



Guidelines for Completing This Survey

Please read carefully:

PLEASE RETURN YOUR SURVEY BY MAY 26, 2014.

We would appreciate, where dollar amounts are indicated in the survey, rounding be done to the nearest ten thousand U.S. dollars (two decimal places). Also, please exclude any commas from your dollar amount entries, which should be expressed in millions of dollars, e.g., \$1,589,482.67 would be entered as 1.59.

To **print** a copy of these guidelines, place your cursor inside the window and right-click your mouse. Select "Print" from the menu that appears.

ENR Top Lists: How Do I Get Ranked?

Each year, ENR publishes four major international market ranking lists, numerous sublists, and a Global Construction Sourcebook. If you are a construction contractor or engineering, architectural or environmental design firm, based outside the U.S., we ask you to complete this survey. It will provide information needed to rank your company on one or more of the following lists: Top International Design Firms based on engineering, architectural and other design revenue generated from projects outside each firm's home country; The Top Global Design Firms based on firms' total design revenue; Top International Contractors based on construction contracting revenue generated from projects outside each firm's home country; and the Top Global Contractors based on each firm's total contracting revenue. There also will be a ranking of the largest construction managers and program managers among non-U.S. firms.

See the accompanying Sourcebook survey form to participate in ENR's Global Construction Sourcebook ranking, which will include nearly 50 construction industry sub-market rankings. There also is a separate new Top Green Construction survey to rank companies on construction work performed using established third-party organizations' standards for sustainable construction.

How Rankings Are Derived

- Top International Design Firms list, to be published on July 28, 2014, is based on the answers to Question 5(B).
- Top Global Design Firms list, to be published on July 28, 2014, is based on the answers to Question 5(C).
- Top International Contractors list, to be published in the August 25, 2014 issue, is based on the answers to Question 3(B).
- Top Global Contractors list, to be published in the August 25, 2014 issue, is based on the answers to Question 3(C).

Subsidiaries:

We do not permit reporting or ranking by a subsidiary of any parent firm that already reports revenue or fees of that subsidiary in the parent's survey. A subsidiary and parent firm may be listed on the same or parallel list ONLY if the parent specifically omits the subsidiary's revenue in its own survey.

In determining 2014 rankings, ENR will:

- Base the Top International Design Firms rankings on revenue for design and design-related services generated from projects outside the firm's home country, excluding revenue for construction management, program management, procurement and other non-design services.
- Base the Top Global Design Firms rankings on revenue for design and design-related services generated from all projects regardless of their location, excluding revenue for contracting, construction management, program management, procurement and other non-design services.
- Base the Top International Contractors ranking on the revenue derived by each firm from construction contracts, the construction portion of design-build contracts and construction management work that involves financial risk equivalent to that of a general contractor from projects outside the firm's home country.
- Base the Top Global Contractors ranking on revenue derived by each firm from construction contracts, the construction portion of design-build contracts and construction management work that involves financial risk equivalent to that of a general contractor from projects from all projects regardless of their location.
- Base a Top Construction Management/Program Management list derived from each firm based on their fee-only CM/PM revenue as reported from Questions 6(B) and 6(C).
- Permit contractors that also have design operations to participate in the Top International Design Firms survey based solely on their design and design-related revenue. Designers doing general contracting and construction management with financial risk will be eligible to appear on the Top International Contractors list, based on revenue from that work.
- Not rank firms that fail to submit an independent verification of revenue and/or revenue figures or a statement signed by the firm's chief executive officer attesting to the accuracy of the numbers reported. A statement is provided at the end of the survey for your convenience.

Construction contracting revenue (Questions 3A, 3B, 3C, 3D, 3E)

The Top International Contractors will be ranked based on gross revenue derived from general contracting, construction management at-risk, the construction portion of design-build activities and equipment procurement and installation services as part of an overall construction contract.

IMPORTANT: Report only your firm's share of revenue from projects, not the total revenue generated for all parties to a project. Your total revenue should not exceed that reported on 10-K or similar financial reports.

Include the following in computing your construction contracting revenue for ranking purposes:

- Prime contracts awarded to you by the owner.
- Your share of joint venture contracts.
- Subcontracts received from other contractors.
- The construction portion only of integrated design-build contracts.
- The value of installed plant equipment but only if the procurement and the installation are included in the scope of your construction contract (see "additional notes" below).
- CM contracts at-risk where your firm's financial responsibility and exposure are similar to that of a general contractor (see guidelines to Question 6 - Construction Management).

Exclude from revenue:

- Revenue from subsidiaries or internal corporate groups, divisions or business units engaged exclusively in non-construction activities.
- Revenue from manufacturing and sales, leases or rental of products or equipment.
- Revenue from the company's own production operations unrelated to construction, such as ownership of oil or mineral exploration and extraction operations.
- Revenue from design-only or design-related services. This revenue should be included in Question 5(A-B).
- Revenue from fee-based construction management contracts where your firm's financial responsibility and exposure are not similar to that of a general contractor. This revenue should be included in Question 6(B)(2).
- Revenue from pure program management services with no contracting component. This revenue should be included in Question 6(C).
- Rental, lease and property development income.
- Investment or interest income.
- Revenue derived from sales of corporate assets.

- The design portion of integrated design-build contracts (This revenue should be included in Question 5(E)).

Additional notes

To include the value of installed equipment in your revenue, you must have prime responsibility for specifying and procuring the equipment (see definition of procurement under CM). In most cases, this means that the value of the equipment flows through your books. If it does not enter your accounting system, do not report the value of the equipment unless you have a specific procurement contract giving you prime responsibility for it.

Do not report:

- The value of equipment that is purchased by the owner.
- Installation cost for equipment installed by the owner, manufacturer or other contractor.
- Rolling stock, such as rail cars in transportation systems, mining equipment, etc.

New Program Management Category

- The new category for fee-based program management measures professional service fees derived from contracts to assist owners in analysis, planning, management and coordination of multiple projects for a single owner. These professional service fees should be accounted for in Question 6(C). Please do not double count these fees as revenue in Question 3(A-B).
- Engineering or study work that may lead to additional scope, including construction work in the future, should be reported as design work for Top International Design Firms purposes unless it is part of an overall program management contract.
 - **Design-Build revenue (Question 3D)** - Please report how much contracting revenue from Question 3A and 3B your company derived from projects using design-build project delivery systems where your company is a party to or signatory to the design-build contract. Please do not include any revenue from projects where your company is a subcontractor to the primary design-build team.
 - **Project categories (Question 3E)** – Please show the amount of contracting revenue indicated in Question 3A and 3B that your company derived from the following 11 project categories. For a fuller illustration of what should be included in the respective categories, please refer to the Sourcebook Market Survey. Please note: figures provided in Question 3E will be used as the starting point for your Sourcebook Market Survey.
- **E(1) General building:** Includes commercial buildings, offices, stores, shopping centers, warehouses, R&D facilities, educational facilities, government service buildings, hospitals, medical facilities, and other institutional buildings, hotels and residential buildings and one- or two-family homes.
- **E(2) Industrial process:** Includes pulp and paper plants, steel plants, non-ferrous metal refineries, chemical plants, food processing and pharmaceutical plants.
- **E(3) Manufacturing:** Includes auto assembly plants, electronic assembly, semiconductor plants, parts plants, textile mills, etc.

- **E(4) Water supply:** Includes dams, reservoirs, water transmission lines, distribution mains, irrigation canals, filtration and treatment plants, pumping and desalination plants, etc.
- **E(5) Sewerage/solid waste disposal:** Includes sanitary and storm sewers, treatment plants, pumping plants, industrial waste disposal.
- **E(6) Transportation:** Includes airports, bridges, highways, roads, canals and locks, river channelization, dredging, marine and port facilities, piers, railroads, mass transit, tunnels.
- **E(7) Hazardous waste:** Includes chemical and nuclear waste projects, asbestos removal, lead abatement, etc.
- **E(8) Power:** Includes fossil fuel, nuclear, thermal and hydroelectric powerplants, waste-to-energy plants, transmission lines, substations, cogeneration plants.
- **E(9) Petroleum:** Includes refineries, petrochemical plants, offshore oil facilities, pipelines, etc.
- **E(10) Telecommunications:** Includes transmission lines & cabling, towers & antennae, data centers, etc.
- **E(11) Other:** Includes projects that do not fit into the above 10 market categories. Please specify.

New construction contracts (Question 4)

Please report the value of all new contracts that your firm won in 2013 that would be eligible for calculating construction contracting revenue for ENR ranking purposes (see above).

Design and design-related revenue (Questions 5A, 5B, 5C)

Include the following in your computation of revenue for design services (i.e., architectural, engineering or planning):

- Studies
- Designs
- Plans
- Reimbursable staff loans
- Temporary staff transfers
- Inspections and testing relating to project construction
- The design portion only of integrated design-build contracts.

Exclude the following:

- Construction management or project management done on a fee-only or at-risk basis (report in Question 6).
- Professional service fees from pure program management service contracts. These fees should be included in Question 6(C). Revenue from management oversight services that are included as part of the overall design contract, however, should be reported here and not in Question 6(C).
- Research and development that is not construction related.

- Product design or testing done for non-construction-related activities.
- Pass-through for procurement services.
- The construction portion of integrated design-build contracts (include this in Question 3).

Design-build revenue (Question 5E(1))

Please include only design revenue reported in Question 5(C) from projects where the firm is a principal or party to a design-build contract, either as the primary signatory, joint venture partner or as part of a design-build team. Do not include design revenue from projects delivered by design-build where your firm assumes none of the risks of the project beyond those typically borne by a design firm in projects delivered by other project delivery systems. Contracting revenue from design-build projects should be reported in Question 3(D) for ranking under the Top International Contractors list.

Architectural service revenue

In 2005, ENR's sister publication, *Architectural Record Magazine* published its first ever ranking of the largest architectural practices in the U.S. based on data from this ENR survey of the Top 500 Design Firms.

While there currently are no immediate plans to rank the largest international architectural practices, we would be very interested in the approximate size of each international firm's architectural practices for potential future stories. Therefore, we ask you to estimate the amount of revenue derived from architectural commissions for your firm.

Project categories (Question 5H)

These are the same as in Question 3E. Please indicate the amount of design revenue indicated in Questions 5A and 5B that your company derived from the following 11 project categories outlined in Question 3(E) (above). For a fuller illustration of what should be included in the respective categories, please refer to ENR's Sourcebook Market Survey. Please note that these figures provided in Question 5H will be used as the starting point for your completion of the Sourcebook Market Survey.

Guidelines for (CM) construction management and program management (Question 6)

For the purposes of its surveys, ENR makes a distinction between three basic types of construction-related management contracts. Figures reported should cover only those services performed during 2013.

- **CM-at-risk (Question 6A)** – This type of work is distinguished by the legal liability held by the company when its activities are similar to those of a general contractor. A firm will be considered to have an "at-risk" contract if it (a) is financially liable for the value of the project, (b) contracts directly with prime or subcontractors, (c) offers a guaranteed maximum price to the owner for the project, or (d) in other ways carries the financial liabilities and risks traditionally associated with a general contractor. **Caution:** For survey purposes, CM-at-risk will be treated as general contracting. Report revenue from these contracts in Question 6A and make sure that you include that figure in your calculations for Question 3(C). Do not report revenue for these at-risk projects in the construction management-for-fee section of the survey form, Question 6B.
- **CM-for-fee (Question 6B)** – This type of CM work is distinguished from CM-at-risk by the legal liability held by the CM when its activities are similar to those of an architect or engineer. A CM

will be considered to have a "for-fee" CM contract if it (a) is financially liable only for its fee, (b) does not contract directly with prime or subcontractors and (c) assumes none of the contractual or customary responsibilities or duties of a contractor. Most traditional CM contracts are of this type. For ENR's surveys, CM-for-fee work will be included only in the rankings of the Top Construction Managers. It will be excluded from both the Top International Design Firms and Top International Contractors surveys. Revenue may include the fixed fee and the cost of employees working on the project, but exclude pass-through payments for the purchase of materials and equipment and the payment of contractors.

- **CM-for-fee-only constructed value versus gross fees [Questions 6(B)(1) and 6(B)(2)]** – Please **do not include** in your answer to 6(B)(2) the total installed value of the projects you manage. This data belongs in Question 6(B)(1). If you are at risk for the entire constructed value of the projects you manage, then those projects belong in your answer to Question 6(A).

Both CM-at-risk and CM-for-fee may include the following construction management activities:

- **Construction management** – Responsibility for selection and supervision of all contractors erecting structures and installing equipment where actual design and construction is performed by other firms. Construction manager may have a role in selecting design firms.
- **Project management** – Responsibility for above plus procurement activities and possibly coordination of engineering and design for a single project (but not actual construction or equipment installation).
- **Procurement** – Responsibility for developing and approving criteria for materials and equipment, developing bidding lists, evaluating bids and making recommendations to owner, placing orders, planning deliveries and making site inspections on an individual project. **NOTE:** Do not include the cost of materials and equipment that is passed through to suppliers in reporting revenue for construction and project management services.

Program management fees (Question 6C)

Include professional service fees from contracts to assist owners in the analysis, planning, financing, managing and coordination of construction needs on multiple projects for a single owner. We are asking solely for fees generated from providing program management services. This does not include revenue from the design and construction of the project itself, or pass-throughs or other revenue that passes through your books in the course of administering or managing multiple contracts as owner's agent.

Guidelines for International Work (Question 7)

- Please check only those countries where your firm had work in 2013, currently is working or has an office.
- International work is defined by ENR as based on the location of the project, not the office doing the work.
- The Caribbean Islands are a separate region and not part of Latin America.

- North African Arab countries such as Egypt, Libya, etc., should be reported under North Africa, not as the Middle East.

Business Information (Questions 8 through 14)

Important: The information provided for Questions 8 through 13 is kept strictly confidential and **will not be disclosed**. The only information published from this section will be the list of subsidiaries in Question 14. We strongly urge you to complete all the information requested in this section.

- **Profit margins (Question 8):** We treat this information with the utmost confidentiality. It will not be published. ENR uses it only to compile averages across the entire list. We are looking for net pre-tax, pre-bonus profit as a ratio to gross revenue.
- **Parent firm (Question 11):** Please let us know the name and location of any corporate parent company you may have, regardless of whether it is in the U.S. or abroad and regardless of whether that corporate parent is in the construction industry.
- **Largest projects (Question 13):** ENR is asking for a brief description of the five largest projects your firm worked on in the previous year to get a sense of the types of large projects your firm is involved with. We do not disclose the identity of these projects, their locations, client names or estimated construction cost.

Company Identification and Contacts

Please provide the official name and headquarters city and state of the company whose data is being reported in this survey form and as it should appear on any ENR Top List. This is particularly important if the form is filled out by an individual in a branch office or subsidiary of the company. Please also provide the company phone, fax, e-mail and internet data as it should appear in ENR directories and in the ENR Sourcebooks. Please make sure the company's name and address are the appropriate ones for publication. **Important Tip:** Use the company's main switchboard telephone numbers, fax number and e-mail address, NOT the direct phone, fax and e-mail address of individual executives.

Contacts: It is imperative that you include the name and title, phone, fax and e-mail address of the person who can answer questions regarding your survey responses. This becomes part of the mailing list for next year. Any changes in the mailing label on page 1 of the survey that was mailed to you should be reflected here. Our questions may be critical and detailed. The contact person does not have to be the CEO or president, but should be a person who can be reached in a timely matter, can answer questions for the firm or obtain needed information quickly. Failure to provide or clarify needed information could mean inaccurate ranking on a list or exclusion from the rankings altogether.

ENR Optional Topical Questions (Questions 15 through 23)

At the end of the survey, there are nine questions concerning construction issues such as international expansion plans, mergers & acquisitions, procurement and hiring, sustainable design and construction, etc. These questions are more opinion questions. Your answers to these questions will help ENR understand the global market better and help us present your priorities better in the ENR feature stories that accompany the Top International Lists. They are purely

optional questions and are not required for you to be ranked. Your answers to these questions will be kept confidential.

Alternate Contacts: We have also provided a space for an alternate contact for this survey. We have found that one of the primary reasons that companies fall off the ENR Top 100/400/500 lists is because the primary contact is either not available or has left the company. Providing a backup contact helps us help you in being ranked now and in future years.

ENR Global Sourcebook Market Survey

To participate in this more detailed market survey, please take the revenue totals for the general market sectors you have provided in Question 3(E) [for contractors] and Question 5(H) [for design firms] and apportion the totals in the appropriate market sectors on the Sourcebook Market Survey. Participation in the ENR Sourcebook Market Survey is not required to be ranked on the ENR Top International Contractors or Top International Design Firms lists. However, failure to complete the Sourcebook Market survey will disqualify firms from being ranked on the various market sector lists to be published in the ENR Global Construction Sourcebook, to be published in December 2014.

For more on ENR Sourcebook lists: see

<http://enr.construction.com/toplists/sourcebooks/default.asp>. or contact Gary Tulacz, ENR Senior Editor, at <mailto:gary.tulacz@mhfi.com>

ENR Green Building Survey

There also is an additional Green Construction Survey available for completion online to attempt to measure the market and the major participants in the design and construction of environmentally friendly buildings using objective principles of sustainable design and construction. We ask you to provide 2013 revenue figures from projects you have undertaken that have been registered with or certified as following environmentally friendly, sustainable design, or "Green building" standards or design and construction by industry associations or groups that set or oversee the use of such standards. Such groups include: the U.S. Green Building Council's Leadership in Energy and Environmental Design (LEED) standards, the Green Globes rating and assessment system, the U.K.'s Building Research Establishment Environmental Assessment Method (BREEAM), Germany's Passivhaus standards, standards set by the Japan Sustainable Building Consortium, or other objective, third-party standards. Participation in the ENR Sourcebook Market Survey is not required to be ranked on the ENR Top International Contractors or Top International Design Firms lists. For more on ENR's Green Building survey, contact Gary Tulacz, ENR Senior Editor, at gary.tulacz@mhfi.com.