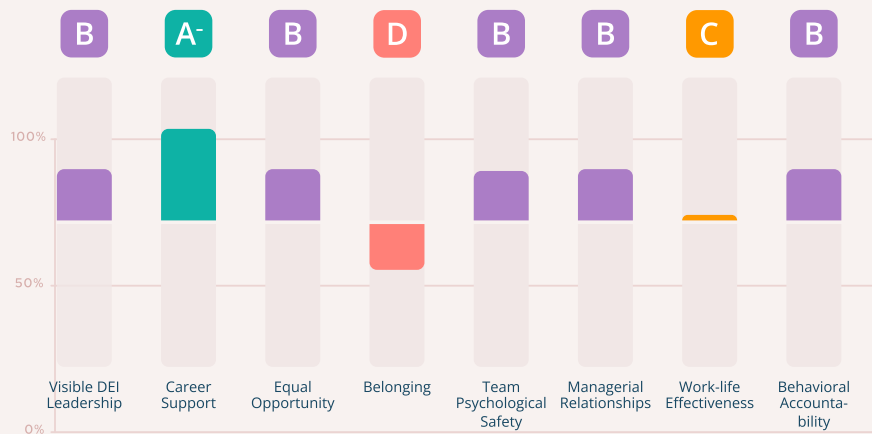
Pulsely

How inclusive is the construction industry?

Inclusion Pillars for those content in their jobs

Grades for each pillar are assigned based on participants' mean response and the percentile of this mean represents when compared to other organizations participating in Pulsely Inclusion assessments.

A⁺	A	A⁻	B⁺	B	B⁻	C⁺	C	C⁻	D	F
95%	90%	85%	80%	70%	65%	55%	45%	35%	15%	
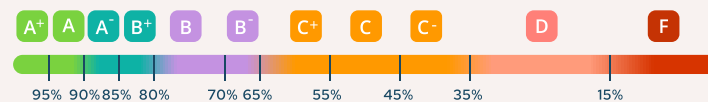
The scores may not be an accurate reflection of the Construction Industry overall because respondents self-selected to participate and these scores only reflect employees who are content in their jobs. In a way, this is a reflection of who is thriving in the Industry and the inclusion challenges they face; it is not a representative sample.

B	A⁻	B	D	B	B	C	B
Visible DEI Leadership	Career Support	Equal Opportunity	Belonging	Team Psychological Safety	Managerial Relationships	Work-life Effectiveness	Behavioral Accountability

The construction industry is providing very positive Career Support for those who are content in their jobs. **Survey results show this Career Support is the largest differentiator between those who are and are not content in their jobs.**

Much of the Construction Industry workforce struggles with **Work-life conflict.**

The greatest challenge to an inclusive culture in the Construction Industry is **Belonging.** This is defined as whether employees are comfortable being their authentic selves at work and whether interactions at work leave them feeling valued and socially included.

The workplace is where we are most likely to encounter people who are different from ourselves, because we often tend to socialize with people who are more similar to us outside of work. Our workplaces can create a clash of cultures, but may also have the most significant potential for uniting us across differences. Without intentional inclusion, working in a diverse group can create significant challenges, including polarization of viewpoints. The resulting tension and conflict may leave people on both "sides" feeling devalued and disrespected.

With developed inclusion skills, there is a huge opportunity to create a stronger sense of Belonging in the industry.

Why does inclusion matter?

Pulsely's 8 Pillars of Inclusion for Group A: Content in Job	Retention	Engagement	Innovation
Visible DEI Leadership	68%	60%	52%
Career Support	69%	68%	72%
Equal Opportunity	67%	67%	43%
Belonging	33%	31%	39%
Team Psychological Safety	57%	61%	82%
Managerial Relationships	39%	43%	66%
Work-life Effectiveness	37%	51%	58%
Behavioral Accountability	81%	63%	69%

Not Correlated	Somewhat Correlated	Highly Correlated
0%	50%	100%
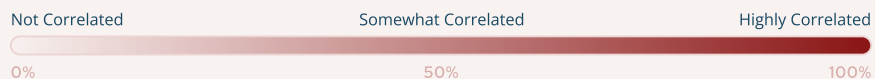
Team Psychological Safety and **Career Support** are highly correlated with Innovation in the Construction Industry. While Behavioral Accountability is not a low score overall, when a respondent does give a low score, they are very likely to have a low intent to stay. Retention is highly influenced by **Career Support, Visible DEI Leadership and Equal Opportunity.** While Belonging is not a key factor for those who are content, we will see later that Belonging is a key pillar affecting those who left the industry.

Who leaves due to a lack of inclusion?

"One of the primary reasons for leaving/considering leaving is because of inclusion challenges that left/leave me feeling like I do not belong here."

Legend: All Respondents, Women, People of Color, LGBTQIA+, Men
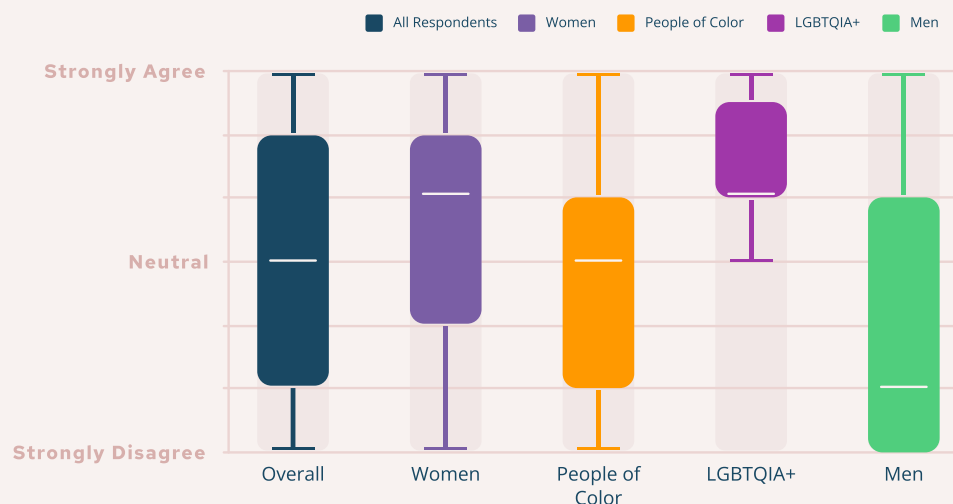
The average respondent is neutral to the impact of inclusion on career change decisions. However, an analysis of responses for underrepresented groups shows a different story. The typical **Woman** was far more likely to attribute inclusion challenges when deciding to change jobs or leave the industry than the typical Man, who disagrees that inclusion is a factor.

All LGBTQIA+ respondents attributed inclusion challenges to their decision to change jobs. Rather than factors that pull them to better opportunities, they are more often leaving due to push factors. The second ranked reason was Conflict with their Manager. They also ranked Harassment/Discrimination and Other Conflict/Tensions much higher among the Top three reasons compared to other workforce segments. This group is having success outside the industry; the majority are securing advanced roles when they leave and go elsewhere.

Is a lack of inclusion creating a talent drain for the Construction Industry?
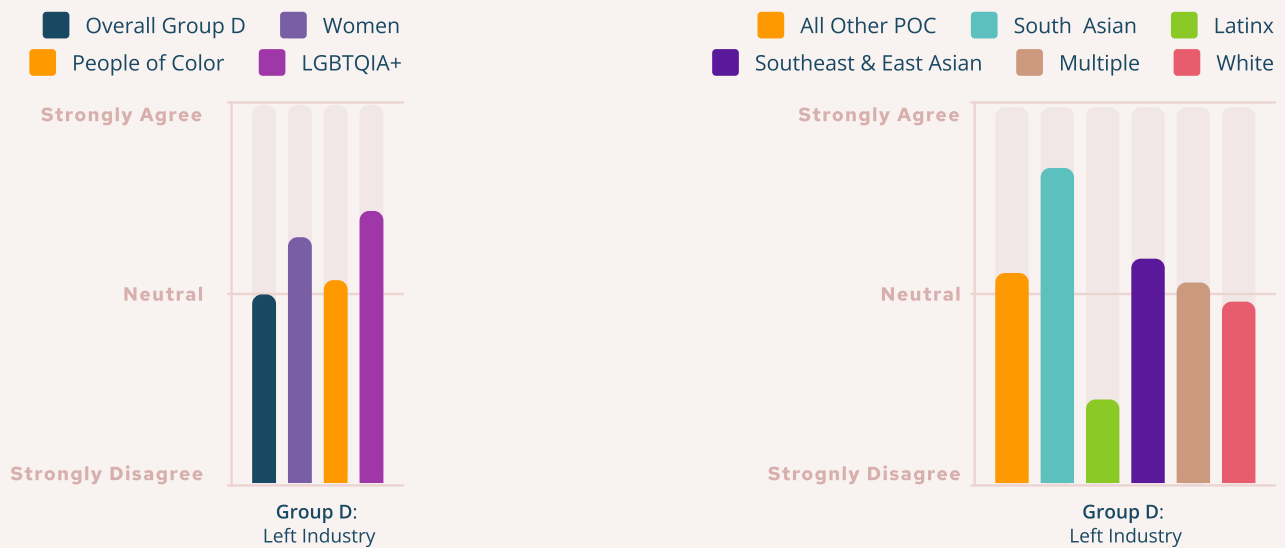
The following pillars show the greatest statistically significant gap for respondents who have considered or made a job change.

Inclusion Pillar	Group B Considered a Job Change	Group C Changed jobs	Group D Left Industry
Career Support	X	X	X
Equal Opportunity	X	X	X
Behavioral Accountability		X	X
Managerial Relationships		X	X
Work-life Effectiveness		X	X
Visible DEI Leadership	X		X
Team Psychological Safety			X
Belonging	X		

Respondents who left the industry have significantly lower inclusion scores on every pillar except for Belonging, which was already low industry wide. Unfortunately, these results do reflect the current state of the industry as over 60% of Group D respondents left in the past three years.

Pulsely

How is exclusion impacting underrepresented groups?

"One of the primary reasons for leaving/considering leaving is because of inclusion challenges that left/leave me feeling like I do not belong here."

Legend (left chart): ■ Overall Group D ■ Women ■ People of Color ■ LGBTQIA+

Legend (right chart): ■ All Other POC ■ South Asian ■ Latinx ■ Southeast & East Asian ■ Multiple ■ White

Group D: Left Industry

The majority of many underrepresented minority groups strongly agree that their decision to leave the industry is related to inclusion. The typical **Woman, LGBTQIA+ person, South Asian, Southeast & East Asian** is more likely to believe that inclusion challenges are the primary reason for their decision to leave the industry.

	Visible DEI Leadership	Career Support	Equal Op-portunity	Team Psych. Safety	Managerial Relationship	Behavioral Accountab.	Belonging
Left the Industry due to Inclusion	46%	22%	44%	43%	39%	55%	50%

These three challenges hold the key for retaining underrepresented minorities in the Construction Industry.

Behavioral Accountability: Whether individuals consider that action will be taken in case of misconduct or inappropriate behaviors, even when these actions are performed by a leader.

Belonging: As a result of interactions at work, employees are able to make positive connections with their colleagues where they are left feeling valued and socially included and that enable them to be their authentic selves.

Visible DEI Leadership: It is critical that leaders visibly demonstrate commitment to inclusion through words, actions, and priorities. Another component is the power of representation - whether employees see people "like them" among the company's leaders.

Pulsely

Thank you!

Pulsely

Construction Industry

October 2022