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		249.54	
473.33	606.75	644.03	
837.81		727.17	
534.43	416.47		
		748.14	60
		337.12	
873.63			57
711.81	194.68	497.7	
		180.19	179

# 2022 Remodeling Industry Salary Report



Qualified Remodeler



# 2022 Remodeling Industry Salary Report

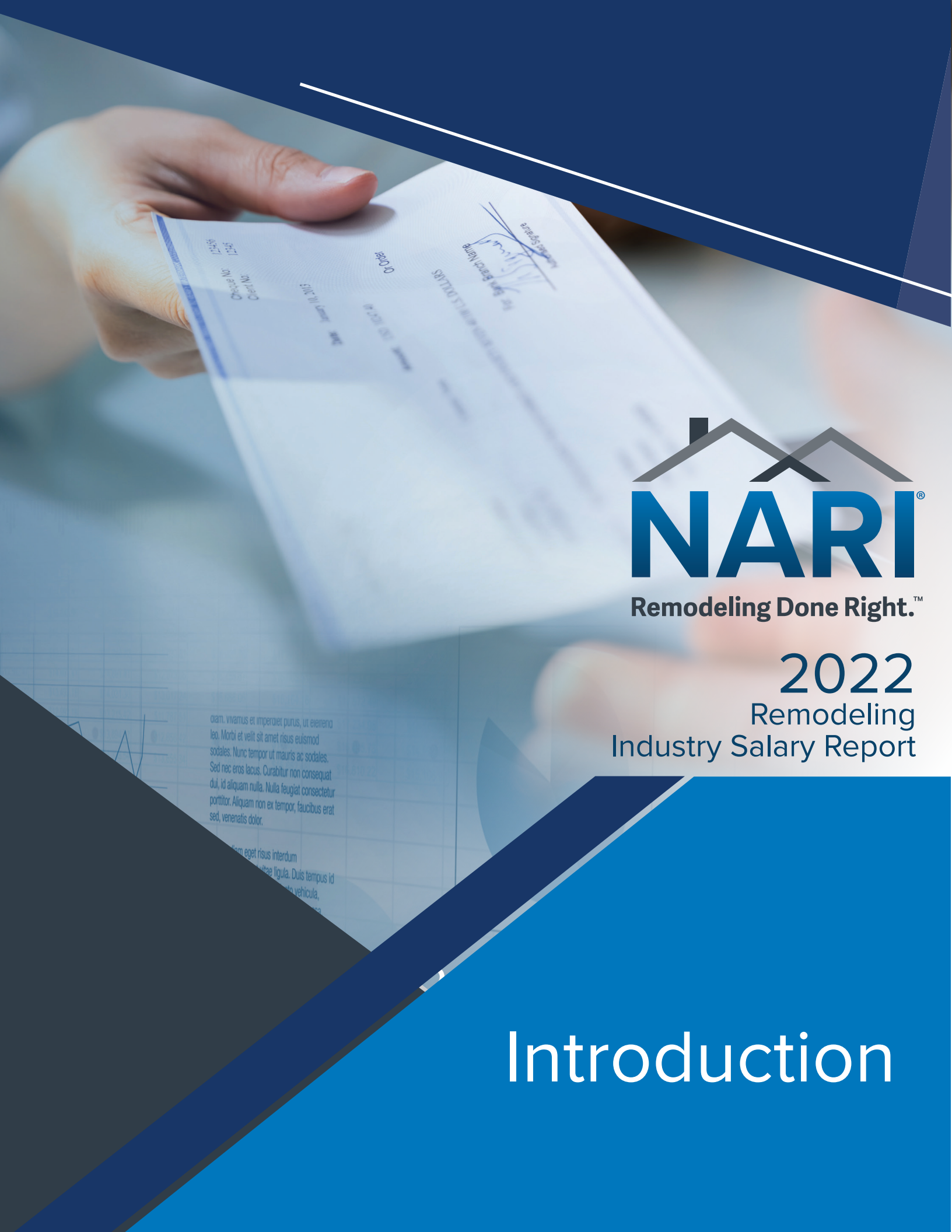
The Remodeling Industry Salary Report provides a detailed analysis of key compensation and benefits related statistics for remodeling professionals. The results are based on confidential surveys submitted to Industry Insights from 405 organizations, representing 945 locations.

The results were compiled, analyzed, and designed by Industry Insights, Inc. ([www.industryinsights.com](http://www.industryinsights.com)), an independent research and consulting firm that specializes in financial performance surveys, compensation studies, market research, customer satisfaction assessments, and other forms of research.

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# 2022 Remodeling Industry Salary Report

## Introduction



## About This Report

The 2022 Remodeling Industry Salary Report was prepared by Industry Insights, Inc., while working closely with the National Association of the Remodeling Industry (NARI) and Qualified Remodeler Magazine in the design of the study. A link to the online version of the questionnaire (refer to the Appendix for a sample) was emailed to all NARI members and Qualified Remodeler subscribers. A total of 405 responses were included in the final analysis.

This report has been designed to allow you to easily compare compensation levels and benefits policies with companies involved in the remodeling industry. The report analyzes employee and owner compensation levels, employee benefits, business and hiring practices, and other topics based on all respondents, annual revenue, and U.S. geographic census divisions.

A valuable feature of the 2022 Remodeling Industry Salary Report is that all participants receive a confidential Company Compensation Report (CCR). This personalized report presents the company's own compensation and benefits practices alongside the most appropriate industry comparatives. As shown on any given line of the CCR, the company's data are displayed with reported norms for all respondents and the sales growth leaders, as well as companies of similar size, years in operation, and U.S. geographic census divisions.

Sample Company Compensation Report pages are shown on the following page.

In addition, all NARI members have access to an online, "Searchable Results" application that allows users to customize their results well beyond the levels this report could reasonably provide. For example, a NARI member could create a data report based on a specific revenue size range and geographic region, whereas the report only provides single-level cuts (e.g., revenue size range or geographic region). The Searchable Results program is housed in the NARI online portal ([www.secureii.com/NARI/account/login.aspx](http://www.secureii.com/NARI/account/login.aspx)), and all results can be easily exported to Excel.

Another valuable feature of the 2022 Remodeling Industry Salary Report is that all NARI members receive access to an interactive Compensation Calculator. The Compensation Calculator is a tool used to predict total compensation of positions in the remodeling industry. This tool was developed by analyzing the total compensation data of participants of this year's study and developing a predictive, regression-based model based on that data.

## Sample Company Performance Report

The images on this page provide a sample of the sections that are included in each participant's Company Compensation Report (CCR). The actual CCR that participants receive contains information about their organization, compared against other similar companies and formatted as the pages below.

**YOUR FIRM'S RATIOS  
COMPARED TO  
THE APPROPRIATE  
INDUSTRY NORMS**

2022 Remodeling Industry Salary Report

Company Number: 40  
2021 Revenue: \$4,343,432

Year/Type	All Firms	2021 Revenue Over \$4M	Over \$5 to \$9.9M	Company Rank by Revenue
<b>Company Information</b>				
Which of the following best describes your company type?				
C-Corp	12.4%	19.8%	9.8%	27.2%
S-Corp	38.0%	3.3%	0.0%	0.0%
Partnership	1.0%	13.7%	28.3%	28.3%
LLC	30.4%	1.7%	12.4%	12.4%
Other	18.0%			
<b>Business Information</b>				
Number of years in operation?				
1-5	21	23	31	14
6-10	21	19	27	15
11-15	1	2	1	1
16-20	1	2	1	1
21+	16	63	166	10
<b>Operational Information</b>				
Number of locations or offices (reported on this form)				
1	16	8	27	7
2-5	15	8	27	10
6-10	1	1	1	1
11-15	1	1	1	1
16-20	1	1	1	1
21+	1	1	1	1
<b>Financial Information</b>				
Number of employees (in FTEs) during 2021?				
Average	\$4,500,432	\$10,403,045	\$91,028,211	\$2,900,510
Median	\$2,700,432	\$1,930,015	\$7,548,221	\$1,800,000
Range	22.9%	22.3%	15.7%	15.0%
What was your company's annual revenue in 2021?				
Average	\$4,500,432	\$10,403,045	\$91,028,211	\$2,900,510
Median	\$2,700,432	\$1,930,015	\$7,548,221	\$1,800,000
Range	22.9%	22.3%	15.7%	15.0%
What percentage growth (or decline) do you anticipate for 2022 revenue?				
Average	12.4%	10.0%	13.0%	12.4%
Median	11.2%	9.0%	12.0%	11.2%
Range	1.2%	12.7%	14.2%	12.7%

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## How the Tables are Organized

To use the information in this report to its maximum advantage, it is important to understand how the data are arranged and how to interpret the results. The tables in this report are organized to include several important findings for each relevant group of companies. Detailed Information is reported for the following groups:

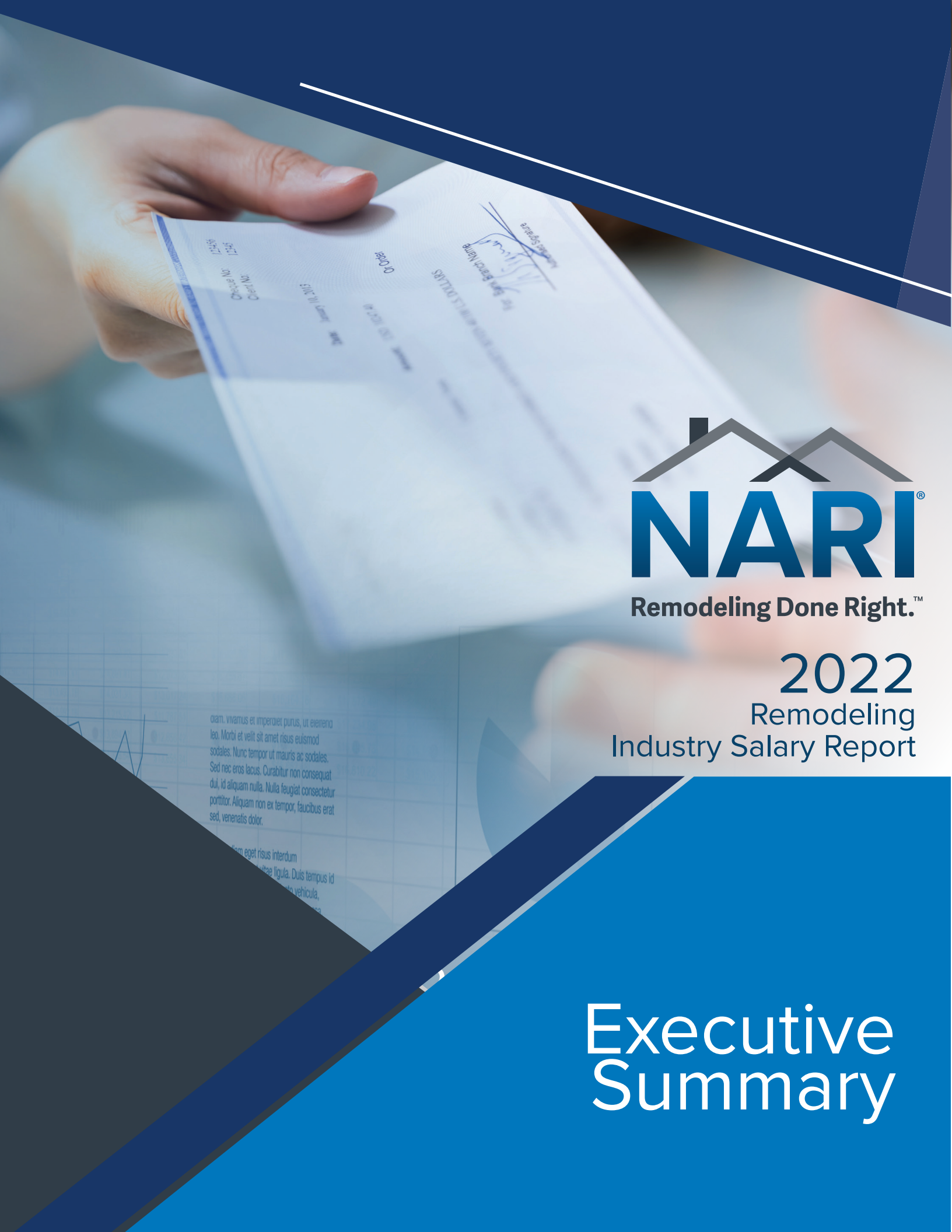
- All Responding Firms
- Total Revenue:
  - Less than \$1 Million
  - \$1 Million to \$1.99 Million
  - \$2 Million to \$3.99 Million
  - \$4 Million or More
- U.S. Geographic Census Division:
  - New England
  - Middle Atlantic
  - South Atlantic
  - East North Central
  - East South Central
  - West North Central
  - West South Central
  - Mountain
  - Pacific

Please keep in mind the information in this report should be used as a tool for informed decision making rather than absolute standards. Since companies differ as to their location, size, and other important factors, any two businesses can be successful yet have very different experiences. Spotting significant differences between your own company and the compiled results can be the first step toward improvement or identifying your own competitive advantages.

## Interpreting the Numbers

Most of the results in this study are reported as medians rather than arithmetical averages or means. Unlike the mean, the median is not distorted by a few unusually high or low values that may exist in the sample due to special circumstances. The median value represents the mid-point of the data for a particular measure, with one-half of the firms reporting figures above it and one-half below. Each median has been computed independently based on the companies that reported for that item. As a result, mathematical relationships may not exist when different ratios are used together in the calculation.

Responses were not used unless they were in accordance with the survey instructions and definitions. In cases where the number of responses was inadequate for providing a meaningful figure, an asterisk (\*) was inserted to indicate insufficient data.



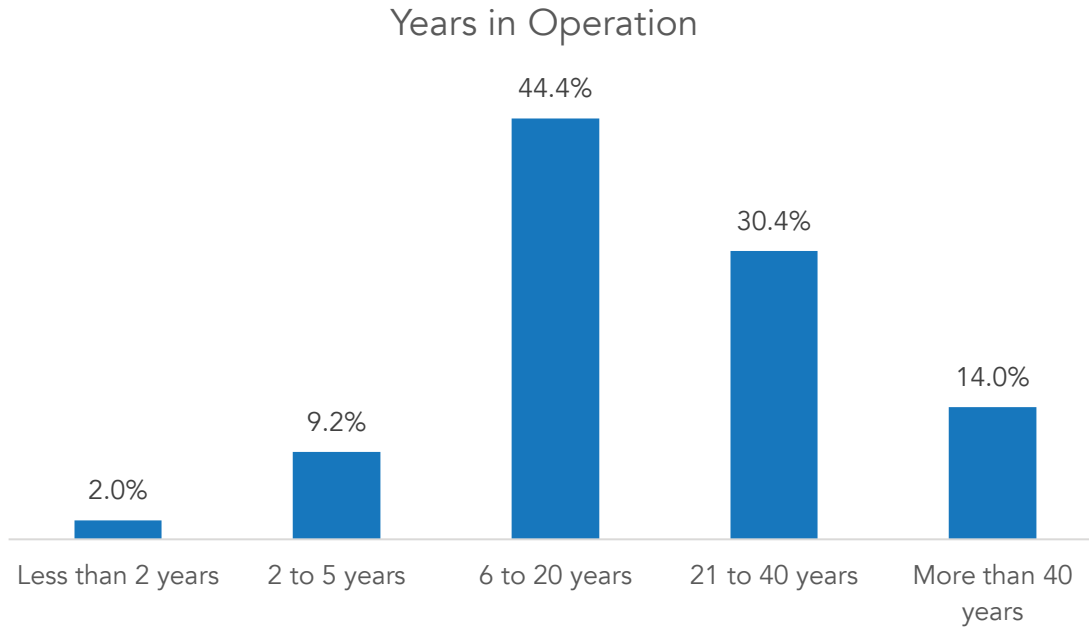
Remodeling Done Right.™

# 2022 Remodeling Industry Salary Report

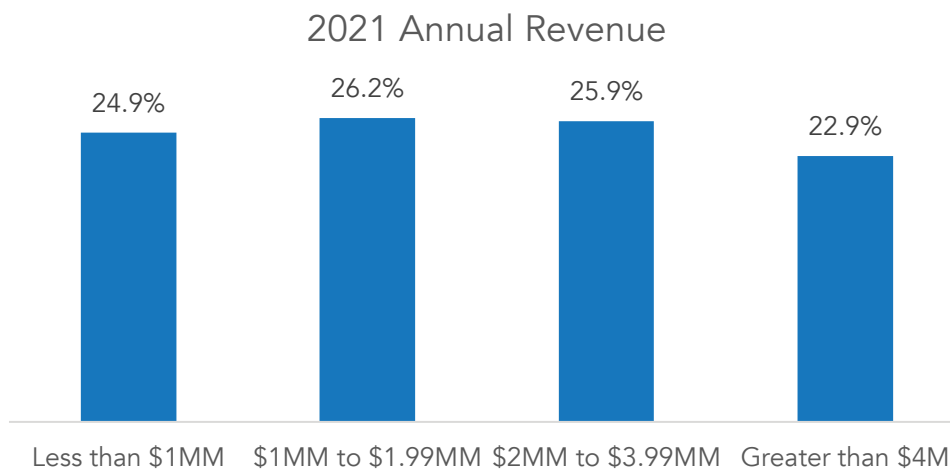
## Executive Summary

## Background Information

The typical remodeler has been in operation 6 to 20 years. Seventy-five percent of remodeling companies have been in business for somewhere between 6 and 40 years.



The distribution of firms by 2021 annual revenue is evenly spread across the four revenue categories with the largest percentage of firms reporting between \$1 million and \$1.99 million in 2021 revenue (26.2%).



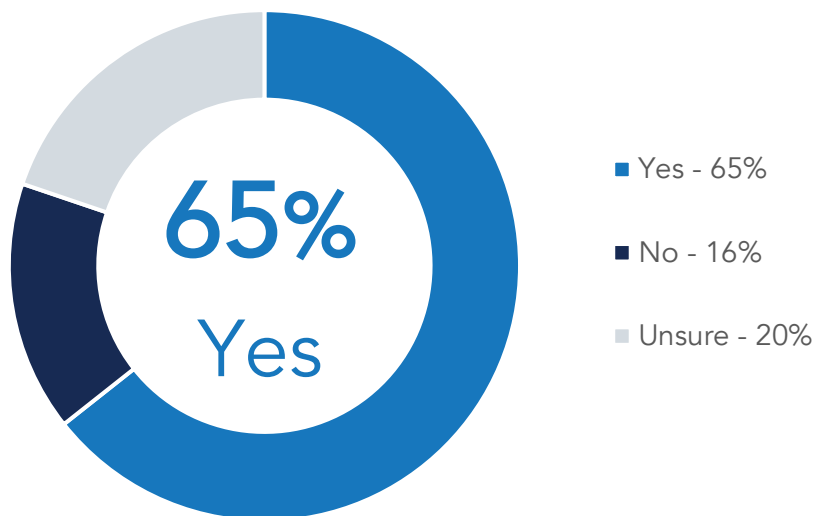


The typical firm has 1 office, 8 employees, and expects 10% sales growth for 2022. The larger firms tend to have more employees and expect more sales growth in 2022 than the smaller firms.

	All Respondents	2021 REVENUE			
		Less Than \$1MM	\$1MM To \$1.99MM	\$2MM To \$3.99MM	\$4MM or More
Number of locations or offices represented on this form:					
Average	2.3	1.0	1.0	1.3	1.5
Median	1.0	1.0	1.0	1.0	1.0
Number of employees (in FTEs) during 2021?					
Average	63	4	7	11	158
Median	8	3	6	10	27
Anticipated sales growth for 2022					
Average	22.3%	29.8%	20.4%	22.3%	15.7%
Median	10.0%	10.0%	10.0%	10.0%	15.0%

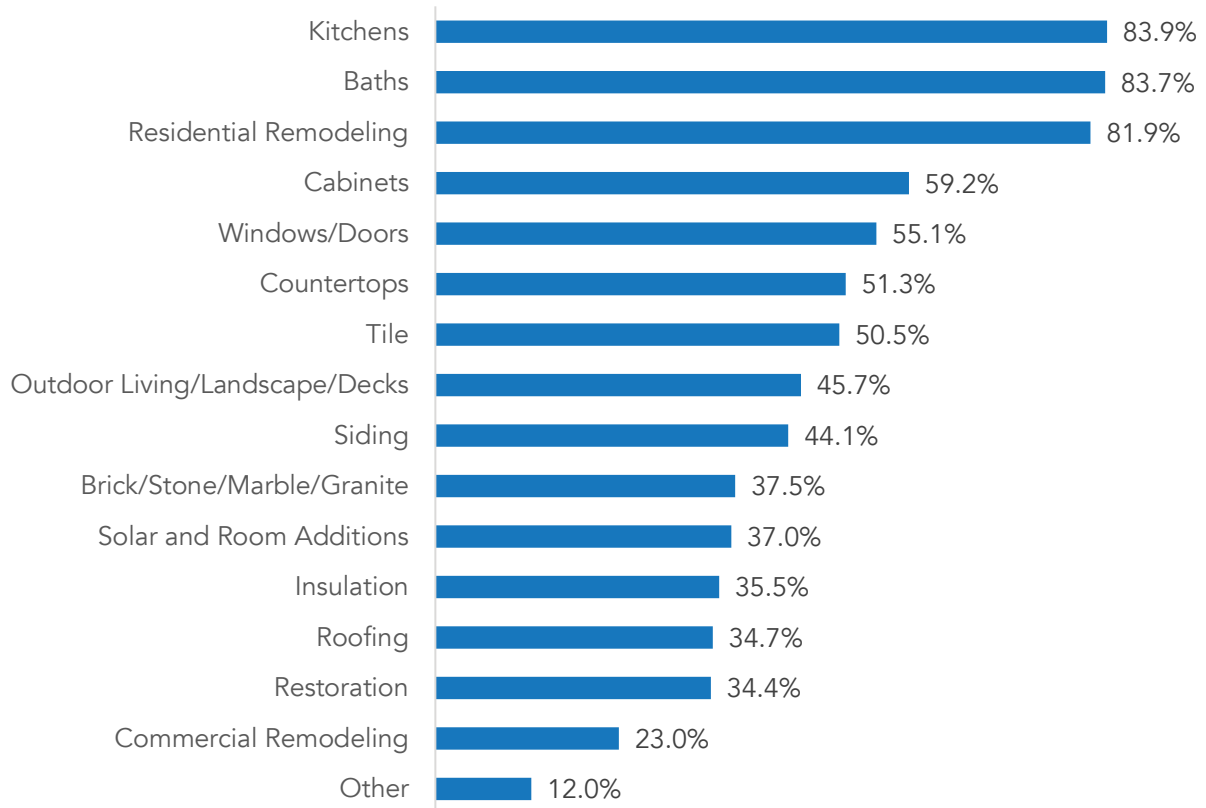
Sixty-five percent of companies expect to add staff in the next 12 months, while 20% are unsure and 16% do not expect to add staff. Firms with \$2 million to \$3.99 million in revenue are most likely to hire in the next 12 months (78%) when compared to the other revenue groupings. The smaller firms are much less certain.

### Companies who Expect to Add Staff in the Next 12 Months



The most popular remodeling services provided are kitchens (83.9%), baths (83.7%), and residential remodeling (81.9%). Less than a quarter of respondents offer commercial remodeling services (23.0%).

### Remodeling Services Provided



## Summary Compensation Tables

The main goal of this year's study was to collect compensation information for 16 of the industry's most common staff positions. Median years of experience was in the double digits for 10 of the 16 positions, which is indicative of the industry's health and longevity. While total compensation varied by position, most positions reported that 1% to 3% percent of their total compensation comes from bonuses or incentives. General Managers, Salespeople, and Mid-Level Managers received a larger portion of their total compensation from bonus/incentives than other positions.

Salary Positions:	# Employees Represented	Years of Experience	Salary	Total Compensation	Bonus as % of Total Compensation
General Managers (Non-Owner)	217	16	\$85,000	\$100,000	8.6%
Salespeople	836	10	\$75,000	\$95,000	4.0%
Mid-Level Managers	938	10	\$72,770	\$80,000	3.9%
Architects	47	15	\$75,000	\$78,000	1.8%
Project Managers	501	10	\$72,000	\$75,000	3.1%
Site Supervisors	235	15	\$66,560	\$70,000	1.8%
Estimators	84	10	\$65,000	\$68,500	0.0%
Designers	330	7	\$60,000	\$64,490	2.4%
Marketers	95	5	\$55,000	\$58,986	0.0%

\*Values are shown as medians.

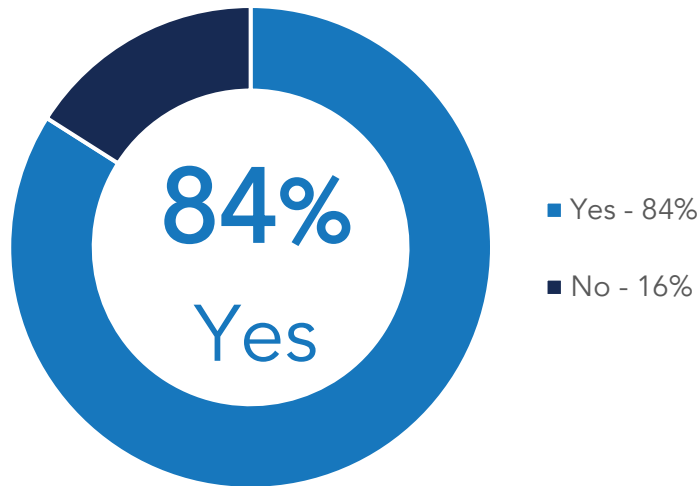
Hourly Positions:	# Employees Represented	Years of Experience	Wage (Median)	Wage (Average)	Annual Incentive/Bonus as % of Total Compensation (Average)
Lead Carpenters	690	15	\$30.00	\$31.51	3.4%
Painters/Dry-Wall Specialists	75	12	\$26.00	\$27.29	1.9%
Bookkeepers	144	12	\$26.00	\$26.67	2.9%
General Carpenters	720	6	\$25.00	\$25.43	3.0%
Administrative Assistant	244	5	\$21.00	\$21.77	2.8%
Apprentice Carpenters	336	2	\$20.00	\$20.59	1.9%
Laborers	401	2	\$19.00	\$19.43	2.1%

\*Values are shown as medians, unless otherwise indicated.

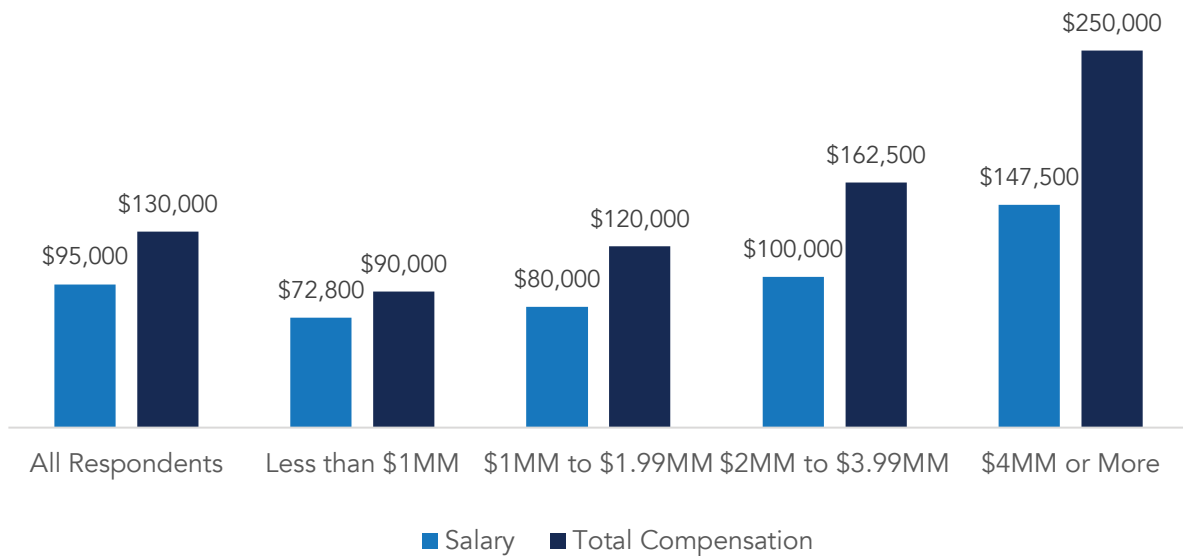
## Owner Compensation Information

Eighty-four percent of owners pay themselves a salary. Out of those who pay themselves a salary, the typical owner has 25 years of experience, a salary of \$95,000, and total compensation of \$130,000. Both salary and total compensation increase with company size.

Owner Pays Themselves a Salary?

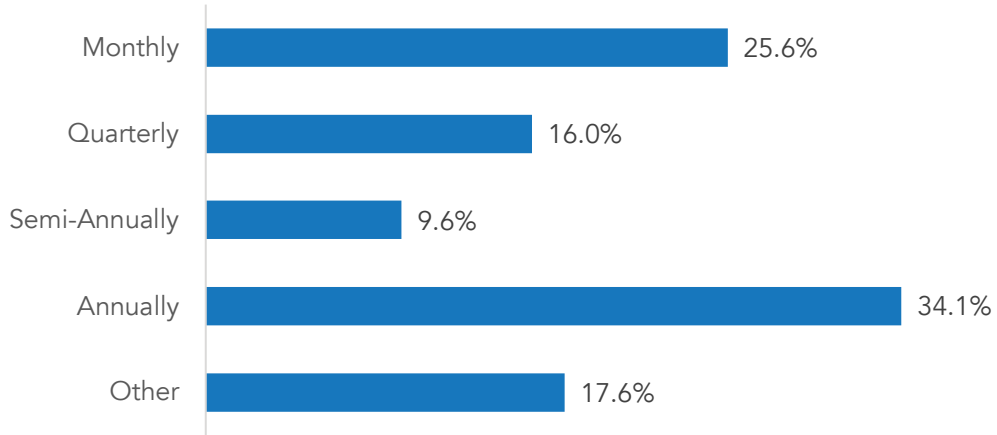


If Yes, Median Compensation of Owners



Owners tend to draw profit distributions annually (34.1%) or monthly (25.6%). Common responses for “other” included “as needed” and “when able.”

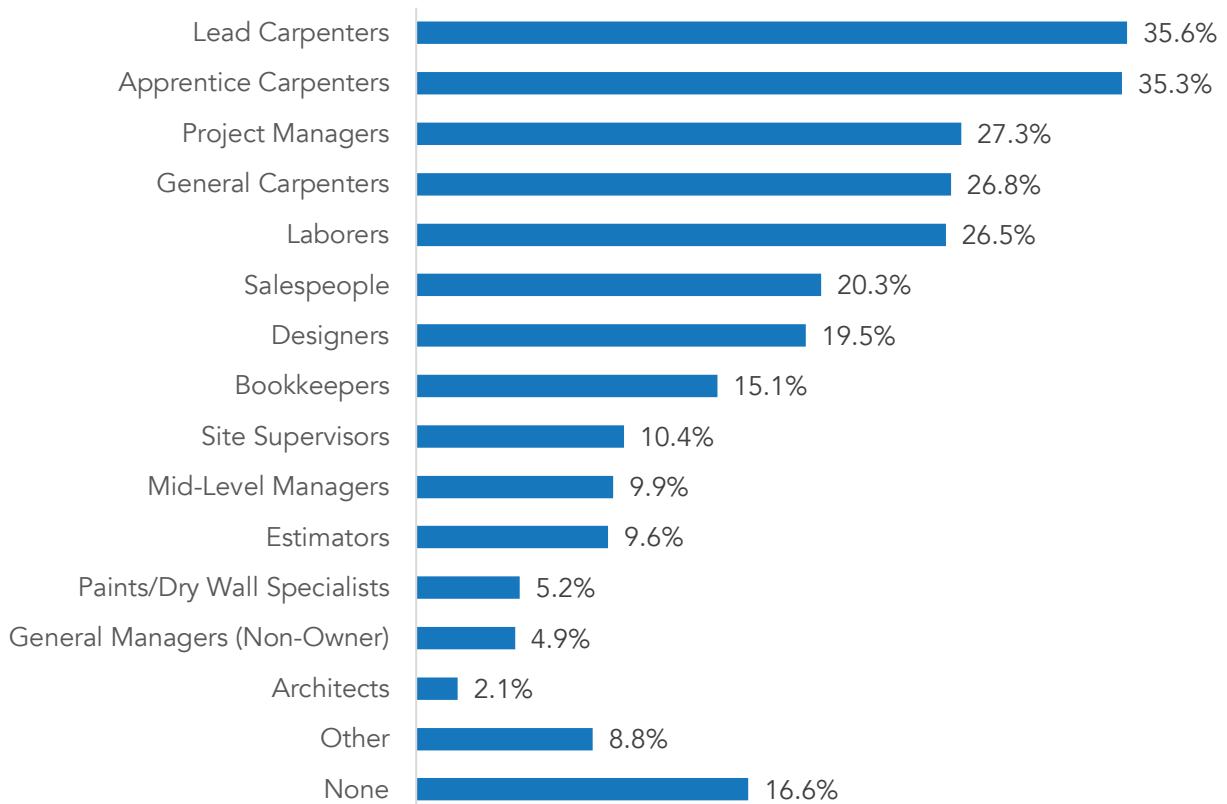
### How often do owners take profit distributions?



## Hiring Practices

Three of the top four most popular positions hired in the past 12 months were carpenter positions: lead carpenters (35.6%), apprentice carpenters (35.3%), and general carpenters (26.8%). Twenty-seven percent also said they hired project managers in the past 12 months. Seventeen percent did not hire in the past 12 months.

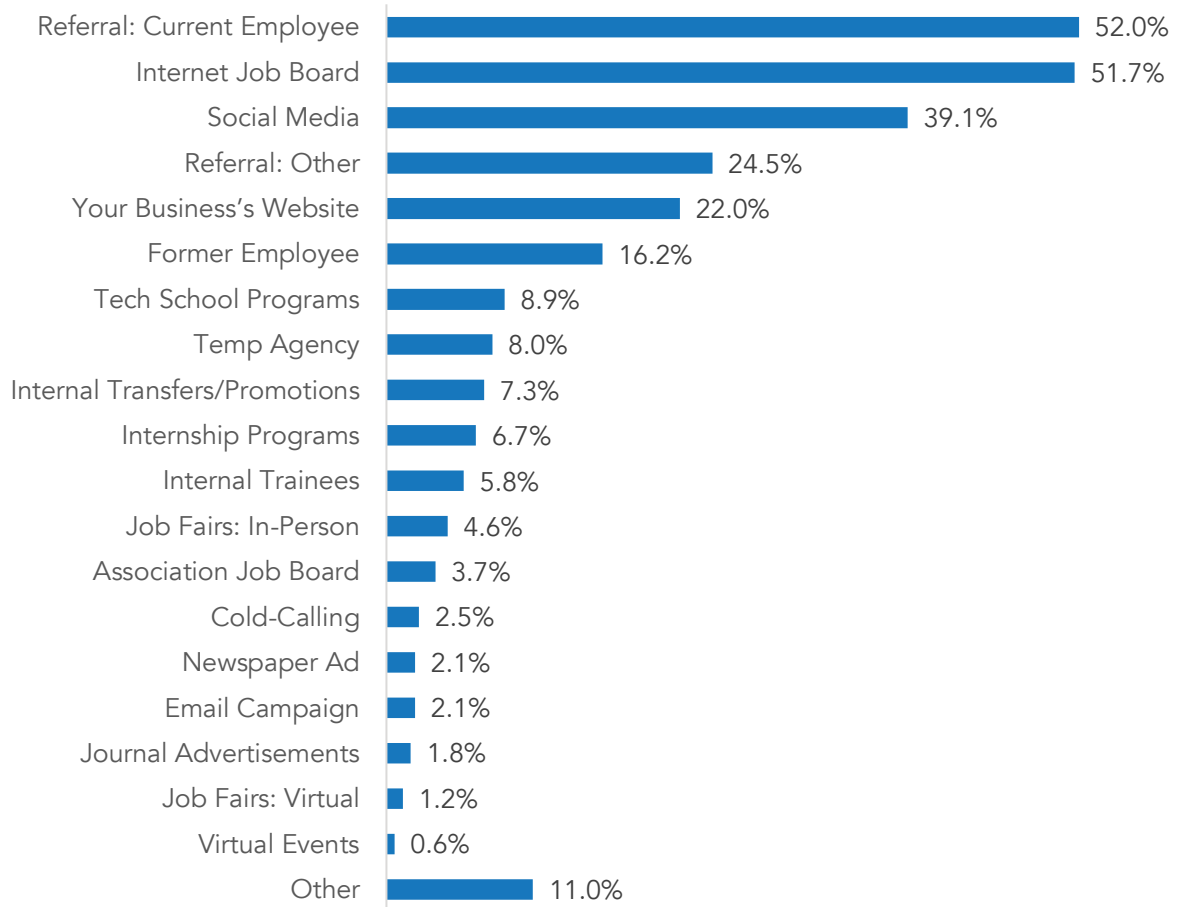
### Positions Hired in Past 12 Months





The most common methods used to successfully fill positions are current employee referrals (52.0%), internet job boards (51.7%), and social media (39.1%).

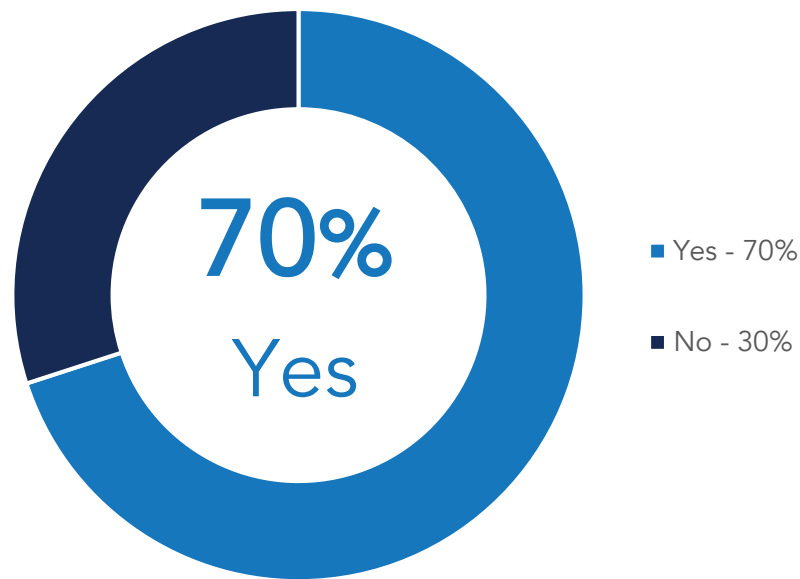
### Methods Used to Successfully Fill Positions



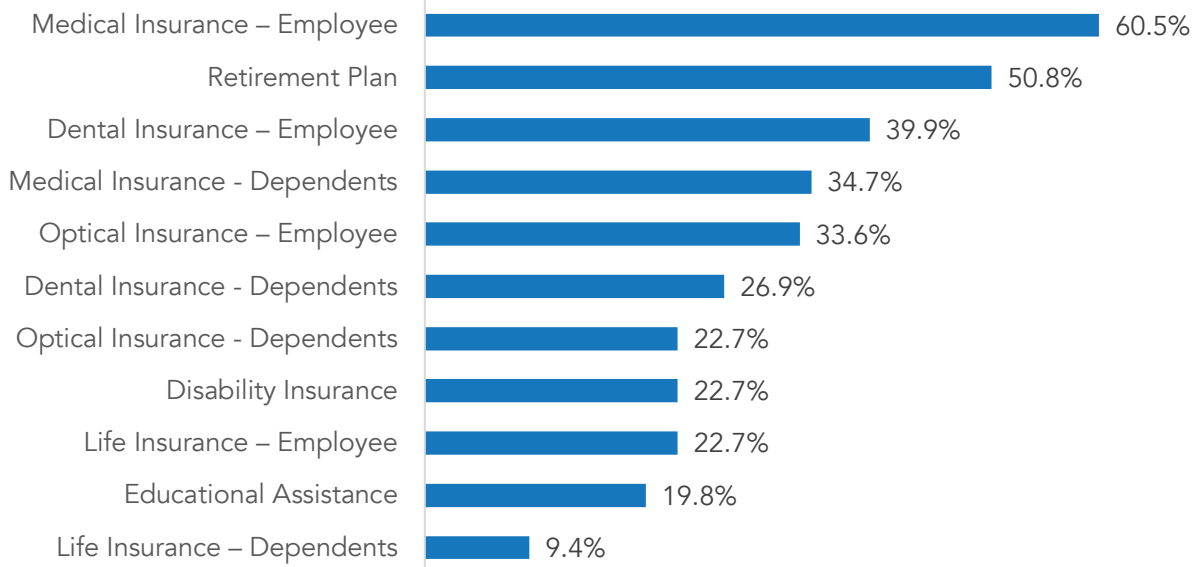
## Employee Benefits

Seventy percent of firms provide traditional benefits to employees. Larger companies are more likely to provide traditional benefits than smaller companies. Over half of responding companies provide employee medical insurance (60.5%) and retirement plans (50.8%).

Company Provides Traditional Benefits

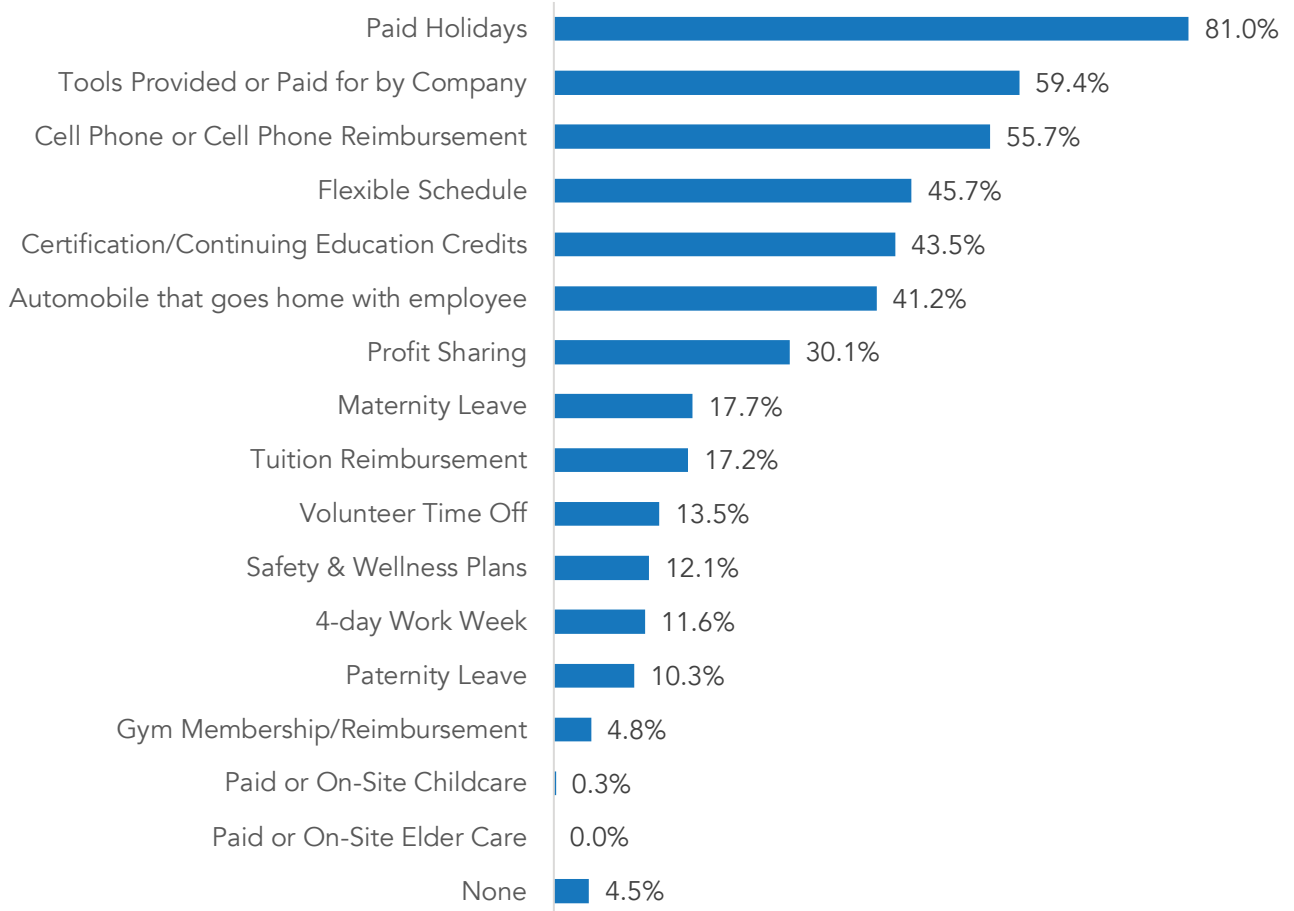


Traditional Benefits Provided to Employees  
(as % of all reporting companies)



The most popular additional perks offered to employees include paid holidays (81.0%), tools (59.4%), and cell phone/cell phone reimbursement (55.7%). Employees with 1 year, 5 years, and 10 years of experience typically receive 5, 10, and 15 days of paid vacation/PTO, respectively.

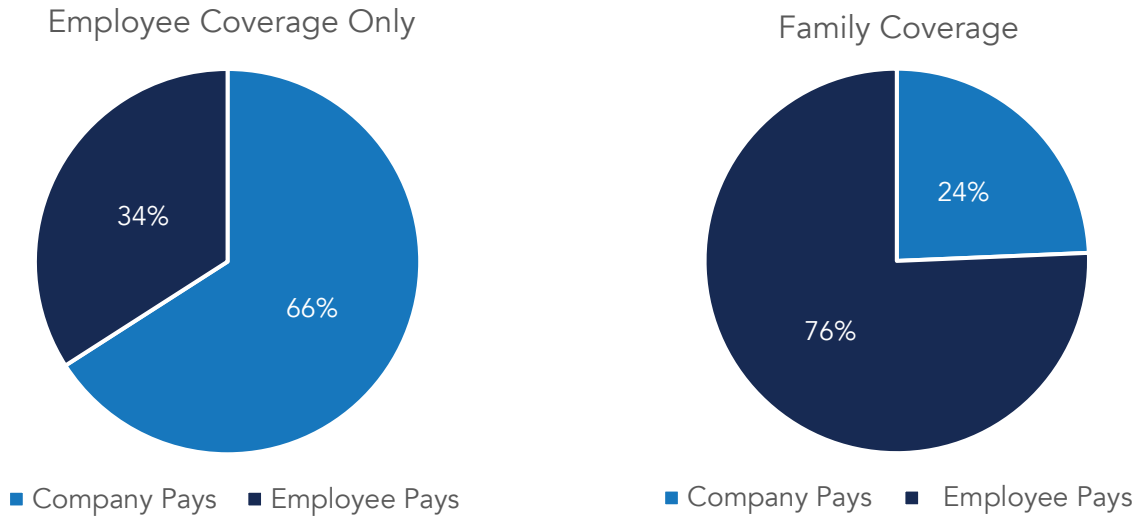
### Additional Perks Offered to Employees



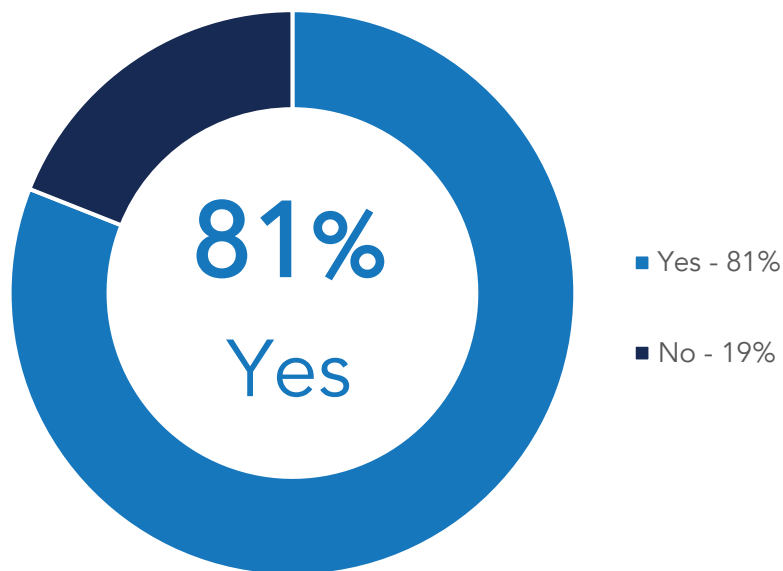
Paid Vacation (or PTO) by Years of Experience					
	All Respondents	2021 REVENUE			
		Less than \$1MM	\$1MM to \$1.99MM	\$2MM to \$3.99MM	\$4MM or More
1 year	5 days	5 days	5 days	7 days	7 days
5 years	10 days	10 days	10 days	12 days	13 days
10 years	15 days	14 days	15 days	15 days	15 days

Of those companies who offer healthcare, 66% percent of companies pay for employee coverage while only 24% of companies pay for family coverage. Of those companies who offer retirement plans, 81% match contributions.

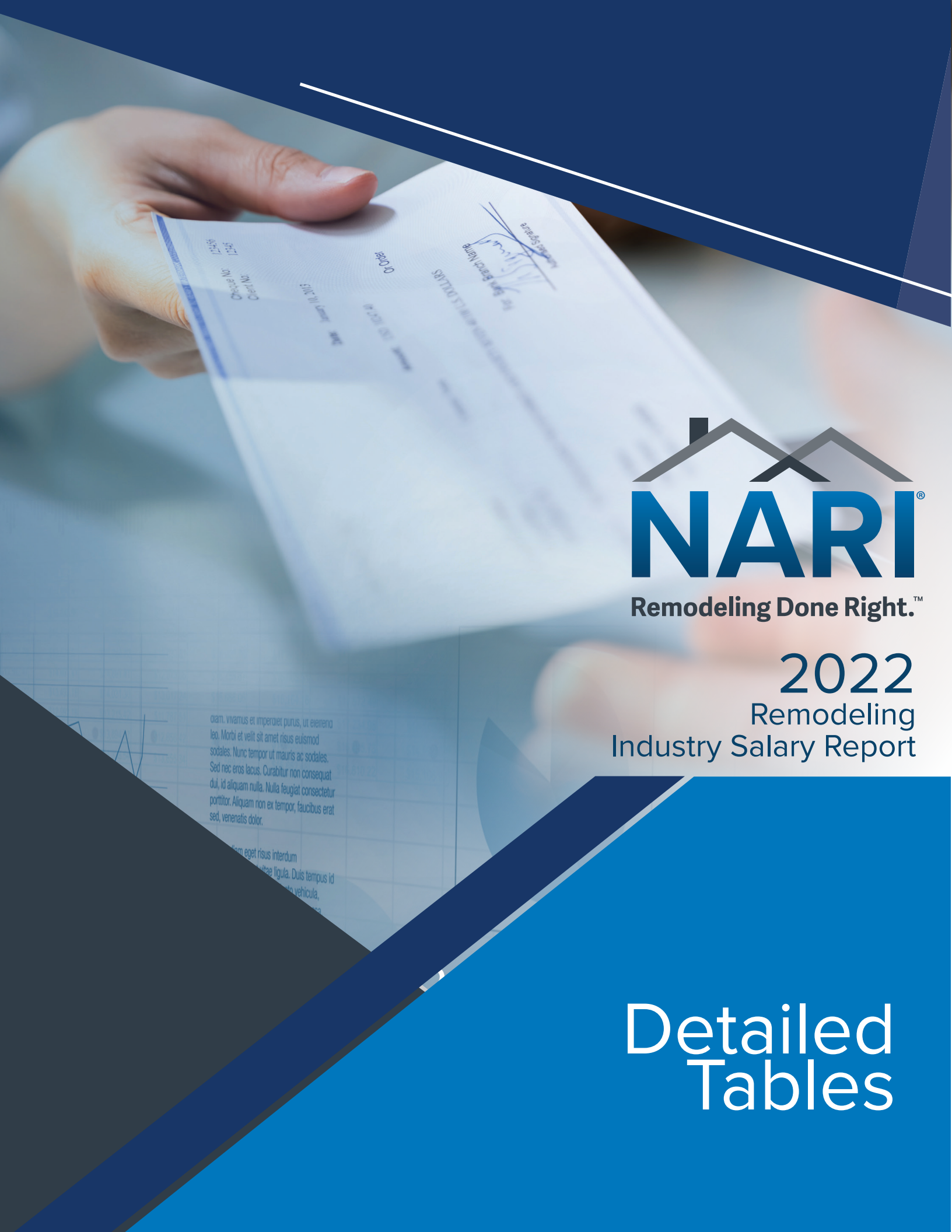
### Percentage of Healthcare Premiums Paid by the Company versus Employee



### Company Matches Retirement Plan Contributions



\* Includes only companies that offer retirement plans.



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# 2022 Remodeling Industry Salary Report

## Detailed Tables



## Salaried Employees

	# of Responses	# of Employees Represented	Years of Experience	Base Compensation	Bonus
<b>General Managers (Non-Owner)</b>					
All Respondents	156	217	16	\$90,660	\$17,014
<b>Annual Revenue</b>					
Less Than \$1MM	19	23	18	\$66,035	\$10,864
\$1MM to \$1.99MM	37	45	20	\$72,258	\$10,605
\$2MM to \$3.99MM	44	50	15	\$95,639	\$11,653
\$4MM or More	54	97	16	\$109,252	\$28,158
<b>Census Divisions</b>					
New England	7	11	20	\$88,214	\$19,286
Middle Atlantic	18	24	15	\$95,356	\$12,816
South Atlantic	25	31	15	\$80,067	\$26,878
East North Central	35	47	18	\$89,772	\$10,816
East South Central	*	*	*	*	*
West North Central	20	33	18	\$92,762	\$21,357
West South Central	18	24	20	\$85,689	\$19,028
Mountain	11	12	19	\$94,345	\$10,182
Pacific	15	19	20	\$103,305	\$7,703
<b>Architects</b>					
All Respondents	26	47	15	\$95,215	\$5,065
<b>Annual Revenue</b>					
Less Than \$1MM	*	*	*	*	*
\$1MM to \$1.99MM	*	*	*	*	*
\$2MM to \$3.99MM	10	13	15	\$79,032	\$3,620
\$4MM or More	12	28	10	\$110,273	\$7,542
<b>Census Divisions</b>					
New England	*	*	*	*	*
Middle Atlantic	*	*	*	*	*
South Atlantic	*	*	*	*	*
East North Central	5	8	*	\$72,000	\$3,400
East South Central	*	*	*	*	*
West North Central	7	7	15	\$73,514	\$1,671
West South Central	*	*	*	*	*
Mountain	*	*	*	*	*
Pacific	5	9	20	\$104,960	\$3,600

## Salaried Employees

	# of Responses	# of Employees Represented	Years of Experience	Base Compensation	Bonus
<b>Designers</b>					
All Respondents	132	330	7	\$59,796	\$6,954
<b>Annual Revenue</b>					
Less Than \$1MM	13	65	11	\$58,195	\$2,000
\$1MM to \$1.99MM	26	40	6	\$56,465	\$4,933
\$2MM to \$3.99MM	53	88	7	\$57,629	\$8,832
\$4MM or More	40	137	6	\$65,528	\$7,715
<b>Census Divisions</b>					
New England	6	13	5	\$55,026	\$12,330
Middle Atlantic	10	27	13	\$65,036	\$4,300
South Atlantic	17	67	8	\$59,532	\$8,406
East North Central	36	84	9	\$56,028	\$7,246
East South Central	*	*	*	*	*
West North Central	20	42	8	\$56,543	\$11,857
West South Central	8	25	5	\$62,750	\$2,172
Mountain	8	13	13	\$65,888	\$3,375
Pacific	22	52	6	\$65,212	\$2,375
<b>Mid-Level Managers</b>					
All Respondents	110	938	10	\$74,608	\$9,499
<b>Annual Revenue</b>					
Less Than \$1MM	*	*	*	*	*
\$1MM to \$1.99MM	20	23	8	\$63,017	\$6,760
\$2MM to \$3.99MM	36	46	12	\$72,634	\$8,221
\$4MM or More	50	862	10	\$80,458	\$11,926
<b>Census Divisions</b>					
New England	*	*	*	*	*
Middle Atlantic	10	20	10	\$75,740	\$2,500
South Atlantic	12	15	10	\$64,652	\$16,438
East North Central	23	42	12	\$71,292	\$11,981
East South Central	*	*	*	*	*
West North Central	20	50	15	\$76,499	\$8,580
West South Central	10	21	6	\$70,609	\$14,400
Mountain	7	12	10	\$71,875	\$5,313
Pacific	19	27	15	\$84,966	\$4,487

## Salaried Employees

	# of Responses	# of Employees Represented	Years of Experience	Base Compensation	Bonus
<b>Salespeople</b>					
All Respondents	108	836	10	\$76,655	\$24,183
<b>Annual Revenue</b>					
Less Than \$1MM	*	*	*	*	*
\$1MM to \$1.99MM	23	31	10	\$64,443	\$17,764
\$2MM to \$3.99MM	34	61	12	\$74,755	\$23,815
\$4MM or More	45	719	10	\$87,521	\$26,862
<b>Census Divisions</b>					
New England	*	*	*	*	*
Middle Atlantic	11	42	10	\$86,564	\$16,545
South Atlantic	10	21	7	\$70,525	\$24,650
East North Central	29	113	10	\$67,461	\$19,213
East South Central	*	*	*	*	*
West North Central	24	111	15	\$86,384	\$20,822
West South Central	12	36	10	\$86,175	\$20,792
Mountain	7	16	4	\$64,375	\$35,000
Pacific	9	35	9	\$98,156	\$6,750
<b>Site Supervisors</b>					
All Respondents	79	235	15	\$69,310	\$4,365
<b>Annual Revenue</b>					
Less Than \$1MM	11	17	20	\$64,749	\$1,182
\$1MM to \$1.99MM	19	29	15	\$64,622	\$5,700
\$2MM to \$3.99MM	21	42	15	\$69,254	\$4,727
\$4MM or More	28	147	10	\$74,496	\$4,376
<b>Census Divisions</b>					
New England	*	*	*	*	*
Middle Atlantic	6	18	14	\$69,833	\$3,667
South Atlantic	13	42	15	\$63,532	\$5,495
East North Central	12	16	18	\$72,595	\$5,542
East South Central	*	*	*	*	*
West North Central	13	44	15	\$72,600	\$5,000
West South Central	11	21	10	\$54,541	\$2,845
Mountain	7	17	10	\$61,794	\$3,429
Pacific	13	58	18	\$82,554	\$4,393

## Salaried Employees

	# of Responses	# of Employees Represented	Years of Experience	Base Compensation	Bonus
<b>Project Managers</b>					
All Respondents	182	501	10	\$73,317	\$5,683
<b>Annual Revenue</b>					
Less Than \$1MM	20	26	10	\$63,603	\$3,048
\$1MM to \$1.99MM	47	68	10	\$68,944	\$6,470
\$2MM to \$3.99MM	48	92	10	\$75,679	\$3,994
\$4MM or More	65	311	10	\$78,411	\$7,378
<b>Census Divisions</b>					
New England	6	16	10	\$84,195	\$5,350
Middle Atlantic	13	27	10	\$81,103	\$3,464
South Atlantic	25	60	9	\$65,523	\$6,865
East North Central	39	88	11	\$69,816	\$4,588
East South Central	6	21	8	\$76,280	\$5,333
West North Central	30	65	11	\$72,938	\$9,509
West South Central	16	39	9	\$72,137	\$5,647
Mountain	15	25	10	\$67,136	\$3,294
Pacific	29	72	15	\$83,483	\$4,876
<b>Estimators</b>					
All Respondents	64	84	10	\$70,027	\$3,543
<b>Annual Revenue</b>					
Less Than \$1MM	*	*	14	\$63,473	\$1,300
\$1MM to \$1.99MM	11	11	8	\$58,952	\$2,154
\$2MM to \$3.99MM	22	26	8	\$62,779	\$4,310
\$4MM or More	27	43	11	\$82,721	\$4,085
<b>Census Divisions</b>					
New England	*	*	*	*	*
Middle Atlantic	8	11	18	\$70,125	\$1,750
South Atlantic	9	12	5	\$59,969	\$5,600
East North Central	14	15	6	\$65,868	\$5,268
East South Central	*	*	*	*	*
West North Central	10	13	13	\$64,564	\$1,210
West South Central	6	8	10	\$64,517	\$143
Mountain	*	*	*	*	*
Pacific	10	16	10	\$91,330	\$4,200

## Salaried Employees

	# of Responses	# of Employees Represented	Years of Experience	Base Compensation	Bonus
<b>Marketers</b>					
All Respondents	43	95	5	\$57,571	\$2,446
<b>Annual Revenue</b>					
Less Than \$1MM	*	*	*	*	*
\$1MM to \$1.99MM	*	*	*	*	*
\$2MM to \$3.99MM	13	13	5	\$46,243	\$1,429
\$4MM or More	26	78	7	\$62,362	\$2,850
<b>Census Divisions</b>					
New England	*	*	*	*	*
Middle Atlantic	*	*	*	*	*
South Atlantic	7	7	10	\$51,729	\$3,071
East North Central	9	20	5	\$47,487	\$1,251
East South Central	*	*	*	*	*
West North Central	8	10	8	\$68,405	\$4,103
West South Central	*	*	*	*	*
Mountain	*	*	*	*	*
Pacific	7	7	6	\$61,903	\$2,571



## Salaried Employees: Total Compensation

	# of Responses	Average	Median	75th Percentile	25th Percentile
<b>General Managers (Non-Owner)</b>					
All Respondents	156	\$107,674	\$100,000	\$125,000	\$79,875
<b>Annual Revenue</b>					
Less Than \$1MM	19	\$76,899	\$73,440	\$93,750	\$63,400
\$1MM to \$1.99MM	37	\$82,864	\$80,000	\$94,375	\$73,350
\$2MM to \$3.99MM	44	\$107,292	\$105,000	\$127,500	\$87,500
\$4MM or More	54	\$137,411	\$121,000	\$165,000	\$98,500
<b>Census Divisions</b>					
New England	7	\$107,500	\$105,000	\$111,500	\$87,500
Middle Atlantic	18	\$108,172	\$98,000	\$125,000	\$85,000
South Atlantic	25	\$106,945	\$83,200	\$110,500	\$71,000
East North Central	35	\$100,587	\$97,500	\$119,000	\$80,000
East South Central	*	*	*	*	*
West North Central	20	\$114,119	\$100,000	\$135,000	\$90,000
West South Central	18	\$104,717	\$105,000	\$120,000	\$88,750
Mountain	11	\$104,527	\$105,000	\$127,500	\$77,900
Pacific	15	\$111,008	\$87,500	\$166,600	\$70,500
<b>Architects</b>					
All Respondents	26	\$100,281	\$78,000	\$108,000	\$73,350
<b>Annual Revenue</b>					
Less Than \$1MM	*	*	*	*	*
\$1MM to \$1.99MM	*	*	*	*	*
\$2MM to \$3.99MM	10	\$82,652	\$75,440	\$78,500	\$72,200
\$4MM or More	12	\$117,815	\$101,000	\$132,100	\$82,000
<b>Census Divisions</b>					
New England	*	*	*	*	*
Middle Atlantic	*	*	*	*	*
South Atlantic	*	*	*	*	*
East North Central	5	\$75,400	\$75,000	*	*
East South Central	*	*	*	*	*
West North Central	7	\$75,186	\$75,000	\$79,940	\$68,990
West South Central	*	*	*	*	*
Mountain	*	*	*	*	*
Pacific	5	\$108,560	\$77,000	*	*

## Salaried Employees: Total Compensation

	# of Responses	Average	Median	75th Percentile	25th Percentile
<b>Designers</b>					
All Respondents	132	\$66,751	\$64,490	\$77,250	\$52,923
<b>Annual Revenue</b>					
Less Than \$1MM	13	\$60,195	\$60,250	\$75,750	\$48,000
\$1MM to \$1.99MM	26	\$61,398	\$61,200	\$69,250	\$50,000
\$2MM to \$3.99MM	53	\$66,461	\$64,502	\$79,250	\$54,000
\$4MM or More	40	\$73,243	\$67,250	\$84,250	\$57,270
<b>Census Divisions</b>					
New England	6	\$67,356	\$65,200	*	*
Middle Atlantic	10	\$69,336	\$67,500	\$78,750	\$63,500
South Atlantic	17	\$67,937	\$67,262	\$75,000	\$55,825
East North Central	36	\$63,274	\$59,250	\$69,140	\$51,250
East South Central	*	*	*	*	*
West North Central	20	\$68,400	\$64,000	\$77,000	\$57,160
West South Central	8	\$64,922	\$63,688	\$71,500	\$53,750
Mountain	8	\$69,263	\$67,500	\$81,250	\$61,875
Pacific	22	\$67,587	\$63,500	\$80,000	\$51,813
<b>Mid-Level Managers</b>					
All Respondents	110	\$84,108	\$80,000	\$100,000	\$62,400
<b>Annual Revenue</b>					
Less Than \$1MM	*	*	*	*	*
\$1MM to \$1.99MM	20	\$69,777	\$66,200	\$85,150	\$53,290
\$2MM to \$3.99MM	36	\$80,855	\$73,505	\$100,000	\$59,375
\$4MM or More	50	\$92,385	\$85,000	\$101,500	\$71,000
<b>Census Divisions</b>					
New England	*	*	*	*	*
Middle Atlantic	10	\$78,240	\$70,000	\$97,500	\$63,050
South Atlantic	12	\$81,090	\$60,525	\$75,850	\$54,770
East North Central	23	\$83,273	\$75,000	\$97,000	\$61,921
East South Central	*	*	*	*	*
West North Central	20	\$85,079	\$85,300	\$98,500	\$69,500
West South Central	10	\$85,009	\$85,083	\$107,500	\$62,000
Mountain	7	\$77,188	\$78,500	\$85,125	\$67,500
Pacific	19	\$89,452	\$88,000	\$100,000	\$75,400

## Salaried Employees: Total Compensation

	# of Responses	Average	Median	75th Percentile	25th Percentile
<b>Salespeople</b>					
All Respondents	108	\$100,838	\$95,000	\$124,000	\$75,000
<b>Annual Revenue</b>					
Less Than \$1MM	*	*	*	*	*
\$1MM to \$1.99MM	23	\$82,207	\$72,800	\$92,000	\$60,000
\$2MM to \$3.99MM	34	\$98,570	\$100,000	\$115,000	\$75,000
\$4MM or More	45	\$114,383	\$110,000	\$129,900	\$85,000
<b>Census Divisions</b>					
New England	*	*	*	*	*
Middle Atlantic	11	\$103,109	\$85,000	\$122,500	\$75,250
South Atlantic	10	\$95,175	\$98,250	\$117,063	\$75,750
East North Central	29	\$86,674	\$85,000	\$97,500	\$75,000
East South Central	*	*	*	*	*
West North Central	24	\$107,206	\$90,000	\$131,000	\$74,788
West South Central	12	\$106,967	\$114,300	\$121,250	\$92,875
Mountain	7	\$99,375	\$105,000	\$128,750	\$63,750
Pacific	9	\$104,906	\$94,100	\$128,600	\$65,075
<b>Site Supervisors</b>					
All Respondents	79	\$73,675	\$70,000	\$83,000	\$58,240
<b>Annual Revenue</b>					
Less Than \$1MM	11	\$65,931	\$60,000	\$77,900	\$52,750
\$1MM to \$1.99MM	19	\$70,322	\$65,500	\$81,250	\$57,930
\$2MM to \$3.99MM	21	\$73,981	\$74,400	\$80,000	\$59,118
\$4MM or More	28	\$78,872	\$75,750	\$97,250	\$61,505
<b>Census Divisions</b>					
New England	*	*	*	*	*
Middle Atlantic	6	\$73,500	\$65,500	*	*
South Atlantic	13	\$69,027	\$62,075	\$80,000	\$55,375
East North Central	12	\$78,137	\$74,250	\$82,750	\$70,875
East South Central	*	*	*	*	*
West North Central	13	\$77,600	\$78,000	\$83,000	\$60,000
West South Central	11	\$57,387	\$56,596	\$67,000	\$46,400
Mountain	7	\$65,223	\$66,560	\$73,100	\$57,500
Pacific	13	\$86,947	\$88,860	\$102,500	\$76,250

## Salaried Employees: Total Compensation

	# of Responses	Average	Median	75th Percentile	25th Percentile
<b>Project Managers</b>					
All Respondents	182	\$79,000	\$75,000	\$90,280	\$65,000
<b>Annual Revenue</b>					
Less Than \$1MM	20	\$66,650	\$65,000	\$75,000	\$60,000
\$1MM to \$1.99MM	47	\$75,414	\$74,320	\$80,000	\$62,100
\$2MM to \$3.99MM	48	\$79,672	\$75,000	\$90,000	\$65,000
\$4MM or More	65	\$85,789	\$82,500	\$95,000	\$70,000
<b>Census Divisions</b>					
New England	6	\$89,545	\$88,884	*	*
Middle Atlantic	13	\$84,567	\$77,500	\$88,300	\$70,000
South Atlantic	25	\$72,388	\$68,280	\$82,250	\$60,000
East North Central	39	\$74,403	\$75,000	\$86,250	\$58,450
East South Central	6	\$81,613	\$85,140	*	*
West North Central	30	\$82,447	\$78,300	\$87,000	\$72,605
West South Central	16	\$77,784	\$75,000	\$93,833	\$65,000
Mountain	15	\$70,431	\$65,000	\$73,640	\$58,240
Pacific	29	\$88,359	\$85,000	\$110,000	\$69,200
<b>Estimators</b>					
All Respondents	64	\$73,570	\$68,500	\$83,605	\$58,281
<b>Annual Revenue</b>					
Less Than \$1MM	*	\$64,773	\$65,000	*	*
\$1MM to \$1.99MM	11	\$61,106	\$58,500	\$66,000	\$52,000
\$2MM to \$3.99MM	22	\$67,089	\$62,550	\$80,000	\$54,906
\$4MM or More	27	\$86,806	\$75,000	\$101,000	\$70,000
<b>Census Divisions</b>					
New England	*	*	*	*	*
Middle Atlantic	8	\$71,875	\$67,250	\$76,125	\$58,750
South Atlantic	9	\$65,569	\$62,050	\$70,250	\$53,625
East North Central	14	\$71,136	\$65,000	\$72,500	\$58,929
East South Central	*	*	*	*	*
West North Central	10	\$65,774	\$66,200	\$76,000	\$52,000
West South Central	6	\$64,660	\$65,000	\$70,500	\$54,811
Mountain	*	*	*	*	*
Pacific	10	\$95,530	\$91,250	\$115,000	\$80,000

## Salaried Employees: Total Compensation

	# of Responses	Average	Median	75th Percentile	25th Percentile
<b>Marketers</b>					
All Respondents	43	\$60,017	\$58,986	\$74,500	\$45,000
<b>Annual Revenue</b>					
Less Than \$1MM	*	*	*	*	*
\$1MM to \$1.99MM	*	*	*	*	*
\$2MM to \$3.99MM	13	\$47,672	\$46,000	\$50,000	\$41,000
\$4MM or More	26	\$65,212	\$65,950	\$81,500	\$51,190
<b>Census Divisions</b>					
New England	*	*	*	*	*
Middle Atlantic	*	*	*	*	*
South Atlantic	7	\$54,800	\$55,000	\$67,500	\$47,300
East North Central	9	\$48,738	\$46,000	\$50,000	\$37,440
East South Central	*	*	*	*	*
West North Central	8	\$72,508	\$76,500	\$84,750	\$63,086
West South Central	*	*	*	*	*
Mountain	*	*	*	*	*
Pacific	7	\$64,474	\$66,900	\$77,250	\$50,960

## Hourly Employees

	# of Responses	# of Employees Represented	Years of Experience	HOURLY WAGE				
				Average	Median	75th Percentile	25th Percentile	Bonus as a % of Total
<b>Lead Carpenters</b>								
All Respondents	213	690	15	\$31.51	\$30.00	\$35.00	\$27.26	3.41%
<b>Annual Revenue</b>								
Less Than \$1MM	34	97	15	\$30.05	\$29.67	\$34.24	\$25.00	3.15%
\$1MM to \$1.99MM	64	121	15	\$30.31	\$30.00	\$34.50	\$25.74	3.35%
\$2MM to \$3.99MM	57	161	15	\$33.07	\$31.63	\$37.91	\$28.21	4.63%
\$4MM or More	57	311	12	\$32.33	\$31.61	\$35.00	\$28.88	2.50%
<b>Census Divisions</b>								
New England	7	17	18	\$35.93	\$36.00	\$38.99	\$34.33	2.40%
Middle Atlantic	24	69	15	\$34.13	\$31.73	\$38.00	\$28.85	1.85%
South Atlantic	39	141	15	\$28.21	\$28.85	\$30.00	\$25.00	3.64%
East North Central	47	137	15	\$30.50	\$29.00	\$34.25	\$26.39	4.82%
East South Central	*	*	*	*	*	*	*	*
West North Central	35	106	12	\$31.24	\$30.77	\$34.50	\$28.00	3.48%
West South Central	9	27	11	\$29.89	\$27.98	\$35.00	\$23.56	2.36%
Mountain	11	26	14	\$30.44	\$30.63	\$33.76	\$24.76	2.56%
Pacific	36	110	14	\$35.13	\$35.00	\$40.00	\$30.00	3.15%
<b>General Carpenters</b>								
All Respondents	164	720	6	\$25.43	\$25.00	\$27.83	\$21.63	2.95%
<b>Annual Revenue</b>								
Less Than \$1MM	30	85	6	\$24.04	\$23.08	\$25.24	\$20.10	2.03%
\$1MM to \$1.99MM	42	77	6	\$25.07	\$25.00	\$27.00	\$21.00	2.48%
\$2MM to \$3.99MM	47	137	9	\$26.23	\$25.17	\$30.00	\$21.63	4.29%
\$4MM or More	45	421	5	\$25.90	\$25.00	\$26.92	\$24.00	2.67%
<b>Census Divisions</b>								
New England	9	31	7	\$29.37	\$30.00	\$32.00	\$26.00	3.95%
Middle Atlantic	23	81	6	\$27.06	\$25.48	\$30.00	\$24.52	2.13%
South Atlantic	26	105	10	\$23.54	\$24.00	\$25.00	\$20.60	2.80%
East North Central	34	101	5	\$23.68	\$21.63	\$26.00	\$19.62	3.47%
East South Central	*	*	*	*	*	*	*	*
West North Central	26	148	5	\$26.21	\$25.08	\$27.00	\$24.00	2.73%
West South Central	9	17	5	\$22.60	\$22.12	\$25.00	\$20.00	0.17%
Mountain	6	19	6	\$23.48	\$24.00	\$24.02	\$21.63	4.40%
Pacific	26	154	5	\$27.74	\$27.00	\$32.11	\$24.00	3.21%

## Hourly Employees

	# of Responses	# of Employees Represented	Years of Experience	HOURLY WAGE				
				Average	Median	75th Percentile	25th Percentile	Bonus as a % of Total
<b>Apprentice Carpenters</b>								
All Respondents	112	336	2	\$20.59	\$20.00	\$24.00	\$18.00	1.92%
<b>Annual Revenue</b>								
Less Than \$1MM	16	22	2	\$19.57	\$19.23	\$20.00	\$17.50	0.88%
\$1MM to \$1.99MM	31	45	2	\$20.15	\$20.00	\$22.25	\$17.71	2.17%
\$2MM to \$3.99MM	39	73	2	\$20.85	\$20.00	\$24.52	\$18.00	1.63%
\$4MM or More	26	196	2	\$21.51	\$20.60	\$24.76	\$19.25	2.81%
<b>Census Divisions</b>								
New England	5	12	*	\$21.37	\$21.15	*	*	1.74%
Middle Atlantic	14	25	2	\$21.54	\$22.00	\$24.52	\$19.00	1.11%
South Atlantic	17	48	2	\$18.75	\$18.00	\$20.00	\$16.67	1.92%
East North Central	19	35	2	\$19.52	\$19.62	\$20.41	\$17.75	1.32%
East South Central	*	*	*	*	*	*	*	*
West North Central	19	34	2	\$20.13	\$20.00	\$21.82	\$18.62	2.81%
West South Central	*	*	*	*	*	*	*	*
Mountain	6	12	2	\$20.22	\$20.67	*	*	1.30%
Pacific	25	117	2	\$23.29	\$24.00	\$26.00	\$20.00	2.62%
<b>Laborers</b>								
All Respondents	100	401	2	\$19.43	\$19.00	\$21.15	\$16.20	2.09%
<b>Annual Revenue</b>								
Less Than \$1MM	19	35	2	\$18.90	\$19.23	\$22.12	\$15.00	0.48%
\$1MM to \$1.99MM	19	47	2	\$18.64	\$17.79	\$20.00	\$15.00	1.13%
\$2MM to \$3.99MM	24	50	3	\$19.33	\$18.00	\$20.00	\$16.75	2.54%
\$4MM or More	38	269	3	\$20.20	\$20.00	\$21.82	\$18.00	3.19%
<b>Census Divisions</b>								
New England	*	*	*	*	*	*	*	*
Middle Atlantic	12	52	3	\$20.36	\$20.00	\$21.01	\$19.50	0.87%
South Atlantic	17	41	3	\$16.13	\$16.00	\$17.00	\$15.00	1.54%
East North Central	24	112	2	\$19.78	\$18.27	\$21.00	\$17.00	2.83%
East South Central	*	*	*	*	*	*	*	*
West North Central	14	87	3	\$20.91	\$19.62	\$23.53	\$18.00	4.94%
West South Central	10	54	3	\$19.05	\$20.00	\$20.34	\$17.00	0.57%
Mountain	5	13	*	\$16.92	\$18.00	*	*	0.61%
Pacific	12	29	2	\$23.13	\$23.22	\$25.00	\$20.75	2.15%

## Hourly Employees

	# of Responses	# of Employees Represented	Years of Experience	HOURLY WAGE				
				Average	Median	75th Percentile	25th Percentile	Bonus as a % of Total
<b>Painters/Dry-Wall Specialists</b>								
All Respondents	23	75	12	\$27.29	\$26.00	\$30.00	\$24.04	1.89%
Annual Revenue								
Less Than \$1MM	*	*	*	*	*	*	*	*
\$1MM to \$1.99MM	*	*	*	*	*	*	*	*
\$2MM to \$3.99MM	7	24	20	\$27.58	\$29.00	\$31.00	\$24.52	3.52%
\$4MM or More	11	41	10	\$25.48	\$25.00	\$27.00	\$24.02	1.02%
Census Divisions								
New England	*	*	*	*	*	*	*	*
Middle Atlantic	*	*	*	*	*	*	*	*
South Atlantic	*	*	*	*	*	*	*	*
East North Central	*	*	*	*	*	*	*	*
East South Central	*	*	*	*	*	*	*	*
West North Central	5	25	10	\$26.22	\$25.00	*	*	4.65%
West South Central	*	*	*	*	*	*	*	*
Mountain	*	*	*	*	*	*	*	*
Pacific	*	*	*	*	*	*	*	*
<b>Bookkeepers</b>								
All Respondents	127	144	12	\$26.67	\$26.00	\$31.25	\$21.63	2.92%
Annual Revenue								
Less Than \$1MM	14	15	15	\$22.02	\$25.00	\$26.72	\$16.71	1.85%
\$1MM to \$1.99MM	27	27	11	\$24.57	\$24.00	\$26.44	\$20.19	1.71%
\$2MM to \$3.99MM	39	40	15	\$26.03	\$25.48	\$31.44	\$20.00	3.28%
\$4MM or More	47	62	10	\$30.00	\$29.81	\$33.17	\$24.04	3.71%
Census Divisions								
New England	*	*	*	*	*	*	*	*
Middle Atlantic	12	13	15	\$25.64	\$24.22	\$31.25	\$20.00	1.09%
South Atlantic	18	19	15	\$26.53	\$25.72	\$35.25	\$21.91	3.51%
East North Central	27	30	14	\$24.66	\$25.00	\$30.38	\$20.82	2.76%
East South Central	5	7	10	\$28.85	\$28.85	*	*	7.38%
West North Central	18	23	10	\$24.88	\$24.04	\$28.85	\$21.16	3.46%
West South Central	9	10	15	\$31.23	\$26.44	\$31.25	\$25.00	1.94%
Mountain	10	10	6	\$24.26	\$23.02	\$28.25	\$20.00	1.30%
Pacific	23	27	10	\$28.93	\$28.85	\$33.65	\$24.04	3.13%

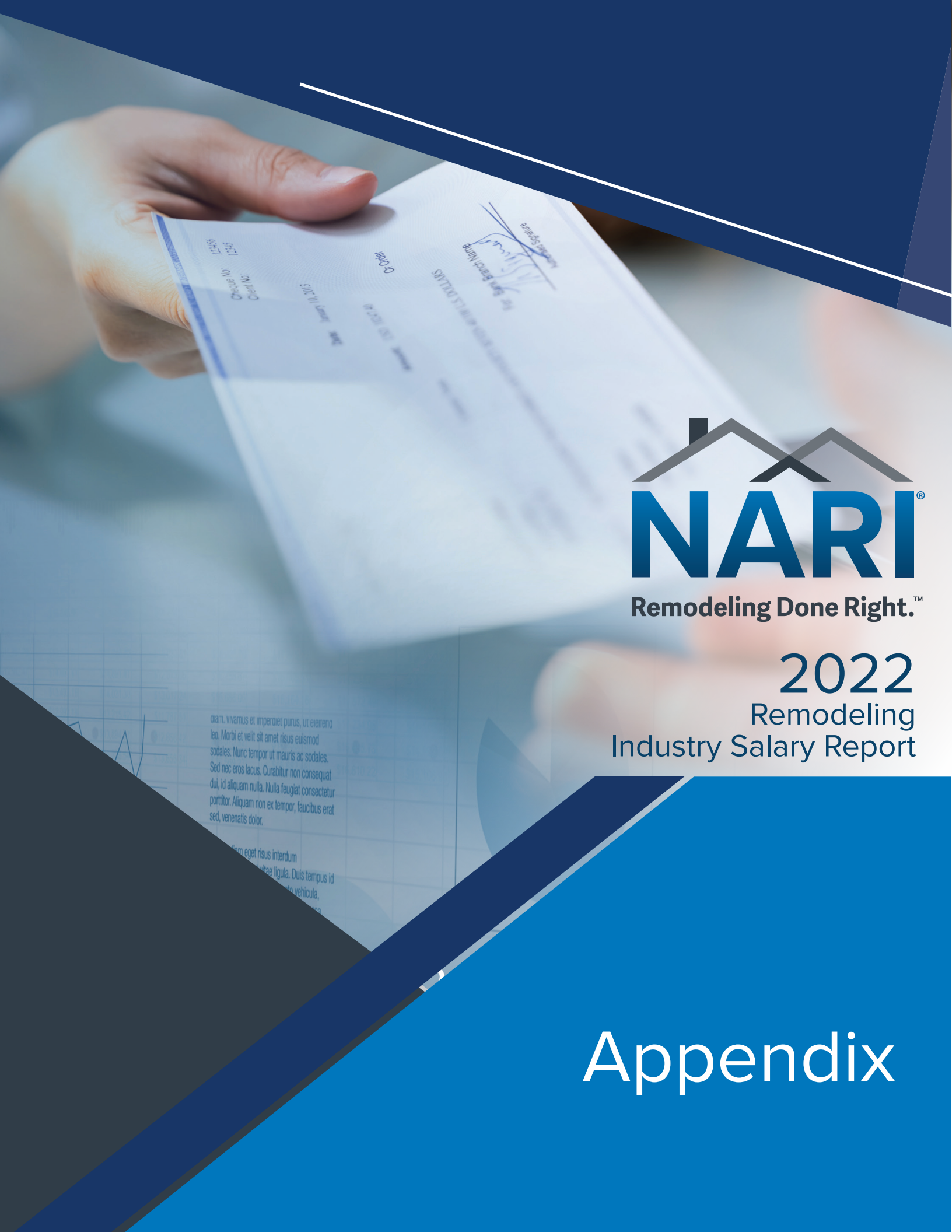


## Hourly Employees

	# of Responses	# of Employees Represented	Years of Experience	HOURLY WAGE				
				Average	Median	75th Percentile	25th Percentile	Bonus as a % of Total
<b>Administrative Assistant</b>								
All Respondents	145	244	5	\$21.77	\$21.00	\$25.00	\$17.51	2.76%
<b>Annual Revenue</b>								
Less Than \$1MM	14	17	3	\$18.48	\$17.50	\$19.75	\$16.21	0.69%
\$1MM to \$1.99MM	34	35	7	\$21.41	\$21.00	\$24.04	\$16.87	4.04%
\$2MM to \$3.99MM	43	47	5	\$22.96	\$20.84	\$27.73	\$18.00	2.59%
\$4MM or More	51	137	5	\$21.96	\$21.63	\$25.00	\$19.00	2.68%
<b>Census Divisions</b>								
New England	6	8	4	\$24.05	\$24.28	*	*	4.14%
Middle Atlantic	12	15	10	\$22.63	\$19.62	\$25.96	\$18.75	1.49%
South Atlantic	15	24	5	\$21.02	\$19.35	\$24.25	\$16.96	1.04%
East North Central	35	65	3	\$19.23	\$19.00	\$21.63	\$17.00	2.06%
East South Central	5	7	5	\$21.37	\$21.63	*	*	2.00%
West North Central	25	43	10	\$22.21	\$24.04	\$26.86	\$18.51	4.50%
West South Central	14	19	8	\$22.40	\$21.63	\$25.91	\$19.62	4.50%
Mountain	10	15	4	\$19.19	\$20.50	\$22.00	\$18.00	2.11%
Pacific	19	27	7	\$25.79	\$24.50	\$33.70	\$19.53	2.48%

## Owners Compensation Information: Total Compensation

	# of Responses	# of Employees Represented	Years of Experience	Base Compensation	Average	Median	75th Percentile	25th Percentile
All Respondents	317	450	25	\$109,496	\$169,711	\$130,000	\$200,000	\$96,000
Annual Revenue								
Less Than \$1MM	67	78	25	\$77,210	\$94,957	\$90,000	\$110,000	\$73,900
\$1MM to \$1.99MM	89	121	25	\$89,714	\$133,934	\$120,000	\$170,000	\$90,000
\$2MM to \$3.99MM	90	138	25	\$113,696	\$174,280	\$162,500	\$200,000	\$100,000
\$4MM or More	70	109	25	\$161,177	\$282,227	\$250,000	\$350,000	\$150,000
Census Divisions								
New England	13	13	30	\$130,548	\$224,411	\$240,000	\$290,000	\$130,000
Middle Atlantic	26	32	28	\$128,238	\$181,008	\$135,000	\$287,500	\$100,000
South Atlantic	55	79	21	\$103,133	\$138,781	\$120,000	\$175,000	\$94,000
East North Central	67	93	28	\$112,306	\$177,633	\$135,000	\$200,000	\$93,360
East South Central	*	*	*	*	*	*	*	*
West North Central	52	83	22	\$104,430	\$169,439	\$127,500	\$188,750	\$95,000
West South Central	27	40	25	\$102,255	\$171,440	\$171,000	\$237,500	\$95,500
Mountain	18	25	20	\$89,444	\$135,000	\$100,000	\$168,750	\$87,500
Pacific	51	75	25	\$117,438	\$183,973	\$140,000	\$200,000	\$100,000



Remodeling Done Right.™

# 2022 Remodeling Industry Salary Report

# Appendix

## Survey Methodology and Demographics

In June, 2022, Industry Insights, Inc. distributed strictly confidential questionnaires to all NARI members and Qualified Remodeler subscribers. The primary intent of this survey was to collect detailed compensation and benefits statistics of remodeling professionals. A total of 405 usable forms were submitted for the study, representing 945 locations.

Once the questionnaires were received by Industry Insights, a confidential company identification code was assigned to each company. The data were then coded and reviewed by Industry Insights’ analysts for accuracy and consistency.

In all, 405 questionnaires were analyzed for this study. The sample consists of the following:

	<u>Number of Respondents</u>		<u>Number of Respondents</u>
All Responding Companies	405	<b>Years in Operation</b>	
<b>Respondents by Annual Revenue</b>		Less than 5 Years	33
Less than \$1 Million	99	5 to 24 Years	218
\$1 Million to \$1.99 Million	104	25 to 49 Years	122
\$2 Million to \$3.99 Million	103	50 Years or More	28
\$4 Million or More	91	Not Reported	4
Not Reported	8	<b>Number of Employees</b>	
<b>Respondents by Census Region</b>		1	25
Northeast	51	2 – 4	81
Midwest	154	5 – 9	115
South	106	10 – 24	111
West	89	25 or More	57
Not Reported	5	Not Reported	16
<b>Respondents by Census Division</b>		<b>Number of Locations</b>	
New England	15	1	367
Middle Atlantic	36	2 – 3	32
South Atlantic	65	4 or More	6
East North Central	92	<b>Company Type</b>	
East South Central	6	C-Corp	50
West North Central	62	S-Corp	154
West South Central	35	Partnership	4
Mountain	27	LLC	123
Pacific	62	Sole Proprietorship	11
Not Reported	5	Other	63

All reasonable efforts were taken by Industry Insights, Inc. to ensure data comparability within the limitations of standard reporting procedures. However, the data used in this report were voluntarily reported and are not based on audited financial statements. The statistical validity of any given number varies depending upon its sample size and the amount of variance. Industry Insights and NARI make no representations or warranties with respect to the results of this study and shall not be liable to members, clients, or anyone else for any information inaccuracies, errors, or omissions in contents, regardless of the cause of such inaccuracy, error, or omission. In no event shall Industry Insights and/or NARI be liable for any consequential damages.



# 2022 NARI Salary Survey

Deadline: August 8, 2022

This survey is being conducted on behalf of NARI by Industry Insights of Columbus, Ohio, an independent consulting company specializing in surveys for associations. All responses will be held in strict confidence by Industry Insights. NARI staff and members will not have access to any survey responses. If you need assistance, please reach Lilly Drucis, Project Manager of Industry Insights at [ldrucis@industryinsights.com](mailto:ldrucis@industryinsights.com). All surveys must be received by Industry Insights on or before August 8, 2022.

BACKGROUND INFORMATION						
1.	Which of the following best describes your company type? (Check one)					
	1-1 <input type="checkbox"/> C-Corp	3 <input type="checkbox"/> Partnership	5 <input type="checkbox"/> Sole Proprietorship			
	2 <input type="checkbox"/> S-Corp	4 <input type="checkbox"/> LLC	6 <input type="checkbox"/> Other _____	10th		
2.	Number of years in operation? _____ Years <sup>2</sup>					
3.	Number of locations or offices represented on this form: # _____ <sup>3</sup>					
4.	Zip code of main location: _____ <sup>4</sup>					
5.	Number of employees (in FTEs*) during 2021? # _____ <sup>5</sup>					
	<small>*Count full-time employees (FTEs) by reporting the proportion of full-time hours worked for those who don't work full-time. For example, include an employee who worked 20 hours per week as 0.5 employees if the work week is 40 hours; one who worked full-time for three months out of the year as 0.25 employees; and an employee who year-round works 60 hours per week would count as 1.5 FTEs.</small>					
6.	What was your company's annual revenue in 2021?				\$ _____ <sup>6</sup>	
7.	What percentage growth (or decline*) do you anticipate for 2022 revenue?				_____ % <sup>7</sup>	
	<small>*Report anticipated declines as a negative.</small>					
8.	What percent of your company's annual revenue comes from remodeling projects?				_____ % <sup>8</sup>	
COMPENSATION INFORMATION						
9.	Please report compensation information for full-time equivalent employees based on salaries or wages in effect on December 31, 2021. <sup>1</sup> If a position does not fit anyone in your company, please skip that position.					
	<b>Positions</b>	<b>Position Type</b>	<b># in Position</b>	<b>Avg. Years of Experience</b>	<b>Avg. Salary or Wage</b>	<b>Avg. Annual Incentive/Bonus</b>
	General Managers (Non-Owner)	9-1 Salary 2 Hourly	# 10	yrs. 11	\$ 12	\$ 13
	Architects	14-1 Salary 2 Hourly	# 15	yrs. 16	\$ 17	\$ 18
	Designers	19-1 Salary 2 Hourly	# 20	yrs. 21	\$ 22	\$ 23
	Mid-Level Managers	24-1 Salary 2 Hourly	# 25	yrs. 26	\$ 27	\$ 28
	Salespeople	29-1 Salary 2 Hourly	# 30	yrs. 31	\$ 32	\$ 33
	Site Supervisors	34-1 Salary 2 Hourly	# 35	yrs. 36	\$ 37	\$ 38
	Project Managers	39-1 Salary 2 Hourly	# 40	yrs. 41	\$ 42	\$ 43
	Lead Carpenters	44-1 Salary 2 Hourly	# 45	yrs. 46	\$ 47	\$ 48
	General Carpenters	49-1 Salary 2 Hourly	# 50	yrs. 51	\$ 52	\$ 53
	Apprentice Carpenters	54-1 Salary 2 Hourly	# 55	yrs. 56	\$ 57	\$ 58
	Laborers	59-1 Salary 2 Hourly	# 60	yrs. 61	\$ 62	\$ 63
	Estimators	64-1 Salary 2 Hourly	# 65	yrs. 66	\$ 67	\$ 68
	Painters / Dry Wall Specialists	69-1 Salary 2 Hourly	# 70	yrs. 71	\$ 72	\$ 73
	Bookkeepers	74-1 Salary 2 Hourly	# 75	yrs. 76	\$ 77	\$ 78
	Marketers	79-1 Salary 2 Hourly	# 80	yrs. 81	\$ 82	\$ 83
	Administrative Assistants	84-1 Salary 2 Hourly	# 85	yrs. 86	\$ 87	\$ 88

<sup>1</sup> Incentives paid should be based on the 12-month period ending December 31, 2021 or your most recently completed fiscal year. If applicable, please include overtime pay. Place your employees into the position that best describes the role that occupies most of their time. If a position does not apply to anyone in your organization, please skip the position. **Do not include company paid employment taxes or fringe benefits in the figures reported below.** \*NOTE: If you have more than one person in a position, report the "average" number of years of experience, and the "average" annual base and incentive pay.

<b>10.</b>	<b>Average wage/salary increase (decrease) during 2021:</b> _____ % <sup>89</sup>
<b>11.</b>	<b>Forecasted wage/salary increase (decrease) during 2022:</b> _____ % <sup>90</sup>
<b>OWNERS COMPENSATION INFORMATION</b>	
<b>12.</b>	<b>Do owners pay themselves a salary?</b> <sup>91-1</sup> Yes <sup>2</sup> No  <b>If yes:</b> # of Owners # _____ <sup>92</sup> Avg. Years of Experience # _____ <sup>93</sup> Avg. Annual Salary \$ _____ <sup>94</sup> Avg. Annual Total Compensation \$ _____ <sup>95</sup>
<b>13.</b>	<b>How often do owners take profit distributions? (Check all that apply)</b> <sup>96</sup> <input type="checkbox"/> Monthly <sup>97</sup> <input type="checkbox"/> Quarterly <sup>98</sup> <input type="checkbox"/> Semi-Annually <sup>99</sup> <input type="checkbox"/> Annually <sup>100</sup> <input type="checkbox"/> Other: _____ <sup>100oth</sup>
<b>EMPLOYEE BENEFITS</b>	
<b>14.</b>	<b>Does your company provide traditional benefits (examples shown below) to its employees?</b> <sup>101-1</sup> <input type="checkbox"/> Yes <sup>2</sup> <input type="checkbox"/> No  <b>If "yes," please indicate what types. (Check all that apply)</b> <sup>102</sup> <input type="checkbox"/> Medical Insurance – Employee <sup>109</sup> <input type="checkbox"/> Medical Insurance - Dependents <sup>103</sup> <input type="checkbox"/> Optical Insurance – Employee <sup>110</sup> <input type="checkbox"/> Optical Insurance - Dependents <sup>104</sup> <input type="checkbox"/> Dental Insurance – Employee <sup>111</sup> <input type="checkbox"/> Dental Insurance - Dependents <sup>105</sup> <input type="checkbox"/> Life Insurance – Employee <sup>112</sup> <input type="checkbox"/> Life Insurance – Dependents <sup>106</sup> <input type="checkbox"/> Disability Insurance <sup>113</sup> <input type="checkbox"/> Other: _____ <sup>113oth</sup> <sup>107</sup> <input type="checkbox"/> Educational Assistance <sup>114</sup> <input type="checkbox"/> No benefits offered <sup>108</sup> <input type="checkbox"/> Retirement Plan
<b>15.</b>	<b>Which additional perks, if any, does your company provide for employees? (Check all that apply)</b> <sup>115</sup> <input type="checkbox"/> Gym Membership/Reimbursement <sup>127</sup> <input type="checkbox"/> Profit Sharing <sup>116</sup> <input type="checkbox"/> Maternity Leave <sup>128</sup> <input type="checkbox"/> Automobile that goes home with employee <sup>117</sup> <input type="checkbox"/> Paternity Leave <sup>129</sup> <input type="checkbox"/> Tools Provided or Paid for by Company <sup>118</sup> <input type="checkbox"/> Paid or On-Site Childcare <sup>130</sup> <input type="checkbox"/> Safety & Wellness Plans <sup>119</sup> <input type="checkbox"/> Paid or On-Site Elder Care <sup>131</sup> <input type="checkbox"/> Other: _____ <sup>131oth</sup> <sup>120</sup> <input type="checkbox"/> Certification/Continuing Education Credits <sup>132</sup> <input type="checkbox"/> No additional perks offered <sup>121</sup> <input type="checkbox"/> Cell Phone or Cell Phone Reimbursement <sup>122</sup> <input type="checkbox"/> Tuition Reimbursement <sup>123</sup> <input type="checkbox"/> Paid Holidays <sup>124</sup> <input type="checkbox"/> Volunteer Time Off <sup>125</sup> <input type="checkbox"/> Flexible Schedule <sup>126</sup> <input type="checkbox"/> 4-day Work Week
<b>16.</b>	<b>How many days of paid vacation (or PTO) do you provide employees (based on years of service)? (Do not include paid holidays).</b> <sup>133</sup> <input type="checkbox"/> 1 year: _____ days <sup>134</sup> <input type="checkbox"/> 5 years: _____ days <sup>135</sup> <input type="checkbox"/> 10 years: _____ days <sup>136</sup> <input type="checkbox"/> Not applicable

17.	<b>Please indicate the percentage of healthcare premiums that are paid by the company versus employee:</b>			
	<b>Employee Coverage Only</b>		<b>Family Coverage</b>	
	Company pays: _____	% 137	Company pays: _____	% 139
	Employee pays: _____	% 138	Employee pays: _____	% 140
	Total: 100%		Total: 100%	
18.	<b>If your company offers a retirement plan, does it match employee contributions? (Check one)</b>			
	141-1 <input type="checkbox"/> Yes      2 <input type="checkbox"/> No      3 <input type="checkbox"/> N/A – We do not provide a retirement plan			
<b>BUSINESS AND HIRING PRACTICES</b>				
19.	<b>What remodeling services does your company provide? (Check all that apply)</b>			
	142 <input type="checkbox"/> Kitchens		150 <input type="checkbox"/> Tile	
	143 <input type="checkbox"/> Baths		151 <input type="checkbox"/> Insulation	
	144 <input type="checkbox"/> Cabinets		152 <input type="checkbox"/> Brick/Stone/Marble/Granite	
	145 <input type="checkbox"/> Countertops		153 <input type="checkbox"/> Outdoor Living/Landscape/Decks	
	146 <input type="checkbox"/> Windows/Doors		154 <input type="checkbox"/> Commercial Remodeling	
	147 <input type="checkbox"/> Roofing		155 <input type="checkbox"/> Residential Remodeling	
	148 <input type="checkbox"/> Siding		156 <input type="checkbox"/> Solar and Room Additions	
	149 <input type="checkbox"/> Restoration		157 <input type="checkbox"/> Other: _____ 157oth	
20.	<b>Which positions, if any, did you hire in the past 12 months? (Check all that apply)</b>			
	158 <input type="checkbox"/> Apprentice Carpenters		166 <input type="checkbox"/> Lead Carpenters	
	159 <input type="checkbox"/> Architects		167 <input type="checkbox"/> Mid-Level Managers	
	160 <input type="checkbox"/> Bookkeepers		168 <input type="checkbox"/> Paints/Dry Wall Specialists	
	161 <input type="checkbox"/> Designers		169 <input type="checkbox"/> Project Managers	
	162 <input type="checkbox"/> Estimators		170 <input type="checkbox"/> Salespeople	
	163 <input type="checkbox"/> General Carpenters		171 <input type="checkbox"/> Site Supervisors	
	164 <input type="checkbox"/> General Managers (Non-Owner)		172 <input type="checkbox"/> Other: _____ 172oth	
	165 <input type="checkbox"/> Laborers		173 <input type="checkbox"/> None	
21.	<b>What method(s) did your company use to successfully fill the positions? (Check all that apply)</b>			
	174 <input type="checkbox"/> Cold-Calling		185 <input type="checkbox"/> Former Employee	
	175 <input type="checkbox"/> Email Campaign		186 <input type="checkbox"/> Internal Trainees	
	176 <input type="checkbox"/> Job Fairs: Virtual		187 <input type="checkbox"/> Journal Advertisements	
	177 <input type="checkbox"/> Job Fairs: In-Person		188 <input type="checkbox"/> Virtual Events	
	178 <input type="checkbox"/> Newspaper Ad		189 <input type="checkbox"/> Internship Programs	
	179 <input type="checkbox"/> Referral: Current Employee		190 <input type="checkbox"/> Temp Agency	
	180 <input type="checkbox"/> Referral: Other		191 <input type="checkbox"/> Your Business's Website	
	181 <input type="checkbox"/> Association Job Board		192 <input type="checkbox"/> Tech School Programs	
	182 <input type="checkbox"/> Internet Job Board (e.g., Monster, ZipRecruiter, Indeed etc.)		193 <input type="checkbox"/> Other: _____ 193oth	
	183 <input type="checkbox"/> Internal Transfers/Promotions (Non-Intern/Trainee)		194 <input type="checkbox"/> N/A – We did not hire in the past 12 months	
	184 <input type="checkbox"/> Social Media (e.g., LinkedIn, Facebook, etc.)			
22.	<b>Do you expect to add staff in the next 12 months? (Check one)</b>			
	195-1 <input type="checkbox"/> Yes      2 <input type="checkbox"/> No      3 <input type="checkbox"/> Unsure			
23.	<b>Are any of your staff members NARI Certified?</b>			
	196-1 <input type="checkbox"/> Yes			
	2 <input type="checkbox"/> No			
	<b>If "Yes," do you pay NARI certified employees more than employees who do not have the NARI certification?</b>			
	197-1 <input type="checkbox"/> Yes			
	2 <input type="checkbox"/> No			

**Thank you for your participation!**