

Who Are NAHB's Associate Members?

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Special Study for Housing Economics
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The National Association of Home Builders (NAHB) has conducted an annual census of its members every year since 2008. The census is divided into builder and associate members. Associate members are involved in a wide range of support industries and professions including, among others, trade contractors, manufacturers, retailers/distributors, designers, and architects. This article updates an [earlier study](#) on associate members with results from the latest NAHB census, conducted at the end of 2022. At that time NAHB had roughly 71,000 associate members, accounting for approximately 65% of NAHB's 109,000 members (the remainder being NAHB's builder members, who were covered in the [August Special Study](#)).

Characteristics of NAHB's associate members in 2022 include the following:

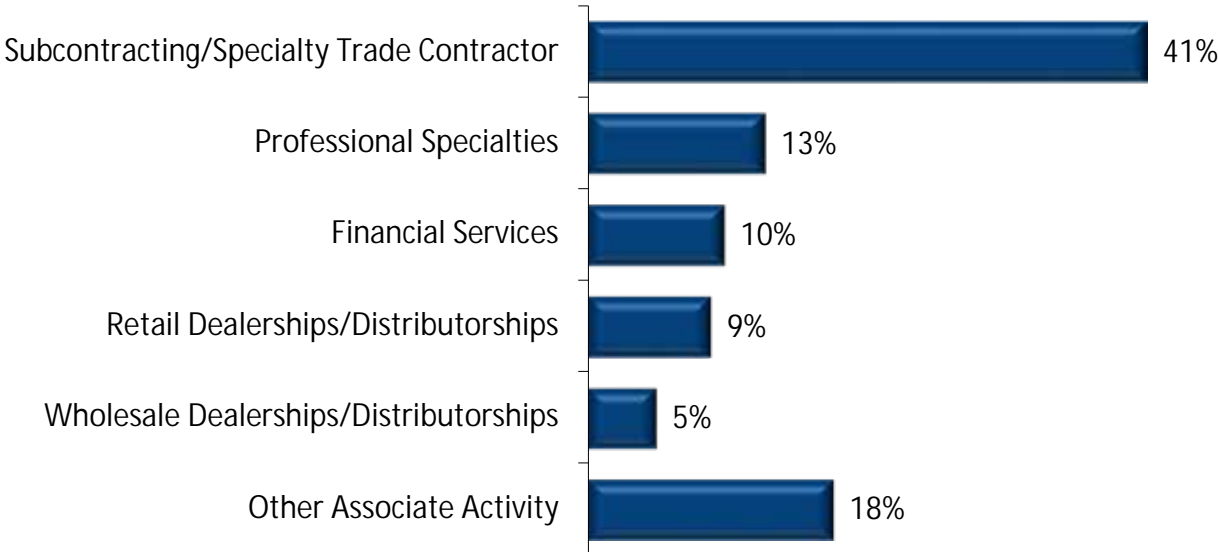
- Among the major categories of associates, the largest share (41%) are special trade contracts/subcontractors.
- Median gross revenue in 2022 was \$2.84 million, down slightly from \$2.86 million in 2021.
- 38% say they contribute in some way to the development of green/sustainable homes.
- The share of NAHB associate members who are female has increased for six consecutive years, reaching a high of 26% in 2022.

The next sections describe these results in more detail, including how they have evolved over time, as well as showing results on associate members' demographics and educational attainment. At the end of the exposition, there is a series of profiles showing basic statistics for each of the major categories of NAHB's associate members.

41% of Associate Members are Subcontracting/Specialty Trade Contractors

The NAHB census asks associate members to identify one of 42 specialties as the primary activity of their business. These detailed specialties are grouped into 6 broader categories. Among these broader categories, 41% of associate members identified themselves as subcontractors/specialty trade contractors, 13% have a professional specialty business (architecture, engineering, marketing, accounting, legal, etc.), 10% are financial services, 9% provide retail dealers/distributors, and 5% are wholesale dealers/distributors. The remaining 18% listed some "other associate" activity as their primary business (fig 1.).

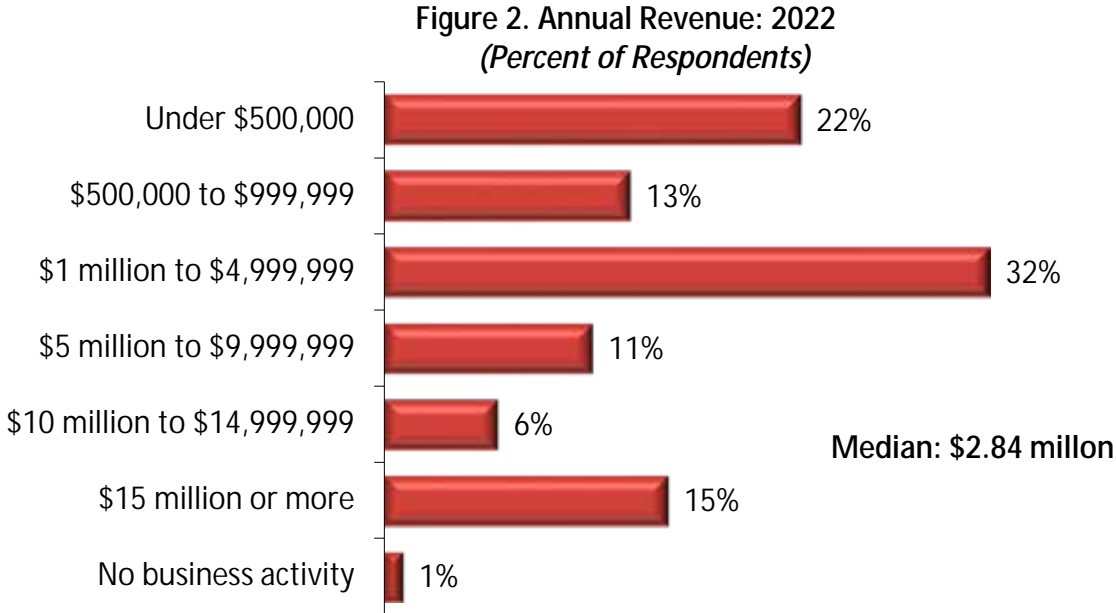
Figure 1. Primary Business Activity During 2022
(Percent of Respondents)



The share of associate members who identified primarily as subcontractors/specialty trade contractors decreased from 42% in 2021 to 41% in 2022, while the shares involved with both professional specialties and financial services edged up one percentage point to 13 and 10%, respectively. On the other hand, the share of associates primarily involved in retail dealerships/distributorships fell one percentage point to 9%. The associate shares primarily involved in whole dealerships/distributorships and other associate activities remained unchanged from 2021 to 2022.

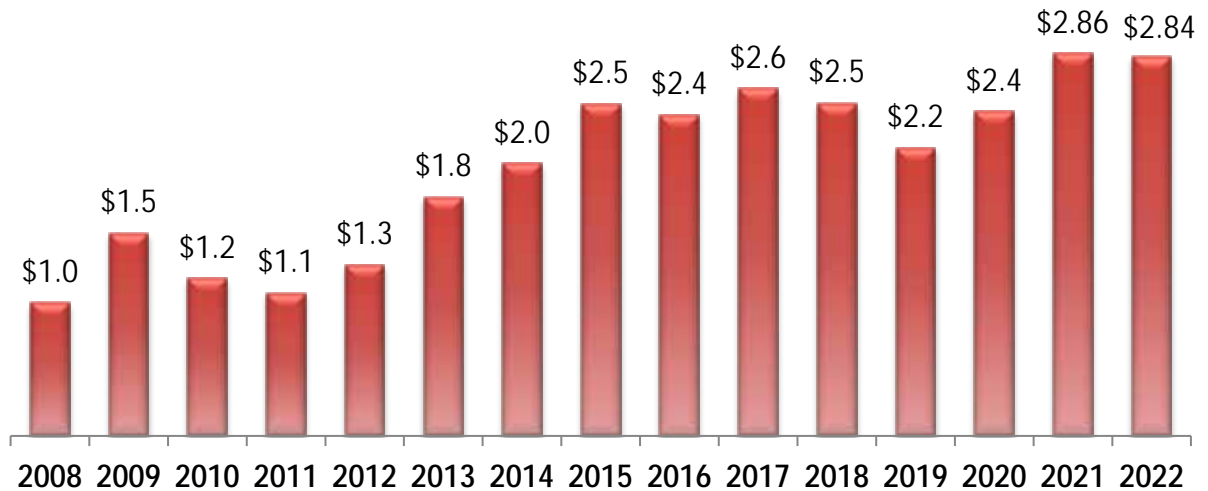
Median Dollar Volume Drops Slightly in 2022

The median dollar volume for associate members decreased slightly between 2021 and 2022, from \$2.86 to \$2.84 million. 22% of associate members reported a 2022 dollar volume of less than \$500,000, 13% reported between \$500,000 and \$999,999, 32% between \$1.0 million and \$4.9 million, 11% between \$5.0 million and \$9.9 million, 6% between \$10.0 million and \$14.9 million, and 15% reported their dollar volume in 2020 at \$15.0 million or more (fig. 2). 1% reported no business activity at all in 2022.



The median dollar volume associates reported for 2021 was a record high (\$2.86 million) in the 14-year history of this series, and there was only a slight decline in 2022 (to \$2.84 million). The median fluctuated between \$1.0 million and \$1.8 million from 2008 to 2013 (the period immediately following the onset of the Great Recession), then between \$2.0 million and \$2.6 million from 2014 to 2020, before jumping by 18% to \$2.86 million in 2021, and then declining trivially to \$2.84 million in 2022 (fig. 3).

Figure 3. Median Annual Revenue: HISTORY
(Millions of dollars)

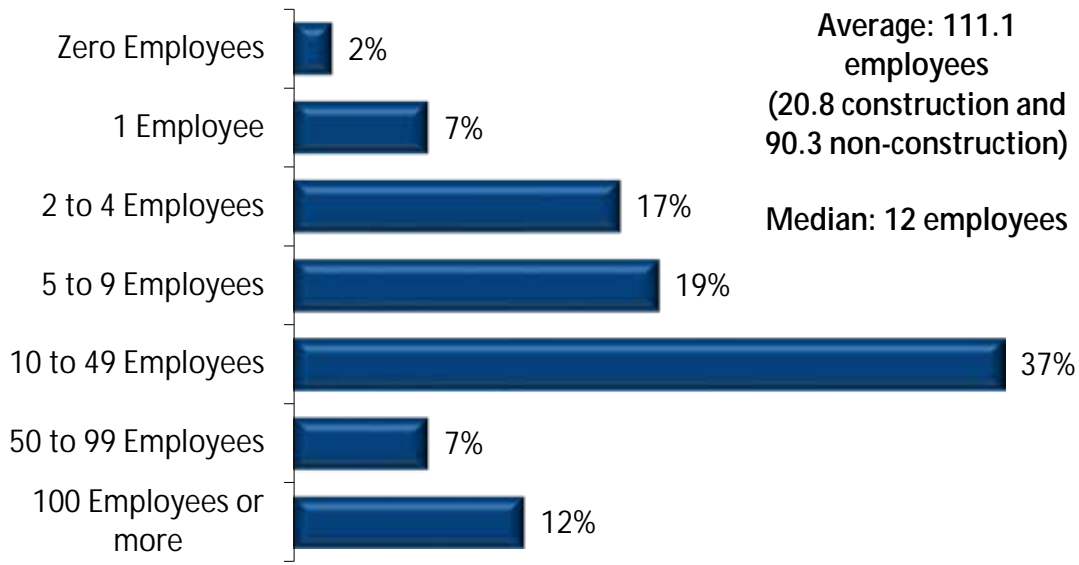


Median dollar volume of business varies considerably across primary activities. For example, associates in wholesale dealerships/distributorships reported a median of \$11.0 million in 2022 revenue, compared to \$1.3 million among professional specialty members, \$2.2 million among subcontractor/specialty trade contractors, \$2.5 million among those in 'other' associate activities, \$5.3 million among retail dealerships/distributorships, and \$6.9 million among wholesale financial services companies.

Associates Reported a Record High Number of Employees

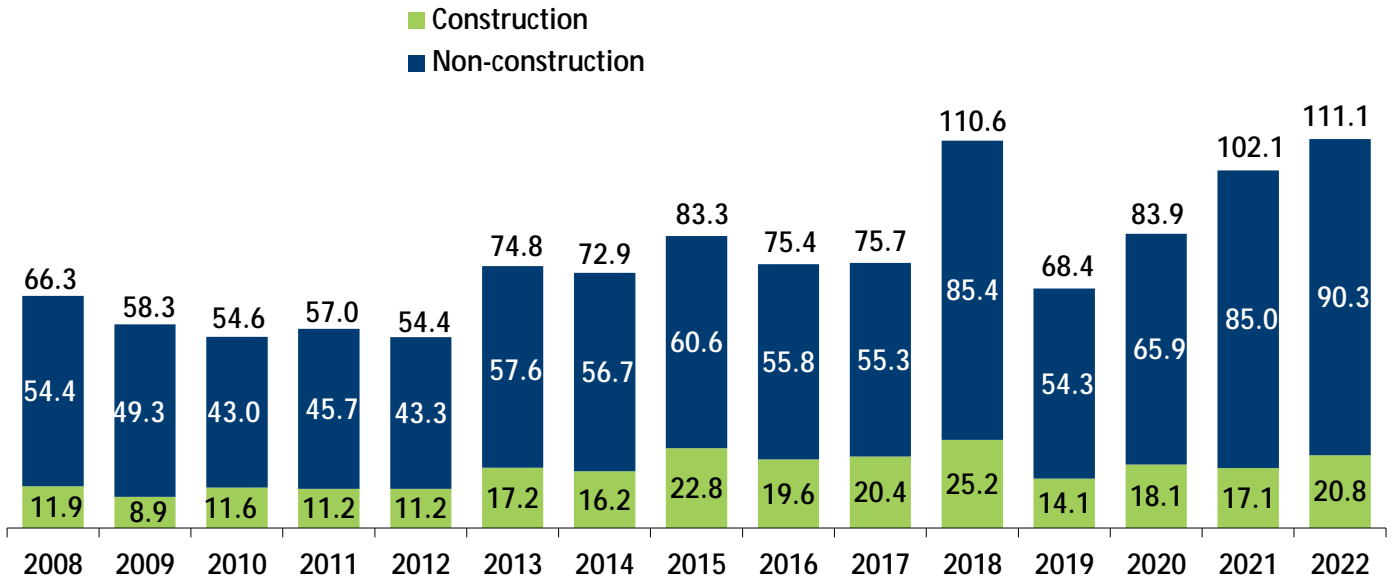
Associate members reported that their companies carried an average of 111.1 employees on their payrolls in 2022, of which 20.8 were construction employees and 90.3 were non-construction employees. The median number of employees on payroll was 12, which was an all-time high for the survey. While only 2% of associate members reported having no employees on payroll, 7% reported 1 employee, 17% reported 2 to 4 employees, 19% reported 5 to 9 employees, 37% reported 10 to 49, 7% reported 50 to 99, and 12% reported 100 or more employees on their payroll in 2022 (fig. 4).

**Figure 4. Number of Employees on Payroll: 2022
(Percent of Respondents)**



The average 111.1 employees on associates' payrolls in 2022 is the highest reading in the 15-year history of the series. In 2008, associates carried an average of 66.3 employees. For the next four years (2009 to 2012), the average dropped and ranged from 54 to 58 employees. Payrolls then grew (except for 2018) with the average hovering between 68 and 84 employees from 2013 to 2020. Associates' average number of employees in 2021 achieved over 100 for the second time (102.1) and rose 8.8% in 2022 to 111.1, increasing for the third consecutive year (fig. 5).

Figure 5. Average Number of Employees on Payroll: HISTORY



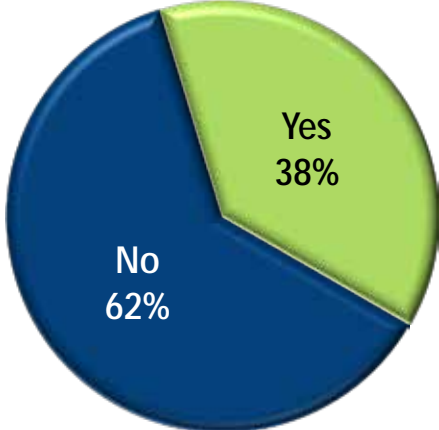
While the average number of employees has fluctuated substantially from year to year, the median has been relatively stable, ranging between 8 or 9 from 2008 to 2014 and 10 or 11

from 2015 to 2021 before rising to 12 in 2022, indicating that the average is skewed upwards by a relatively small number of associate members with very large payrolls. Because of this, the median may better represent the typical associate member’s business for many purposes.

38% of Associates Contribute to the Development of Green/Sustainable Homes

The NAHB census asked associate members if their companies contribute in any way to the development of green or sustainable homes. 38% of associates indicated that their companies contributed to green/sustainable homes in 2022, while the remaining 62% indicated that their companies did not (fig. 6).

**Figure 6. Does Your Company in Any Way Contribute to the Development of Green/Sustainable Homes?
(Percent of Respondents)**



The share of associate members reporting that their companies contribute to the development of green/sustainable homes varies significantly by primary activity. For example, 63% of associates in wholesale dealerships/distributorships report their companies contribute, compared to only 20% in financial services and 36% in subcontracting/specialty trade contracting.

The share of associate members who report their companies contribute to the development of sustainable/green homes is also positively related to the company’s dollar volume of business. The share who contribute ranges from 27% of associates at companies with a dollar volume of less than \$500,000, to 55% among those with a dollar volume of \$15 million or more.

Age, Gender, Race and Ethnicity

The median age of NAHB associate members in 2022 was 56 years. 4% were under 35 years old, 15% were 35 to 44, 26% were 45 to 54, 35% were 55 to 64, and 19% were 65 or older (fig. 7). Although the median age of NAHB's associate members was stable relatively stable over time, it has generally tended to drift upward. The median age was 50 in 2008, 52 or 53 from 2009 to 2011, 54 from 2012 to 2014, 55 or 56 from 2015 to 2019, and 57 from 2020 to 2021 before falling back to 56 in 2022 (fig. 8).

Figure 7. Age of Associate Members: 2022
(Percent of Respondents)

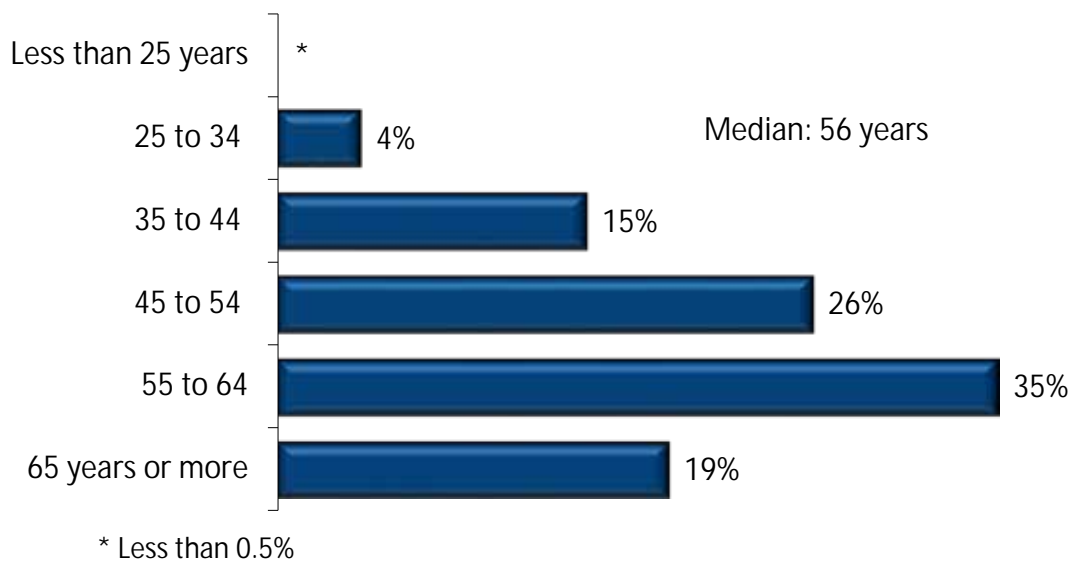
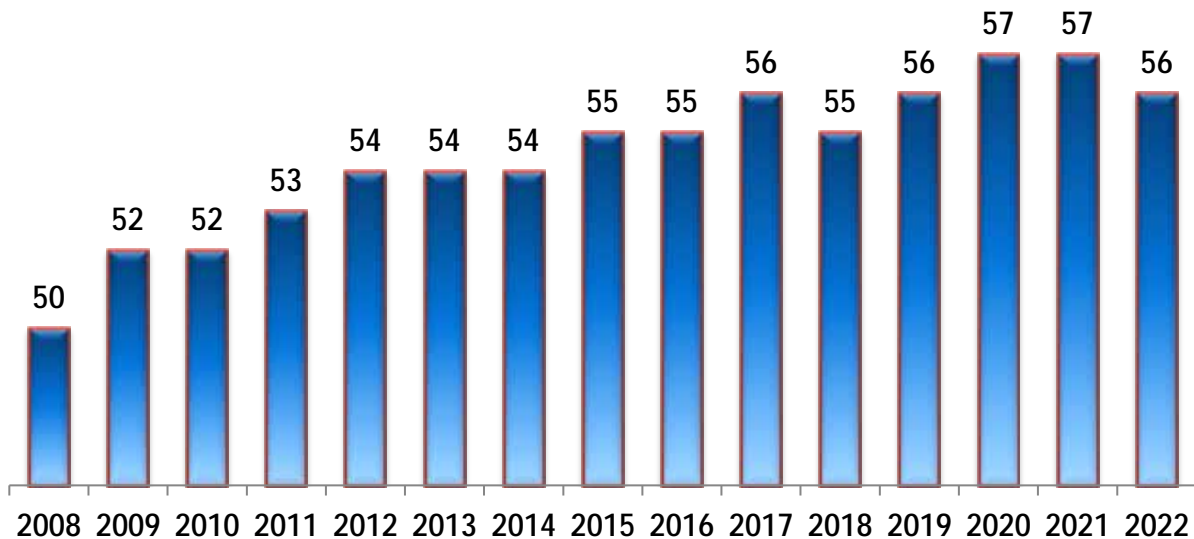
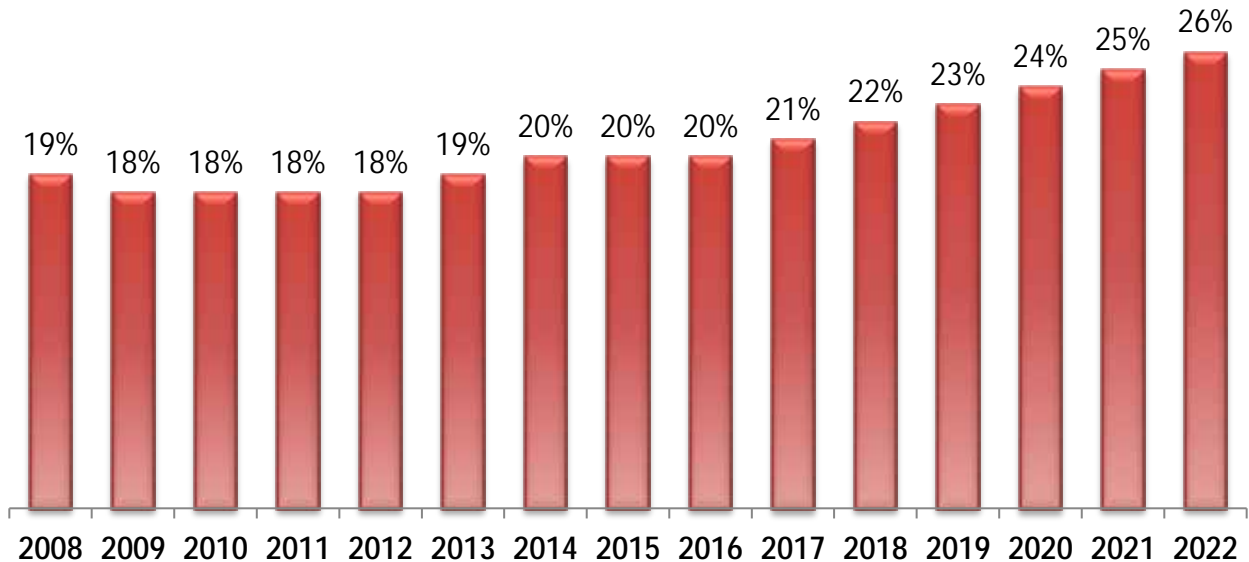


Figure 8. Median Age of Associate Members: HISTORY
(Percent of Respondents)



Twenty-six of NAHB's associate members in the 2022 Member Census are women, the highest the female percentage has been since the revival of the Census in 2008. The female share stayed constant at 18 from 2009 through 2012, edged up to 19% in 2013, then to 20% from 2014 through 2016. It has since increased by one percentage point a year for six consecutive years (fig. 9).

Figure 9. Female Share of Associate Members: HISTORY
(Percent of Respondents)



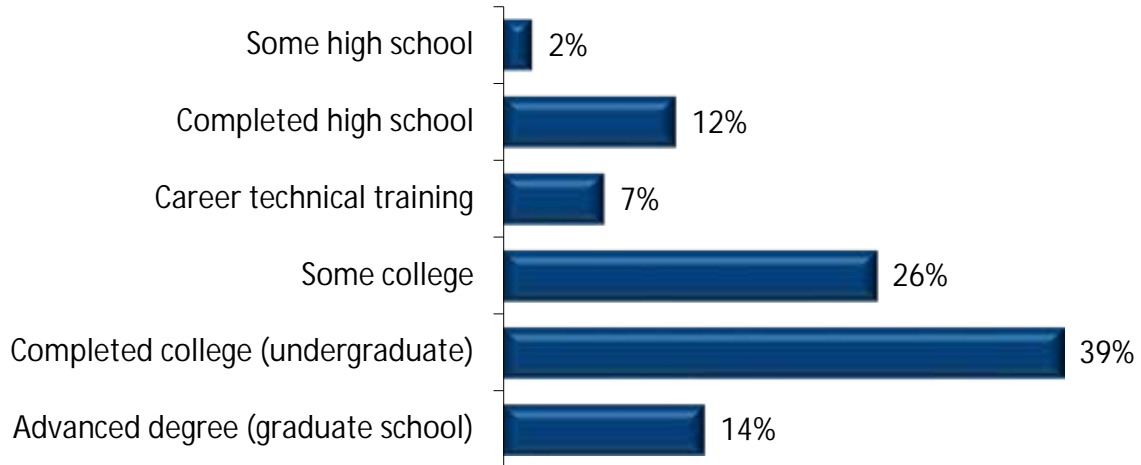
As has been true in the past, a majority of NAHB's associate members identify themselves as white. 94% of associates indicated they were White, alone, compared to 1% each for Asian, alone; and Black or African-American, alone. There was less than 0.5% each for American Indian or Alaska Native, alone; and Pacific Islander, alone. 2% of associates are of some other race and 1% are of two or more races. These racial categories follow the classification scheme implemented by the U.S. Census Bureau in the 2000 Census (after a long process of soliciting input from stakeholders). In terms of ethnicity, only 4% of associates identified themselves as being of Hispanic, Latino, or Spanish origin.

53% of Associate Members Have a Higher Education Degree

14% of NAHB's associate members have an advanced degree (graduate school), while 39% have completed college, 26% have some college education, 7% have career technical

training, 12% have completed high school, and 2% only have some high school education (fig. 10).

Figure 10. Education Level of Associate Members: 2022
(Percent of Respondents)



The educational background of NAHB associate members has not changed significantly over time. Since the inception of the Census in 2008, half or more of associate members have reported having a higher-education degree (either undergraduate or graduate).

Following is a series of profiles: one for each of the major categories of NAHB's associate members.

PROFILES BY MAJOR ASSOCIATE MEMBER TYPE

Subcontracting/Specialty Trade Contractors in 2022

	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Number of members	49,382	44,351	42,070	34,574	30,974	32,160	28,802	32,441	33,795	31,639
	2018	2019	2020	2021	2022					
	32,148	34,293	33,528	30,325	29,165					

Company Profile

1. Primary business activities covered are: Carpentry work, Electrical work, Masonry, Stone work, Tile setting and Plastering, Landscaping, Plumbing, Heating and Air Conditioning, Roofing, Siding and Sheet Metal Work, Painting and Paper Hanging, Floor laying and other Floor work, Concrete work, Excavation work, Insulation work, Drywall Installation, Security Systems, Home Technology, and Other Subcontracting.

2. No. of employees on payroll (*Median*):

Construction Employees: 7

Non-construction Employees: 2

Total: 11

(7% have 50 to 99 employees and 5% have 100 employees or more.)

3. Dollar volume of company's business activity (*Median*): \$2.2 million

(7% had \$15 million or more in business activity.)

4. Share of dollar volume derived from residential construction (*Median*): 64%

5. Contribute to the development of green/sustainable homes: 36%

Member Profile

1. No. of years as a member of NAHB (*Median*): 10 years

2. Age (*Median*): 56 years

3. Gender: Male: 81% Female: 19%

4. Race/Ethnicity: White: 94% Hispanic: 5%

5. Education: 36% have college/advanced degree
29% have some college education

Professional Specialty Members in 2022

	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Number of members	18,242	19,609	12,652	10,789	10,754	10,502	10,744	10,265	10,261	9,512
	2018	2019	2020	2021	2022					
	10,286	10,212	9,097	8,639	9,105					

Company Profile

1. **Primary business activities covered are:** Accounting, Architecture, Engineering, Planning or Designing, Legal Services, Computer Products and Services, Marketing, Advertising or Public Relations, and Land Surveyor.

2. **No. of employees on payroll (*Median*):**

Construction Employees: 0

Non-construction Employees: 7

Total: 8

(8% have 50 to 99 employees and 11% have 100 employees or more.)

3. **Dollar volume of company's business activity (*Median*):** \$1.3 million

(10% had \$15 million or more in business activity.)

4. **Share of dollar volume derived from residential construction (*Median*):** 40%

5. **Contribute to the development of green/sustainable homes:** 41%

Member Profile

1. **No. of years as a member of NAHB (*Median*):** 8 years

2. **Age (*Median*):** 56 years

3. **Gender:** Male: 69% Female: 31%

4. **Race/Ethnicity:** White: 94% Hispanic: 4%

5. **Education:** 80% have college/advanced degree
15% have some college education

Financial Services Members in 2022

Number of members	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
	11,974	11,197	8,340	6,492	7,508	8,426	8,710	8,492	7,714	7,180
	2018	2019	2020	2021	2022					
	7,941	6,402	5,887	6,475	6,751					

Company Profile

1. **Primary business activities covered are:** Commercial Banking/Thrift Institution, Mortgage Banking and Insurance or Title Company.

2. **No. of employees on payroll (*Median*):**

Construction Employees: 0

Non-construction Employees: 28

Total: 30

(9% have 50 to 99 employees and 33% have 100 employees or more.)

3. **Dollar volume of company's business activity (*Median*):** \$6.9 million
(46% had \$15 million or more in business activity.)

4. **Share of dollar volume derived from residential construction (*Median*):** NA

5. **Contribute to the development of green/sustainable homes:** 20%

Member Profile

1. **No. of years as a member of NAHB (*Median*):** 12 years

2. **Age (*Median*):** 56 years

3. **Gender:** Male: 64% Female: 36%

4. **Race/Ethnicity:** White: 96% Hispanic: 5%

5. **Education:** 71% have college/advanced degree
24% have some college education

Retail Dealership/Distributors in 2022

Number of members	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
	18,776	13,009	11,014	9,182	8,939	9,090	8,719	9,782	8,790	8,308
	2018	2019	2020	2021	2022					
	8,721	8,485	8,160	7,092	6,706					

Company Profile

1. **Primary business activities covered are:** Retail Appliances, Retail Building Materials/Lumber, Retail Floor Coverings, Retail Paint/Wall Coverings and Other Retail Dealerships.

2. **No. of employees on payroll (*Median*):**

Construction Employees: 0

Non-construction Employees: 10

Total: 16

(9% have 50 to 99 employees and 11% have 100 employees or more.)

3. **Dollar volume of company's business activity (*Median*):** \$5.3 million
(24% had \$15 million or more in business activity.)

4. **Share of dollar volume derived from residential construction (*Median*):** 59%

5. **Contribute to the development of green/sustainable homes:** 47%

Member Profile

1. **No. of years as a member of NAHB (*Median*):** 12 years

2. **Age (*Median*):** 58 years

3. **Gender:** Male: 75% Female: 25%

4. **Race/Ethnicity:** White: 98% Hispanic: 3%

5. **Education:** 52% have college/advanced degree
28% have some college education

Wholesale Dealerships/Distributors in 2022

Number of members	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
	5,676	6,734	5,453	4,300	4,759	4,384	4,644	4,466	3,889	3,685
	2018	2019	2020	2021	2022					
3,828	3,467	4,298	3,908	3,511						

Company Profile

1. **Primary business activities covered are:** Wholesale Appliances, Wholesale Building Materials/Lumber, Wholesale Floor Coverings, Wholesale Paint/Wall Coverings and Other Wholesale Dealerships.

2. **No. of employees on payroll (*Median*):**

Construction Employees: 0

Non-construction Employees: 15

Total: 20

(11% have 50 to 99 employees and 21% have 100 employees or more.)

3. **Dollar volume of company's business activity (*Median*):** \$11.0 million

(4% had \$15 million or more in business activity.)

4. **Share of dollar volume derived from residential construction (*Median*):** 61%

5. **Contribute to the development of green/sustainable homes:** 63%

Member Profile

1. **No. of years as a member of NAHB (*Median*):** 10 years

2. **Age (*Median*):** 57 years

3. **Gender:** Male: 79% Female: 21%

4. **Race/Ethnicity:** White: 92% Hispanic: 2%

5. **Education:** 61% have college/advanced degree
27% have some college education

Other Associate Activity Members in 2022

Number of members	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
	40,153	16,980	18,353	14,410	17,240	18,011	19,054	15,591	16,115	16,295
	2018	2019	2020	2021	2022					
16,146	16,290	13,103	12,805	12,766						

Company Profile

1. Primary business activities covered are: Manufacturing, Property Management, Real Estate, Utilities, Industry Consultant, Trade Association/Non-Profit, and Other Associate Activities

2. No. of employees on payroll (*Median*):

Construction Employees: 0

Non-construction Employees: 5

Total: 10

(6% have 50 to 99 employees and 19% have 100 employees or more.)

3. Dollar volume of company's business activity (*Median*): \$2.5 million
(19% had \$15 million or more in business activity.)

4. Share of dollar volume derived from residential construction (*Median*): 28%

5. Contribute to the development of green/sustainable homes: 38%

Member Profile

1. No. of years as a member of NAHB (*Median*): 7 years

2. Age (*Median*): 56 years

3. Gender: Male: 65% Female: 35%

4. Race/Ethnicity: White: 93% Hispanic: 4%

5. Education: 64% have college/advanced degree
26% have some college education