

# Who Are NAHB's Builder Members?

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Special Study for Housing Economics  
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NAHB has been conducting an annual census of its members since 2008, with the most recent installment conducted by NAHB at the end of 2022 and covering the business activity of its members throughout 2022.

Most NAHB builders maintain relatively small businesses by most standards and the 2022 NAHB census shows little change from 2021 to 2022:

- Median gross revenue of an NAHB builder in 2022 was \$3.3 million, remained unchanged from the previous year.
- Median number of homes started in 2022 was 6, also remained unchanged from 2021.
- Median number of payroll employees was 5, which held constant from the previous year but the *average* number of employees decreased by 20.4 percent to 18.7 in 2022 off from its record high of 23.5 in 2021.

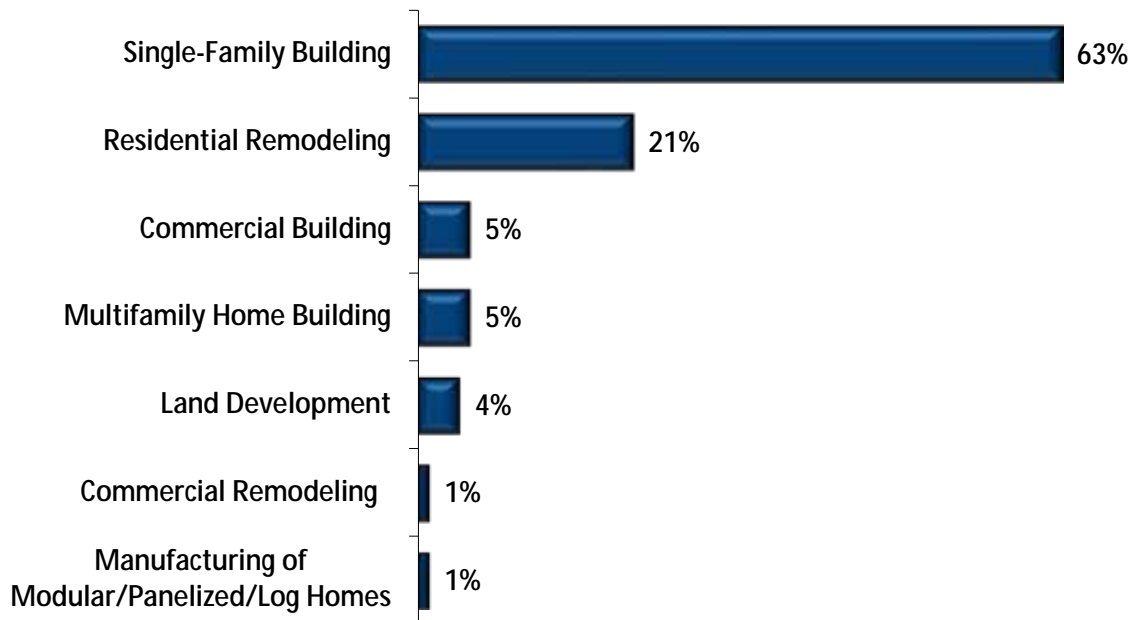
The following sections describe these and other results in more detail. At the end of the article is a series of profiles for each of the major categories of NAHB's builder members (single-family builder, residential remodeler, commercial builder, multifamily builder, land developer, commercial remodeler and manufacturer of modular/panelized/log homes).

## 63% of NAHB Builder Members Build Single-Family Homes

At the time of the 2022 member census, NAHB had total of 38,313 *builder* members, accounting for roughly 35 percent of NAHB's total membership of 109,277. The remainder are classified as *associate* members, engaged in activities related to home building while not being actual builders themselves.

Among NAHB builder members, 63 percent reported single-family building as their primary activity in 2022, compared to 21 percent for residential remodeling, 5 percent each for commercial building and multifamily home building, 4 percent for land development, and 1 percent each for commercial remodeling and manufacturing of modular/panelized/log homes (fig. 1). Excluded from the chart are 3 percent of NAHB builder members who failed to report a primary activity in 2022.

**Figure 1. Primary Business Activity in 2022**  
*(Percent of Respondents)\**



*\*Based on respondents who provided information on their primary activity.*

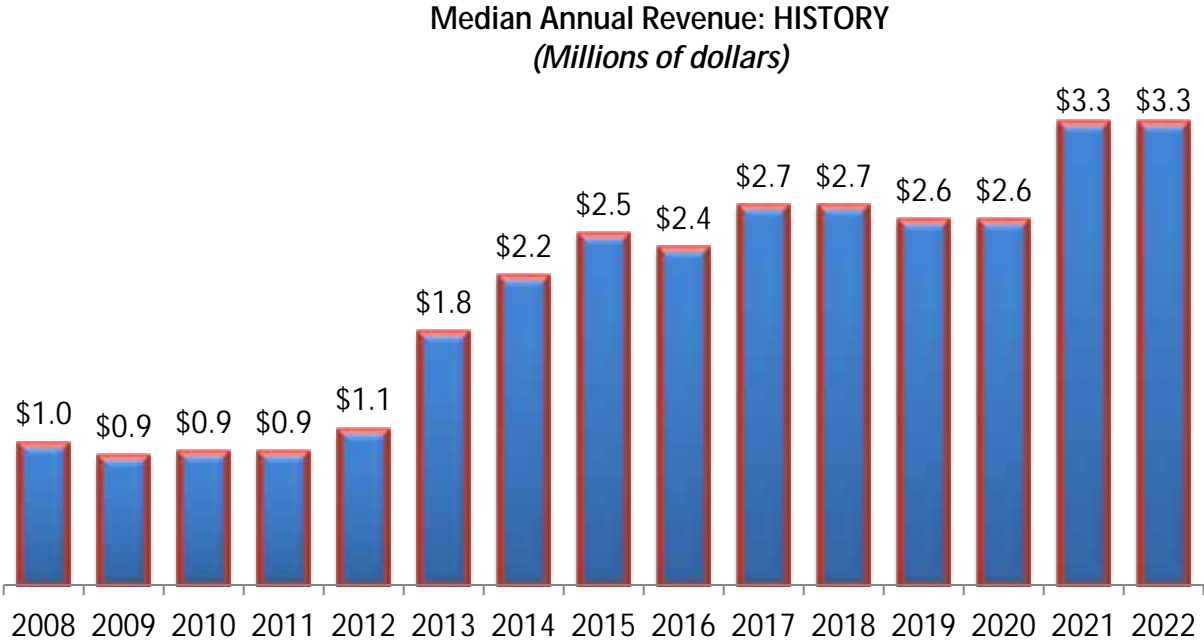
The composition of NAHB's builder membership in 2022 was little changed compared to the previous year, with single-family building increasing 1 percentage point and residential remodeling decreasing 1 percentage point while the remaining categories were unchanged.

## **Median Dollar Volume Remains Unchanged in 2022**

With some exceptions, NAHB builder members are relatively small businesses. In the 2022 census, 15 percent of the NAHB's builder members reported a dollar volume of less than \$500,000, 14 percent reported between \$500,000 and \$999,999, 37 percent between \$1.0 million and \$4.9 million, 14 percent between \$5.0 million and \$9.9 million, 6 percent between \$10.0 million and \$14.9 million, and 14 percent reported dollar volume of \$15.0 million or more.

One percent of builder members reported no business activity. The median was an annual business volume of \$3.3 million, which was unchanged from 2021. By way of comparison, the [size standards](#) from the Small Business Administration (SBA) classify most types of construction businesses as small if they have average annual receipts in the range of \$19.0 to \$45.0 million.

NAHB reinstated its member census during the industry-wide downturn of 2008, when median annual revenue of builder members was only around \$1.0 million. Median annual revenue began rising in 2013, plateauing at \$2.6 to \$2.7 million from 2017 through 2020. The \$3.3 million recorded an all-time high in 2021 thus represents a substantial 26.9 percent increase from the 2020 number and maintained this level in 2022 (fig. 2). With the Consumer Price Index (CPI) rising by 8.0 percent in 2022, the highest percentage since 1981, annual revenue decreased in real terms for builders.



Source: NAHB 2022 Builder Member Census.

### Median Number of Homes Built is 6 Per Year

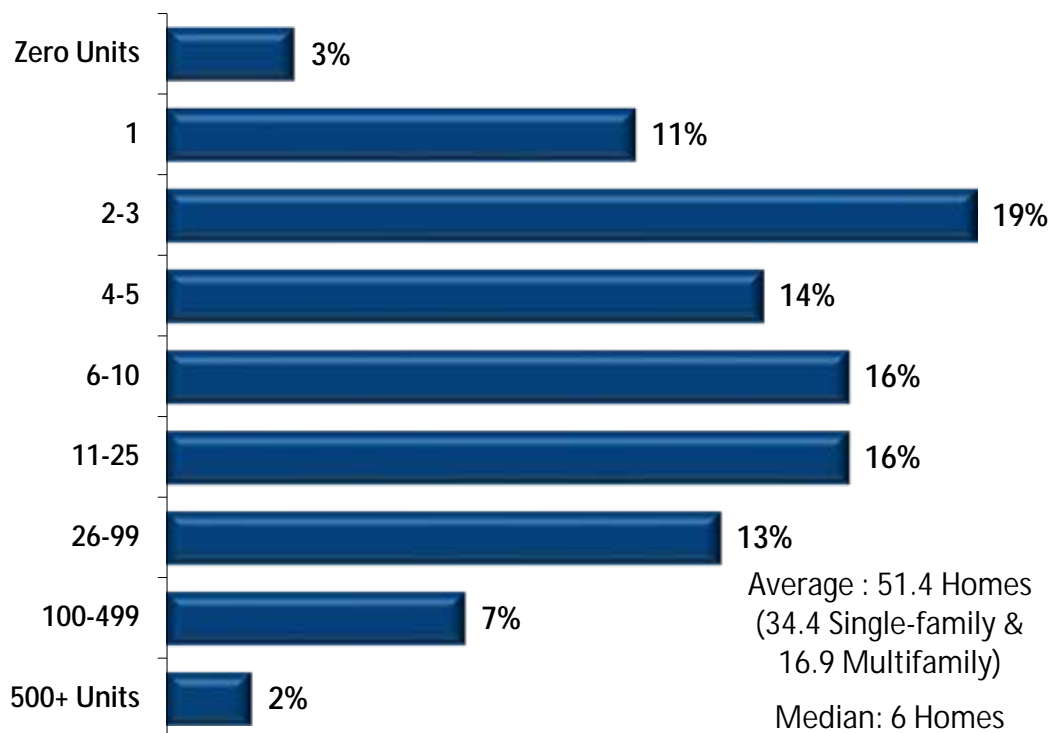
The NAHB census also asks builder members about the number of homes started<sup>1</sup> in 2022. The plurality—19 percent—started 2 or 3 homes, while 11 percent started one, 14 percent started four or five, 16 percent started six to ten, 16 percent started eleven to twenty-five, 13 percent started 26 to 99, 7 percent started 100 to 499, and 2 percent started 500 homes

<sup>1</sup> In its [Survey of Construction](#), the U.S. Census Bureau considers housing unit started when excavation for the foundation of the structure begins.

or more (fig. 3). Three percent did not start any homes at all in 2022.

On average, NAHB builders started an average of 51.4 homes in 2022 (34.4 single-family units and 16.9 multifamily homes). The median number of housing starts was 6 (fig. 3). Because the data on starts includes a small percentage of very large builders, the average number of starts is much higher than the median, and therefore, the median number of 6 housing starts is more representative of the typical builder.

**Figure 3. Number of Housing Starts in 2022**  
*(Percent of Respondents)*

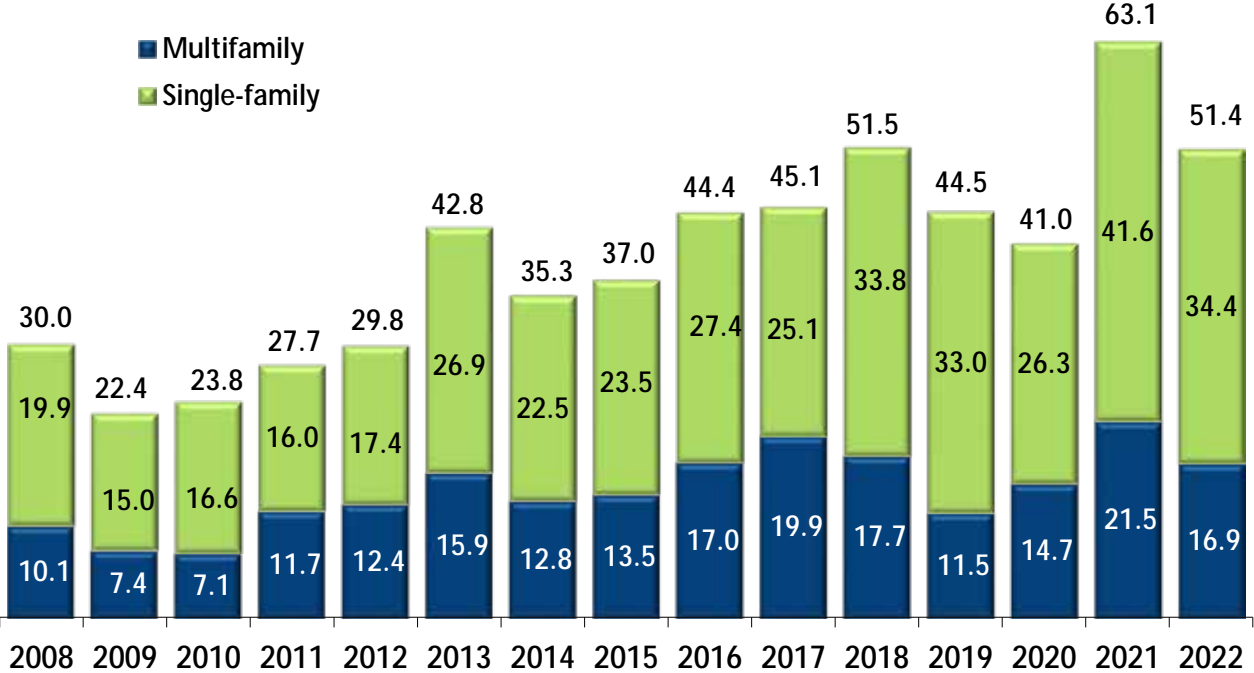


Not surprisingly, multifamily builders tend to start more homes per year than single-family builders. Multifamily builders reported a median of 82 housing starts in 2022, compared to 6 for single-family builders.

Although there has been considerable year-to-year fluctuation, the trend in average starts per builder has been generally upward over the long run (fig. 4). Overall, average total starts dropped 18.5 percent from 63.1 in 2021 to 51.4 in 2022. Even though single-family starts decreased by 17.3 percent from 41.6 in 2021 to 34.4 to 2022, it is still the second-highest average in the survey's history. The average number of multifamily starts fell by 21.4 percent

from 21.5 in 2021 to 16.9 in 2022. Meanwhile, the median number of starts, less sensitive to the results reported by a relatively small number of very large builders, remained the same for 2021 and 2022 (6 starts).

Average Number of Housing Starts: HISTORY



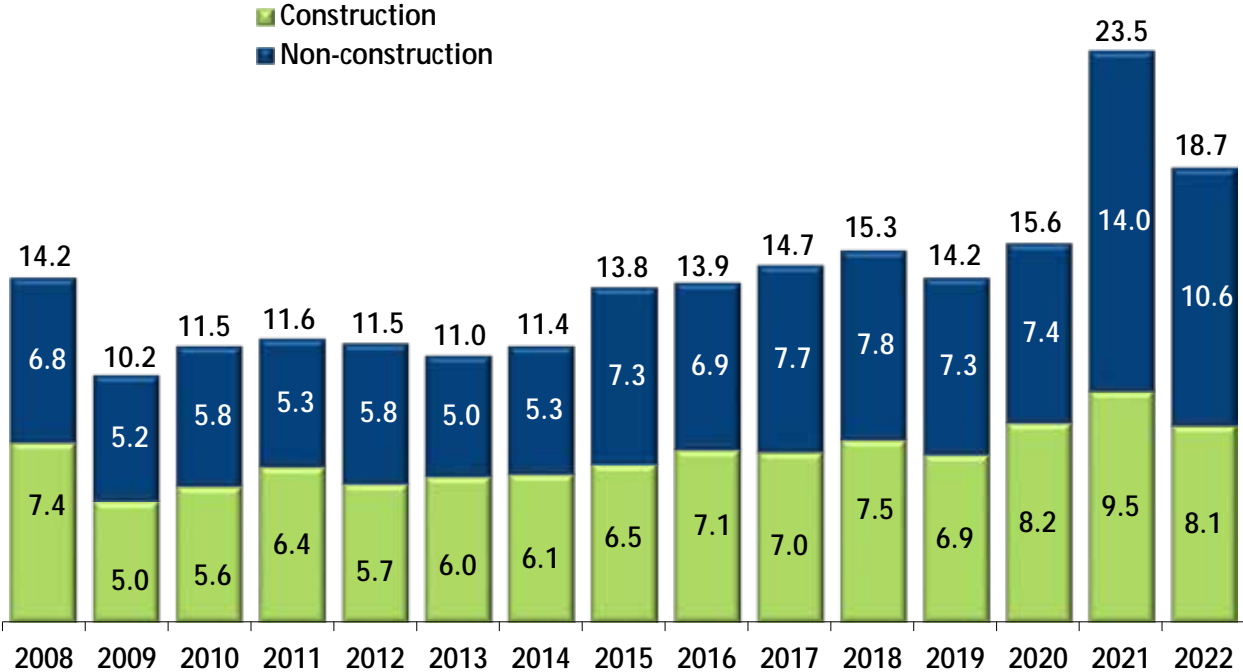
Source: NAHB 2022 Builder Member Census.

### Average Number of Employees Fell, But Still Historically High

Due to their status as small businesses and frequent reliance on [subcontractors](#), many builders carry relatively few employees on their payrolls. In NAHB’s 2022 member census, the builder members reported a median of 5 employees (including employees in both construction and non-construction jobs) for the eighth consecutive year. Skewed by a small number of very large builders, the average was a considerably higher 18.7 employees (8.1 construction and 10.6 non-construction). The median varies by the company’s primary activity. Among manufacturers of modular/panelized/log homes, the median number of paid employees in 2022 was 21, compared to 13 for multifamily builders, 10 for commercial builders, 8 for commercial remodelers, and 5 for each of the three other major categories of NAHB builders: single-family builders, residential remodelers, and land developers.

Even though there was a 20.4 percent decrease in the average number of employees on payroll from 23.5 in 2021 to 18.7 in 2022, that is still the second highest level in the survey's history. At its inception in 2008, builders carried an average of 14.2 payroll employees. The average hovered around 10 to 12 payroll employees from 2009 through 2014, and around 14 to 16 from 2015 through 2020. Most of the subsequent surge in 2021 was attributable to the number of non-construction employees carried on the payroll (which nearly doubled from 7.4 to 14.0), but the overall average fell in 2022.

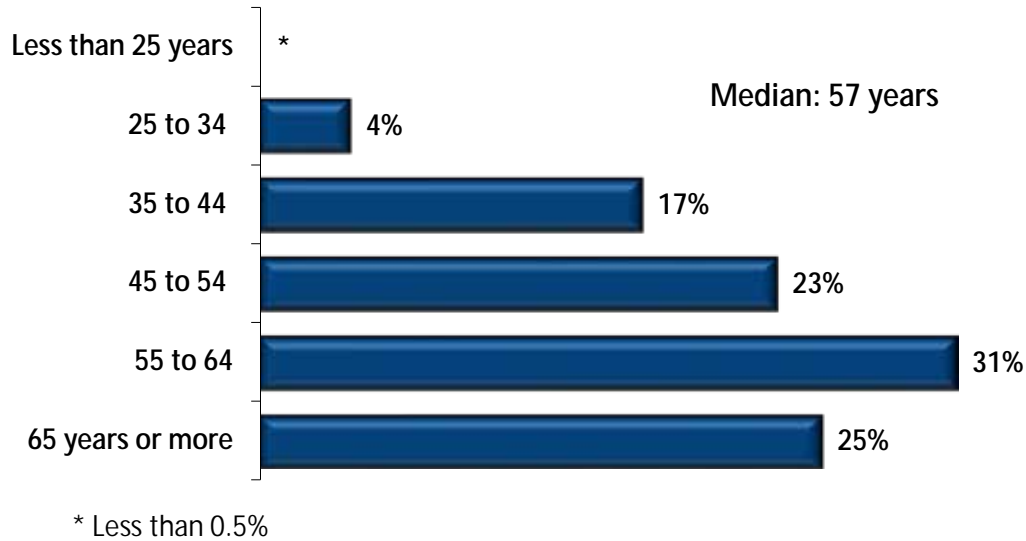
Figure 5. Average Number of Employees on Payroll: HISTORY



### Age, Gender, Race, and Ethnicity

In 2022, only 4 percent of builder members were less than 35 years old, 17 percent were 35 to 44, 23 percent were 45 to 54, 31 percent were 55 to 64, and 25 percent were 65 years or older. The median age of builder members in 2022 was 57 years (fig. 6).

Figure 6. Age  
(Percent of Respondents)

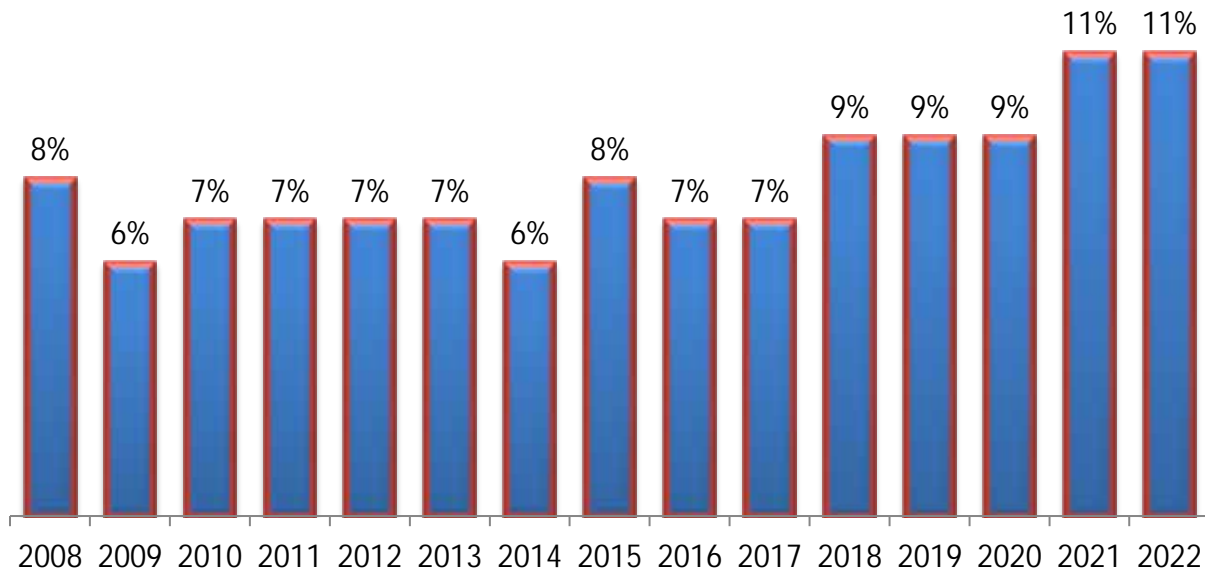


At the inception of the survey in 2008, the median age of builders was 52 years old which increased to 53 in 2009, stayed the same in 2010, and rose again in 2011 to 54. The median age jumped in 2012 to 56 and was unchanged until 2017 when it edged up to 57 which, as of 2022, remains the same.

Builders' median age shows some variation across primary activities. The typical land developer is slightly older, at 62, compared to residential remodelers, at 57, or single-family and multifamily builders, both at 56.

In 2022, 11 percent of NAHB builder members were women, which is unchanged from 2021. This is the same as the percentage in the [construction industry](#) overall and remains the highest NAHB's female share since the inception of the current version of the member census in 2008. The previous high was 9 percent, from 2018 through 2020 (fig. 7). The census also shows that the female share is slightly higher among more recent members: 15 percent of those with only 1 to 4 years of membership are women, compared to 8 percent of those with 10 years or more.

**Figure 7. Female Share of Builder Members: HISTORY**



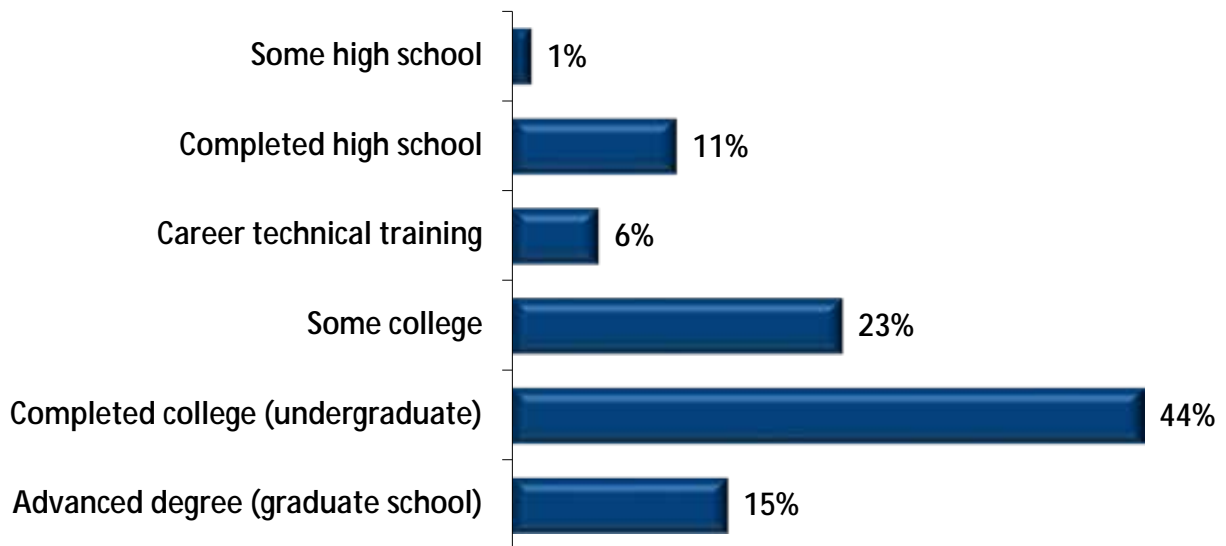
The vast majority of NAHB's builder members are white. Ninety-six percent of builders identified themselves as White, alone, while 1 percent identified as Black, African-American, alone. Less than half of one percent identified themselves either as American Indian or Alaska Native, alone; Asian, alone; or Pacific Islander, alone. One percent of builder members are of some other race; or two or more races. In terms of ethnicity, only 4 percent of builder members report being of Hispanic, Latino, or Spanish origin.

### **59% of Builder Members Have a Higher Education Degree**

Fifty-nine percent of NAHB's builder members either completed college or have an advanced graduate degree, 23 percent have some college but not a degree, 6 percent have career technical training, 11 percent completed high school, and 1 percent only have some high school education (fig. 8). The share of builder members with a college and/or advanced degree has remained consistently above 50 percent since the inception of the current version of the member census in 2008.



**Figure 8. Education**  
*(Percent of Respondents)*



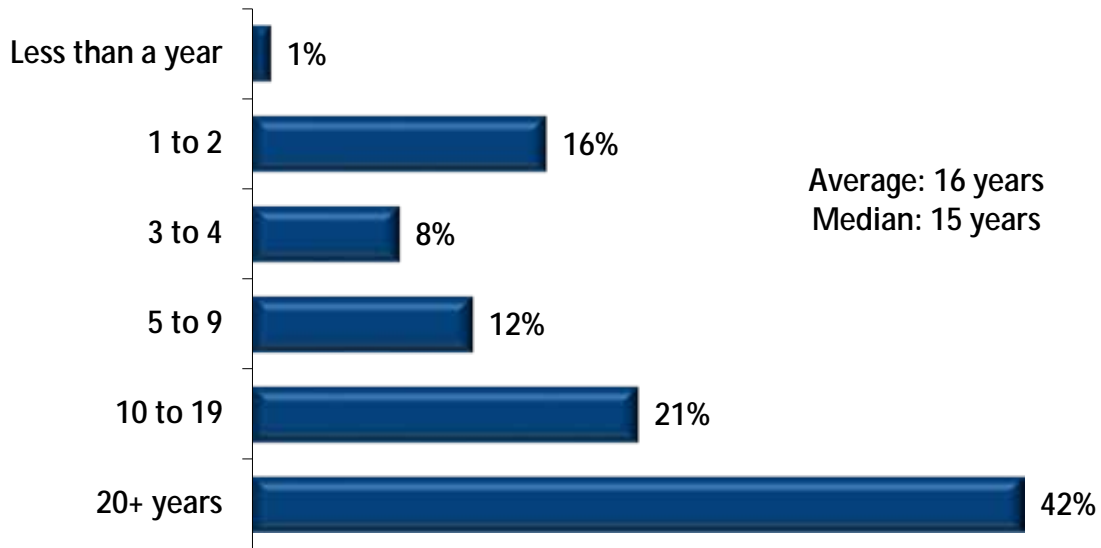
The share of builder members with a college or graduate degree varies significantly based on the company's primary business. For example, 75 percent of both land developers and multifamily builders have a degree, compared to 44 percent of manufacturers of modular/panelized/log homes and 39 percent of commercial remodelers.

The likelihood of a college or advanced degree also is positively related to the company's size. At one end of the scale, 56 percent of builder members whose companies started 1 to 10 housing units in 2022 have a degree. At the other end, the share is 79 percent at companies with 100 starts or more.

### **42% Have Been Members for Two Decades or More**

Builder members have had an NAHB membership for an average of 16 years and a median of 15 years. Seventeen percent have been members for less than 3 years, 8 percent for 3 to 4 years, 12 percent for 5 to 9, 21 percent for 10 to 19, and the remaining 42 percent have been members of NAHB for 20 or more years (fig. 9).

**Figure 9. Number of Years as a Member of NAHB  
(Percent of Respondents)**



The average tenure of NAHB builder members was 14 or 15 years from 2009 through 2013, then stabilized at 16 years from 2014 to 2018. Average tenure of NAHB members remained steady at 17 years from 2019 to 2021 before falling back to 16 years in 2022.

Among the major categories of builders, land developers and multifamily builders have the longest tenures, having been members of NAHB for an average of 19 years, followed by manufacturers of modular/panelized/log homes (18 years), single-family builders and commercial remodelers (both 16 years), and residential remodelers and commercial builders (both 15 years).

The following are a series of profiles covering each of the major categories of NAHB builder members.

## PROFILES BY BUILDER MEMBER TYPE

### Single Family Builder in 2022

| Member Count | 2008   | 2009   | 2010   | 2011   | 2012   | 2013 <sup>2</sup> | 2014   | 2015   | 2016   | 2017   |
|--------------|--------|--------|--------|--------|--------|-------------------|--------|--------|--------|--------|
|              | 45,198 | 31,630 | 27,512 | 24,159 | 23,520 | 18,973            | 24,289 | 24,463 | 22,908 | 22,708 |
|              | 2018   | 2019   | 2020   | 2021   | 2022   |                   |        |        |        |        |
|              | 22,996 | 23,733 | 22,891 | 22,412 | 23,462 |                   |        |        |        |        |

### Company Profile

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

Construction Employees 3

Non-construction Employees 2

Total 5

*(Two percent have 50-99 employees and 2 percent have 100 or more.)*

**2. No. of units Started (Median):** Single Family 6

Multifamily 0

Total 6

Remodeling Jobs > \$10,000 4

*(Five percent started 100-499 units and 2 percent started 500+ units.)*

**3. Dollar volume of company's business activity (Median):** **\$3.9 million**

*(Fifteen percent had \$15 million or more in business activity.)*

**4. Build Age-Restricted Housing for People Age 55+:** **17%**

**5. Incorporate Green/Sustainable Features into Homes:** **66%**

### Member Profile

**1. No. of years as a member of NAHB (Median):** 15 years

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

**3. Gender:** Male: 91%    Female: 9%

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

**5. Education** 59% have college/advanced degree  
23% have some college education

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<sup>2</sup> Count for 2013 is skewed downward by the anomalous large share of respondents who failed to provide a primary activity that year.

## Residential Remodeler in 2022

| Member Count | 2008   | 2009   | 2010   | 2011   | 2012   | 2013 <sup>3</sup> | 2014  | 2015  | 2016  | 2017  |
|--------------|--------|--------|--------|--------|--------|-------------------|-------|-------|-------|-------|
|              | 12,885 | 13,645 | 11,484 | 11,986 | 10,364 | 8,078             | 8,546 | 7,427 | 8,602 | 7,638 |
|              | 2018   | 2019   | 2020   | 2021   | 2022   |                   |       |       |       |       |
| 8,291        | 7,891  | 8,191  | 7,845  | 7,709  |        |                   |       |       |       |       |

### Company Profile

#### 1. No. of employees on payroll (*Median*):

|                            |   |
|----------------------------|---|
| Construction Employees     | 3 |
| Non-construction Employees | 1 |
| Total                      | 5 |

*(One percent have 50-99 employees.)*

#### 2. No. of units started (*Median*):

|                            |    |
|----------------------------|----|
| Single Family              | 2  |
| Multifamily                | 0  |
| Total                      | 2  |
| Remodeling Jobs > \$10,000 | 15 |

*(Among residential remodelers who also build new housing units, 2 percent started 100 to 499 units and 1 percent 500+ units. Six percent completed 100+ remodeling jobs > \$10,000.)*

#### 3. Dollar volume of company's construction (*Median*): \$1.2 million

*(One percent had \$15 million or more in business activity.)*

#### 4. Build Age-Restricted Housing for People Age 55+: 10%

#### 5. Incorporate Green/Sustainable Features into Homes: 54%

### Member Profile

1. No. of years as a member of NAHB (*Median*): 12 years
2. Age (*Median*): 57 years
3. Gender: Male: 89%    Female: 11%
4. Race/Ethnicity: White: 96%    Hispanic: 3%
5. Education 55% have college/advanced degree  
24% have some college education

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<sup>3</sup> Count for 2013 is skewed downward by the anomalous large share of respondents who failed to provide a primary activity that year.

## Commercial Builder in 2022

| Member Count | 2008  | 2009  | 2010  | 2011  | 2012  | 2013 <sup>4</sup> | 2014  | 2015  | 2016  | 2017  |
|--------------|-------|-------|-------|-------|-------|-------------------|-------|-------|-------|-------|
|              | 3,177 | 2,491 | 2,603 | 2,347 | 2,028 | 1,487             | 1,611 | 2,516 | 2,399 | 2,028 |
|              | 2018  | 2019  | 2020  | 2021  | 2022  |                   |       |       |       |       |
| 1,964        | 2,151 | 1,692 | 1,956 | 1,909 |       |                   |       |       |       |       |

### Company Profile

#### 1. No. of employees on payroll (Median):

|                            |    |
|----------------------------|----|
| Construction Employees     | 7  |
| Non-construction Employees | 2  |
| Total                      | 10 |

(Three percent have 50-99 employees and 4 percent have 100 or more.)

#### 2. No. of units Started (Median):

|                            |   |
|----------------------------|---|
| Single Family              | 2 |
| Multifamily                | 0 |
| Total                      | 5 |
| Remodeling Jobs > \$10,000 | 5 |

(Among commercial builders who also build new housing units, 15 percent started 100-499 units.)

#### 3. Dollar volume of company's revenue (Median): \$3.9 million

(Twenty-one percent had \$15 million or more in business activity.)

#### 4. Build Age-Restricted Housing for People Age 55+: 18%

#### 5. Incorporate Green/Sustainable Features into Homes: 38%

### Member Profile

- 1. No. of years as a member of NAHB (Median): 10 years
- 2. Age (Median) 59 years
- 3. Gender: Male: 83%      Female: 17%
- 4. Race/Ethnicity: White: 95%      Hispanic: 3%
- 5. Education 62% have college/advanced degree  
22% have some college education

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<sup>4</sup> Count for 2013 is skewed downward by the anomalous large share of respondents who failed to provide a primary activity that year.

## Multifamily Builder in 2022

| Member<br>Count | 2008  | 2009  | 2010  | 2011  | 2012  | 2013  | 2014  | 2015  | 2016  | 2017  |
|-----------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
|                 | 3,006 | 2,633 | 1,702 | 1,445 | 1,423 | 1,853 | 1,568 | 1,639 | 1,773 | 1,637 |
|                 | 2018  | 2019  | 2020  | 2021  | 2022  |       |       |       |       |       |
|                 | 1,817 | 1,566 | 1,532 | 1,911 | 1,689 |       |       |       |       |       |

### Company Profile

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

|                            |    |
|----------------------------|----|
| Construction Employees     | 3  |
| Non-construction Employees | 5  |
| Total                      | 13 |

*(Ten percent have 50-99 employees and 10 percent have 100 or more.)*

**2. No. of units Started (*Median*):**

|                            |    |
|----------------------------|----|
| Single Family              | 0  |
| Multifamily                | 72 |
| Total                      | 82 |
| Remodeling Jobs > \$10,000 | 8  |

*(Thirty-five percent started 100-499 units and 12 percent 500 or more.)*

**3. Dollar volume of company's construction (*Median*):** **\$8.2 million**

*(Thirty-three percent had \$15 million or more in business activity.)*

**4. Build Age-Restricted Housing for People Age 55+:** **32%**

**5. Incorporate Green/Sustainable Features into Homes:** **68%**

### Member Profile

1. No. of years as a member of NAHB (*Median*): 15 years
2. Age (*Median*) 56 years
3. Gender: Male: 84%    Female: 16%
4. Race/Ethnicity: White: 94%    Hispanic: 5%
5. Education 75% have college/advanced degree  
17% have some college education

## Land Developer in 2022

| Member Count | 2008  | 2009  | 2010  | 2011  | 2012  | 2013 <sup>5</sup> | 2014  | 2015  | 2016  | 2017  |
|--------------|-------|-------|-------|-------|-------|-------------------|-------|-------|-------|-------|
|              | 2,972 | 2,709 | 1,928 | 1,630 | 1,588 | 1,346             | 2,022 | 1,450 | 1,641 | 1,695 |
|              | 2018  | 2019  | 2020  | 2021  | 2022  |                   |       |       |       |       |
|              | 1,624 | 1,489 | 1,732 | 1,505 | 1,649 |                   |       |       |       |       |

### Company Profile

#### 1. No. of employees on payroll (Median):

|                            |   |
|----------------------------|---|
| Construction Employees     | 1 |
| Non-construction Employees | 3 |
| Total                      | 5 |

*(Five percent have 50-99 employees and 5 percent have 100 or more.)*

#### 2. No. of units Started (Median):

|               |    |
|---------------|----|
| Single Family | 5  |
| Multifamily   | 0  |
| Total         | 10 |

*(Among land developers who also build new housing units, 9 percent started 100 to 499 units and 3 percent 500 or more.)*

#### 3. Dollar volume of company's revenue (Median): \$3.1 million

*(Nineteen percent had \$15 million or more in business activity.)*

#### 4. Build Age-Restricted Housing for People Age 55+: 7%

#### 5. Incorporate Green/Sustainable Features into Homes: 32%

### Member Profile

1. No. of years as a member of NAHB (Median): 19 years
2. Age (Median) 62 years
3. Gender: Male: 87%    Female: 13%
4. Race/Ethnicity: White: 94%    Hispanic: 1%
5. Education 75% have college/advanced degree  
14% have some college education

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<sup>5</sup> Count for 2013 is skewed downward by the anomalous large share of respondents who failed to provide a primary activity that year.

## Commercial Remodeler in 2022

| Member<br>Count | 2008 | 2009 | 2010 | 2011 | 2012 | 2013  | 2014 | 2015 | 2016 | 2017 |
|-----------------|------|------|------|------|------|-------|------|------|------|------|
|                 | 661  | 973  | 714  | 700  | 573  | 1,625 | 680  | 536  | 405  | 520  |
|                 | 2018 | 2019 | 2020 | 2021 | 2022 |       |      |      |      |      |
|                 | 542  | 573  | 471  | 396  | 376  |       |      |      |      |      |

### Company Profile

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

|                            |   |
|----------------------------|---|
| Construction Employees     | 5 |
| Non-construction Employees | 1 |
| Total                      | 8 |

*(Four percent have 50-99 employees.)*

**2. No. of units Started (Median):**

|                            |    |
|----------------------------|----|
| Single Family              | 15 |
| Multifamily                | 0  |
| Total                      | 16 |
| Remodeling Jobs > \$10,000 | 20 |

*(Among commercial remodelers who also build new housing units, none started more than 25 units.)*

**3. Dollar volume of company's construction (Median):** **\$3.2 million**

*(Six percent had \$15 million or more in business activity.)*

**4. Build Age-Restricted Housing for People Age 55+: 10%**

**5. Incorporate Green/Sustainable Features into Homes: 48%**

### Member Profile

- 1. No. of years as a member of NAHB (Median): 14 years
- 2. Age (Median) 59 years
- 3. Gender: Male: 88% Female: 12%
- 4. Race/Ethnicity: White: 88% Hispanic: 4%
- 5. Education 39% have college/advanced degree  
33% have some college education



## Manufacturers of Modular/Panelized/Log Homes in 2022

| Member<br>Count | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 <sup>6</sup> | 2014 | 2015 | 2016 | 2017 |
|-----------------|------|------|------|------|------|-------------------|------|------|------|------|
|                 | 273  | 431  | 278  | 177  | 244  | 93                | 260  | 274  | 244  | 156  |
|                 | 2018 | 2019 | 2020 | 2021 | 2022 |                   |      |      |      |      |
|                 | 217  | 223  | 102  | 217  | 244  |                   |      |      |      |      |

### Company Profile

#### 1. No. of employees on payroll (*Median*):

|                            |    |
|----------------------------|----|
| Construction Employees     | 3  |
| Non-construction Employees | 10 |
| Total                      | 21 |

*(Ten percent have 50-99 employees and 22 percent have 100 or more.)*

#### 2. No. of units Started (*Median*):

|               |     |
|---------------|-----|
| Single Family | 120 |
| Multifamily   | 0   |
| Total         | 120 |

*(Fifty-three percent started 100 to 499 housing units.)*

#### 3. Dollar volume of company's revenue (*Median*): \$4.6 million

*(Thirty-eight percent had \$15 million or more in business activity.)*

#### 4. Build Age-Restricted Housing for People Age 55+: 24%

#### 5. Incorporate Green/Sustainable Features into Homes: 82%

### Member Profile

1. No. of years as a member of NAHB (*Median*): 20 years
2. Age (*Median*) 55 years
3. Gender: Male: 78%      Female: 22%
4. Race/Ethnicity: White: 94%      Hispanic: 0%
5. Education 44% have college/advanced degree  
46% have some college education

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<sup>6</sup> Count for 2013 is skewed downward by the anomalous large share of respondents who failed to provide a primary activity that year.