ETP 100

GREEN DESIGN FIRMS AND CONTRACTORS

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Market Blooms With Incentives

RENDERING COURTESY OF NACARCHITECTURE

COVID-19, new climate laws and occupant wellness standards spur owners to dig deeper into greener buildings By Emell Adolphus and Jonathan Keller





he sustainable design and contracting market is fertile ground for innovation now more than ever, Top 100 firms share. With decarbonization incentives baked into recent federal spending packages such as the CHIPS and Science Act, Inflation Reduction Act and the Bipartisan Infrastructure Law, many owners across industrial and infrastructure sectors now have

the wherewithal to think green. But when it comes to the buildings sector, Top 100 firms say occupant health and wellness standards are requiring owners to think even greener. After the COVID-19 pandemic pushed many occupants away from offices and shared spaces, many owners are looking to bring people back in with third-party sustainability certifications that focus on how buildings can keep people healthy.

Growing Green

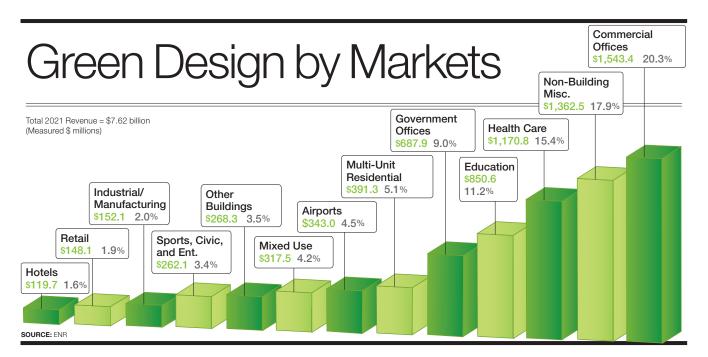
As HOK's Komal Kotwal explains, the COVID-19 crisis has only "reinforced the link between the built environment and human health." Contractors and designers specializing in sustainability have "long understood this connection," says Kotwal, sustainable design

leader for health, well-being and equity at the New York-based design firm.

"The pandemic served as an accelerator for action," she adds. As employees return to the office space, "integrating many of these sustainable design goals and strategies has become a 'need to have' as opposed to a nice to have."

According to Kotwal, these strategies include standards addressed in WELL Building and Fitwel certifications for metrics such as indoor air quality with high-performance ventilation and filtration systems (MERV-13 and MERV-14), as well as qualitative strategies to connect employees to nature in restorative indoor-outdoor spaces.

As green continues to go mainstream, implement-



shading system to minimize heat gain.

Top 5 Green Design Firms by Sector

	COMMERCIAL OFFICES	
RANK	FIRM	\$ MIL. REVENUE
1	GENSLER	474.55
2	ARUP	126.33
3	AECOM	100.00
4	NBBJ	98.40
5	нок	92.72

	EDUCATIONAL FACILITIES	
RANK	FIRM	\$ MIL. REVENUE
1	AECOM	79.00
2	CANNONDESIGN	60.00
3	нок	57.02
4	STANTEC INC.	49.71
5	PERKINS&WILL	39.85

	GOVERNMENT OFFICES	
RANK	FIRM	\$ MIL. REVENUE
1	TETRA TECH INC.	96.00
2	AECOM	80.00
3	SKIDMORE OWINGS & MERRILL	58.20
4	нок	55.87
5	BURNS & MCDONNELL	52.22

	HEALTH CARE	
RANK	FIRM	\$ MIL. REVENUE
1	CANNONDESIGN	110.00
2	HDR	97.79
3	нок	97.63
4	HKS	93.00
5	HGA	74.80

	MANUFACTURING & INDUSTRIAL	
RANK	FIRM	\$ MIL. REVENUE
1	HASKELL	63.58
2	IPS-INTEGRATED PROJECT SERVICES LLC	32.70
3	AECOM	20.00
4	EWINGCOLE	10.50
5	BURNS & MCDONNELL	8.61

	MULTI-UNIT RESIDENTIAL	
RANK	FIRM	\$ MIL. REVENUE
1	KIMLEY-HORN	144.29
2	AECOM	49.00
3	GENSLER	28.71
4	THORNTON TOMASETTI	21.33
5	LANGAN	16.80

	RETAIL	
RANK	FIRM	\$ MIL. REVENUE
1	GENSLER	55.73
2	TETRA TECH INC.	45.00
3	AECOM	10.00
4	LITTLE DIVERSIFIED ARCH. CONSULTING INC.	9.40
5	KIMI FY-HORN	7 49

	SPORTS, ENTERTAINMENT	& CIVIC
RANK	FIRM	\$ MIL. REVENUE
1	GENSLER	61.50
2	нок	41.16
3	AECOM	36.00
4	HKS	17.35
5	HGA	13.60

ing occupant health and well-being standards often go hand-in-hand with communicating corporate values, says Kotwal. "Third-party verified certifications are becoming an integral part of the strategy," she says. HOK is ranked No. 4 on the Top 100 green design firms list for the second consecutive year.

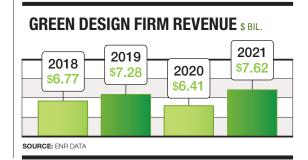
Each year on the Green Markets survey, ENR asks firms for their subjective assessment of how much their client's interest in sustainable construction has changed over the past year. Firms are asked to express that interest as a percentage. Overall, firms reported a 17.86% increase on this year's survey, a significant bump from the last two readings. The equivalent number was 9.21% last year and 9.27% two years ago. Design firms report a higher level of interest, with a 22.43% increase compared to contractors at 12.01%.

Prioritizing Performance

Revenue from projects registered as actively seeking certification from third-party ratings groups under sustainable-design standards, such as the U.S. Green Building Council's (USGBC) Leadership in Energy and Environmental Design (LEED) standards, rebounded for Top 100 design and contractors in 2021, up 18.9% and 6.7%, respectively. However, Top 100

firms say owners are digging deeper into sustainability to focus on performance-based outcomes beyond just pursuing certification.

For Top 100 contractors, most of the reported growth was seen among the largest firms. Collectively, this year's top 10 contracting firms reported \$4.54 billion more revenue in 2021 than in 2020, accounting for 96.6% of the total revenue growth for the list. The top 10 share of overall list revenue also rose to 50.9% last year, from 48.6% in 2020. Median revenue for Top 100 contractors fell to \$258.5 million this year, from \$307.29 million last year. Among firms outside the top 10 who filed both this year and last, 52.5% had less green revenue this year than the previous year.



Sustainable Design

NYC's Sustainable Skyscraper



AECOM (No. 1) is main contractor for JP Morgan Chase's planned all-electric global headquarters at 270 Park in New York City. Designer Foster + Partners says the building will accommodate up to 14,000 occupants as the largest skyscraper in the city with net-zero operational emissions, powered 100% by renewable energy from a New York State hydroelectric plant.

Revenue growth for the Top 100 design firms was more evenly spread, with 61.4% of firms that filed surveys last year increasing their sustainable design revenue. Median revenue for design firms rose 8.73%, to \$21.3 million. The top 10 firms accounted for only 49.4% of overall design revenue growth.

"We are seeing more clients, beyond those pursuing full green building certifications, who expect sustainable strategies to be incorporated into their projects," explains Jackie Mustakas, sustainability manager at the Birmingham, Alabased Robins & Morton. Even with cost escalation and supply chain challenges, "clients are looking for sustainability in design and construction and their internal operations," she says.

In lieu of abrupt market shifts, Mustakas says standards addressing occupant health are "becoming more mainstream and leading to improvements in the way design and construction teams respond," adds Mustakas. As the sustainability conversation broadens beyond energy efficiency, it "puts even more emphasis on early collaboration between the client, design team, contractor and key trades and vendors," she explains. "All team members have to work toward the client's goals while balancing industry challenges and of course budget, schedule and constructability."

Teams are also busy balancing their own performance and sustainability goals, says Mustakas, with initiatives such as the 2030 Challenge, MEP 2040 Challenge or the SE 2050 Challenge. These efforts are some ways contractors are demonstrating "a commitment to improving the built environment," she says.

Robins & Morton signed on to the Contractor's Commitment to Sustainable Building Practices, which aims to bridge the gap between sustainable design and building construction. Established in 2018, the commitment focuses on how contractors can reduce greenhouse gas emissions, better manage jobsite waste and incorporate health and wellness into jobsite operations.

This year, Mortenson, ranked No. 23, also signed on to the program. "Together, as part of the Contractor's Commitment, we are piloting new ways to track and measure company-wide sustainability as a contractor," says the firm's director of building performance, Julianne Laue. Mortenson is "focused on areas we can influence, from carbon reduction and jobsite wellness to



"The world around us is expecting more as we move beyond sustainable building toward zero emissions."

Julianne Laue, Building Performance Director, Mortenson

water and waste management," she adds.

In 2007, Mortenson signed the EPA Green Power Partnership and began offsetting Scope 1 and Scope 2 GHG emissions. "We currently offset all of our electric and natural gas usage, and we are continually working to better define our carbon footprint," says Laue. The way she sees it, "the world around us is expecting more as we move beyond sustainable building toward zero emissions."

Before Lendlease takes on any development project, the New York-based construction firm undertakes a comprehensive "Climate Related Risk Assessments," says Sara Neff, head of sustainability for the Americas. The company incorporates physical risk mitigation measures into all of its projects, and reduces its carbon footprint with "onsite renewables, efficient HVAC and building envelopes, procuring offsite renewable power, green leasing and engaging with our tenants," she says.

According to Laue, there are three main challenges facing the green contracting market: owners needing to adapt to unexpected supply chain disruptions; the greening of the electrical grid; and investors and customers requiring environmental, social and governance (ESG) metrics across all carbon scopes when it comes to their facility footprint. Even more, "federal regulations, cities and building codes across the nation are also expecting more at the baseline," she says.

Enacting Incentives

The CHIPS and Science Act aims to bolster U.S. leadership in innovation and technology. For some Top 100 sustainable design firms like Flad Architects, it's an opportunity to expand into science and technology markets.

"Most clients now have some sustainability expectations, even before this new legislation," says Kimberly Reddin, director of sustainability. However, "the expanded commercial building energy efficiency deduction provides additional financial

incentives for clients," she says. The incentives could increase the appetite for owners to implement energy savings measures.

"The funding to update energy codes could codify those energy savings measures in some jurisdictions," Reddin explains. Additionally, the Inflation Recovery Act's (IRA) investment in Dept. of Energy lab infrastructure could also potentially present some opportunities at national labs, she says. "There truly are a lot of provisions that could have an impact on our sustainability business, but the passage of this legislation may also increase sustainability business by changing the national mindset."

One reported goal for the laws is to jumpstart the nation's progress toward clean energy and debarbonization to a point of no return. "Once the nation is on that path, it will be difficult to turn back," says Reddin, explaining that the federal laws targeting climate change will incentivize the production of renewable energy.

Climate-focused legislation will help initiate big picture conversations beyond projects, says Scott Beckman, director of sustainability at PCL Construction.

An interesting piece of the IRA legislation includes the Environmental Justice Mapping and Data Collection Act of 2021, Beckman explains. "Data on communities impacted by environmental harm and how that manifests in public health can direct responsible project development," he says.

The industry-wide challenge facing any sustainability incentives will be "finding enough skilled labor to complete such a high volume of work in a tight labor market," says Beckman.

Gilbane's environmental solutions executive, Mark A. Winslow, sees portions of the three recently enacted bills as "all having a positive impact" in the construction industry and at a local community level.

"We see the new tax credits and funding as fostering the development of new projects," says Winslow. Gilbane is already seeing growth in its semiconductor business arm.



"We see the new tax credits and funding as fostering the development of new projects."

Mark A. Winslow, Environmental Solutions Executive, Gilbane





"There is a heightened awareness of buildings as part of a company's climate footprint."

Elizabeth Beardsley, Senior Policy Counsel, USGBC

"We also see the Buy America bonus within the Inflation Reduction Act as another stimulus for workforce development and local communities," says Winslow. Buy America will encourage the expansion of U.S.-based manufacturing and additional growth within the construction sector, he says.

For Top 100 contractors, green contracting revenue in both the telecommunications and industrial process/manufacturing markets are up 69.79% and 36.74%, respectively, from 2020. Both markets have been growing steadily over the past five years. The telecommunications market made up 3.3% of green contracting revenue in 2018. That number has risen to 9.2% in 2021. Industrial process/manufacturing has risen to 4.1% from 1.3%.

Overall, "we see these new laws as conversation opportunities with clients looking to advance their sustainability efforts that were previously uncertain about funding sources," says Winslow. "The new incentives can be looked upon as a deciding factor for moving forward with more sustainability initiatives."

Third-party rating systems such as LEED remain a popular industry-wide tool because the review and verification process "removes greenwashing and provides legitimacy to publicized information," says Mortenson's Laue. But recent efforts by certifications such as the Living Building Challenge and the Living Future Institute to remove their point systems have enabled owners to focus on which areas of sustainability work best for a project, she explains.

"By moving beyond LEED certification, these other certifications have taken on a more individualized rating system that allows our customers and owners to focus on components or project types within the realm of sustainability," adds Laue. With Mortenson's customers, they are solving for ways to improve the occupant experience while pushing new, innovative design and building solutions that combat climate change within their scope.

"Having multiple rating system options allows us

to help our customers get creative in achieving their sustainability goals and focus on what is most important to them," she says. "All standards and rating systems need to continue to evolve and push suitability boundaries."

Following the LEED

LEED is also gearing up to evolve with its next version after 4.1. "I think the whole theory of LEED is that we want to transform the market so we get a system out there of best practices," says Elizabeth Beardsley, senior policy counsel at USGBC. The organization has been busy doing a lot of outreach and convening around the future of LEED as it plans to make adjustments to its rating system.

"You can expect more on climate, incorporating some of the strategies that have emerged like reducing the carbon intensity and demand of the building on a grid," she says. Embodied carbon has also increasingly become a topic of discussion.

"These are all strategies that we've had in LEED before in 4.1, but they will have to be more emphasized," says Beardsley. "There's a lot under consideration. I think we are going to take what we've learned from having those credits out there and try to make that more of a core part of the system."

Last year, there were 10 states leading LEED project certifications: Illinois, Washington, Colorado, Massachusetts, Virginia, California, Maryland, Oregon, Utah and Nevada. Washington, D.C., was also a high performer, according to the USGBC. Overall, they all accounted for 1,002 LEED certified projects, representing around 226.89 million in gross sq ft of building space.

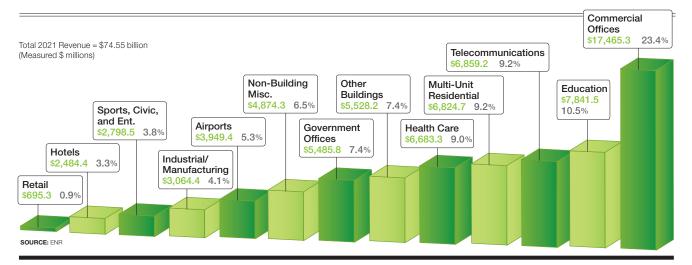
Although the driving forces behind LEED adoption vary from state to state, Beardsley says that general market awareness, ESG and corporate sustainability initiatives and policy incentives are all driving some form of sustainability adoption at state and local levels. The top LEED certification states "all have some mix of different policies, but they all don't have equivalently



"Now other rating systems have integrated health and wellness considerations into their offerings."

Patty Lloyd, Director of Sustainability, Leopardo Companies

Green Contracting by Market



linked policies," she explains. "Some have requirements and strong code" while others consider the market "the primary actor."

Early on, D.C. adopted a LEED requirement for new federal and private building projects meeting certain thresholds, which has set forth an expectation to certify green buildings in the district, says Beardsley. In Nevada, a tax credit for buildings aiming for LEED certification has helped set the stage for market expan-

Beardsley adds that the recently proposed SEC climate risk disclosures rule, which would make public a registrant's GHG emissions, is also applying pressure among companies to clean up their building operations.

"Whatever happens with that proposal, it has certainly brought a lot of attention across the building sector and real estate on what kind of reporting is being done," she says. "There is this heightened awareness of buildings as part of a company's climate footprint and how a company wants to position itself."

An update to the tax code's 179D commercial energy efficient building property reduction will also reward buildings that improve their energy intensity by 25% or better, says Beardsley.

"Certainly, clients appreciate the increase of 179D tax credits for high performance and renewable energy design found in IRA," says Stantec sustainability leader Beth Tomlinson. Additionally, the EPA's Greenhouse Gas Reduction Fund provides "much needed clean energy financing for our nonprofits, state and institution clients," she says.

Regardless of whether companies take advantage of incentives, recent laws are "upping the bar" for sus-

tainability. She points to incentives in the Bipartisan Infrastructure Law for infrastructure projects pursuing LEED and in the IRA for green building retrofits of federal buildings.

"Those are some federal drivers, but federal buildings are a big market for the building sector," she says. "And then some of the more private incentives are in the more recently passed IRA."

For Caddell, which counts federal construction as a major part of its business, third-party guiding principle validation has even gained traction in the Dept. of Defense "as they prioritize sustainable structures," says Francis G. Hernández, senior design and build coordinator for the company.

According to a Biden administration Executive Order signed last year, new federal buildings must meet the High Performance Sustainability Building (HPSB) Guiding Principles, which is not as cumbersome as meeting LEED standards, says Hernández.

"This measure of sustainability appears to have more flexibility and directly addresses the requirements in the Executive Order through validating the sustainable Guiding Principles," he explains. The third parties providing the HPSB services include the USGBC and Green Building Initiative (Green Globes) along with private firms.

On the Web

For expanded content on the **ENR Top Lists,** see enr.com/ toplists.

Shifting Sustainable Standards

For many Top 100 firms, rating systems have also enabled owners to think about materials used in the occupant space. "Third-party ratings systems, like the WELL Building Standard and Fitwel, have helped to drive interest in healthy, high-perform-



Top 5 Green Contractors by Sector

	COMMERCIAL OFFICES	
RANK	FIRM	\$ MIL. REVENUE
1	THE TURNER CORP.	2,377.37
2	CLAYCO	1,346.00
3	AECOM	1,274.23
4	STO BUILDING GROUP INC.	1,028.00
5	CLARK GROUP	902.00

	EDUCATIONAL FACILITIES	
RANK	FIRM	\$ MIL. REVENUE
1	GILBANE BUILDING CO.	826.82
2	CONSIGLI CONSTRUCTION CO. INC.	663.36
3	ADOLFSON & PETERSON CONSTRUCTION	489.80
4	THE WHITING-TURNER CONTRACTING CO.	471.06
5	PCL CONSTRUCTION	411.38

	GOVERNMENT OFFICES	
RANK	FIRM	\$ MIL. REVENUE
1	HENSEL PHELPS	1,527.12
2	BL HARBERT INTERNATIONAL	737.20
3	CLARK GROUP	480.00
4	CADDELL CONSTRUCTION CO. (DE) LLC	384.90
5	PCL CONSTRUCTION	317.37

	HEALTH CARE	
RANK	FIRM	\$ MIL. REVENUE
1	THE TURNER CORP.	1,031.48
2	STO BUILDING GROUP INC.	592.00
3	CLARK GROUP	452.84
4	PCL CONSTRUCTION	440.41
5	THE WHITING-TURNER CONTRACTING CO.	398.22

	MANUFACTURING & INDUSTRIAL									
RANK	FIRM	\$ MIL. REVENUE								
1	HASKELL	773.40								
2	CLAYCO	509.00								
3	DPR CONSTRUCTION	502.42								
4	STO BUILDING GROUP INC.	319.00								
5	IPS-INTEGRATED PROJECT SERVICES LLC	157.11								

	MULTI-UNIT RESIDENTIAL	
RANK	FIRM	\$ MIL. REVENUE
1	CLARK GROUP	1,024.58
2	AVALONBAY COMMUNITIES INC.	475.00
3	AECOM	451.40
4	COASTAL CONSTRUCTION GROUP	449.60
5	SWINERTON	440.91

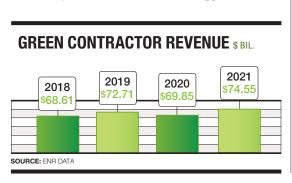
	RETAIL	
RANK	FIRM	\$ MIL. REVENUE
1	BNBUILDERS INC.	343.00
2	SWINERTON	108.42
3	J.H. FINDORFF & SON INC.	68.00
4	STO BUILDING GROUP INC.	66.00
5	WALSH CONSTRUCTION CO.	21.00

	SPORTS, ENTERTAINMENT 8	& CIVIC
RANK	FIRM	\$ MIL. REVENUE
1	AECOM	741.10
2	MORTENSON	615.42
3	CLARK GROUP	337.71
4	THE TURNER CORP.	149.70
5	GILBANE BUILDING CO.	149.06

ing spaces that take into consideration the products used on the project, natural light, air quality, as well as operational measures like water filtration, healthy snacks and biophilic design," says Patty Lloyd, director of sustainability at Leopardo Companies. "Now other rating systems have integrated health and wellness considerations into their offerings," which helps owners meet more of their sustainability goals.

In addition to WELL standards, the Fitwel commercial building rating system has continued to gain popularity in the green building market.

"We have seen increased adoptions across the board," says Sara Karerat, director of applied research



for the Center for Active Design (CfAD). The certification now has project administrators and representation in all 50 states, she said, with California, New York and Texas being the highest performers.

The enthusiasm for Fitwel was already growing, but recent laws "make it a priority for the real estate community on a national scale," says Karerat. "So that's something that we anticipate the impact to really pick up Fitwel."

Calculating Carbon and Resilience

As buildings evolve to address carbon emissions and occupant wellness, Top 100 firms are also navigating instances when the needs seem to conflict. As Reddin of Flad Architects explains, "A critical facility cannot shut down if it loses grid service."

Climate change is creating resilience issues "all over the world," she says. "In the past, the conversation was more focused on the coast. Now, we need to talk about it everywhere."

It's also front of mind at Fitwel as teams try to ensure climate resilience and occupancy health are seen as a package and not two separate conversations.

"Flood and fire risks, that's something we address in the Fitwel standard because that is something that

the 110-year-old former Stearns & Foster office building into their new net-zero Cincinnati office.

is going to put humans at risk," says Karerat.

Focusing on adaptation and mitigation efforts is "directly related to human health," she says. "We continue to show how the two operate together and it's always going to be stronger if you're working not just to address one aspect but to show the relationships between the two."

When it comes to reducing energy use of buildings and green house gas emissions, contractors and designers have a pivotal role to play, says Leopardo's Lloyd.

"Industry experts are evaluating the life cycle of buildings for opportunities to reduce the environmental impact of that sector, and it has become clear that reducing the embodied carbon in building materials will have a measurable and meaningful impact on reducing the building's total operational and embodied carbon," she says.

Using tools such as the free-to-use Embodied Carbon in Construction Calculator (EC3), owners, contractors and designers have help to understand and procure lower carbon materials.

Deirdre Stearns, director of sustainability, says AHL is ramping up energy modeling efforts on their projects by using energy modeling consultants.

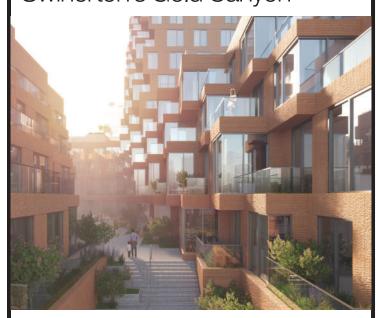
"We have found that we can't improve what we can't track, so energy modeling of our projects at various design stages is imperative to see where our projects fall in energy savings and carbon reduction" says Stearns. Internally, the firm has also invested in software that can predict energy use intensity and carbon impact of their projects.

She adds, "This software includes EC3 and Tally for embodied carbon tracking and whole building Life Cycle Assessments, and Sefaira and Autodesk Insight for tracking predicted energy use intensity."

Ayers Saint Gross is also seeing great value in tools like EC3, says Allison Wilson, sustainability director.

"Pulling this information together in more or-

Mixed-Use Swinerton's Gold Canyon



Swinerton (No. 3) recently topped off the Canyon, a 23-story mixed-use tower that's parcel A of the larger Mission Rock development. The exterior facade consists of glass fiber reinforced concrete panels with pre-glazed and precast punched windows. The parcel is targeting LEED Gold.

ganized ways helps our design teams specify less impactful products more easily, which is leading to less embodied carbon," says Wilson.

With the U.S. setting an ambitious 2030 goal to reduce greenhouse gas emissions by around 50%, the pressure is on for designers and contractors to increase the integration of on-site renewable energy systems.

"Owners who make early commitments to eliminate fossil fuel use on site are having an easier time meeting their sustainability goals than those who come to these decisions later," she says.

How To Read the Tables

Companies are ranked according to revenue for construction or design services generated in 2021 from projects that have been registered with or certified by a third-party organization that sets standards for measuring a building's or facility's environmental impact, energy efficiency or carbon footprint. Such groups include the U.S. Green Building Council (USGBC) and the Green Building Initiative. The volume of revenue is measured in (\$) millions. Some markets may not add up to 100% due to rounding. Revenue from

construction management on a fee-only basis is not included. Firms not ranked last year are designated as **.

Accredited Staff This is the number of people employed by the contractors who have been certified as knowledgeable in green construction by third-party accreditation organizations, including groups such as USGBC.

% of Total Revenue This percentage shows a firm's total revenue derived from green revenue, based on its responses to the Top 100/400/500 survey and Top Green Buildings survey. NA = Did not submit a Top 100/400/500 survey.

Education comprises public and private educational facilities, including both K-12 and higher education.

Entertainment/Civic includes sports facilities, entertainment facilities, casinos, theme parks and religious and cultural facilities.

Government Office includes federal, state and local government office facilities.

Health Care includes hospitals, clinics, medical assistance facilities, nursing homes and assisted-living centers.

Hotel includes hotels, motels, resorts and convention centers.

Multi-Residential includes co-ops, condominiums and apartment buildings.

Retail/Office includes commercial offices and retail facilities.

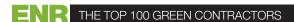
Other Buildings comprises miscellaneous buildings.

Other Markets comprises industrial process and pharmaceutical plants, food processing plants, manufacturing facilities, telecommunications facilities, infrastructure and cabling, towers and antennae, data centers and web hotels, etc.

The Top 100 List

RA	NK		ACC.	2021 GREE!	N REVENUE % OF TOTAL	RETAIL / O.T.	GOVERNMACE	EDUCATION.	HEALTH CADE	HOTEL	MULTI-RECU	ENTERTAINA	OTHER BILL	OTHER WKTS.
2022	2021		STAFF	\$ MIL.	REVENUE	A.F.	29	/ B	/ ₩	/ 3/	<u> </u>	12	/ 0	/ 6
1	2	AECOM, Dallas, Texas	NA	1,017.00	13	11	8	8	3	1	5	4	2	49
2	1	GENSLER, Los Angeles, Calif.	1,385	958.45	70	55	4	4	5	4	3	6	8	2
3	3	ARUP, New York, N.Y.	165	441.64	98	29	5	4	7	0	0	2	2	50
4	4	HOK, New York, N.Y.	692	430.61	100	22	13	13	23	1	1	10	16	0
5	**	TETRA TECH INC., Pasadena, Calif.	322	301.00	9	45	32	3	20	0	0	0	0	0
6	14	KIMLEY-HORN, Raleigh, N.C.	139	228.90	15	3	0	0	0	0	63	0	0	34
7	5	HDR, Omaha, Neb.	499	226.88	9	2	2	14	43	0	0	0	1	37
8		HKS, Dallas, Texas	384	218.44	55	26	0	7	43	6	0	8	1	0
9	12	WSP USA, New York, N.Y.	1,086	207.00	9	3	3	1	5	0	1	0	0	85
10	6	STANTEC INC., Irvine, Calif.	297	205.74	12	17	4	24	23	1	2	3	17	2
11	9	SKIDMORE OWINGS & MERRILL, New York, N.Y.	302	200.50	57	40	29	5	1	0	3	0	21	1
12	11	ZGF ARCHITECTS, Portland, Ore.	202	183.76	77	18	15	10	19	0	0	2	32	0
13	13	CANNONDESIGN, New York, N.Y.	295	178.00	52	4	0	34	62	0	0	0	0	0
14	25	HGA, Minneapolis, Minn.	185	172.00	100	19	5	4	43	0	2	8	15	4
15	20	PERKINS&WILL, Chicago, III.	1,395	171.70	30	22	1	23	31	0	0	4	16	2
16	**	LANGAN, Parsippany, N.J.	103	155.62	42	13	1	5	5	1	11	4	11	38
17	16	NBBJ, Seattle, Wash.	241	147.70	NA	67	4	4	23	0	0	1	0	0
18	15	BURNS & MCDONNELL, Kansas City, Mo.	204	140.66	7	9	37	0	0	0	0	0	15	39
19	21	THORNTON TOMASETTI, New York, N.Y.	200	135.05	47	37	17	7	5	2	16	9	5	1
20	17	SMITHGROUP, Detroit, Mich.	461	124.15	41	7	4	32	44	0	0	1	13	0
21	18	EYP ARCHITECTURE & ENGINEERING, Albany, N.Y.	159	102.40	81	0	20	15	59	0	0	3	2	0
22	24	HASKELL, Jacksonville, Fla.	98	80.11	80	0	14	4	1	0	0	0	0	80
23	**	ARCADIS NORTH AMERICA/CALLISON RTKL, Highlands Ranch, Colo.	596	67.71	5	12	1	4	51	0	15	0	0	2
24	22	LITTLE DIVERSIFIED ARCHITECTURAL CONSULTING INC., Charlotte, N.C.	92	63.19	100	54	2	16	24	0	0	3	1	0
25	**	NORTHEAST-WESTERN ENERGY SYSTEMS, Philadelphia, Pa.	NA	59.70	100	0	0	0	0	0	0	0	0	100
26	23	BLACK & VEATCH, Overland Park, Kan.	NA	58.95	5	0	72	0	0	0	0	0	0	28
27	28	BALLINGER, Philadelphia, Pa.	52	50.00	68	0	0	0	0	0	0	0	0	100
28	46	IMEG CORP., Rock Island, III.	156	46.45	17	21	15	27	8	5	8	6	1	0
29	26	LMN ARCHITECTS, Seattle, Wash.	56	44.70	100	41	0	35	0	13	0	6	0	4
30	30	CORGAN, Dallas, Texas	104	43.89	21	12	0	4	0	0	0	0	53	32
31	39	PERKINS EASTMAN, New York, N.Y.	327	42.91	16	3	2	30	35	5	14	0	1	0
32	32	ELKUS MANFREDI ARCHITECTS, Boston, Mass.	94	41.42	43	25	0	10	1	1	5	3	48	0
33	27	HORD COPLAN MACHT, Baltimore, Md.	109	41.08	51	0	0	80	5	0	15	0	0	0
34	35	SYSKA HENNESSY GROUP, New York, N.Y.	90	39.58	36	14	0	1	6	1	0	1	76	0
35	31	FENTRESS ARCHITECTS, Denver, Colo.	83	38.88	100	5	16	0	0	21	0	5	52	0
36	58	CO ARCHITECTS, Los Angeles, Calif.	35	35.88	56	0	1	26	73	0	0	0	0	0
37	42	KENDALL/HEATON ASSOCIATES INC., Houston, Texas	10	34.51	97	90	0	10	0	0	0	0	0	0
38	64	MICHAEL BAKER INTERNATIONAL, Pittsburgh, Pa.	105	33.93	6	3	83	0	0	0	1	0	0	12
39	**	IPS-INTEGRATED PROJECT SERVICES LLC, Blue Bell, Pa.	70	32.70	15	0	0	0	0	0	0	0	0	100
40	49	VANDERWEIL ENGINEERS, Boston, Mass.	69	32.25	32	3	26	11	3	2	1	1	38	11
41	29	WALTER P MOORE, Houston, Texas	43	32.08	25	12	0	7	61	0	0	6	1	12
42	34	AFFILIATED ENGINEERS INC., Madison, Wis.	161	31.33	19	2	15	19	56	0	2	0	0	5
43	38	SMITH SECKMAN REID INC., Nashville, Tenn.	54	31.29	36	13	0	6	62	0	5	8	0	6
44	45	AYERS SAINT GROSS, Baltimore, Md.	57	29.30	56	15	0	67	4	1	0	14	0	0
45	41	THE S/L/A/M COLLABORATIVE, Glastonbury, Conn.	71	28.87	43	4	1	47	48	0	0	0	0	0
46	40	NAC ARCHITECTURE, Spokane, Wash.	53	28.67	47	0	0	94	5	0	0	1	0	0
47	**	SHALOM BARANES ASSOCIATES, Washington, D.C.	30	27.07	NA	28	28	0	2	0	15	0	14	0
48	43	HNTB COS., Kansas City, Mo.	34	26.23	2	0	0	0	0	0	0	5	85	10
49	44	CLARK NEXSEN, Virginia Beach, Va.	78	25.90	30	7	34	55	0	0	5	0	0	0
50	37	EWINGCOLE, Philadelphia, Pa.	108	22.55	25	0	12	6	29	0	0	6	0	47

	NK 2021		ACC. STAFF	2021 GREEI IN \$ MIL.	N REVENUE % of Total Revenue	RETAIL (O.	GOVERNIATE	EDUCATION	HEALTH CABE	HOTEL	MULTI-RECIE	ENTERTAINMES	OTHER BILL.	OTHER MKTS.
51	76	GANNETT FLEMING, Camp Hill, Pa.	65	20.10	3	0	0	0	0	0	0	0	0	100
52	**	T.Y. LIN INTERNATIONAL, San Francisco, Calif.	5	18.85	3	4	3	5	6	0	2	1	2	69
53	62		39	18.70	72	18	0	9	0	0	6	4		
_	55	HASTINGS ARCHITECTURE LLC, Nashville, Tenn.											43	0
54] 55	MAGNUSSON KLEMENCIC ASSOCIATES, Seattle, Wash.	14	18.57	39	37	10	4	1	1	8	5	24	0
55] "" 40	MOODY NOLAN, Columbus, Ohio	116	17.92	30	1	0	39	0	21	0	0	30	0
56	48	HMFH ARCHITECTS INC., Cambridge, Mass.	24	17.70	98	0	0	95	0	0	5	0	0	0
57	57	GRIMM + PARKER ARCHITECTS, Tysons, Va.	49	17.30	72	6	0	71	0	0	14	7	2	0
58	47	GOETTSCH PARTNERS, Chicago, III.	39	16.78	79	55	0	0	0	0	0	0	0	0
59	59	WDG ARCHITECTURE, Washington, D.C.	21	16.48	67	6	0	7	0	3	83	0	0	1
60	36	FLAD ARCHITECTS, Madison, Wis.	136	15.28	12	3	0	22	0	0	0	0	74	0
61	73	EUA (EPPSTEIN UHEN ARCHITECTS INC.), Milwaukee, Wis.	43	14.27	22	7	0	0	0	81	2	0	0	10
62	63	DESIMONE CONSULTING ENGINEERS, New York, N.Y.	NA	14.08	25	8	0	2	0	4	76	6	3	0
63	66	DATTNER ARCHITECTS, New York, N.Y.	33	12.91	41	0	8	6	0	0	73	0	12	0
64	56	ROBERT A.M. STERN ARCHITECTS, New York, N.Y.	15	12.80	22	0	35	45	0	0	1	19	0	0
65	72	DAVIS PARTNERSHIP ARCHITECTS, Denver, Colo.	44	11.66	25	10	0	0	8	0	41	0	0	0
66	81	GRESHAM SMITH, Nashville, Tenn.	98	11.61	5	6	0	0	86	0	0	0	8	0
67	51	GFF INC., Dallas, Texas	23	11.51	31	20	0	11	0	0	45	2	5	0
68	**	MARMON MOK ARCHITECTURE, San Antonio, Texas	15	11.29	60	0	0	0	79	0	0	13	8	0
69	**	STEINBERG HART, Los Angeles, Calif.	33	10.84	25	1	2	43	0	0	0	25	0	0
70	99	TLC ENGINEERING SOLUTIONS INC., Orlando, Fla.	92	10.60	15	14	20	36	14	1	0	0	11	0
71	67	DEWBERRY, Fairfax, Va.	136	10.58	2	43	53	1	0	0	2	0	0	0
72	53	DAVIS BRODY BOND, New York, N.Y.	11	10.42	80	2	11	44	0	0	0	43	0	0
73	**	LPA INC., Irvine, Calif.	136	10.10	10	63	15	22	0	0	0	0	0	0
74	**	CONCORD ENGINEERING GROUP INC., Voorhees, N.J.	10	10.05	NA NA	0	20	25	40	5	10	0	0	0
75	**	MOSELEY ARCHITECTS, Richmond, Va.	64	10.05	17	0	23	64	10	0	0	0	3	0
76	60	·	91	9.78	36	23	5	30	0	0	11	31	1	0
77	65	FXCOLLABORATIVE, Brooklyn, N.Y.			22	23	66	14	12	0	0	0	6	0
	**	LIONAKIS, Sacramento, Calif.	63	9.19						-				
78	01	COOPER CARRY, Atlanta, Ga.	85	8.82	12	12	0	19	0	20	21	0	0	0
79	91	JCJ ARCHITECTURE, Hartford, Conn.	25	8.71	24	0	0	100	0	0	0	0	0	0
80	** 	GGLO, Seattle, Wash.	62	8.42	36	0	0	0	0	5	95	0	0	0
81	68	GWWO ARCHITECTS, Baltimore, Md.	15	8.27	45	0	0	100	0	0	0	0	0	0
82	**	ARROWSTREET INC., Boston, Mass.	23	7.80	39	0	0	18	0	0	14	0	26	0
83	90	CMTA INC., Prospect, Ky.	NA	7.64	8	13	12	71	4	0	0	0	0	0
84	84	CURTIS + GINSBERG ARCHITECTS LLP, New York, N.Y.	10	7.35	82	0	0	2	1	0	63	0	0	0
85	85	LRK INC., Memphis, Tenn.	23	6.70	24	4	0	0	0	6	25	0	0	0
86	94	AHL, Honolulu, Hawaii	28	5.81	22	2	83	1	0	0	14	0	0	0
87	89	BAR ARCHITECTS, San Francisco, Calif.	22	5.50	36	0	0	0	0	2	29	9	2	0
88	75	KIRKSEY ARCHITECTS INC., Houston, Texas	44	5.23	13	10	4	70	1	0	0	9	0	0
89	77	FANNING HOWEY ASSOCIATES INC., Celina, Ohio	21	5.10	25	0	0	100	0	0	0	0	0	0
90	69	DAY & ZIMMERMANN, Philadelphia, Pa.	67	5.00	16	0	100	0	0	0	0	0	0	0
91	54	HMC ARCHITECTS, Ontario, Calif.	42	4.72	6	0	0	94	6	0	0	0	0	0
92	79	HED, Southfield, Mich.	112	4.71	6	8	0	43	7	0	10	0	31	0
93	**	GARMANN/MILLER & ASSOCIATES INC., Minster, Ohio	8	4.53	49	0	0	100	0	0	0	0	0	0
94	70	SHP, Cincinnati, Ohio	36	4.30	21	0	0	100	0	0	0	0	0	0
95	**	HEAPY, Dayton, Ohio	64	4.15	9	5	14	58	5	0	0	0	18	0
96	**	CRABTREE ROHRBAUGH & ASSOCIATES, Mechanicsburg, Pa.	12	4.00	17	0	0	100	0	0	0	0	0	0
97	92	MBH ARCHITECTS, Alameda, Calif.	27	3.39	10	88	0	0	0	0	12	0	0	0
98	**	P2S INC., Long Beach, Calif.	56	3.38	5	0	0	100	0	0	0	0	0	0
99	86	SMALLWOOD, Atlanta, Ga.	11	3.13	15	0	0	0	0	49	5	0	0	0
100	87	DLZ CORP., Columbus, Ohio	16	3.02	2	0	28	0	0	0	0	0	72	0
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The Top 100 List

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2 2 CLARK GROUP, Bethesda, Md. 367 4,759.99 76 19 10 4 10 8 22 7 3 3 SWINERTON, Concord, Calif. 170 3,828.26 84 23 0 7 8 8 81 12 1 1 4 4 HENSEL PHELPS, Greeley, Colo. 304 3,740.96 68 4 41 6 7 3 0 0 0 5 6 CLAYCO, Chicago, III. NA 3,359.37 54 38 0 3 0 19 13 22 7 9 STO BUILDING GROUP INC., New York, N.Y. 264 2,954.00 31 37 1 7 20 6 5 5 2 8 13 DPR CONSTRUCTION, Atlanta, Ga. 157 2,253.00 56 6 0 4 0 0 0 0 0 0 0 10 7 11 10 10 10 10 10 10 10 10 10 10 10 10	18 3 6 34 35 4 36 27 5 0 6 15 0 56 0 90 2 4 21 3 2 3 18 29 6 0 96 0 9 0 0 76 1 14 0 92 0 45 7 21
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	39 19
32 49 BALFOUR BEATTY US, Dallas, Texas 211 546.98 12 24 1 6 0 25 5 6	0 4
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33 34 LEVEL 10 CONSTRUCTION, Sunnyvale, Calif. 48 499.00 54 86 0 0 0 0 13 0	1 0
34 46 DUKE CONSTRUCTION, Indianapolis, Ind. 11 482.65 72 0 0 0 0 0 0 0	100 0
35 31 CADDELL CONSTRUCTION CO. (DE) LLC, Montgomery, Ala. 16 479.90 53 0 80 2 2 0 15 0	0 0
36 38 AVALONBAY COMMUNITIES INC., Arlington, Va. 18 475.00 NA 0 0 0 0 100 0	0 0
37 16 WEBCOR, San Francisco, Calif. 95 472.74 46 3 4 4 1 6 15 3	1 9
38 39 SHAWMUT DESIGN AND CONSTRUCTION, Boston, Mass. NA 467.93 38 26 0 52 15 7 0 0	0 0
39 51 GRUNLEY CONSTRUCTION CO. INC., Rockville, Md. NA 456.00 84 3 53 14 0 0 0 26	5 0
40 44 PEPPER CONSTRUCTION, Chicago, III. 82 443.63 33 4 0 30 23 0 0 21	19 2
41 40 NIBBI BROTHERS GENERAL CONTRACTORS, San Francisco, Calif. 28 403.42 98 10 0 0 0 90 0	0 0
42 63 COLUMBIA, North Reading, Mass. 25 386.50 100 21 0 6 7 1 7 0	31 28
43 52 SELLEN CONSTRUCTION, Seattle, Wash. 36 379.14 74 78 0 0 22 0 0 0	0 0
44 48 BNBUILDERS INC., Seattle, Wash. 67 343.00 32 100 0 0 0 0 0 0	0 0
45 42 BIG-D CONSTRUCTION, Salt Lake City, Utah 75 314.00 16 0 1 0 0 7 9 0	25 <mark>57</mark>
46 45 OKLAND CORP., Salt Lake City, Utah NA 313.50 19 61 0 21 8 0 0 0	0 10
47 50 CHOATE CONSTRUCTION CO., Atlanta, Ga. 63 310.63 26 54 0 19 0 0 0	0 17
48 30 BERNARDS, San Fernando, Calif. NA 275.75 58 0 0 34 22 0 34 6	0 0
49 ** ROGERS-O'BRIEN CONSTRUCTION, Dallas, Texas 29 262.66 41 41 0 22 9 0 0 0	0 0
50 58 WALSH CONSTRUCTION CO., Portland, Ore. 78 261.00 61 20 0 11 0 0 54 0	0 0

	NK 2021		ACC. STAFF	2021 GREE IN \$ MIL.	N REVENUE % of Total Revenue	RETAIL / OC.	GOVERMAL	EDUCATION.	HEALTH CARE	HOTEL	MULTI-BES	ENTERTAINMAT	OTHER RUIL	OTHER MKTS.
51	**	HARKINS BUILDERS, Columbia, Md.	18	256.00	85	0	0	0	24	0	76	0	0	0
52	47	SUNDT CONSTRUCTION INC., Tempe, Ariz.	98	254.18	19	2	20	9	0	0	17	0	11	41
53	56	MANHATTAN CONSTRUCTION GROUP, Tulsa, Okla.	20	253.45	22	9	41	29	1	0	18	0	0	2
54	35	HOFFMAN CONSTRUCTION, Portland, Ore.	286	252.00	14	0	0	0	0	0	0	0	0	100
55	53	FONTAINE BROS. INC., Springfield, Mass.	8	241.70	92	0	0	99	0	0	0	0	1	0
56	57	HARPER CONSTRUCTION CO. INC., San Diego, Calif.	3	237.24	85	0	36	12	0	0	7	0	45	0
57	76	JRM CONSTRUCTION MANAGEMENT, New York, N.Y.	25	220.00	29	95	0	5	0	0	0	0	0	0
58	43	THE YATES COS. INC., Philadelphia, Miss.	77	212.80	8	57	1	3	17	11	5	6	0	1
59	55		26	209.60	50	6	12	44	2	0	19	0	0	17
60	70	DIMEO CONSTRUCTION CO., Providence, R.I.	18		49	0	0	5	0	0	95	0	0	0
	 	EXXEL PACIFIC INC., Bellingham, Wash.		200.60		-			-					
61	54	CHINA CONSTR. AMERICA/PLAZA CONSTR., Jersey City, N.J.	NA	194.67	22	18	6	0	0	0	6	0	70	0
62	79	THE KORTE CO., Highland, III.	8	180.90	37	5	33	0	0	15	8	0	39	0
63	71	MASCARO CONSTRUCTION CO. LP, Pittsburgh, Pa.	29	176.30	32	0	21	0	79	0	0	0	0	0
64	66	PLANT CONSTRUCTION CO. LP, San Francisco, Calif.	25	176.01	46	70	0	30	0	0	0	0	0	0
65	86	C. OVERAA & CO., Richmond, Calif.	6	162.75	46	0	4	73	0	0	0	0	23	0
66	**	IPS-INTEGRATED PROJECT SERVICES LLC, Blue Bell, Pa.	70	157.11	25	0	0	0	0	0	0	0	0	100
67	94	J.H. FINDORFF & SON INC., Madison, Wis.	22	155.00	17	44	0	0	23	0	33	0	0	0
68	69	C.W. DRIVER COS., Pasadena, Calif.	23	152.28	26	34	0	65	0	0	2	0	0	0
69	62	PJ DICK - TRUMBULL - LINDY GROUP, Pittsburgh, Pa.	16	141.00	15	12	6	45	1	0	0	0	1	0
70	72	ROBINS & MORTON, Birmingham, Ala.	85	133.31	10	2	0	1	80	0	0	0	17	0
71	74	O&G INDUSTRIES INC., Torrington, Conn.	7	130.40	39	0	0	100	0	0	0	0	0	0
72	73	C. H. NICKERSON & CO. INC., Torrington, Conn.	NA	114.70	100	0	0	0	0	0	0	0	0	100
73	67	W. M. JORDAN CO., Newport News, Va.	25	112.89	17	2	17	49	0	32	0	0	0	0
74	60	GLY CONSTRUCTION, Bellevue, Wash.	41	107.00	19	100	0	0	0	0	0	0	0	0
75	**	PINNER CONSTRUCTION CO. INC., Anaheim, Calif.	2	105.28	79	0	0	73	0	0	0	15	12	0
76	68	JACOBSEN CONSTRUCTION CO. INC., Salt Lake City, Utah	16	101.00	14	5	0	24	46	0	25	1	0	0
77	59	GE JOHNSON, Colorado Springs, Colo.	21	100.28	17	0	0	67	16	0	0	17	0	0
78	89	RYCON CONSTRUCTION INC., Pittsburgh, Pa.	20	99.30	17	23	0	34	0	0	28	0	15	0
79	85	BURNS & MCDONNELL, Kansas City, Mo.	204	97.05	4	44	30	0	0	0	0	0	0	25
80	**	KPRS CONSTRUCTION, Brea, Calif.	4	85.00	10	39	0	0	1	0	9	0	51	0
81	**	MCCOWNGORDON CONSTRUCTION, Kansas City, Mo.	47	84.00	11	0	25	60	0	0	0	0	15	0
82	84	BRADBURY STAMM CONSTRUCTION INC., Albuquerque, N.M.	8	70.91	25	0	13	19	68	0	0	0	0	0
83	**	RODGERS BUILDERS INC., Charlotte, N.C.	25	70.81	13	72	0	28	0	0	0	0	0	0
84	75	CLANCY & THEYS CONSTRUCTION, Raleigh, N.C.	23	70.81	13	44	0	0	0	0	48	0	7	0
85	77	SAUNDERS CONSTRUCTION INC., Englewood, Colo.	52	66.57	19	0	2	8	0	0	0	1	0	32
86	87	KRAUS-ANDERSON CONSTRUCTION CO., Minneapolis, Minn.	71	63.10	13	13	65	21	0	0	0	0	0	0
87	**	PC CONSTRUCTION CO., South Burlington, Vt.	21	62.10	18	0	0	82	0	0	0	0	0	3
88	80	COAKLEY & WILLIAMS CONSTRUCTION, Bethesda, Md.	17	55.00	26	0	0	26	24	39	0	11	0	0
89	78	BARTON MALOW HOLDINGS LLC, Southfield, Mich.	77	54.93	2	0	0	96	0	0	0	1	0	3
90	**	BUTZ ENTERPRISES INC., Allentown, Pa.	12	48.22	14	44	0	0	56	0	0	0	0	0
91	81	COMMODORE BUILDERS, Waltham, Mass.	19	32.81	10	2	76	0	0	0	0	0	22	0
92	97	LEOPARDO COS., Hoffman Estates, III.	16	30.57	10	19	0	0	0	0	81	0	0	0
93	93	CLARK CONSTRUCTION CO., Lansing, Mich.	NA	28.50	6	0	0	100	0	0	0	0	0	0
94	82	O'NEIL INDUSTRIES INC., Chicago, III.	64	25.91	3	33	0	59	0	0	0	7	0	0
95	91	GRAY CONSTRUCTION, Lexington, Ky.	42	18.10	1	4	0	0	0	0	0	0	0	96
96	**	ADENA CORP., Mansfield, Ohio	NA	17.50	16	0	0	100	0	0	0	0	0	0
97	**	MIRON CONSTRUCTION CO. INC., Neenah, Wis.	147	17.09	1	0	0	100	0	0	0	0	0	0
98	92	THE KOKOSING GROUP OF COS., Westerville, Ohio	32	16.66	1	0	0	1	0	0	0	0	0	99
99	**	CONSTRUCTION TECHNOLOGY LABORATORIES INC, Skokie, III.	NA	14.53	97	5	2	3	5	0	12	1	1	71
100	99	TARLTON CORP., St. Louis, Mo.	10	11.02	8	3	0	27	70	0	0	0	0	0
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