A Data Driven Look at Retention in Construction

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Online Evaluation

State of Employment in Construction

Highest number of job openings since turn of the century.

Employees quitting at twice the rate of layoffs/discharges.

May 2022, the Associated General Contractor of America

Analysis of Bureau of Labor Statistics data by the Associated Builders and Contractors

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Foundations For Progress

Yuhi Aizawa-Combatti
Director, Diversity, Equity & Inclusion
AGC of California

Betsy Bagley
Co-Founder & DEI Director
Pulsely

Nathan C. Wood
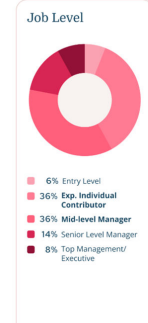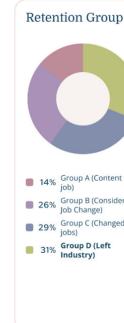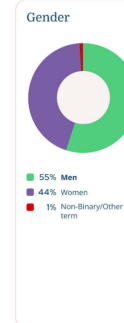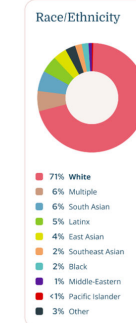Executive Director
ConstructionProgress.org

Response Demographics

283 respondents during Summer 2022

Race/Ethnicity
- 71% White
- 6% Multiple
- 6% South Asian
- 5% Latinx
- 4% East Asian
- 2% Southeast Asian
- 2% Black
- 1% Middle-Eastern
- <1% Pacific Islander
- 3% Other

Gender
- 55% Men
- 44% Women
- 1% Non-Binary/Other term

Retention Group
- 14% Group A (Content in Job)
- 26% Group B (Considered a Job Change)
- 29% Group C (Changed Jobs)
- 31% Group D (Left Industry)

Job Level
- 6% Entry Level
- 36% Exp. Individual Contributor
- 36% Mid-level Manager
- 14% Senior Level Manager
- 8% Top Management/Executive

Retention

Key factors impacting job changes

Legend: All Respondents, Women, People of Color, LGBTQIA+, Men

Categories: Career Advancement, Better Pay, Work-Life Conflict, Conflict with the Manager, Location/Commuting, Harassment/Discrimination

DEIB & Retention

Legend: All Respondents, Women, People of Color, LGBTQIA+, Men

Categories: Overall, Women, People of Color, LGBTQIA+, Men (Strongly Agree / Neutral / Strongly Disagree)
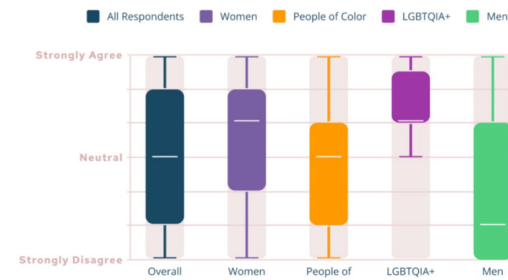
One of the primary reasons for leaving is because of inclusion challenges that left/leave me feeling like I do not belong here

ConstructionProgressCoalition

7

Slide 1

Key for retaining underrepresented minorities in the Construction Industry

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

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Slide 2

State of Employment in Construction

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		

Slide 3

State of Employment in Construction

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Behavioral Accountability		X	X
Managerial Relationships		X	X
Work-life Effectiveness		X	X
Visible DEI Leadership	X		X
Team Psychological Safety			X
Belonging	X		

Slide 4

— WEBINAR

Foundations for Progress

The Data on Diversity and Women in Construction

PROCORE

Betsy Bagley
CO-FOUNDER & DEI DIRECTOR, PULSELY

Nathan C. Wood
EXECUTIVE DIRECTOR, CONSTRUCTION PROGRESS.ORG

Yuhi Aizawa Combatti
DIRECTOR, DIVERSITY, EQUITY & INCLUSION, AGC OF CALIFORNIA

Sasha Reed
DIRECTOR OF INDUSTRY ADVANCEMENT, PROCORE
MODERATOR

Q&A

Thank you!

Complete the Online Evaluation