



AGC

THE CONSTRUCTION
ASSOCIATION

MISSION

CRITICAL



AGC OF AMERICA'S
2025 ANNUAL REPORT

SPONSORED BY

PROCORE

2025



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PRESIDENT'S MESSAGE

As you will see in our 2025 Annual Report, everything AGC of America does is mission critical to the success of our industry. Whether it is our advocacy work, our safety programs, the support we provide chapters and members, our focus on workforce development, even the work we are doing to improve our association operations, we focused on the issues that are critical to your mission last year.

One of the reasons for the impressive catalogue of successes from the past year is that we have an incredible team in Washington working on our behalf. I have had the opportunity to work closely with many of the staff at AGC of America and am always impressed with their commitment to growth, ability to innovate, commitment to teamwork and dedication to supporting their customers—us members.

Another reason for the success of your national organization is the engagement of thousands of members like you. Every day, volunteers from across our membership help us craft policy priorities, shape federal regulations, and identify industry pain points. They help us craft new curriculum, perfect our Culture of CARE program and dedicate hundreds of hours to judging our various awards programs.

They contribute to our AGC PAC and Construction Advocacy Fund. They volunteer for the annual AGC Charities volunteer project and invest in the Education & Research Foundation's scholarships and research programs. They attend our events, participate in our classes and other learning opportunities. And they act on our advocacy Action Alerts.

One of the things that makes AGC of America so unique is that it is the one place where the entire industry gathers to tackle our biggest challenges and take advantage of our greatest opportunities. Key to the success of that model is member engagement. And I am grateful for the thousands of members who donated their time, skill and expertise in 2025.

If you haven't yet made the time to engage with your national association, I hope this Annual Report will motivate you to find a way to get engaged in 2026. We have opportunities for members at every level of their career and every amount of time available to get engaged in their national association. In other words, I hope you will make it your critical mission to join with your fellow members in tackling our industry's mission critical issues.

A handwritten signature in black ink, reading "Todd Roberts". The signature is fluid and cursive, with a long horizontal stroke extending from the end.

TODD ROBERTS
PRESIDENT



CEO'S MESSAGE

AGC's goal is straightforward: to be the association of choice for the construction industry—and the most trusted and impactful construction trade association in the country. For companies like yours, we want AGC to be an indispensable resource.

To do that, we stay focused on growth, a unified national brand, and relentless innovation to deliver value for members and chapters. We hire people who are committed to growth, team players, problem solvers, innovators, and have a strong commitment to customer service.

The AGC team delivered an impressive amount on your behalf, as you will read in this year's Annual Report. On the advocacy front, we secured vital tax breaks, are fighting to protect the industry from potentially devastating new PFAS liabilities and are playing a key role in helping the administration conduct sweeping regulatory reforms.

Team AGC continued to provide valuable educational content through our AGC Edge program and the many other learning opportunities we provide. Our internationally recognized safety team is providing members like you with the advocacy, resources and support you need to protect the health and safety of the industry's workforce.

We are helping members and chapters tackle workforce shortages head on by attracting new people to the industry and keeping great people in the industry. We are also making strategic investments in our association systems so we can operate with the same kind of efficiencies as our member companies.

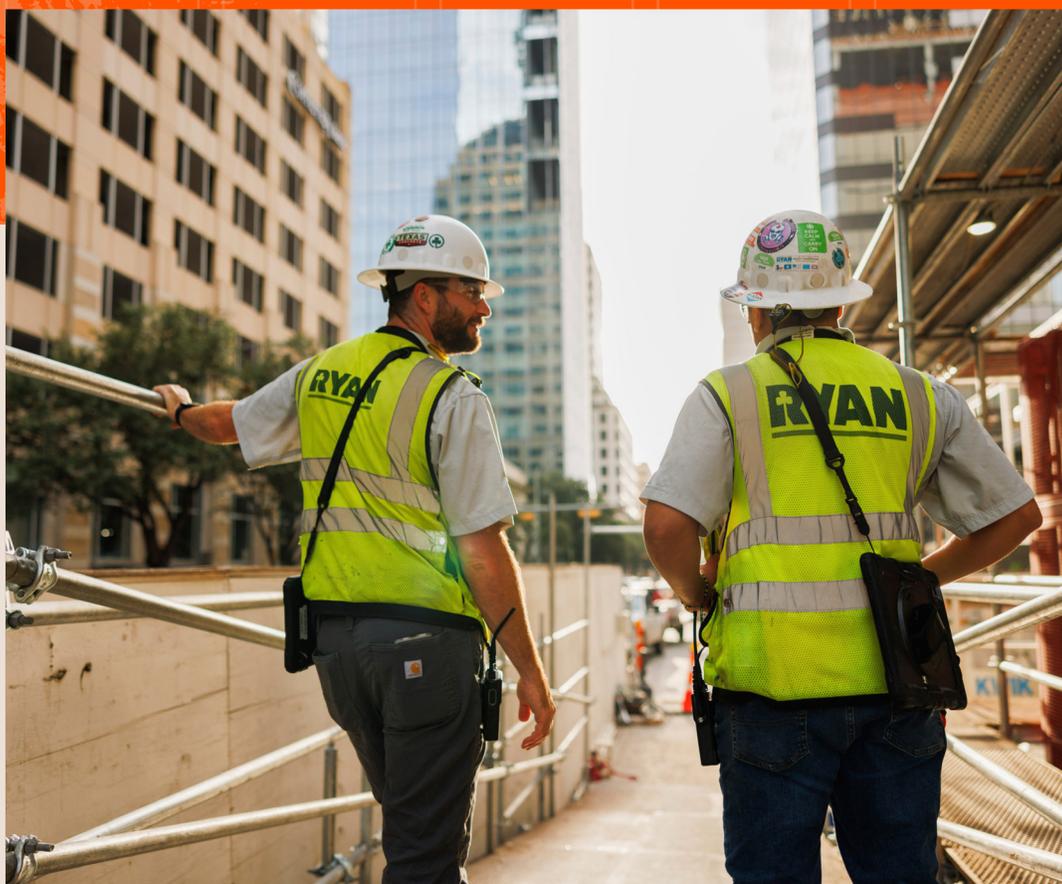
And as you will read in this report, we continue to make serving our members and supporting our chapters our critical mission. And thanks to the engagement and support of many of you, we delivered many mission critical accomplishments that address industry priorities, deliver tangible value for our members and support the amazing work our chapters perform across the country.

JEFF SHOAF
CEO

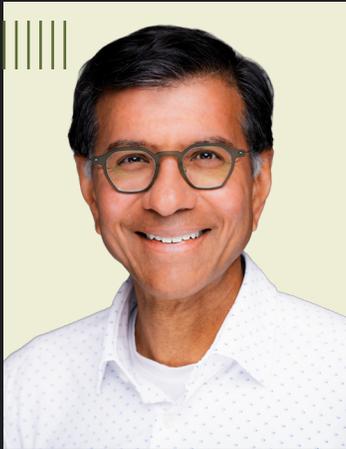
Forging a Better Future

for Everyone in Construction

Committed to improving how the work gets done.



PROCORE



LETTER FROM OUR SPONSOR

Behind every construction project is a human story.

It may be a patient receiving life-saving care in a newly built hospital, a student discovering their potential in a classroom, or a family making a safer commute home. The projects you build every day make moments like these possible, creating the spaces where communities thrive, where opportunities grow, and where lives are transformed.

At Procore, we believe construction is more than an industry—it is the foundation of human progress. And it's the dedication of this industry that brings this progress to life. That's why I want to thank the AGC of America and its members for your unwavering commitment to building the world around us and for your continued partnership. I'm deeply inspired by the work you do every day and by the lasting impact you have on our communities. Procore is proud to support you in this mission-critical work.

From day one, our vision at Procore has been to improve the lives of everyone in construction. And over the years, we have strengthened our partnership with the AGC through our Capstone Partnership and active membership in several local chapters nationwide. Today, we stand on the brink of a new era—one in which artificial intelligence is transforming how work gets done. By reimagining how we build, we can not only deliver remarkable projects but also create more resilient communities for generations to come.

As this transformation accelerates, Procore remains committed to being a true partner to this industry, and to delivering on our mission of connecting everyone in construction on a global platform. That means providing the world-class tools you need to achieve better business outcomes. And it means working hand-in-hand and evolving with you to address your biggest challenges, such as the ongoing skilled labor shortage. All of this empowers your teams to lead and thrive in this new era.

Together, we have the opportunity to build a stronger, safer, and more productive future. Procore is honored to partner with you in driving this work forward, and we're grateful for your dedication to shaping the world around us.

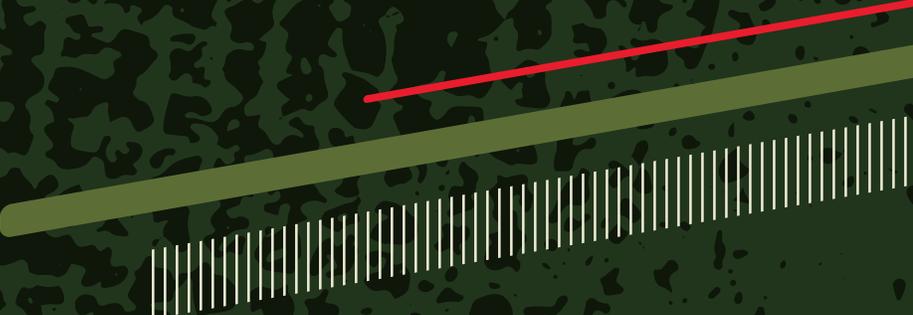
I'm optimistic about the path ahead and excited to see what we'll accomplish together.

Ajei Gopal

AJEI GOPAL
CEO

MISSION CRITICAL





AN OVERVIEW

Our focus is on addressing the issues that are critical to the health of this industry, the strength of our chapters and the success of our members. No matter the mission, whether it is advocating for the industry in Washington, addressing workplace health and safety, providing world-class educational content, connecting members with the resources and people they need to be successful, or tackling workforce shortages, we make sure the work we do is focused on the critical issues that members have identified as priorities.



MISSION WASHINGTON

No other organization in Washington, D.C. is doing more or delivering as many wins as AGC of America's advocacy team. We have an amazing team working on your behalf. They are knowledgeable and credible. They know the key players in Washington. And they know how to get things done, whether it is shaping legislation, educating and arguing with regulatory agencies, or crafting successful legal challenges when that is required.

Ever wonder what it's like to testify with AGC? **Check out this behind-the-scenes peek!**





PROTECTING CONTRACTORS FROM UNWARRANTED “FOREVER CHEMICALS” LIABILITIES

AGC of America has led the charge in fighting for and warning the industry about new Environmental Protection Agency regulations regarding PFAS chemicals, otherwise known as “Forever Chemicals.” The liability language in these rules is both retroactive and broad. The rules expose countless contractors to penalties and lawsuits for work performed on sites containing these chemicals, even if the work was fully permitted and appropriate at the time. AGC is promoting a **legislative fix** to limit contractor liability, educating **Congress and the EPA** of the unfairness of the rules and litigating to block enforcement of the regulation. We are also **providing resources to members** about the new rules and how to mitigate their risks.

GETTING THE ONE BIG BEAUTIFUL BILL SIGNED INTO LAW

AGC of America worked to secure passage of the **One Big Beautiful Bill** in 2025. This measure protects the industry from potential tax hikes, includes billions for new infrastructure construction projects and provides much-needed support for construction workforce development. Specifically, the bill made permanent the 20 percent Qualified Business Income deduction, protecting pass-through firms from an average 20 percent tax increase. It also permanently increased the estate tax exemption to \$15 million. And it restored full expensing for new and used construction equipment.

The measure also provided \$46 billion for construction of new border security infrastructure. And it expanded Pell Grant eligibility to now cover short-term, high-quality workforce training programs in fields like construction.

BLOCKING THE FEDERAL HIGHWAY ADMINISTRATION’S GREENHOUSE GAS RULE

We led the effort to **push back** against a Federal Highway Administration rule that would have diverted federal highway funds to non-construction uses like procuring public transit buses. We did this by fighting the rule in **Congress**, within the Biden administration and in the courts. We secured legal victories in Texas and Kentucky striking down the rule. And thanks to our advocacy efforts with Congress and the Trump administration, the agency ultimately rescinded the Biden-era rule.

PERMIT STREAMLINING

AGC of America is playing a key role in shaping legislation and executive orders designed to streamline the federal environmental review process. This process often contributes to years of delays in greenlighting many vital infrastructure and economic development projects. AGC **testified** on Capitol Hill about the need for streamlining and our team is working closely with the Trump administration. We have helped get **two streamlining measures** passed in the House and helped inform President Trump’s executive orders to ensure construction projects can break ground.

SECURING CLARITY ON WATER PERMITS

Thanks to successful advocacy and litigation strategies including a construction-specific legal brief we submitted in support of a Supreme Court case, AGC of America has shaped water permitting for years to come. AGC helped shield contractors from unfair **Clean Water Act permit liability** and kept the pressure on the Environmental Protection Agency to clarify its Waters of the U.S. (WOTUS) rule, which governs where federal water permits are required. AGC advocacy in the courts led to a 27-state pause of the Biden WOTUS rule that had expanded the need for such permits. AGC also **testified in Congress** about the need to more narrowly define what is considered a WOTUS and supported the **PERMIT Act**, which passed the House. AGC action with the federal agencies provided member feedback to the Trump Administration on **regulatory solutions for WOTUS** as well as **state conditions** on those permits.





PROTECTING THE RIGHT TO VOLUNTARILY CHOOSE A PROJECT LABOR AGREEMENT

AGC of America has long held that contractors should have the right to voluntarily enter into a Project Labor Agreement and have urged federal agencies to protect that right. But we have long-opposed federal attempts to impose one-sided project labor agreements as a condition or preference for performing federal work. To that end, we developed an innovative **bid protest strategy** that has led to successful litigation by AGC members in cases where use of a PLA was not feasible and where the courts determined the federal government lacks the authority to impose such agreements.

SECURING ADDITIONAL KEY LEGAL VICTORIES

Contractors deserve a clear pathway to compliance. AGC of America also helped secure additional significant legal victories on behalf of the industry. We secured a **ruling** that protects contractors from liability as long as they comply with their National Pollutant Discharge Elimination System (stormwater) runoff permits. And contractors should not be forced to expose themselves to cyber threats. AGC supported a legal challenge designed to protect small contractors from burdensome reporting requirements that mandate disclosure of personal identification documents. As a result of the challenge, the Treasury Department agreed to not impose penalties and plans to instead **limit the rule** to foreign entities.

KEEPING MEMBERS UP TO SPEED ON TARIFFS AND THEIR IMPACT

AGC launched a new **Tariff Resource Center** for members in 2025 to help them track a flurry of new and proposed tariffs and understand what they might mean for the cost of key construction materials. We also included resources and information on how to handle price escalation where possible. And we held several webinars during the year to keep members informed of the latest on tariffs and help them separate fact from noise. At the same time, AGC of America has been urging the Trump administration to quickly resolve a host of trade disputes to provide the industry with greater certainty about tariff rates and materials costs.

SCAN the QR code to connect with AGC's Tariff Resource Center.



RAISING AND EFFECTIVELY USING CONSTRUCTION ADVOCACY FUND AND PAC DOLLARS

In 2025, AGC focused its efforts on building influence where it matters most. Through **AGC PAC**, pro-construction leaders in Congress were supported who worked to advance our priorities, including workforce development, infrastructure investment, immigration reform, and permitting reform. **The Construction Advocacy Fund** complemented that work by promoting policies that strengthen the industry's business environment and achieving key successes in the courts that pushed back against regulatory overreach and protected AGC members from costly mandates.

SCAN the QR code to donate to the Construction Advocacy Fund.





MISSION SAFETY

We've known all along that our safety team was top notch. And 2025 was the year when AGC's efforts were recognized nationally and abroad. The secret to our success? Understanding the safety and health hazards that exist, crafting resources chapters and members can use to make a difference, and the ability to harness our advocacy aptitude to promote safer work zones and support effective safety rules and regulations.



PROVIDING RIGHT-SIZED PERSONAL PROTECTIVE EQUIPMENT

AGC of America worked with Autodesk to provide dozens of member firms with nearly 300 packages of safety gear in sizes designed to better fit women and people of smaller stature. We launched and funded this effort to address the challenges many firms are having in sourcing proper-fitting personal protective equipment, or PPE for short, for some of their employees, including women. The broader intent of this program is to encourage PPE manufacturers to make their products available in a wider range of sizes and fit types.

LAUNCHING AN INTERNATIONALLY RECOGNIZED MENTAL HEALTH AND SUICIDE PREVENTION COURSE

AGC of America launched an online, self-paced mental health and suicide prevention **course** designed to help construction supervisors provide resources and support for workers. The roughly three-hour course covers key topics such as the risk factors for mental health challenges and suicide in construction, how to cultivate a psychologically safe work culture, identifying and approaching employees in need, leadership and employee engagement, and human resources considerations. Over 600 supervisors have registered for the class, and nearly half have already completed it.

AGC of America was recognized in the Parliament of the United Kingdom in honor of our commitment to construction mental health safety.

LAUNCHING A CONSTRUCTION SAFETY MANAGEMENT CERTIFICATE PROGRAM

The need for expert safety leaders continues to grow as construction sites become more complex. That is why AGC created and launched a new **Construction Safety Management Certificate program** in 2025. The new certificate offers a comprehensive 4-course program that can be taken individually or as a full certificate program.



SCAN the QR code to hear from our first CSMC Recipient!

HELPING PREVENT FALLS IN CONSTRUCTION

Over 600 construction professionals completed AGC of America's **Fall Prevent in Construction** class in 2025. This program, which is funded by a federal Susan Harwood training grant, offers instruction on how to set up and operate job sites that mitigate the risk of workers falling and getting injured.





CREATING AN AWARD-WINNING SAFETY PROGRAM

The National Safety Council presented AGC of America's senior director of safety, health and risk management, Kevin Cannon, with its **2025 Distinguished Service to Safety Award**, which is the Council's highest award. Cannon's recognition is a national endorsement for AGC of America's work to protect the health and safety of the construction workforce.

SHOWCASING TOP-QUALITY SAFETY PROGRAMS

AGC of America continues to catalogue and promote the work member firms and construction professionals are doing to improve the health and safety of the construction industry. Each year we recognize the top **safety professional and safety champion of the year**. We rigorously vet hundreds of company safety programs before awarding a handful of **Construction Safety Excellence Awards** each year. And we recognize member firms who have delivered impressive safety commitment during the year.

We do this to honor these successes. But the broader purpose is to learn from each of these winners, share their success stories and encourage other firms to emulate the successful work our award winners are doing to protect workers.

SUPPORTING CONSTRUCTION SAFETY WEEK AND OSHA'S SAFETY STANDDOWN

AGC of America is the original signature supporter of **Construction Safety Week**, an annual industry-led event that emphasizes collaboration and celebrates the dedication of individuals and companies who prioritize safety in the construction industry. At the same time, we continue to support the Occupational Safety and Health Administration's annual National Safety Stand-Down to Prevent Falls in Construction.

PROMOTING WORK ZONE SAFETY

AGC and HCSS again collaborated to conduct the annual **Highway Work Zone Safety Survey** and release the results at the start of the busy summer driving season. This survey allows AGC to measure the extent and impact of highway work zone crashes. We use the release of the results to generate significant media coverage of the need for motorists to slow down and remain aware in highway work zones. The survey data also supports the work our chapters are doing to successfully advocate for tougher work zone safety violation measures. And AGC of America is using the data to help advocate for greater federal collection of highway work zone safety data and to push back against efforts to ban speed cameras in highway work zones.



SCAN the QR code to view our video testimony from this year's workzone safety project.





MISSION MEMBERS & CHAPTERS

Protecting the industry from Washington and workplace hazards is mission critical work. But so too is the work we do to provide members and chapters with invaluable educational opportunities and to connect them with the resources and people they need to be successful. As important, we connect members with each other to share success stories, build networks and create a nationwide community of construction leaders.



EDUCATING MORE MEMBERS

AGC of America reached over 10,000 construction professionals with its range of education programs in 2025, a 15 percent increase from the prior year. This includes individuals who signed up for one of our formal education programs like the **AGC Edge, AGC's safety offerings, AMP and PMC** and those who participated in ad hoc learning during our **webinars**, masterclass series, or were involved in our various certificate programs.

AGC Education piloted a Spanish language edition of our Construction Supervision Fundamentals course, **Fundamentos en Supervisión de la Construcción**, to provide professional development opportunity for AGC member company personnel who manage teams on project sites.

SCAN the QR code to see a testimonial from a recent Construction Supervision Fundamentals grad.



LAUNCHING THE NEW SUPERVISORY TRAINING PROGRAM

In addition, AGC launched a revamped version of its **Supervisory Training Program** in 2025. Built by contractors, for contractors, the new program offers six comprehensive units covering leadership, communication, planning, contractors, productivity and risk management. As with all AGC of America programs, the new supervisory training program is available both as an in-seat class or as an AGC Edge live virtual education program.

HELPING CHAPTERS RECRUIT MEMBERS

AGC of America supports chapter efforts to recruit new members and retain existing ones through two complementary programs. Our nationwide **Why Join** initiative provides chapters with tools and messaging that clearly articulate the value of AGC membership and can be integrated into local recruitment efforts. In addition, AGC offers year-round membership education programs and support for chapters including a four-part virtual membership series that engaged more than 110 chapter staff, along with an ongoing virtual membership series designed to strengthen chapter membership strategies.

RECRUITING AGC CHAMPIONS AND AMBASSADORS

Our newly launched AGC Champions initiative recruited more than 700 members to serve as chapter-wide advocates to help other members understand why and how to engage with their national association. As part of this initiative, we convened regular meetings, launched a new Champions newsletter and created a Champions Resource Library. Meanwhile, we continued to strengthen the **AGC Ambassador** program, where members volunteer to help their peers get the most out of AGC of America's in-person events. We recruited more than 100 ambassadors to help enhance the in-person AGC of America experience in 2025.

RELEASING NEW AI GUIDES FOR MEMBERS AND CHAPTERS

AGC of America is helping members and chapters understand the benefits, and risks of adopting new artificial intelligence tools. We released two new member guides in 2025. The first is the **AI Roadmap: Technology Adoption for Small and Mid-Sized Contractors**. The second is the **AI Resource Guide for Construction**, which is designed especially for small and medium-sized construction companies. AGC also released an **AI Resource Guide for Chapters** and held sessions on how to use artificial intelligence in different aspects of construction during our in-person events in 2025.





GIVING BACK TO OUR CONVENTION HOST COMMUNITY

AGC Charities Inc., Kokosing and United Rentals teamed up to lead dozens of volunteers from member firms to assemble all the walls for a new house being built by Habitat for Humanity Delaware and Union Counties. The event took place the day before the start of AGC of America's Annual Convention in Columbus, Ohio. As part of the **volunteer workday**, members cut wood and assembled the various pieces into prefabricated walls that were later erected on land own by Habitat for Humanity for a deserving family. More important, the volunteer members had fun and got to spend time with their colleagues from across the country while doing something worthwhile.

AGC MEMBER AWARDS AND RECOGNITION PROGRAMS

A record number of firms participated in AGC of America's various awards programs in 2025. These awards, which include the **Baldwin Group Build America Awards**, the **Construction Safety Excellence Awards**, the **Innovation Awards**, the **AGC in the Community Awards** and the **Bowen Prize for Great Builders**, recognize and honor some of the industry's most outstanding accomplishments. They are also designed in a way to showcase these member successes and encourage other firms to learn from and possibly emulate them.

MEMBER DISCOUNT PROGRAMS

AGC of America's broad range of **member discount programs** saved members over \$14.5 million in 2025. In addition to existing discount programs for fuel, fleet management and software, among other vital services, AGC also launched new member discount programs with FedEx for shipping services and with Speedchain for corporate charge card and spending management services.

BUILDING STRONGER TIES WITH OUR CHAPTERS

We continued to strengthen AGC of America's relationship with our nationwide network of chapters. This work included dozens of in-person visits to chapters to support their annual meetings, conferences, and other key events. We also convened ongoing chapter networks focused on communications, membership development, government relations and other core association services. In addition, we support the chapter-led self-assessment initiative, which enables chapters to benchmark their performance, identify opportunities for improvement, and strengthen overall operations.



LAUNCHING TECH DEMO DAYS

AGC of America launched a new series of **Tech Demo Days** during 2025 in response to requests from many small- and mid-sized member firms for low-pressure technology education and evaluation. During the Demo Days, we invite a range of technology providers to showcase the tools they have available to address a range of key construction issues. Over 1,100 people participated in the Tech Demo Days in 2025, and registration is open for more sessions taking place in 2026.

RELEASING UPDATED CONSENSUSDOCS FOR CM@R CONTRACTS AND TARIFF GUIDANCE

The AGC-led **ConsensusDocs Coalition** released an updated Standard Agreement Between Owner and Construction Manager At-Risk, which strengthens clarity and collaboration. The updated document clarifies the risk of loss transfer, includes a shared savings clause and streamlines insurance and reporting provisions. AGC and ConsensusDocs continually updated their tariff resource center with new guidance. In addition, AGC and ConsensusDocs also remain the only publishers of standard construction contract documents to offer a standard price escalation clause.



MISSION WORKFORCE

No challenge is more critical to the mission of our members than finding ways to overcome chronic construction workforce shortages. That is why we dedicate significant time and resources to educating public officials about how construction labor shortages undermine the broader economy. We also work to serve as the national hub for cataloging workforce development success stories. And we are pushing Washington to provide short- and long-term workforce solutions for our industry.



INVESTING IN CONSTRUCTION'S FUTURE

In 2025, the **AGC Education & Research Foundation** awarded a record-breaking **\$739,125** in scholarships to support the next generation of construction professionals – the largest amount distributed in the Foundation's history since its establishment, when just **\$19,000** was awarded in its first year. This total included **\$633,125** awarded to 152 undergraduate students, **\$70,000** to 13 graduate students, and **\$36,000** to 23 students pursuing construction training and accreditation programs.

AGC of America provided financial support and recognition to exceptional **AGC Student Chapters** across the country. The four winners of the AGC Outstanding Student Chapter contest each received \$2,000 to continue their work. The 2025 outstanding student chapters were the University of Arkansas at Little Rock, Oklahoma State University, Kansas State University, and California State University, Chico.

CITIZENSHIP PORTAL

AGC of America worked with the National Immigration Foundation to launch a **Citizenship Portal** for member firms' employees and their immediate family members. The portal does two things, first, it helps people understand their current legal status and connects them with resources to help attain legal status if they need it. And it provides vital online support for anyone who wants, and is qualified, to become a U.S. citizen as they go through the complicated legal process. The portal serves as an invaluable resource for firms hoping to provide some relief for anxious employees.

SCAN the QR code to view the Citizenship Services Portal.



PROMOTING BIPARTISAN WORKFORCE SOLUTIONS

AGC of America played a key role in promoting, and attracting Congressional sponsors for, two bipartisan legislative proposals that will provide short-term construction workforce relief. The first measure is the Dignity Act, which provides a more permanent legal status for individuals working in the country as part of the Temporary Protected Status, Dreamers or asylum process. The measure also provides a pathway for some undocumented workers to become lawfully authorized to work in the U.S. The second measure is the Essential Workers for Economic Advancement, which would create a visa program dedicated to craft fields like construction. AGC helped attract bipartisan support for both measures in 2025 and is working to build additional support in 2026.





BRINGING TOGETHER RECORD NUMBER OF PEOPLE TO SHARE WORKFORCE & HR SUCCESS STORIES, CRAFT NEW IDEAS

AGC brought together a record number of construction professionals involved in workforce development and HR, as well as chapter workforce staff and construction educators for its annual **Construction Workforce & HR Conference**. Attendees heard from dozens of successful workforce development and HR success stories, helped craft new workforce development ideas and learned that they are not alone facing these challenges. AGC catalogued the various success stories and new ideas featured at the conference and will send those to all members in early 2026.

HELPING FIRMS PREPARE FOR ENHANCED IMMIGRATION ENFORCEMENT EFFORTS

AGC of America developed and shared a host of **resources** with members to help them prepare for the expected surge in immigration enforcement in 2025. This includes running a comprehensive series of webinars on what to do when ICE arrives at your job site. We also shared additional resources with members via our new WorkforceDoneRight.Org online resource center. The content is designed to help members understand their responsibilities and rights during potential enforcement efforts and provide resources to their teams to help them during any kind of enforcement activity.

SCAN the QR code to view the Workforce Done Right Resource Center.



ADVANCING THE CULTURE OF CARE

Culture of CARE remaining a defining pillar of AGC of America's work in 2025. The program helps members create more inclusive and supportive workplaces to better attract and retain workers. AGC's Culture of CARE program released an updated Business Case for Inclusion and Belonging Report. The report provides chapters and member companies with data-driven insights and practical tools to improve their workplace cultures. AGC also launched a new **Culture of CARE Award** last year that recognizes member firms for the work they are doing to improve their cultures. By the end of 2025, 1,041 companies have taken the Culture of CARE pledge, up 5 percent from 2024.





MISSION AGC

We are making significant investments in our technology, physical space and management approach to ensure that your national association is operating as effectively and efficiently as possible. After all, the best way to deliver on the issues that are critical to this industry is to make improving AGC one of our missions.



MODERNIZING OUR WORK ENVIRONMENT AND THE WAY WE WORK

AGC of America moved into a new, modernized headquarters in 2025. The new space is designed to adapt to the association's current and future needs, with a podcast and video recording studio, flexible meeting space, Zoom rooms for virtual meetings and flexible workspaces. The new space is designed to encourage greater levels of collaboration and further enhance the experience of working at AGC of America. Even as we upgraded our main headquarters, we continued to invest in the AGC Townhouse, located adjacent to the Capitol complex, which is where our lobbyists work and host key functions with Members of Congress and their staff.

We are also making significant changes to the way we work. In 2025, AGC of America began the process of adopting the Entrepreneurial Operating System, or EOS for short, management approach. EOS will allow AGC to better align its functions, identify clear, measurable goals, build scorecards to monitor our progress and ultimately, better serve members and chapters.

UPDATING OUR ASSOCIATION MANAGEMENT SOFTWARE

AGC completed the transition to the Fonteva/Salesforce association management software in 2025, replacing a 20-year-old legacy system. The new system modernizes the way AGC manages membership information and resources, event registration and engagement tools. The system was also built to help create a more seamless experience for members and chapters in working with AGC of America. The new system also makes it easier for chapters to locate and take advantage of a range of AGC resources and data.

IMPROVING THE AGC ANNUAL CONVENTION

We introduced several improvements to the **AGC Annual Convention** experience in 2025. Foremost among those improvements was locating the event in a host city, Columbus, Ohio, with a broader range of accommodations at various price points to make it easier for members at different stages of their career to attend. We also expanded the range of content available to meet members' varying content needs. And we expanded opportunities for members to connect with each other and expand their network during the conference.

LAUNCHING EFFORT TO REBUILD AGC.ORG

In 2025 we launched what will be a months-long effort to rethink and rebuild AGC of America's online presence. The goal is to build an entirely new **AGC.org** that provides a far better user experience. We understand that most members interact with their national association online, and we want that experience to be as easy and rewarding as possible.



2025

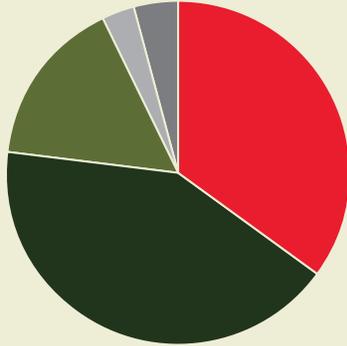
FINANCIALS



FINANCIALS

REVENUE

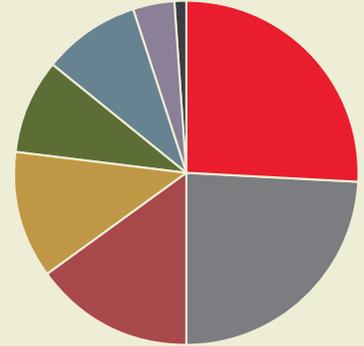
\$32M



Programs, Products, Services	42%
Charter Fees	35%
Investment Income	16%
Construction Advocacy Fund	4%
Advertising/Miscellaneous	3%

PRODUCTS, PROGRAMS & SERVICE REVENUE

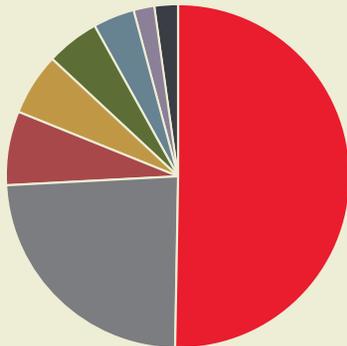
\$14M



Management Conferences	26%
Convention	24%
Strategic Alliances/Sponsors	15%
ConsensusDocs	12%
Committee Meetings	9%
EDGE Training	9%
Product Line	4%
Credentialing	1%

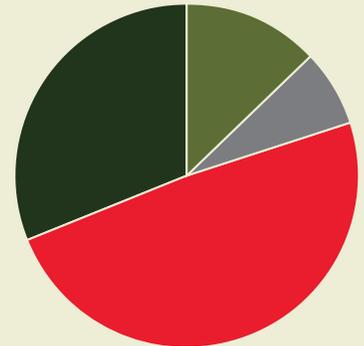
EXPENSES

\$28M



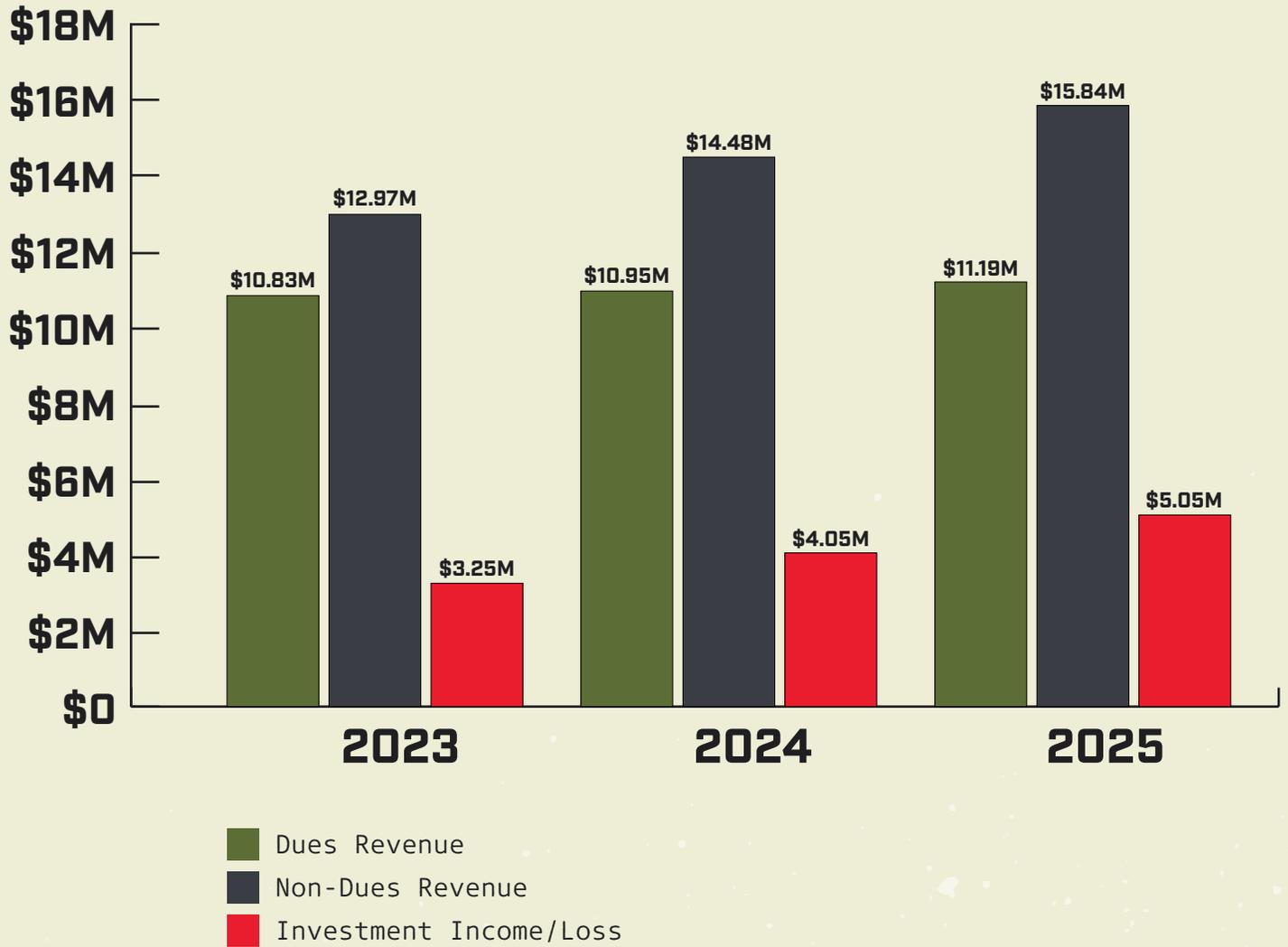
Personnel Costs	51%
Programs, Products, Services	24%
Construction Advocacy Fund	7%
Occupancy & operating Costs	6%
Meetings & Travel	5%
Professional Services	4%
Technology Costs	2%
Marketing, PR, Programs	1%

FUNCTIONAL EXPENSES



Chapter & Member Support	49%
Government & Industry Affairs	31%
G&A/Support Resources	13%
Association Leadership	7%

REVENUE HISTORY





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