



FOR THOSE WHO
BUILD

Workforce Development Strategies



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Chief Talent Officer

Heritage Construction
+ Materials

Our Brands



NOW HIRING NOW

RIGHT NOW WE'RE HIRING NOW

What is Workforce Development?

*A holistic approach to
improving a company's
access to a qualified
workforce*

What is Workforce Development?

Functions of Workforce Development...

Workforce Development



...With Human Capital Phases

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Nurture Your Workforce & Watch It Grow

What are we trying and learning at HC+M?

#1 - Social Capital

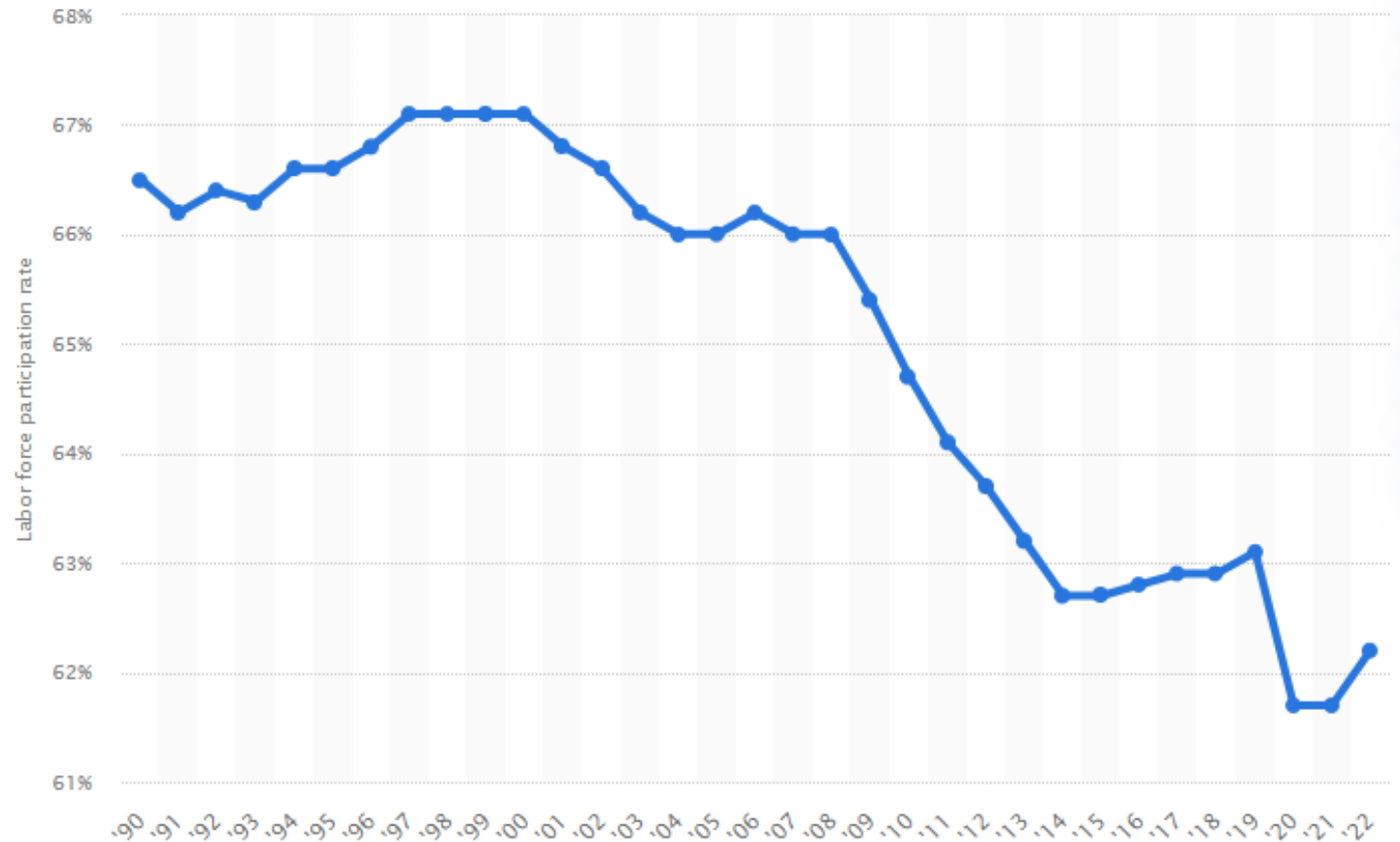
*What is the available
workforce in society
today AND
in the future?*

- National labor market remains at full employment (<4% unemployment)
Recently hitting the lowest it has been in 54 years, since 1969, at 3.4%
July 2023 = 3.5% unemployed = 5.8 million people
- July 31st, the U.S. had 8.8 million job openings
Construction has been in the top 3 industries with increased job openings
- 0.66 unemployed people for every available job opening in the U.S.

Bureau of Labor Statistics' July 2023 summary

What's the available workforce?

Workforce participation rate continues to trend down and is hovering around 62 - 63%



Unfortunately, we are aging...



Between 2003 to 2020 the percentage of construction workers who were age 55 and over nearly doubled, from 11.5% to 22.7%

Data from Bureau of Labor Statistics

#1 – Social Capital

- The US Bipartisan Infrastructure Law projects potentially creating 3.2 million new jobs across non-residential construction value chain
- 300,000 – 600,000 new construction workers are needed to fill the gap with projected peak needs around 2027-2028
- Indiana is predicting 140,000 construction job openings by 2026 with 19,000+ of those being highway construction jobs
- Construction industry added 19,000+ in July alone, with a monthly average gain of 17,000 jobs over the past 12 months

Data taken from McKinsey and Bureau of Labor Statistics' July 2023 summary

People have choices!

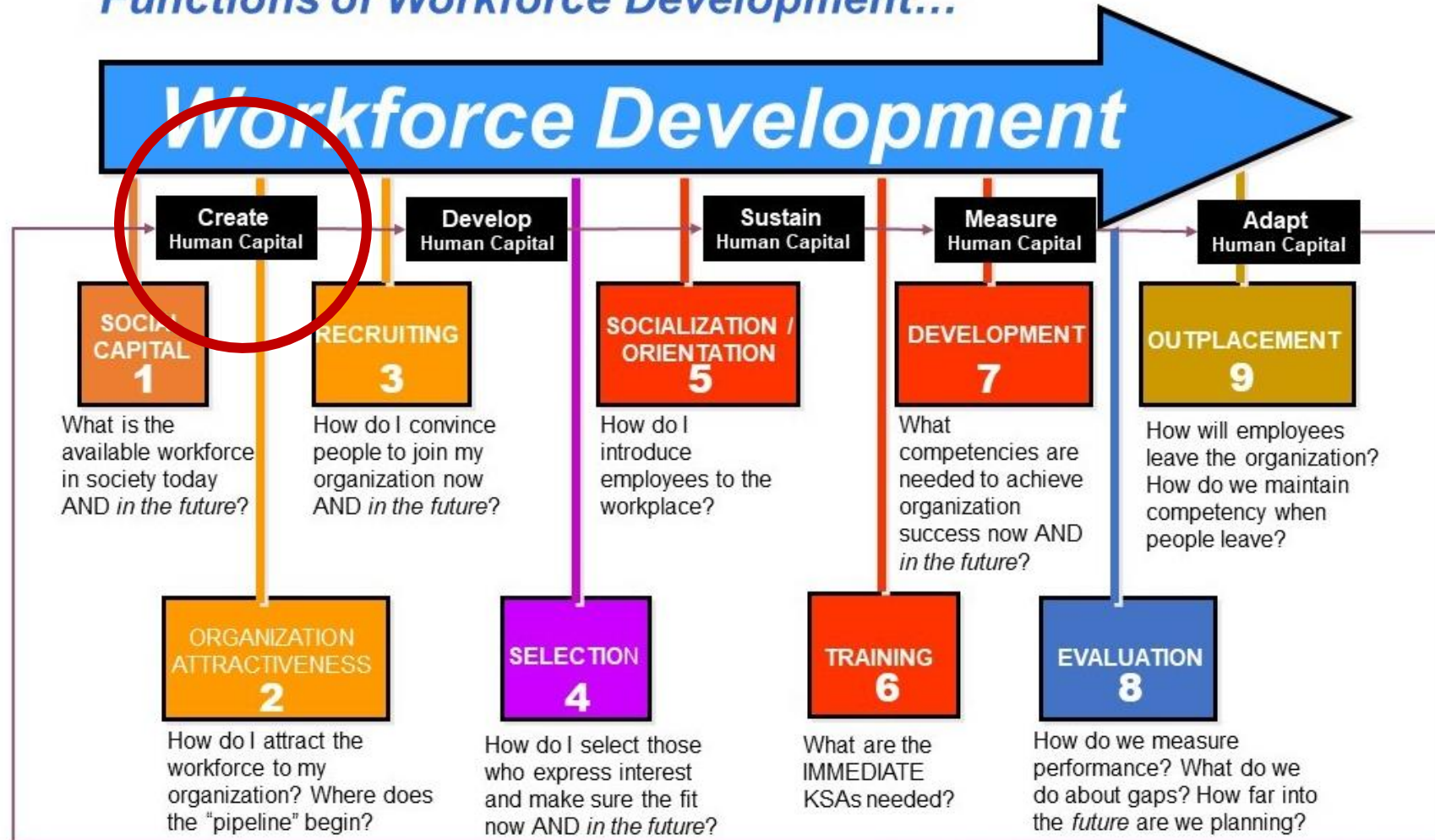
**We need to continue to
grow our workforce as
our industry grows**



As employers and as an industry we must invest in workforce development strategies to continue to be successful

Workforce Dev. look like at HC+M

Functions of Workforce Development...



...with Human Capital Phases

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Nurture Your Workforce & Watch It Grow

#2 - Industry/Organizational Attractiveness

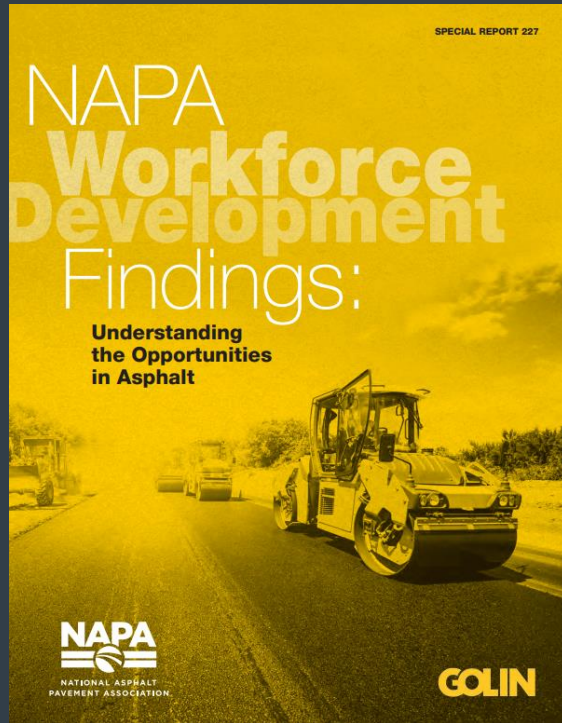
- **Do people know about what we do?**
- **What is our corporate brand and employer value proposition?**
- **Do our talent strategies and processes support talent attraction and retention?**
- **Do we manage our corporate social responsibility well?**
- **Do we have connections with apprenticeships, community programs, and schools to help grow our pipeline?**

Industry / Org. Attractiveness

Do people know about what we do?

1. Americans don't know enough about road construction
2. The general public's initial perceptions of road construction is that it is dirty, labor-intensive, employs thousands of Americans, and is dangerous

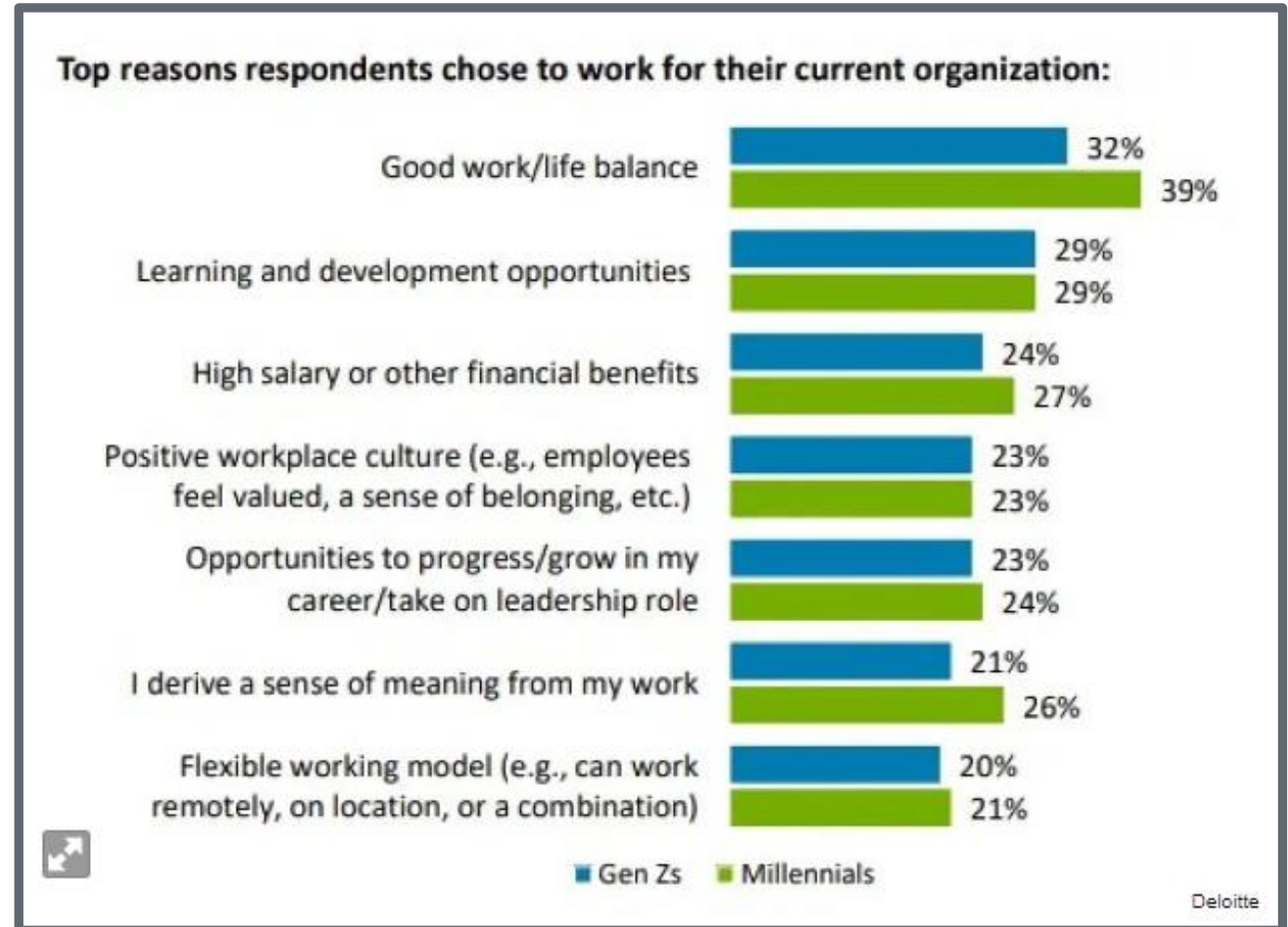
https://www.asphaltpavement.org/uploads/documents/SR-227-Workforce_Development_Findings.pdf



NAPA's Workforce Development Study

#2 - Industry / Org. Attractiveness

What are people looking for in a career or an employer?



WHAT REALLY MATTERS?

**If know one knows who you
are, what you do, and what
you have to offer...
It's unlikely that they'll
come work for you!**



So...
What does
workforce
development
look like at
HC+M?





**We have started
making strategic
bets!**

And we are learning!

- Build the team
- Employer Brand
- Employer Value Proposition
- Communication + Social Media Presence
- Talent Acquisition Strategies/Processes
- Talent Management Strategies



Our HC+M Brand

- Reflects our Values, Culture and People
- Tells Our Story and Boosts Morale
- Attracts and Retains the Right People
- Positions Our Business as an Employer of Choice

Efforts to meet our potential candidates and the next generation of workers where they are.

Employer Value Proposition



At Heritage Construction + Materials, we're doing **meaningful work in a meaningful way.**

In the same way, we build with grit, passion, and purpose, **we're building opportunities for our people.**

At HC+M, you'll find the freedom to define your own path, **safety** and support at every level, a thriving wage, and the **chance to build something that lasts.**



Safety + Support

SAFETY IS OUR TOP PRIORITY

Safety isn't just about following rules. It's about looking out for one another, speaking up when something feels off, and working together to keep each other safe.

We prioritize clear safety policies, frequent training, and investing in safety equipment to ensure everyone is protected on the job.

We take our responsibility for safety seriously. We go above and beyond OSHA and MSHA regulations, taking steps to ensure everyone returns home safely.

Meaningful Work in a Meaningful Way

OUR VALUES

CREATE
Enduring
• VALUE

BUILD
LONG-TERM
Relationships
AND MUTUAL TRUST

BET ON
People
•

Tackle
THE BIG
PROBLEMS
•

KEEP YOUR EYES
OPEN FOR
Opportunity
•

DO THE
*Right
Thing*
•
ALWAYS

These beloved principles guide the actions we take as individuals and the decisions we make as a business.

Big Benefits, Small Company Atmosphere

**GOOD
WAGES**
INITIATIVE

A GOOD WAGES INITIATIVE CERTIFIED EMPLOYER

As a certified member of the Good Wages Initiative, Heritage Construction + Materials supports full-time employees by paying wages greater than \$18/hr. and offering healthcare benefits.



A Place You
Can Belong



Meaningful Work
+ Good Wages



Ongoing Training
+ Development

We Build More Than Infrastructure

Our team-based environment is like a close-knit family, where we support and collaborate with one another to achieve great things.

Each crew fosters a sense of belonging and camaraderie that has a local flair. We genuinely care about each other's success and are always ready to lend a helping hand.




Through the collective power of HC+M employees across the Midwest, we are making a real difference in the world.



*Creating a
social presence*

FOR THOSE WHO
BUILD

With a focus on our people...



Asphalt Materials, Inc. Aug 3 · 🌐

🌟 Meet this year's LEAP participants 🌟
LEAP helps participants increase their knowledge of the asphalt emulsion industry while also p... See more



Proudly AMI


Campbell Higbie
Heritage Research Group

Nate Jenkins
Asphalt Materials, Inc.

LEAP Class of 2023-2024

👍 You and 11 others

👍 Like 💬 Comment ➦ Share



Milestone Contractors Aug 25 · 🌐

At Milestone, we know our people are our greatest asset. That's why we're building a company culture that puts people first, makes room for creativity and gives you what you need to grow professionally and personally. Looking to build you career? Check out our open positions here: <https://bit.ly/3YhkVjf> 🚧 🧑‍🔧 👍

#We'reHiring #BuildingCareers



We're hiring!

Open Positions Available

- Estimator
- Bridge Superintendent
- HR Generalist
- Safety Representative
- Project Manager
- Surveyor

👍 You and 41 others

1 comment 12 shares

👍 Like 💬 Comment ➦ Share

With a focus on community...



Asphalt Materials, Inc.

Apr 26 · 🌐

In efforts to promote sustainability, our Cicero, IL team has extended its recycling program and initiatives. Their approach will reduce the amount of waste that ends up in landfills and will lessen resource requirements for future production. Team AMI is setting an example of sustainability best practices. Way to go #TeamCicero!

Learn more about our sustainability efforts and the work our team does in their communities by visiting the news tab on our website: www.asphalt-materials.com/news

#TheAMlway #AMlrecycles #IAMsustainable #Sustainability #Recycling #CommunityEfforts



HOME ABOUT APPLICATIONS LOCATIONS RESOURCES PRODUCTS CAREERS NEWS CONTACT US PAY MY BILL

Delphi Plant Leads the Way in Community Development

Monday, April 28th, 2014 Community Involvement Share



Milestone Contractors

Jun 12 · 🌐

Our Lafayette area recently donated labor, equipment, and discounted mix to pave a drive approach for Wabash River Career & Technical Educational Program. Thank you to Eric Brown, Concrete Superintendent, for his initiative in getting this project started. This was a great opportunity to expose high school students to heavy high way construction! 🙌👷🏻

Learn more here: <https://buff.ly/3J0uePN>

#CareersInConstruction #Trades #HeavyHighway



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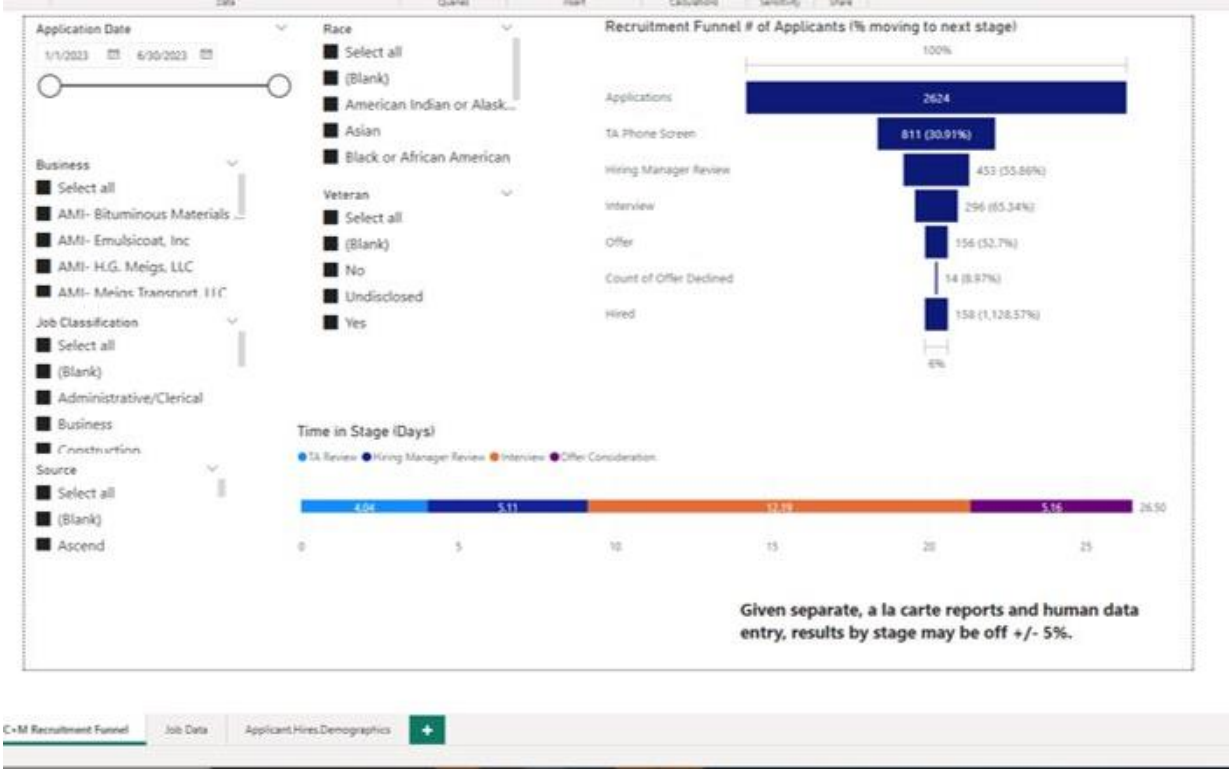
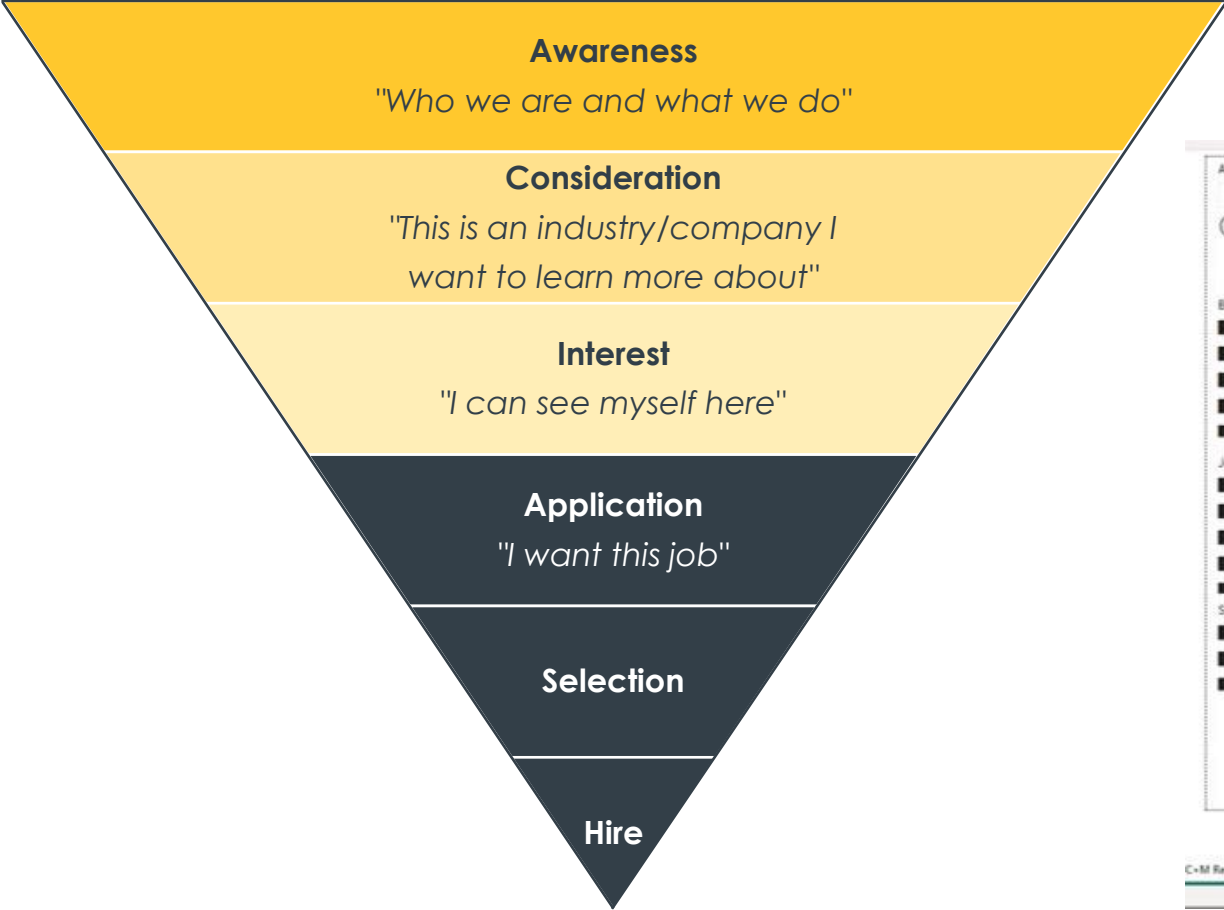
6 comments 11 shares

Like

Comment


Share

#3 - Talent Acquisition Strategy



Investing in our Future

Middle School


 **US Aggregates** Aug 7 · 🌐

We had a blast hosting this Randolph Junior High School class for a tour of our Ridgeville quarry! They learned about the process of getting rocks out of the ground and into our roads and driveways. Thanks for coming out and joining us!



 You, Laurie Webb and 18 others

High School

 **Milestone Contractors** Apr 27 · 🌐


This group of girls from Munster High School came out to tour our Griffith Asphalt Plant! In class they were tasked to explore some type of infrastructure, they chose to do construction. Once they started their research, they found out that the paving process all begins at asphalt plants, so they contacted us for a visit! Thanks to John Rietow for being the students tour guide! We are glad that we could teach you more about our industry!



  146

7 comments 2 shares |

University

 **US Aggregates** Aug 15 · 🌐

We had a great time hosting Purdue students Oluwaseun and Johnson for a tour of our Delphi quarry! We're always happy to share our knowledge of the industry with anyone who is eager to learn more about it. Thanks for reaching out and best of luck in your studies!



 You, Kristin Sweeney and 31 others

 Like  Comment  Share

What does
Louie want to
be when he
grows up?

A
construction
worker!



Community partnerships



Recruiting Diversity



Asphalt Materials, Inc. · Following

Mar 9, 2022

Yesterday was International Womens Day! We are so proud of our #WomenOfAsphalt Thank you for all that you do. [Women of Asphalt](#)

Sophia Sobrito - HRG



Heritage Construction + Materials

660 followers

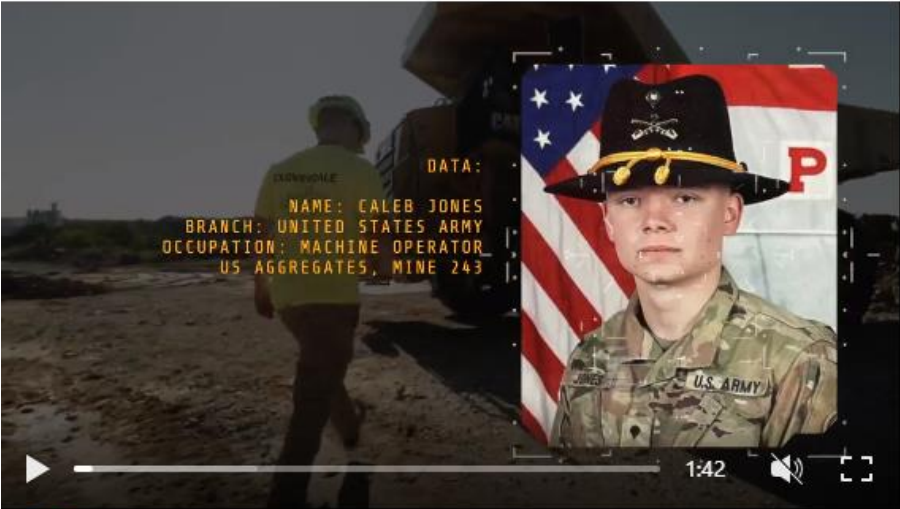
2w ·

Heritage Construction + Materials is proud to provide a working environment where veterans are empowered to thrive - veterans like US Aggregates 243 Quarry Machine Operator, Caleb Jones.

Watch Caleb's story to learn more about how teamwork, structure, and opportunities to grow make working for HC+M a perfect post-military career. Please explore our career opportunities and pass them on to a veteran you know!

<https://bit.ly/43xwaGR>

[#heritagebuilds](#) [#hcmvets](#) [#military](#) [#veterans](#)



You and 23 others

6 reposts



Like

Comment

Repost

Send



OPERATION: JOB READY VETERANS

Remember: Diversity cannot flourish without an inclusive culture that creates belonging

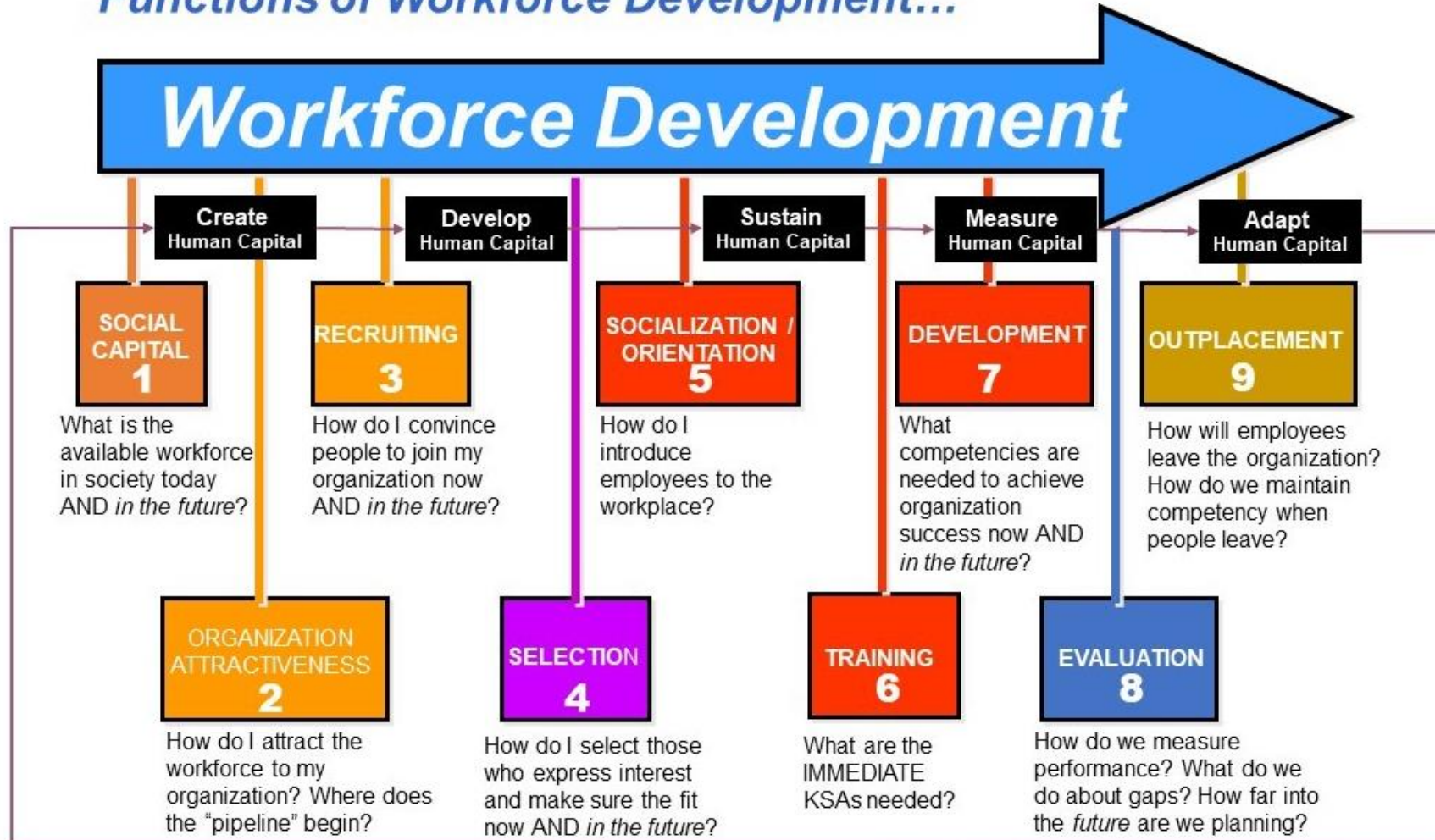
Beginning to show progress!

- **Increased social media followership by 20% since January**
 - **Over 30.3K followers across our social channels**
- **Increased # of applicants by 30% year over year from 2022 to 2023**
- **Reduced our average days to fill to 38.5 days**
(SHRM benchmark for average ~53 days)
- **Uptick in veterans hiring that has us within 0.5% of our affirmative action veterans hiring goal**
- **Hired 3 out of 4 youth from EmployIndy's YES Indy program into our apprenticeship program**

Our learnings so far...

- **Measure your progress**
- **It's a team effort – Equip managers to support!**
- **Community programs and partnerships are essential, but can be a heavier lift than anticipated**
- **It is tougher to reach our field and hourly positions' audiences**
- **Try new things, but not so many that you can't execute**
- **Some things don't work – Fail fast, learn, and pivot**

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Questions?