Note - When printing this form, paper size is usually 11 x 17

OFFICER POSITION DESCRIPTIONS:

Board Chairman: Senior officer position receiving salary and benefits, responsible for establishing overall objectives of the organization.

President: Officer responsible for the day-to-day direction of the organization formulating plans and policies to achieve overall corporate objectives.

Executive Vice President: Number two operating officer accountable for the full range of operations or major segment of company activity.

Senior Vice President: Senior level operating officer responsible for direction and results achieved for one or more major work segments of company activity.

Vice President – Operations: Officer responsible for the day-to-day administration of a major operational work segment. Provides direction and guidance to subordinate executives and managers.

Vice President – Estimating: Officer responsible for the direction of all estimating activities of the organization. Establishes department policy and direction within the overall corporate objectives.

Vice President – Business Development: Officer accountable for the entire range of market planning and business development activities.

Vice President – Preconstruction: Responsible for the direction of multiple functions preceding the construction phase including any combination of activities such as estimating, marketing, purchasing, scheduling, contracts, etc.

Vice President – Administration: Officer responsible for providing overall direction to one or more administrative functions such as information systems, procurement, and similar staff activities.

Divisional Vice President: Officer responsible for the day-to-day administration of a corporate division or major organizational segment of work, accountable for both operational and administrative functions. May be responsible for branch office.

Vice President/Chief Financial Officer: Responsible for the entire range of financial activity of the company including both the treasury and accounting functions.

Vice President – Human Resources: Officer responsible for providing overall direction to one or more human resource functions such as personnel, labor relations, benefits, etc.

Vice President – Legal/General Counsel: Officer responsible for providing legal counsel and guidance of day to day corporate activities and special situations.

NON-OFFICER POSITION DESCRIPTIONS:

Operations Manager: Responsible for the day-to-day administration of a major operational work segment. Provides direction and guidance to subordinate managers.

IT/MIS Director: Responsible for planning and directing all corporate information technology activities including systems analysis, programming, networking and operation functions.

Division Manager: Responsible for the day-to-day administration of a corporate division or major organization segment of work. May be responsible for branch office.

General Superintendent: Senior superintendent in the organization. Provides overall direction and guidance to field superintendents, construction managers, and project managers.

Controller: Provides direction of the entire range of the financial activity of a smaller company or a major segment of the financial/accounting functions of a medium to large firm.

DEFINITIONS:

Number of Incumbents: Number of people in this position.

Base Salary: Current annual salary (average if more than one person in a position).

Bonus: Annual bonus or cash profit sharing paid within last 12 months (average if more than one person).

Profit Sharing: Annual profit sharing deferred within last 12 months (average if more than one person).

Pension: Annual amount of pension contributed to a qualified plan (average if more than one person).

Health Insurance: Annual amount of health insurance costs contributed by company (average if more than one person).

Life Insurance: Annual amount of life insurance costs contributed by company (average if more than one person).

Disability Insurance: Annual amount of disability insurance costs contributed by company (average if more than one person).

Number of Vacation Days: Annual number of days vacation allowed for one position.

Company Car: Either company-owned or leased car provided to executive with all or most operating costs paid by company . . . or car allowance in lieu of company owned/leased car.

Professional Dues: Professional organization membership dues or registrations, paid by company.

Club Memberships: Memberships partially or wholly paid by the company.

Stock Option: Plan under which executive is granted options to buy a specific number of shares of stock.

Legal/Financial Aid: Company paid legal and/or financial consulting services for executive personal benefit.

Interest Free Loans: Company provided loans which do not require payment of interest from executive.

Additional Deferred Compensation: Deferred compensation not included in bonus, profit sharing, or pension amounts listed above which must be deferred one or more years.

PAS

Please Save and email to **barb@wageandsalary.com**

If you do not receive a confirmation email, please call us at 800-553-4655.

43rd Annual

ABC121

EXECUTIVE COMPENSATION SURVEY FOR CONTRACTORS

INSTRUCTIONS FOR COMPLETING THE 2027 **PAS** EXECUTIVE COMPENSATION SURVEY FOR CONTRACTORS:

1. This questionnaire has been designed to collect primary compensation data for executives in the construction industry, both at the officer level and at the non-officer level. While not all positions will be applicable to every company, we ask that you complete the information for those positions relevant to your firm.
2. Please review the definitions of items and the position descriptions shown on the last page before planning to fill in any data.
3. Whenever possible, duplicate the survey questionnaire and report all divisions and/or subsidiaries (located out of state) separately. Do not report on non-construction affiliates.
4. Please complete each item within the position column for which you are responding. If an item is “zero”, indicate -0-, do not leave an item blank. We recognize that in some instances you may have to approximate an amount. A close approximation is acceptable.
5. The survey has been designed for ease of completion, so we ask that you spend the time necessary to provide complete and accurate information.

CONFIDENTIAL RESPONSE: One manager of PAS is assigned to receive all survey responses, unopened, from participants. Company names will not be listed as participants or associated with any salary or demographic data.

Item #11 is used only to insure that the survey responses are valid and to record participant survey orders.

BOARD OF DIRECTORS COMPENSATION AND PRACTICES:
Please complete the following Board of Directors survey. It is recognized that some Boards are comprised of only owners/employees and additional compensation may not be provided. If this is the case, please indicate a zero “0” in the appropriate spaces.

	Number of Directors	Shareholder (yes/no)	Annual Retainer	Meeting Fee	Liability Insurance Provided	Number of Meetings Per Year
Inside Directors (employees)			$	$		
Outside Directors (non-employees)			$	$		

Major functions of the Board. Please rank (1-8) as to importance, with #1 as the most important.

Financial Results	_____	Strategic Planning	_____	Long Term Survival	_____
Mergers/Acqusitions	_____	Management Assessment	_____	Financing	_____
Management Succession	_____	Day-to-Day Operations	_____		

RETURN BY: DECEMBER 1, 2026

PAS – Personnel Administration Services, Inc.
75 E. Henry Street
Saline, Michigan 48176

Phone (734) 429-1199 Fax (734) 429-8507
or email to survey@pas1.com

Note - When printing this form, paper size is usually 11 x 17

Please Save and email to **barb@wageandsalary.com**

PAS

Please respond to all positions applicable to your firm.(Report all information effective November 1, 2026)

EXECUTIVE COMPENSATION SURVEY FOR CONTRACTORS

RETURN BY: DECEMBER 1, 2026

Premium Amount

	Board Chairman	President CEO	Executive Vice President	Senior Vice President	Vice President of Operations	Vice President of Estimating	Vice President of Business Development	Vice President of Preconstruction	Vice President of Administration	Divisional Vice President	Vice President/ Chief Financial Officer	Vice President of Human Resources	Vice President Legal/General Counsel	Operations Manager	IT/MIS Director	Division Manager	General Superintendent	Controller
Number of Incumbents																		
Base Salary	$																	
Bonus	$																	
Profit Sharing	$																	
Pension	$																	
Health Insurance	$																	
Life Insurance	$																	
Disability Insurance	$																	
No. of Vacation Days																		
Company Car (Y/N)																		
Professional Dues (Y/N)																		
Club Memberships (Y/N)																		
Stock Option (Y/N)																		
Legal/Financial Aid (Y/N)																		
Interest Free Loans (Y/N)																		
Add'l. Deferred Compensation (Y/N)																		

PLEASE COMPLETE ALL **11** ITEMS.

1. **Type of contractor** (check all that apply):
   - ☐ General Contractor
   - ☐ Construction Manager
   - ☐ Electrical Contractor
   - ☐ Mechanical Contractor
   - ☐ Developer
   - ☐ Design/Build
   - ☐ Other _____

2. **Types of construction performed** (check all that apply):
   - ☐ Building
   - ☐ Industrial
   - ☐ Highway
   - ☐ Municipal Utilities
   - ☐ Heavy
   - ☐ Other _____

3. **Organization type** (check one):
   - ☐ Private Corporation (C-Corp)
   - ☐ Private Corporation (S-Corp)
   - ☐ Limited Liability Corporation (LLC)
   - ☐ Public Corporation
   - ☐ Other _____

4. **For year-end 2026** (check ALL that apply):
   - ☐ Company will declare a profit
   - ☐ Company will pay shareholders a dividend (not bonus)
   - ☐ Company will pay shareholders a bonus

5. **Total revenue last fiscal year** (check one):
   - ☐ Up to 5 Million
   - ☐ 100 Million to 250 Million
   - ☐ 5 Million to 25 Million
   - ☐ 250 Million to 500 Million
   - ☐ 25 Million to 100 Million
   - ☐ Over 500 Million

6. **Total number of non-manual employees as of 11/1/26.** _____

7. **Regions in which company works** (check only those regions that generated revenue noted in Item #5):
   - ☐ Region 1 – CT, MA, ME, NH, RI, VT
   - ☐ Region 2 – NJ, NY
   - ☐ Region 3 – DE, MD, PA, VA, WV, DC
   - ☐ Region 4 – AL, FL, GA, KY, MS, NC, SC, TN
   - ☐ Region 5 – IL, IN, MI, MN, OH, WI
   - ☐ Region 6 – AR, LA, NM, OK, TX
   - ☐ Region 7 – IA, KS, MO, NE
   - ☐ Region 8 – CO, MT, ND, SD, UT, WY
   - ☐ Region 9 – AZ, CA, HI, NV
   - ☐ Region 10 – AK, ID, OR, WA

8. **Time of the year salary increases given:** _____ (month)

9. **Actual annual salary increase for executive group in 2026 (average):** _____%

10. **Anticipated annual salary increase for executive group in 2027 (average):** _____ %

CONFIDENTIAL RESPONSE – Company names will not be listed as participants or associated with any specific salary or demographic data. This data is collected only to insure that the survey responses are valid and to record survey orders.

11. Prepared By _____ Phone No. _____

Company _____ Email _____

Mailing Address _____

Street Address _____

City _____ State _____ Zip _____

Survey Order Information
- ☐ Participant order – Book, send _____ copies at $170.00/copy. Enclosed is our check no. _____
- ☐ Participant order – Book & Flash Drive, send _____copies at $235.00/copy.
- ☐ Non-participant order – Book, send _____ copies at $645.00.
- ☐ Non-participant order – Book & Flash Drive, send _____ copies at $740.00.

Send to the attention of: _____

PAS – Service to the Construction Industry