



**AGC**  
THE CONSTRUCTION  
ASSOCIATION

THE 2023 AGC OF AMERICA ANNUAL REPORT

# AGC FOR ALL

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# THE 2023 AGC OF AMERICA ANNUAL REPORT



## TABLE OF CONTENTS

4	Message from AGC of America President, Les Snyder
5	Message from AGC of America CEO, Stephen E. Sandherr
7	Message from PROCORE
8	Introduction
10	AGC For The Industry
14	AGC For The Contractors
18	AGC For The Professionals
22	AGC For The Future
24	Financials





AGC OF AMERICA PRESIDENT

# LES SNYDER

Any of you who attended our Annual Convention last March likely noticed the great diversity of members who were there. Young and old, the contractors who gathered in Las Vegas represented every possible career level, construction specialty, and personality type. They came from many of the different communities that make our diverse nation so great. In short, they reflected precisely how our association is an AGC for All.

Our greatest strength is that we are the only organization that speaks for the entire industry. That is why we worked hard throughout 2023 to serve and support every aspect of the construction industry. As you will see in this Annual Report, we did a lot last year to help our industry, our firms, our professionals, and our future. I hope you will be as proud of our accomplishments as I am. Especially since many of them would not have been possible without the engagement and support of our chapters and members.

While it is important to reflect on our many accomplishments of 2023, we must also remain focused on the challenges and opportunities that lie ahead. View this report as a reminder of what we can accomplish when we all work together. And let it motivate you as we tackle challenges like the industry's mental health crisis and chronic workforce shortages. And let it inspire you as we take advantage of new federal investments in construction, new technologies and techniques, and find new ways to make our industry even more diverse.

In other words, be proud of what we accomplished, and be ready for what's to come.



AGC OF AMERICA CEO

# STEPHEN E. SANDHERR

I am lucky that the final Annual Report that will go out under my watch as AGC of America's Chief Executive Officer is full of so many accomplishments. There is a lot in this report that all of us can be proud of. Significantly, the breadth of our accomplishments reflects the many ways your association has expanded in scope during the past three decades.

AGC has always been known for its ability to advocate for the industry. As this year's Annual Report makes clear, that reputation remains well-deserved. Whether in Congress, the many different federal agencies, or the courts, AGC delivered many victories for you, the members. But the Annual Report also catalogs how we support members with a broad range of safety and education services. Between tackling mental health challenges, exposing members to world-class educational content, or crowd-sourcing workforce solutions, AGC of America is actively educating members.

At its heart, AGC of America is a community. We are the one place where anyone passionate about construction can gather and engage to support their industry. We went to great lengths last year to connect members with each other and the people they need to be successful. All the while we saved members millions of dollars through our vast range of member discount programs.

I am proud of what AGC of America has become and humbled by the opportunity to lead your professional staff these past 27 years. You will be in excellent hands with Jeff Shoaf as your next CEO. In the meantime, please enjoy the AGC of America 2023 Annual Report.







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**PROCORE**



## MESSAGE FROM THIS YEAR'S SPONSOR

# PROCORE

Thank you to the AGC of America and its members for the incredible work you do every day in building the world around us. It's through your innovation, collaboration, and commitment to building our communities that we've been able to make the progress we have and drive the industry forward.

At Procore, we recognize that at the heart of the industry's success is its people, and that's why for the past 22 years, our vision has been to improve the lives of everyone in construction. But we know technology alone will not get us there. The only way we will achieve our vision is by connecting both technology and people to build a stronger, more resilient industry. Making progress means we must do more than simply deliver the most cutting-edge tools—it also means we must better support the people who are shaping our world. It means that the work we do and how we impact the industry must go beyond the construction site.

Most importantly, we know that we can't do this work alone. That's why we've partnered with the industry on a number of initiatives to drive this important work forward. Last year, we launched Get Construction Talking in partnership with The BIM to raise funds and awareness around mental health in construction. We've also doubled down on our commitment to combat the ongoing labor shortage through our workforce development efforts and by supporting the next generation of construction professionals. And we continue to work toward a more equitable industry by supporting the career development of women in construction and through our scholarship fund, in partnership with the AGC of America, that supports students studying construction at historically black colleges and universities.

As we work toward our mission of connecting everyone in construction on a global platform, I want to thank you for all that you do to build a more connected industry—we are honored to partner with you in this mission-critical work. I look forward to seeing what we will continue to accomplish together.

**TOOEY COURTEMANCHE**





# INTRODUCTION

One of the defining qualities of AGC of America is that it is the only association that represents every element of the construction industry. Our members perform every type of commercial construction work. They come from every state, the District of Columbia and Puerto Rico. They include some of the world's largest construction firms, and some of its smallest. They work in rural and urban markets, partner with trade unions, or run open-shop firms. Their employees and their leaders represent the great diversity of the American people in age, race, gender and perspective.

In other words, AGC is the only construction association that is for all the industry. As a result, the scope of our work, and our accomplishments in 2023 are as broad and diverse as is the industry we serve. We have organized this year's catalog of accomplishments according to the impact of those activities.



For example, many of our advocacy efforts are focused on enhancing the construction industry and are listed in the AGC for the Industry section. Meanwhile, the AGC for the Contractors section focuses on the steps we are taking with our educational programs, ConsensusDocs contracts and exploration of future technologies to help firms become more successful. Our work to improve construction safety and health, develop a robust and diverse workforce and connect members with each other are listed in the AGC for the Professionals section. Finally, the work we are doing to invest in future industry leaders and to support local communities is listed in the AGC for the Future part of this annual report.

Listing and organizing a year's worth of accomplishments is always challenging. And while many of our accomplishments offer multiple benefits, our hope is this report will highlight how your national association supports a thriving industry, successful firms, outstanding professionals and a promising future. Please enjoy this annual report and know that none of the following would have been possible without the support and engagement of members like you.



# AGC FOR THE INDUSTRY

# 01

This section focuses on the work the association did in 2023 to support a successful and thriving construction industry.

## Scoring a Supreme Court Hat Trick

AGC of America secured three big wins out of the U.S. Supreme Court in 2023. These included our successful challenge to the Biden Administration's Waters of the U.S. rule, our efforts to protect firms from acts of union sabotage and our defense of contractors' ability to communicate with owners. Winning one Supreme Court case in a year is big; winning three is almost unprecedented.

## Still Fighting in the Courts

AGC also launched a legal challenge in 2023 to the Biden Administration's unlawful efforts to expand Davis-Bacon rules beyond the construction site and the National Labor Relations Board's efforts to rewrite its joint-employer standard in a way that would harm the construction industry. These efforts are underway, and we hope to secure legal victories on both fronts in 2024. We also spent the year laying the foundation for a strong legal challenge to the Biden Administration's efforts to impose government-mandated Project Labor Agreements on all larger federal construction projects, which AGC filed in early 2024.

## Advancing Infrastructure Projects

Within the debt limit deal in the Fiscal Responsibility Act signed into law in May 2023, AGC succeeded in including significantly impactful legislative reforms to the federal environmental review process in the National Environmental Policy Act (NEPA) for the first time in forty years. The reforms AGC scored will help reduce frivolous lawsuits by sensibly limiting environmental review standards, establishing hard deadlines and page limits for reviews, narrowing the scope of projects subject to reviews, and streamlining the NEPA exclusion process. These reforms do not help just one type of construction project subject to NEPA, but any type for the first time ever. In 2024, AGC will work through the regulatory and legal processes to help ensure the Biden administration implements these key reforms to improve, not further complicate, federal environmental review and permitting.

AGC led a broad coalition that successfully pushed back against a Biden administration effort to undermine new infrastructure projects. In January 2022, the Federal Highway Administration issued a memo to state departments of transportation that essentially required them to give priority to existing infrastructure projects, instead of adding needed new capacity. After we orchestrated a significant amount of pushback and Congressional testimony, the agency rescinded its memo in 2023.

AGC also underwrote new research from the ENO Institute to highlight the need for progress on transitioning from a fuel tax to a vehicle-miles-traveled user fee. This will ensure continued funding for vital transportation projects as the nation transitions to a higher percentage of electric vehicles on roads and highways.



## Shaping the Climate Agenda

AGC continues to ensure that the construction industry plays a lead role in shaping public policies addressing climate change in the most sensible manner. In 2023, we launched the new AGC Task Force on Decarbonization and Carbon Reporting. This group is developing a playbook on carbon reporting and will offer tips on how contractors can further reduce their carbon emissions. AGC also formed a new Climate Change Working Group. This group will ensure AGC and its members are aware of the latest developments and have an avenue for crafting policy recommendations and identifying and sharing resources for contractors—continuously updating AGC’s online toolkit.

## Bringing Common Sense to Federal Small Business Contracting Goals

After a years-long effort, AGC secured a significant win when the U.S. Small Business Administration updated its goals for federal construction projects. The new guidelines now accept, as AGC has long advocated, counting lower-tier small business subcontracts toward a general contractors’ small business subcontracting goals.



## Promoting Partnering with the Feds

AGC’s Federal & Heavy Construction Division hosted a joint AGC – U.S. Army Corps of Engineers webinar on project partnering and discussion on the jointly published AGC-USACE Project Partnering Playbook. The presentation consisted of two AGC members and two USACE headquarters representatives, including the Chief of Construction for USACE. This presentation was attended by more than 200 AGC members and more than 250 USACE personnel. Partnering is necessary to create a culture of stakeholder communication, transparency, trust, and accountability. Good partnering can improve safety, project execution, agency-contractor relationships, and personnel efficiency.

## Investing in a Pro-Construction Political Environment

AGC has two main vehicles for investing in a pro-construction political environment. The AGC PAC invests in pro-construction candidates running for federal office. And the Construction Advocacy Fund supports and finances many of AGC of America’s federal advocacy efforts, as well as state and local issues of national significance. In 2023, the AGC PAC raised over \$605,000 from nearly 600 donors. Meanwhile, over 110 donors and 22 chapters provided nearly \$900,000 in contributions to the Construction Advocacy Fund.





# AGC FOR THE CONTRACTORS

The 2023 accomplishments listed in this section reflect the work AGC does to enable member firms to grow and be successful.

## Enhancing Contractor Skills

AGC developed, piloted and launched the second edition of its highly regarded Lean Construction Education Program. This program instructs field leaders, including superintendents and project engineers, on how to apply Lean Construction tenets such as the Last Planner System. To date, over 1,800 construction professionals have earned their Lean Construction Credentials through AGC.

## Giving Contractors an Edge

In its second year, the AGC EDGE program has made remarkable strides in transforming construction industry training through its Live Virtual Training initiative. Over the past year alone, EDGE has successfully trained more than 600 students across 36 virtual courses, providing a high-quality learning experience and expert live instruction via the Zoom platform. Notably, participants from nearly every state, with just one exception, engaged in EDGE courses, showcasing the program's broad reach. These virtual sessions, compatible with participants' home or work computers and mobile devices, offered flexibility without sacrificing quality. With interactive discussions, scenarios, and activities, the program caters to construction professionals seeking convenient and effective learning all taught directly by industry experts.

AGC  
EDGE  
Virtual Education

PM  
DP  
PROJECT  
MANAGER  
DEVELOPMENT  
PROGRAM

August 14 - 18, 2023

AGC  
ASSOCIATED GENERAL CONTRACTORS  
OF AMERICA



**Saving Firms Over \$15 Million**

AGC saved member firms a combined \$15 million in 2023 via the range of Member Discount programs the association offers. These programs provide savings on software, shipping, materials, fuel, tools and much more. Member firms saved over \$4 million alone from our Home Depot discount program.

AGC also launched two new member discount programs in 2023, one with Youturn Health to provide mental health services and support and one with Milwaukee Tool to cover tools and equipment.

**Updating Most Popular Standard-Form Contracts**

The AGC-led ConsensusDocs coalition updated five of its most-used contract documents. This includes ConsensusDocs 200 and 205 prime agreements, ConsensusDocs 230 cost of work agreement and the ConsensusDocs 750 and 751 standard subcontractor agreements. These documents are all available at a discounted rate to AGC member firms.



# AGC FOR THE PROFESSIONALS

The accomplishments listed in this section reflect the work of AGC to develop a robust, diverse and safe construction workforce.

## Improving Workforce Development

AGC continues to work to modernize and improve the way the industry recruits and retains new workers. We partnered with chapters across the country to launch targeted digital advertising campaigns to reach potential workers and their caregivers with messages about the benefits of construction careers. We helped AGC chapters modernize their workforce recruiting resources. And we hosted the first-ever National Construction Industry HR & Workforce Development Conference. This meeting brought together hundreds of construction, HR and workforce development professionals to share details of successful recruiting and retention programs, troubleshoot common challenges and brainstorm new ways to tackle labor shortages in the industry. AGC and Arcoro will release a new workforce resource toolkit based on this meeting in early 2024.

## Addressing Mental Health Challenges

AGC launched a new partnership with Youturn Health to provide a broad range of mental health support and services for member firms to help them identify and address employees in crisis. In addition, AGC's mental health task force continued to hold quarterly town hall sessions to share the latest tips and resources for addressing the growing mental health challenge for the industry.

As a result of our ongoing mental health safety efforts, AGC of America was awarded the Construction Working Minds Mental Health Visionary Award in the National Association category.



## Protecting Workers from Physical Harm

AGC continues to focus on the physical safety and well-being of all construction professionals. In 2023, we worked with our chapters and member firms to share resources and tips on keeping workers safe during periods of high heat. We continue to serve as a signature supporter of National Construction Safety Week and OSHA's National Stand Down to Prevent Falls in Construction. And we are working with a broad range of groups to enhance trenching and excavation safety.



## Pushing for Tougher Work Zone Safety Rules

AGC and HCSS used the release of our annual Highway Work Zone Safety Survey to lead a nationwide call for stricter work zone traffic rules and enforcement. We released the survey results in the wake of a tragic work zone crash in Baltimore that killed six workers. We noted the extremely low penalties for speeding in a Maryland work zone and the fact many states refuse to allow speed cameras in work zones. Our efforts generated significant media interest and Congress is now contemplating measures to encourage states to strengthen highway work zone safety laws.

## Training Safer Workers

AGC continued to offer basic and advanced safety training classes for construction professionals, running dozens through its classes in 2023. In addition, 524 construction professionals participated in AGC's Fall Prevention in Construction safety training in 2023.

## Building the Culture of CARE

Over 900 member firms have now taken AGC of America's Culture of CARE pledge. Culture of CARE is a program designed to help firms create more welcoming and inclusive work environments. Doing so helps firms better retain new and more diverse workers as they continue to address the challenges of workforce shortages.

We doubled the number of companies that have completed the Culture of CARE D&I assessment in 2023. AGC also created and released a new Culture of CARE toolbox on inclusive leadership and hosted a four-part Culture of CARE webinar series with Procore to highlight construction firms that are having success with the program.

We also successfully promoted a Culture of CARE training session in Kansas City being organized by member firm JE Dunn at their Kansas City Current Stadium project to a broad range of reporters and Congressman Emanuel Cleaver. The event helped to educate important audiences about the industry's commitment to diversity and inclusion.

## Bringing Professionals Together

AGC hosted ten in-person events in 2023, including its Annual Convention, that brought together over 5,000 participants. These attendees not only got access to world-class content but were able to make and maintain invaluable professional and personal contacts. In addition, Over 7,100 people participated in the 38 different webinars AGC hosted in 2023, up from 4,800 webinar participants in 2022.

## Engaging with Members

AGC launched quarterly virtual member orientation sessions in 2023. These sessions offer new and existing members alike an opportunity to understand the value of membership and how to fully engage with their national association. As a result of these sessions and other steps the association is taking to encourage engagement, we experienced a 25 percent increase in the number of member companies engaging with AGC in 2023. We also saw a 43 percent increase in the number of individuals actively connecting with AGC by, for example, attending a meeting or educational program, engaging with AGC content or volunteering with the association.

In addition, over 350 individuals who work for AGC member companies served in a volunteer role on at least one AGC of America committee in 2023. AGC also expanded its AGC Ambassador program, which recruits members to help first-time meeting attendees get the most out of their in-person AGC experiences. While the program started at the AGC Annual Convention, AGC expanded the Ambassador program in 2023 to a range of additional meetings, including the National Construction HR & Workforce Conference.



# AGC FOR THE FUTURE

AGC's work to ensure a strong and successful future for the industry includes its investments in future leaders, in stronger communities and improved construction education programs.

## Investing in Future Industry Leaders

The AGC Education & Research Foundation raised over \$600,000 during its annual CCC Gala during the 2023 Annual Convention to support scholarships. This was a 15 percent increase from the year before. As a result, the Foundation was able to award \$608,875 in scholarships to 163 undergraduate and graduate construction students and 23 craft students in 2023.

## Supporting AGC Student Chapters

AGC continued to support a broad nationwide network of collegiate student AGC chapters. As part of that support, we recognized three student chapters for their outstanding achievements in 2022. Those awards went to the AGC student chapter at the University of Nevada, Las Vegas, the AGC student chapter at Iowa State University and the AGC student chapters at Pittsburg State University.

## Volunteering to Improve Communities

AGC Charities Inc. organized another successful member volunteer day in advance of the 2023 Annual Convention in Las Vegas. We worked with the Nevada Contractors Association to renovate a large gym and recreational facility in nearby Henderson to ensure that local youth have top notch facilities to use after school and on weekends. Dozens of volunteers gave the gym a new paint job and made other improvements. And they showed the Las Vegas community that contractors may have tough jobs, but they also have soft hearts.

## Leading the Association of the Future

At the end of October, AGC of America announced that its long-time chief executive officer, Steve Sandherr, will be stepping down on March 31, 2024. At the same time, the association announced that Jeff Shoaf, the association's current chief operating officer, will serve as AGC of America's next CEO. Shoaf first joined AGC in 1994. Before becoming the association's COO, he oversaw AGC's government relations activities. Prior to joining AGC he was a staff member for the House Transportation and Infrastructure Committee.



STEVE SANDHERR



JEFF SHOAF

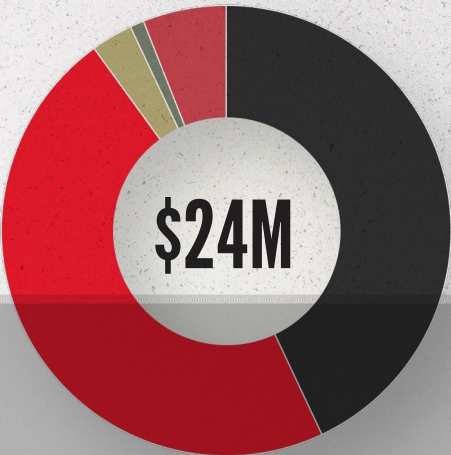


# 2023 FINANCIALS



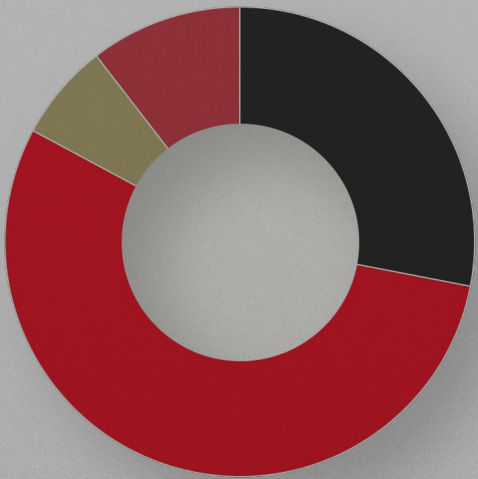
## REVENUE

Programs, Products, Services	47%
Charter Fees (Dues)	43%
Construction Advocacy Fund	6%
Advertising/Misc.	3%
OSHA Grant	1%



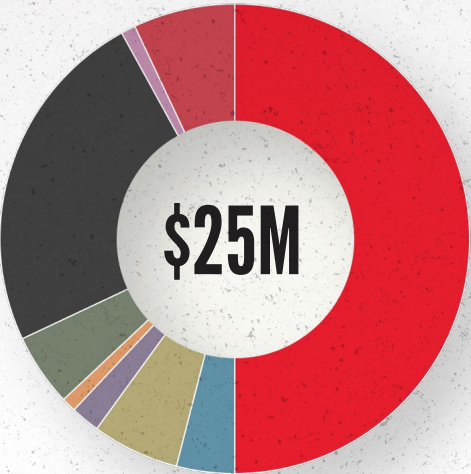
## SPEND

Chapter & Member Support	55%
Government & Industry Affairs	28%
G&A/Support Resources	10%
Association Leadership	7%

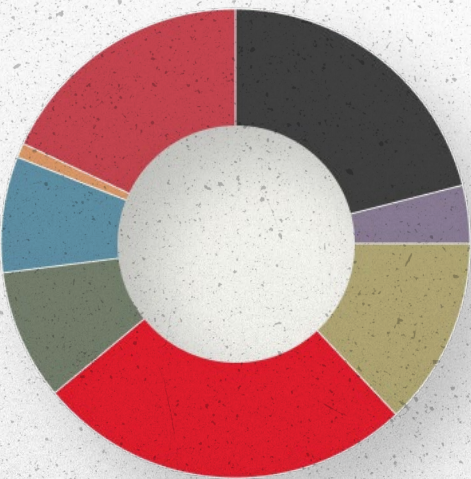




EXPENSES

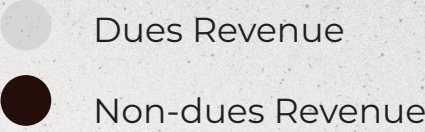


PRODUCTS, PROGRAMS & SERVICES REVENUE



REVENUE HISTORY

2021-2023



MILLIONS

\$14

\$12

\$10

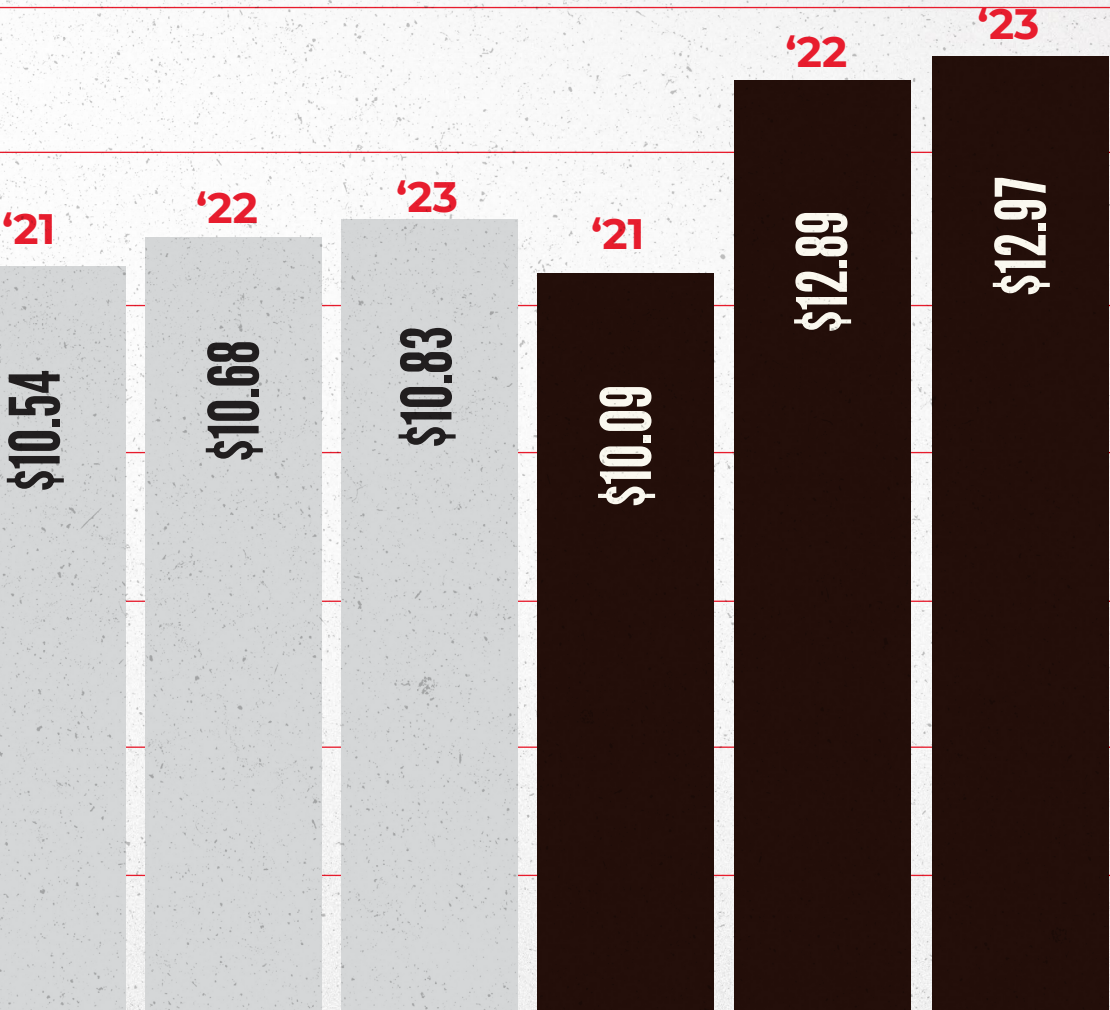
\$8

\$6

\$4

\$2

\$0





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