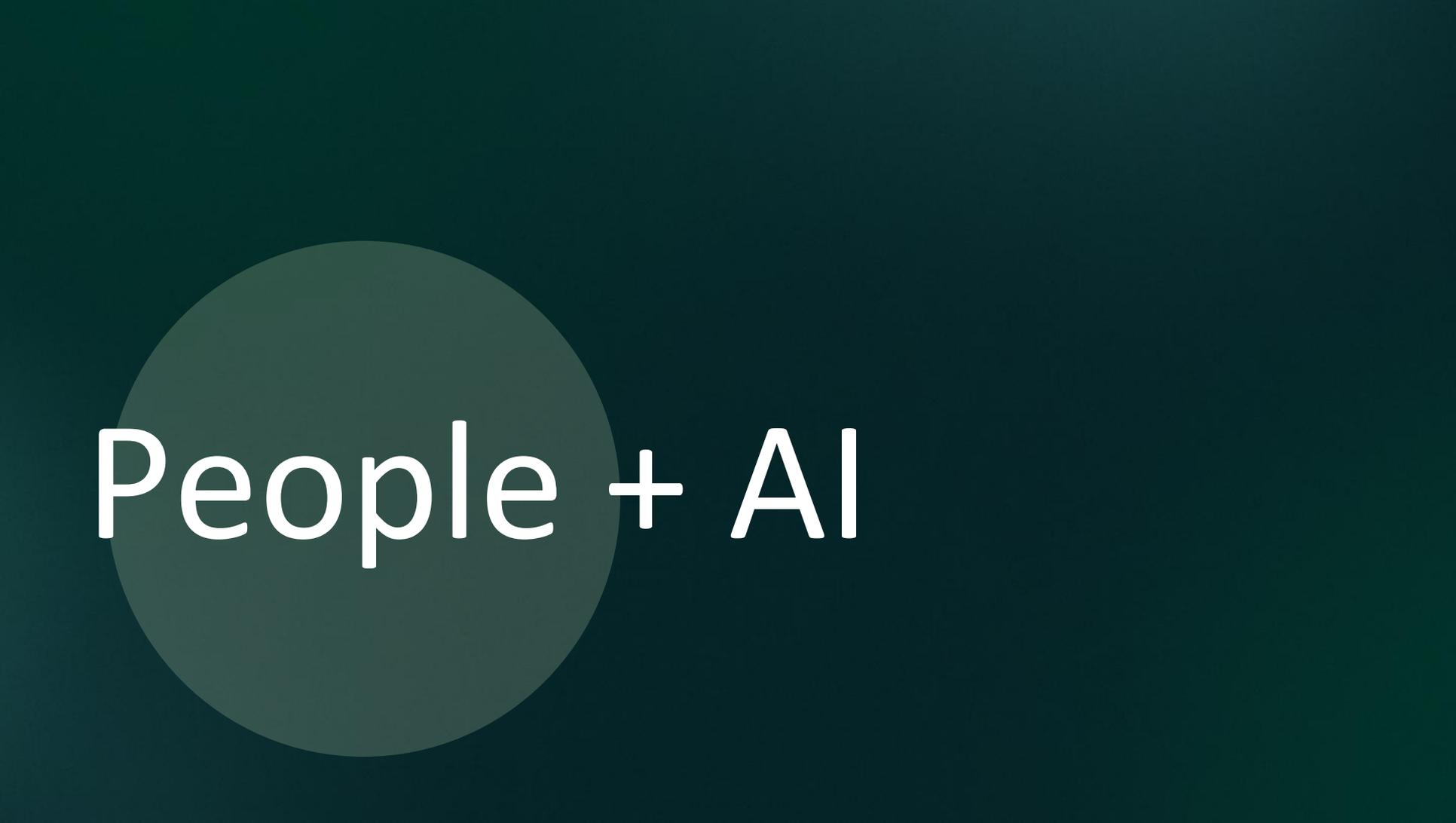


People + AI

Building your competitive workforce strategy



People + AI



INTRO

Lauren Lake

Co-Founder at Bridgit

AGENDA

- 01 Setting the stage
- 02 Traditional workforce planning is broken
- 03 Building high-performing teams
- 04 Technology's role in the future
- 05 AI POV

Setting the stage



Clay Edwards

Senior Vice President,
Skender Construction

“Our original approach to workforce planning was a single Excel spreadsheet with pivot tables. Only one person at a time could use it, and it was unruly. We had to meet once a week with eight leaders across different markets just to do the staffing plan and make updates to it.”

If you just take the amount of time and the hourly rate of those people, it was an incredibly expensive process.”



“We used to handpick every single person for every project ourselves because we knew everyone so closely — but now we go to company events and don’t even recognize half the people.”



Data points to consider

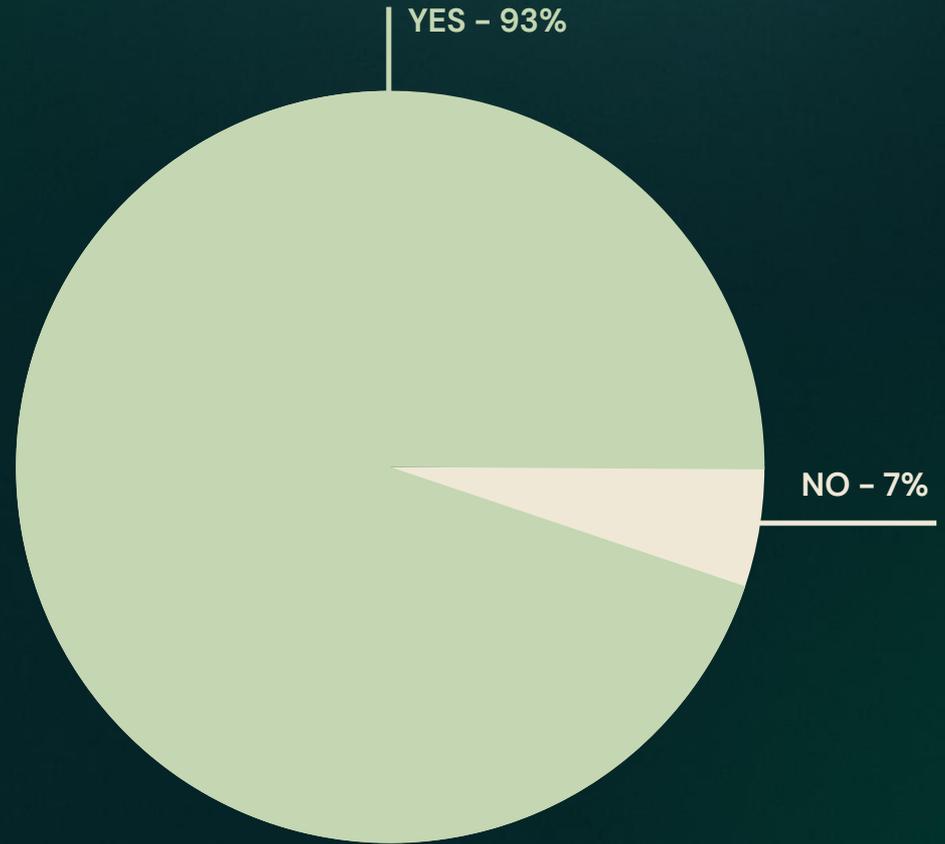
- Photo
- Industry tenure
- Company tenure
- Division or region
- Home office location
- Supervisor or manager
- Willingness to travel
- Geographic preferences
- Skill set / core competencies
- Key markets (core business focus)
- Opportunistic markets (areas of interest for growth)
- Company vehicle status
- Languages spoken
- Behavioral/culture tools (DiSC, StrengthsFinder, CultureIndex, etc.)
- Performance review score
- Intern status
- Certifications, training, and professional development
- Attachment uploads (resumes, licenses, evaluation forms, etc.)
- Home address
- Cost rate
- Work visa(s) held
- Citizenship held
- PTO hours balance





Labor shortages

According to *The State of Workforce Planning in 2025*, 93% of leaders are reporting that shortages are impacting their operations.





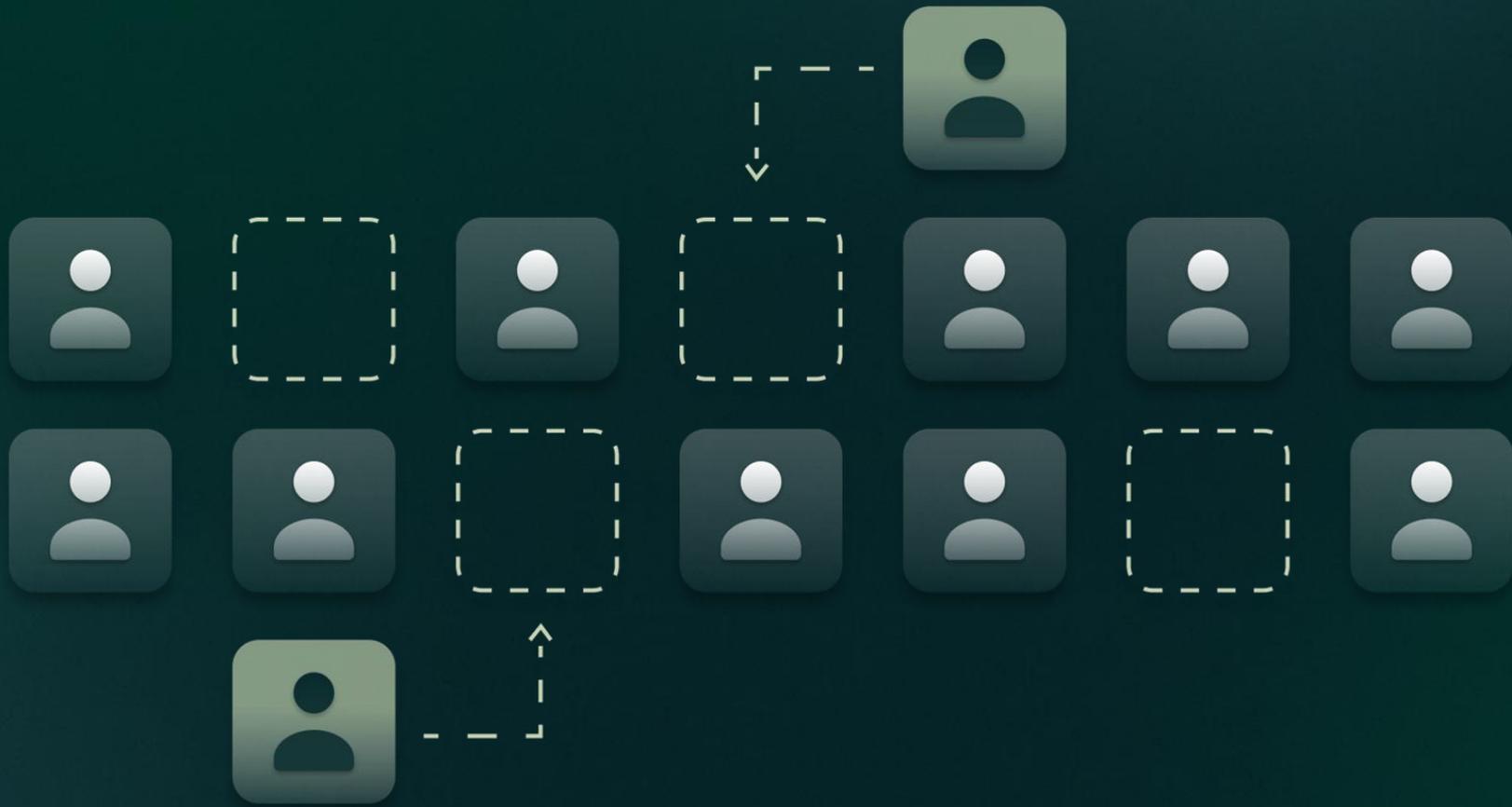
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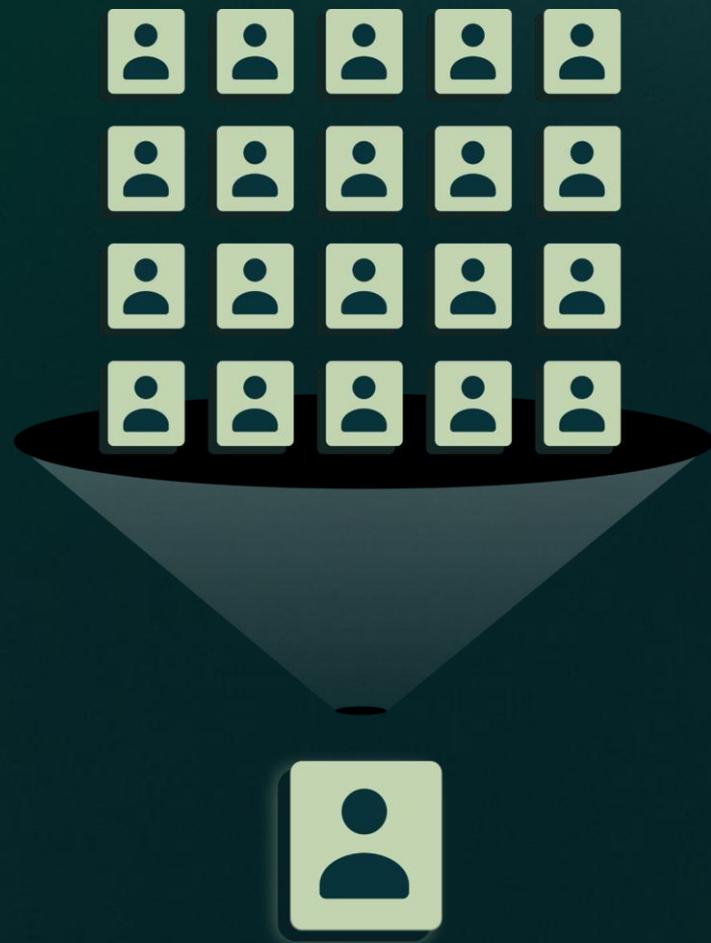


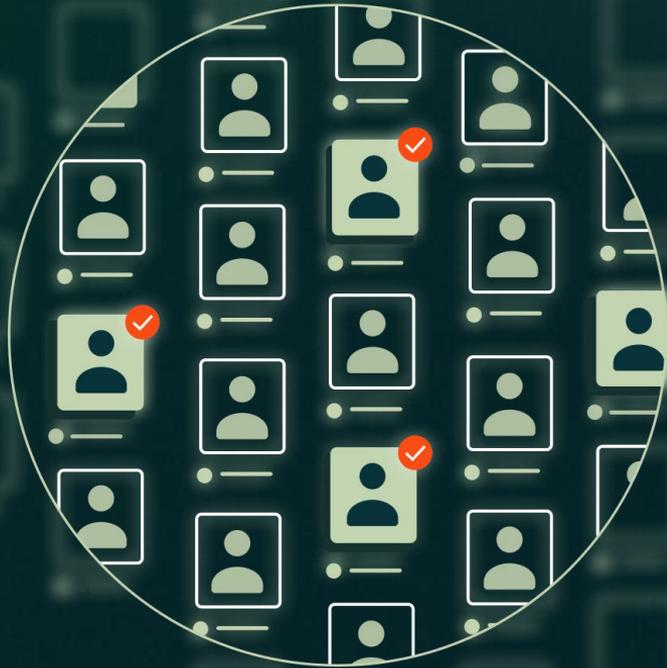
What's your primary tool for workforce planning today?



Building high-performing teams

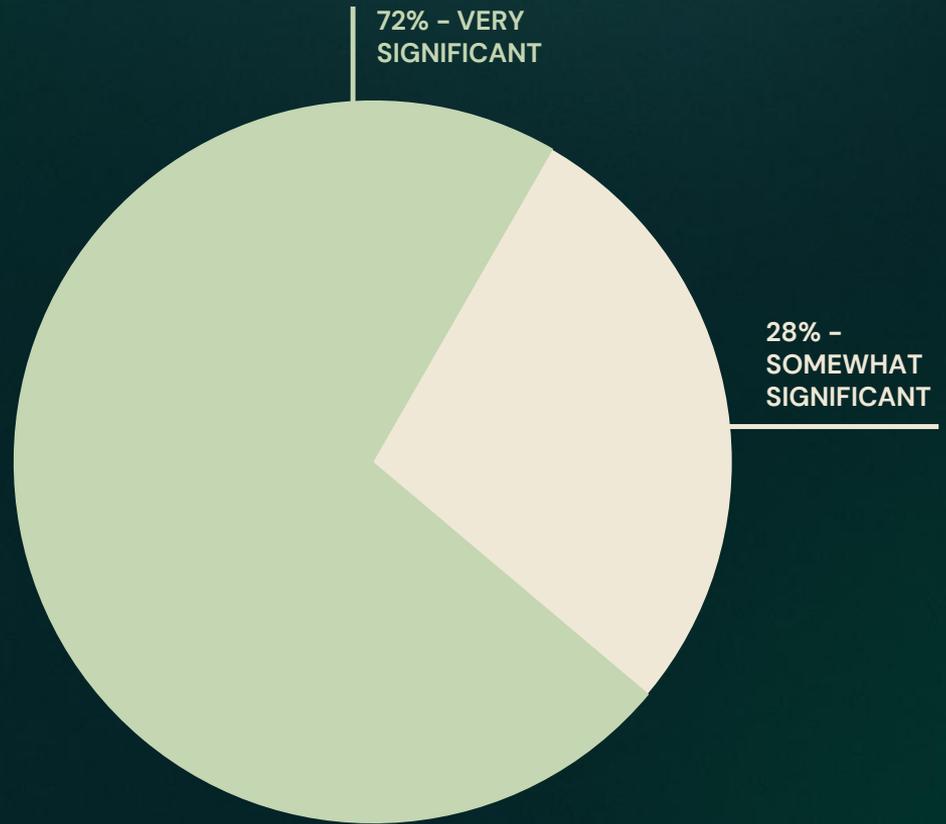




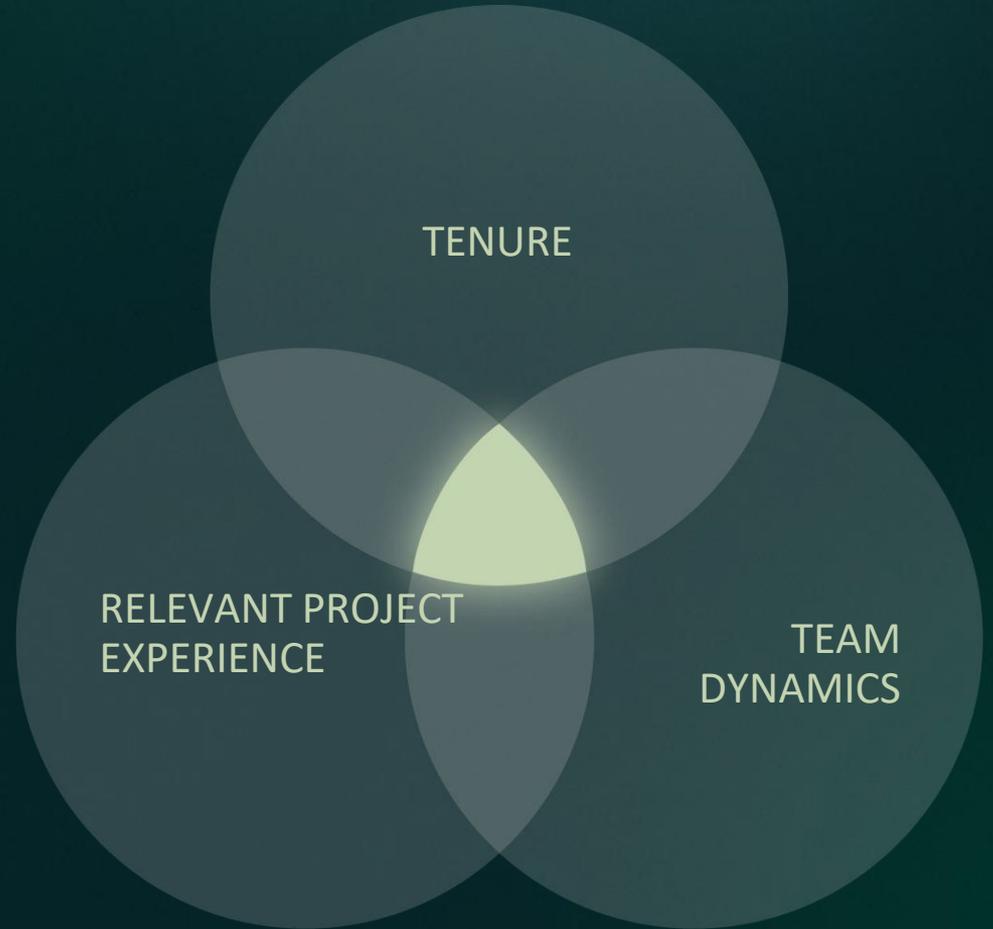


Project teams matter

According to *The State of Workforce Planning in 2025*, 100% of leaders agreed that collective team experience is significant for positive project outcomes.



Key Project Team Factors



Industry tenure

≠

Company tenure

Rookie Ratio

a strategic balance between experienced and “rookie” team members

$$\begin{aligned} \text{Rookie Ratio} &= \text{Rookies} / \text{Team} \\ &\text{members} > 2 \text{ years tenure} \\ &= 33\% \end{aligned}$$



Keaton Green

Senior Vice President,
Frampton Construction

“Project success hinges on how well you build your teams. We believe in pairing rising talent with proven leaders to fuel long-term growth.”

But in construction, one size never fits all. Whether it’s a fast-track industrial build or a complex commercial upfit, each project demands a tailored team strategy. The right mix of experience, capability, and capacity is what drives outcomes.”



**When you assign people to projects,
which factor carries the most weight
for you?**



What factors contribute most to a successful project team?



*Respondents could select more than one answer

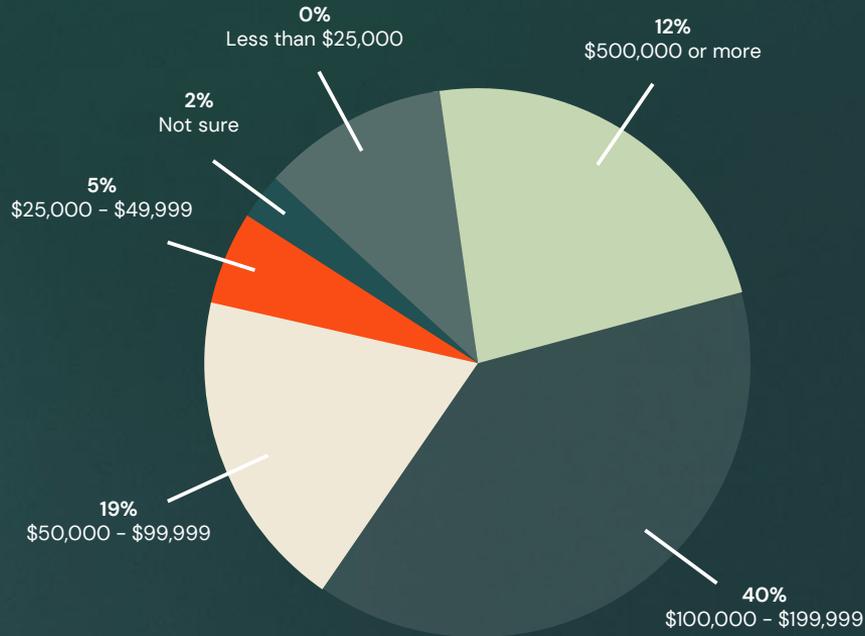
When bidding on projects, what workforce factors does your organization consider?



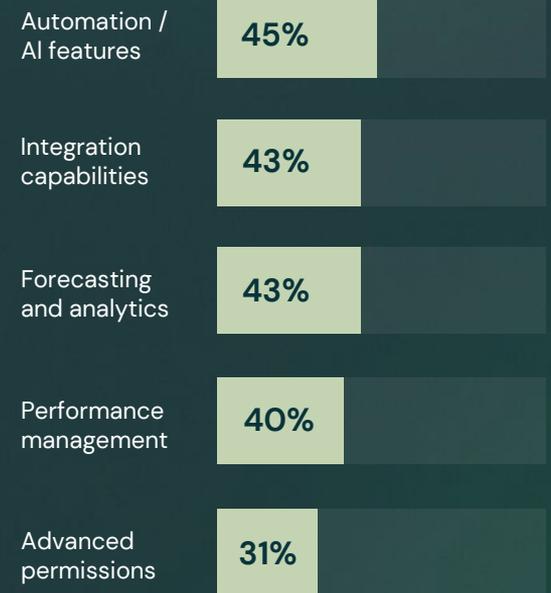
*Respondents could select more than one answer

Technology's role in the future

How much does your company intend to invest in workforce planning in the next 12 months?



Workforce Planning Tools: Capabilities that Matter Most



*Respondents could select more than one answer

Workforce planning is one of the best applications for AI



1. Don't force AI adoption

- ① Construction workforce planning presents unique challenges
- ② People will be the foundation of construction of a long time to come
- ③ As the data multiplies, an AI adoption plan **should** be an immediate priority.

2. AI value comes from data

- 1 Siloed data = invisible data
- 2 Establish a source of truth, and a migration strategy
- 3 Data integrity is an ongoing discipline, not one and done

3. AI should complement, not replace

- 1 Determine which gaps AI can help with, lean into strengths
- 2 AI strengths: surfacing insights, distributing info, speed to decision
- 3 AI weaknesses: collaboration, niche expertise, leadership/retention



Peter Cotugno

Vice President of Operations,
W.E.O'Neil Construction

“Strategic workforce planning gives our clients confidence that we can provide the right people to build their projects.

If we don't consider all the necessary strategic factors, we won't be able to assign the appropriate teams — and those clients won't keep coming back. The volume of repeat business we receive reflects the value of effective strategic workforce planning.”

Q&A

2025 State of Workforce Planning

How construction leaders
are responding to complex
workforce challenges

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