



Summary Report on Trends in Compensation and Benefits

2018 - 2022

PURPOSE

As part of its commitment to developing a diverse, equitable, and inclusive workforce, the Construction Management Association of America (CMAA) conducted two salary surveys of emailable CMAA members, credential holders, and non-members in May 2018 and December 2021-January 2022. The purpose of this research was to gather compensation and benefits information among those employed full-time in the construction industry.

This document summarizes some significant differences between the results from each study which CMAA believes will be of interest to the industry. CMAA provides this analysis as a resource for public and private owners, service providers, aspiring and early career professionals, academic researchers, and other stakeholders who may wish to understand these industry trends. Please note that this report is not a comprehensive trend analysis as some results that had relatively minor variations between the 2018 and 2022 surveys are intentionally omitted from this document. The “Method” and “Tabulation” sections below also provide important context to understand the results of both studies.

For more information about the individual studies and to see the full results, CMAA recommends that readers review the reports from [2018](#) and [2022](#) on the CMAA website.

METHOD

The 2018 report's survey sample of 15,850 included everyone in the CMAA database classified as members and/or credential holders. Similarly, the 2022 report's sample of 15,599 included everyone in the CMAA database classified as amiable members of CMAA and amiable industry non-members.

Survey instruments for both studies were designed jointly by CMAA and Readex. Readex placed the surveys on a web page and tabulated the results.

In the 2018 study, Readex contacted all sample members via email in the name of CMAA's Vice President of Professional Development. For the 2022 report, CMAA contacted all sample members via emails in the names of CMAA's President and CEO and Vice President of Professional Development. In both surveys, the emails asked for participation via a unique link included in the email. The 2022 study included an incentive to participate, as respondents were able to enter a drawing for a chance to win one of five \$200 Visa gift cards.

TABULATION

The 2018 survey was closed for tabulation on June 18, 2018, with 1,356 responses—a 9% response rate. The 2022 survey was closed for tabulation on January 11, 2022, with 908 responses—a 6% response rate.

In both cases, to best represent the audience of interest, most results are based on respondents employed full-time in the construction industry (as of April 1, 2018, for the 2018 survey and as of October 1, 2021, for the 2022 survey).

As with any research, readers should interpret the results with the potential of non-response bias in mind. It is unknown how those who responded to the survey may be different from those who did not respond. In general, the higher the response rate, the lower the probability of estimation errors due to non-response and thus, the more stable the results.

For the 2018 study, the margin of error for percentages based on 1,295 usable responses is ± 2.6 percentage points at the 95% confidence level. For the 2022 study, the margin of error for percentages based on 883 usable responses is ± 3.2 percentage points at the 95% confidence level.

Readex tabulated the responses and provided summary reports in accordance with accepted research standards and practices. Percentages may not add to 100 for single-answer questions due to rounding.

ABOUT CMAA

CMAA was formed in 1982 and represents more than 17,000 members, including public and private sector owners, construction consultants, technology suppliers, academia, and legal organizations, all with a common goal: to improve our nation's infrastructure.

CMAA's Vision is to be the voice of the program and construction management industry and the premier resource for professionals working in the built environment. **CMAA's Mission** is to promote, support, educate, and develop professionals who lead the delivery of programs and projects within the built environment.

ABOUT READEX RESEARCH

Readex Research is a nationally recognized independent research company in Stillwater, Minnesota. Its roots are in survey research for the magazine publishing industry. Specialization in conducting high-quality survey research (by mail and/or online) has also brought clients from many other markets, including associations, corporate marketers and communicators, and government agencies. Since its founding in 1947, Readex has completed thousands of surveys for hundreds of different clients.

As a full-service survey research supplier, Readex offers professional services and in-house processing of all phases of each project (traditional mailing, broadcast emailing, and data processing) to ensure complete control over project quality and schedule. Analytical capabilities include a range of multivariate statistics and modeling techniques in addition to the more traditional stub-and-banner tabulations.

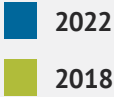
RESPONDENT PROFILE

Most respondent profile traits either remained relatively stable between both studies or sufficient data are not available, so those results are not included below. Note that the 2018 survey did not analyze ethnicity, so a comparison is not possible. In both studies, the median respondent was 51 years old and plans to retire in 15 years. The most common industry license or certification was the Certified Construction Manager® (CCM®).

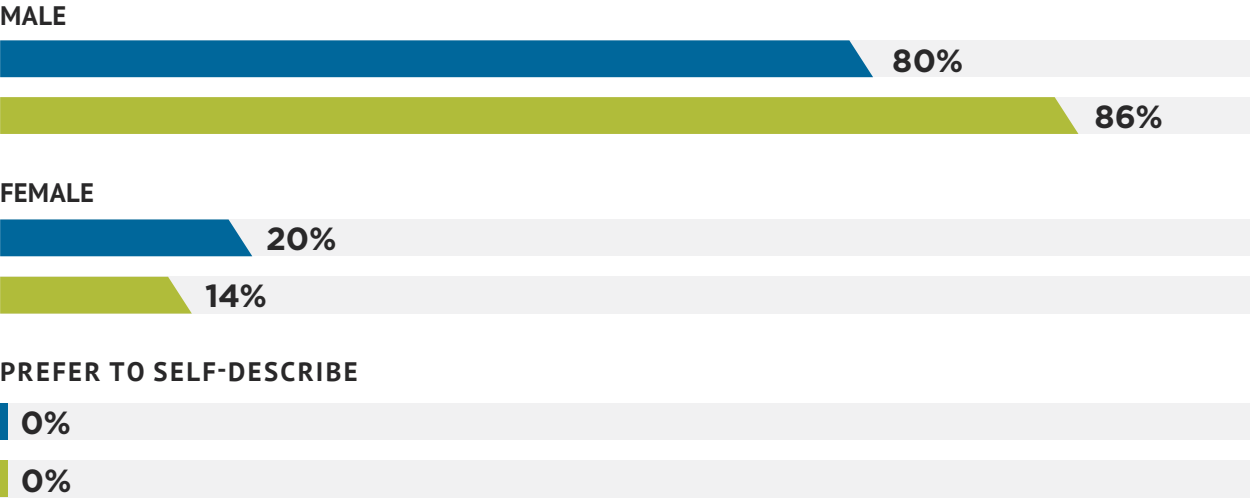
The 2022 survey included larger percentages of respondents who indicated they are female, work for private companies, and hold Construction Manager-in-Training (CMIT®) credentials.

Gender

The proportion of female respondents in the 2022 report increased to one in five (20%), up from 14% in 2018. Male respondents decreased from 86% in 2018 to 80% in 2022.



What is your gender?

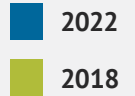


2018 base: 1,294 respondents employed full-time in the construction industry as of April 1, 2018, answering

2022 base: 843 respondents employed full-time in the construction industry as of October 1, 2021, who consent to collecting personal demographics

Employer

The proportion of respondents who reported working for a public agency decreased from 31% in 2018 to 25% (one in four) in 2022. Meanwhile, respondents from private companies increased from 66% to 72%.



Which of these best describes your employer as of October 1, 2021 (April 1, 2018)?

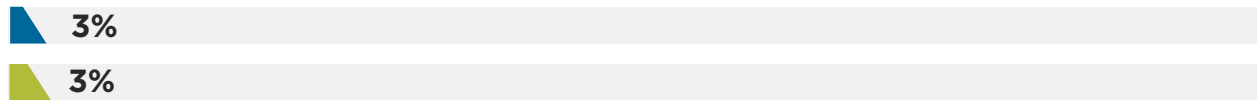
PRIVATE COMPANY



PUBLIC AGENCY



OTHER



2018 base: 1,293 respondents employed full-time in the construction industry as of April 1, 2018, answering
2022 base: 883 respondents employed full-time in the construction industry as of October 1, 2021, answering

Licenses/Certifications Held

In both studies, most respondents (84%) reported that they hold at least one professional license or certification related to the construction industry.

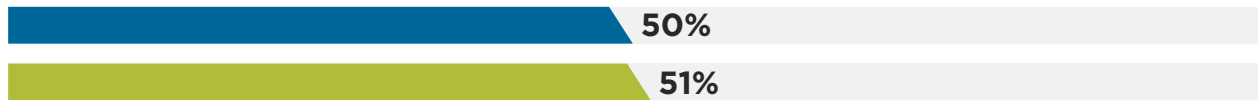
■ 2022
■ 2018

The proportion of respondents holding a Construction Manager-in-Training (CMIT®) certificate rose to 9% in 2022, up from 5% in 2018.

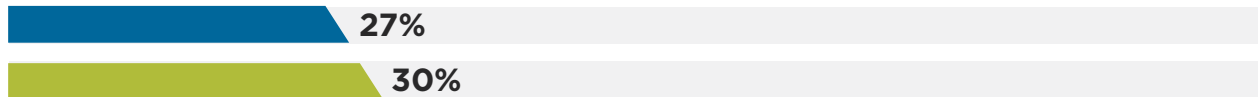
The most common certification in both studies was the Certified Construction Manager® (CCM®) certification (50% and 51% in 2022 and 2018, respectively).

What professional licenses or certifications do you have related to the construction industry?

CCM - Certified Construction Manger



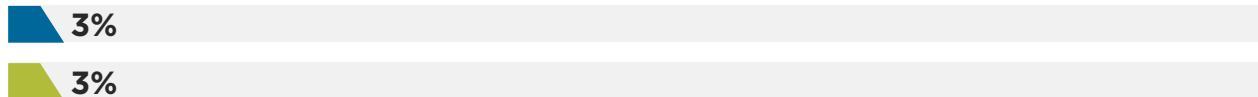
PE - Professional Engineer



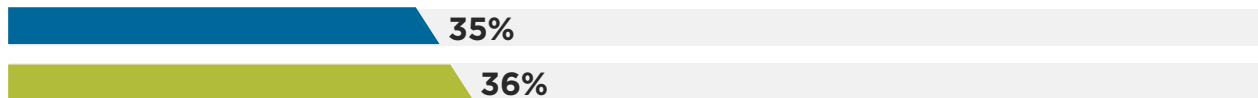
CMIT - Construction Manager-in-Training (Any Level)



RA - Registered Architect



Other



Indicated at least one



2018 base: 1,286 respondents employed full-time in the construction industry as of April 1, 2018, answering (multiple answers)

2022 base: 877 respondents employed full-time in the construction industry as of October 1, 2021, answering (multiple answers)

ANNUAL BASE SALARY

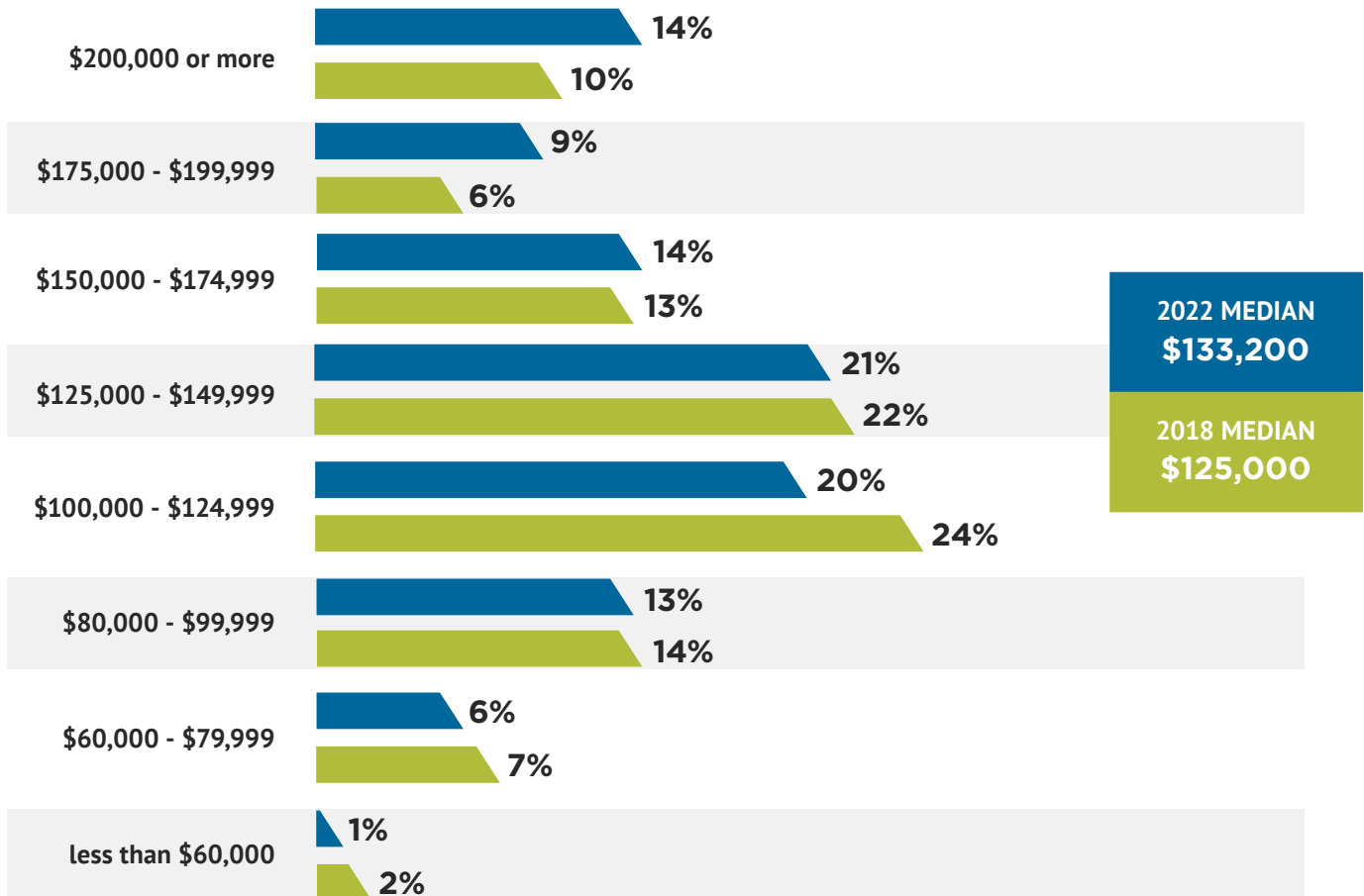
The typical (median) respondent in the 2022 study reported an annual base salary of \$133,200, an increase from the median 2018 salary of \$125,000.

However, the spread in annual base salaries was wide among respondents in both studies. Males reported a higher median base salary than females. Respondents who worked for private companies also reported a higher median base salary than those working for public agencies. White/Caucasian respondents reported a higher median base salary than other ethnicities in the 2022 study, but the 2018 report did not analyze differences in annual base salary by ethnicity. The 2018 study also did not analyze base salary by age, but industry tenure and supervisory responsibilities had strong correlations to annual base salaries in both studies.

Also of note, the median salary of those who hold the CCM credential increased from \$130,000 in 2018 to \$145,000 in the 2022 study. The 2018 survey did not analyze the median salary for those who hold the CMIT, but the median salary for CMITs was \$92,500 in the 2022 report.

■ 2022
■ 2018

As of October 1, 2021 (April 1, 2018), what was your annual base salary (in US dollars) from your primary employment in the construction industry?



2018 base: 1,247 respondents employed full-time in the construction industry as of April 1, 2018, answering (fill-in answers)
2022 base: 846 respondents employed full-time in the construction industry as of October 1, 2021, answering (fill-in answers)

Annual Base Salary by Gender

Male respondents reported a higher median annual base salary than those of females. However, it is important to remember that other variables may be contributing factors. A simple bivariate correlation is not sufficient to establish discrimination.

Female respondents reported a median base salary of \$105,000 in the 2018 survey, which increased to \$115,000 in the 2022 study.

Male respondents reported a median base salary of \$126,000 in the 2018 survey, which increased to \$135,000 in the 2022 study.

■ 2022
■ 2018

As of October 1, 2021 (April 1, 2018), what was your annual base salary (in US dollars) from your primary employment in the construction industry?

MEDIAN SUMMARY



2018 base: 1,247 respondents employed full-time in the construction industry as of April 1, 2018, answering; those in each segment (fill-in answers)

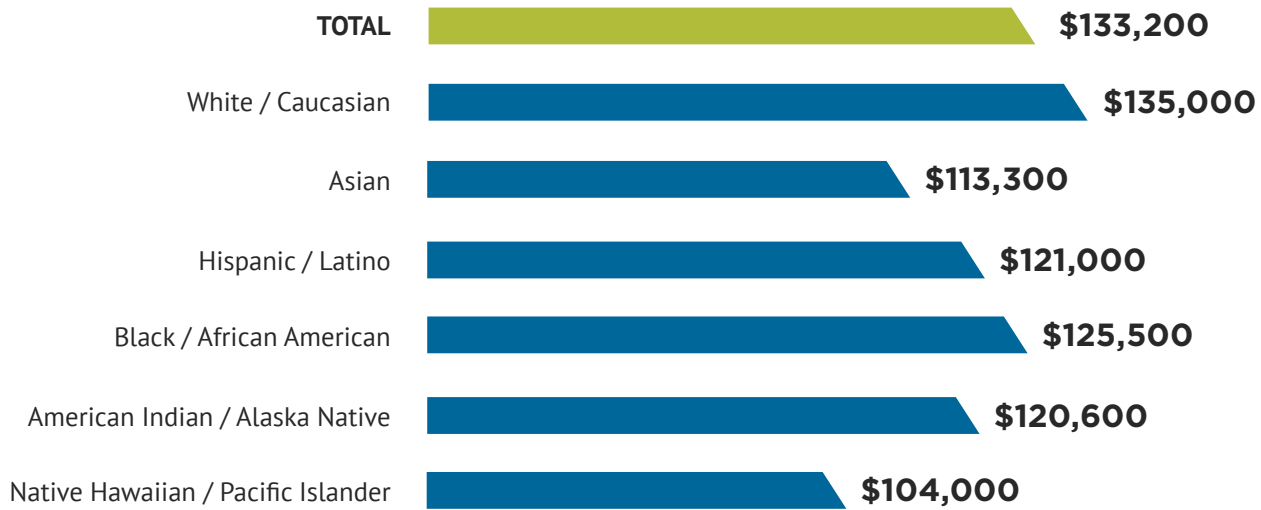
2022 base: 846 respondents employed full-time in the construction industry as of October 1, 2021, answering; those in each segment (fill-in answers)

Annual Base Salary by Ethnicity (2022 Only)

White/Caucasian respondents reported a higher median annual base salary than other ethnicities in the 2022 study, but the 2018 report did not collect information about ethnicity. As mentioned previously regarding gender, it is important to remember that a simple bivariate correlation is not sufficient to establish discrimination.

As of October 1, 2021, what was your annual base salary (in US dollars) from your primary employment in the construction industry?

MEDIAN SUMMARY



Annual Base Salary by Industry Tenure, Number of Individuals Supervised, and Age

A strong positive correlation exists between industry tenure and annual base salary, as well as supervisory responsibility and salary. These trends can be seen in both studies.

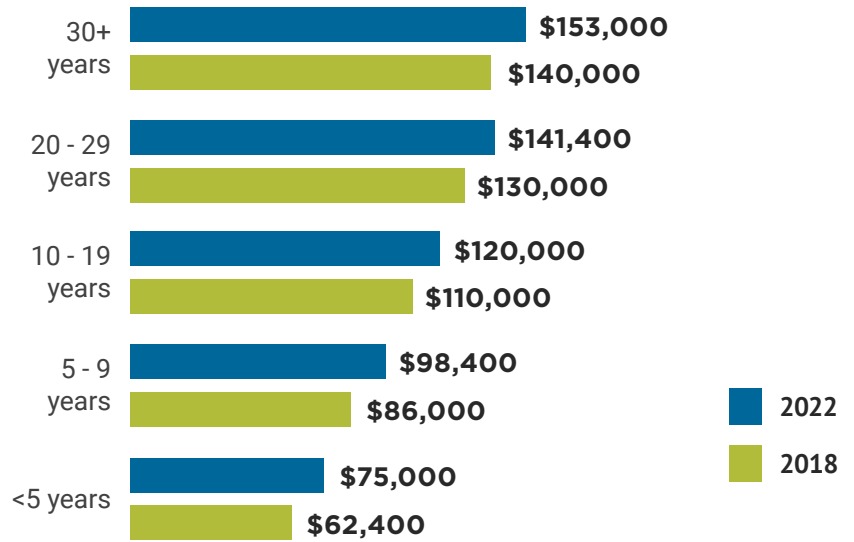
The 2018 report did not analyze differences in annual base salary by age, but in the 2022 study respondents aged 50 - 59 and respondents aged 60 or over reported the highest median salaries (\$147,000 and \$145,000 respectively). As might be expected, given the strong positive correlation between industry tenure and annual base salary, the lowest median salary was reported by the youngest age group - those under the age of 40 (\$101,000).

2018 base: 1,247 respondents employed full-time in the construction industry as of April 1, 2018, answering; those in each segment (fill-in answers)

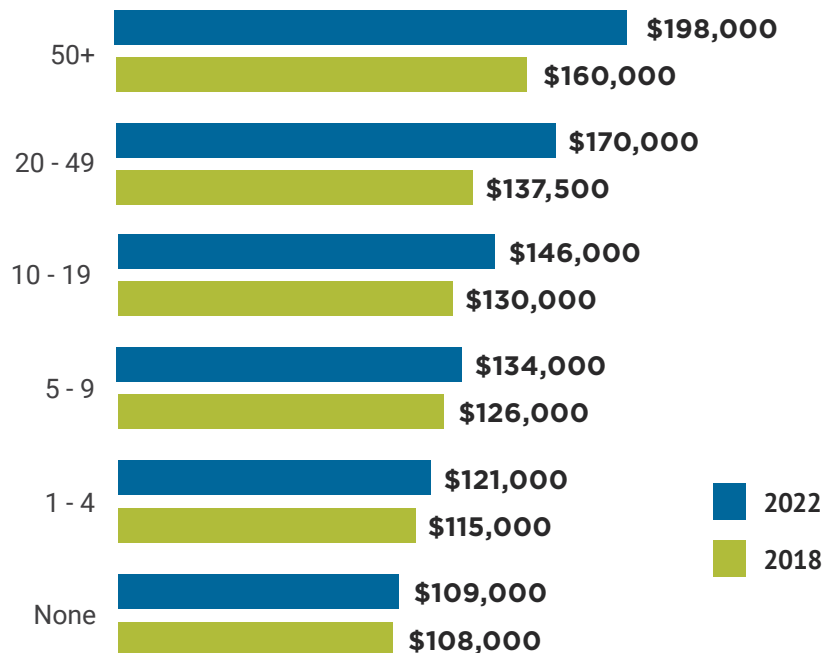
2022 base: 846 respondents employed full-time in the construction industry as of October 1, 2021, answering; those in each segment (fill-in answers)

As of October 1, 2021 (April 1, 2018), what was your annual base salary (in US dollars) from your primary employment in the construction industry?

BY INDUSTRY TENURE (MEDIAN SUMMARY)



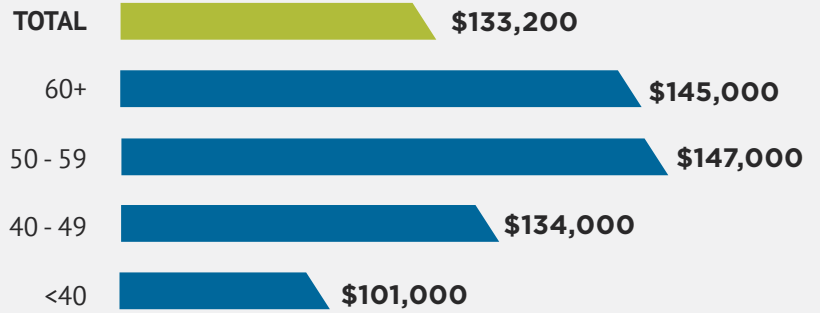
BY NUMBER OF INDIVIDUALS SUPERVISED (MEDIAN SUMMARY)



Annual Base Salary by Age (2022 Only)

As of October 1, 2021, what was your annual base salary (in US dollars) from your primary employment in the construction industry?

MEDIAN SUMMARY



2022 base: 846 respondents employed full-time in the construction industry as of October 1, 2021, answering; those in each segment (fill-in answers)

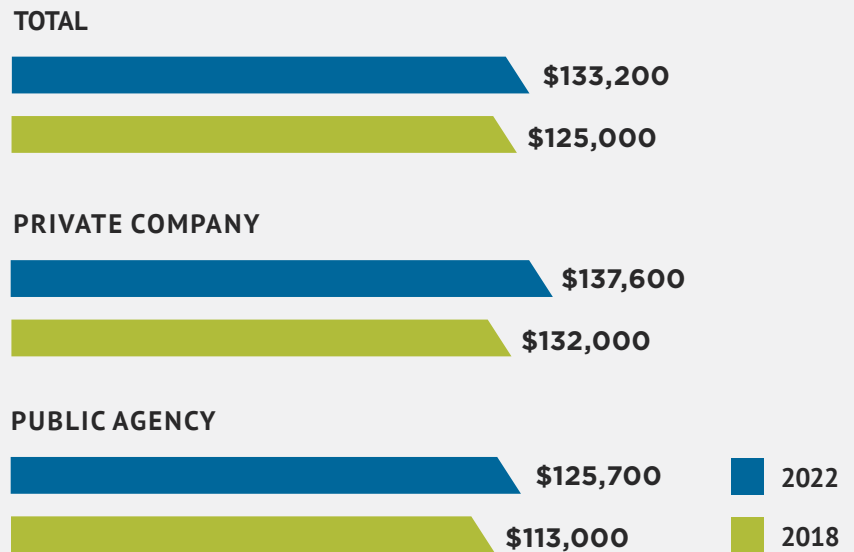
Annual Base Salary by Employer Type

As of October 1, 2021 (April 1, 2018), what was your annual base salary (in US dollars) from your primary employment in the construction industry?

In both studies, respondents who worked for a private company reported a higher median annual base salary than those who worked for public agencies.

However, the difference between the median salaries of those respondents working for private companies and those working for public agencies narrowed between the 2018 and 2022 reports. In 2018, respondents working for public agencies reported a median salary that was \$19,000 lower than the salaries of those respondents who worked for private companies. In the 2022 report, that difference in median salaries narrowed to an \$11,900 gap.

MEDIAN SUMMARY



2018 base: 1,247 respondents employed full-time in the construction industry as of April 1, 2018, answering; those in each segment (fill-in answers)

2022 base: 846 respondents employed full-time in the construction industry as of October 1, 2021, answering; those in each segment (fill-in answers)

OTHER NOTEWORTHY TRENDS

► **The proportion of respondents from the Pacific census division increased from 30% to 34%.**

Both the 2018 and 2022 studies asked respondents which state is their primary location (when not working on site). The most significant variation in primary location between the two studies was in the Pacific census division (Alaska, California, Hawaii, Oregon, and Washington).

However, **the Pacific, South Atlantic** (Delaware, Florida, Georgia, Maryland, Puerto Rico/Virgin Islands, South Carolina, Virginia, Washington D.C., and West Virginia), and **Middle Atlantic** (New Jersey, New York, and Pennsylvania) remained the most concentrated areas of the country for respondents in both studies. The South Atlantic census division decreased slightly from 23% to 22% of respondents. The Middle Atlantic census division also decreased from 17% to 15%.

► **68% of respondents reported being offered at least one flexible benefit plan in the 2018 report, which increased to 77% in the 2022 report.**

Both surveys asked respondents if their organization provides a flexible benefit plan, such as a reimbursement account (medical), reimbursement account (dependent care), full cafeteria, or premium conversion (pay premium with pre-tax).

► **The percentage of respondents indicating that their organization offers life insurance increased from 88% to 94%.**

In the 2022 report, more than nine in ten respondents reported that their organization offered life insurance coverage at some level (whether the respondents take advantage of it or not).

► **78% of respondents reported professional development and/or continuing education support from their organization in the 2022 report, an increase from 72% in the 2018 study.**

Most of this increase comes from private companies. Among respondents who work for private companies, those who indicated that their company offers financial support for professional development and/or continuing education increased from 76% to 83%. Among respondents from public agencies, there was little variation between the studies for this question (65% in 2018 and 64% in 2022).



CMAAA
Construction Management
Association of America

www.cmaanet.org