



## Guidelines for Completing This Survey

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**Please read carefully:**

**PLEASE COMPLETE YOUR ONLINE SURVEY BY MARCH 14, 2022.**

Where dollar amounts are indicated in the survey, rounding must be done to the nearest ten thousand 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 and one billion, four hundred million would be entered as 1400.00

### ENR Top Lists: How Do I Get Ranked?

Each year, ENR publishes 13 major market ranking lists, numerous sub-lists, and three Sourcebooks. If you are a general contractor; engineering, architectural or environmental design firm; construction management or program management firm, based in the U.S. or a U.S.-based subsidiary of a non-U.S. firm, 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 500 Design Firms; Top 400 General Contractors; Top 100 Construction Managers-at-Risk; Top 100 Construction Managers/Program Managers-for-Fee; Top 100 Design-Build Firms; Top 50 Program Managers; Top International Design Firms; and Top International Contractors.

Complete the new Green Construction survey to be ranked on the ENR Top Green Design Firms and Top Green Contractors lists. Complete the Sourcebook Market survey form to be ranked in the Top 500 Design Firms Sourcebook, Top 400 Contractors Sourcebook and Top Global Firms Sourcebook, which include additional construction industry sub-market rankings.

### How Rankings Are Derived

- Top 500 Design Firms, to be published in the May 2/9, 2022 issue, is based on the answers to question D1(c).
- Top 400 Contractors list, to be published in the May 30/June 6, 2022 issue, is based on the answers to question GC1(c).
- Top 100 CM-at-Risk list, to be published in the June 13/20, 2022 issue, is based on the answers to question GC5.
- Top 100 Design-Build list, to be published in the June 13/20, 2022 issue, is based on the sum of the answers to questions GC2 and D2.
- Top 100 CM/PM-for-Fee list, to be published in the June 27/July 4, 2022 issue, is based on the sum of answers to questions CM1 and CM2.

- Top 50 Program Management Firms list, to be published in the June 27/July 4, 2022 issue, is based on the answers to question CM2.
- Top 225 International Design Firms list, to be published in the August 8/15, 2022 issue, is based on the answers to Question D1(b).
- Top 250 International Contractors list, to be published in the August 22/29, 2022 issue, is based on the answers to Question GC1(b).

### **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.

### **Other ENR Surveys:**

#### **Top 200 Environmental Firms:**

If you wish to participate in the ENR Top 200 Environmental Firms survey, you must complete a separate survey form to be distributed by email in April 2022. That list will be published in the July 25/August 1, 2022 issue of ENR. To be added to the distribution list, please email a request with your company name and address, name and title of the person to whom we should send the survey, phone number and email address to the ENR Environmental Services team at [ENRT200env@enr.com](mailto:ENRT200env@enr.com).

#### **Green Buildings:**

If you wish to be considered Top Green Design Firms and Top Green Contractors lists, you must complete the Green Buildings survey, which launches as part of the package with the Top 100/400/500 survey. Both the Top Green Design Firms list and the Top Green Contractors list will appear in the September 19/26, 2022 issue.

#### **Top 600 Specialty Contractors:**

If you are a subcontractor or contractor working in a construction specialty trade, you should participate ONLY in the ENR Top 600 Specialty Contractor survey, to be published on October 17/24, 2022. Survey notices for this list will be emailed late July. To be placed on the distribution list for the separate Top 600 Specialty Contractors survey, please email a request with your company name and address, and the name and title of the person to whom we should send the survey, and email me at [kellerj@enr.com](mailto:kellerj@enr.com).

- **Special Note About Subcontractors:** For contractors, a firm can appear on the Top 400 General Contractors list or the Top 600 Specialty Contractors list, but not on both lists. If your firm performs primarily general contracting work, you should participate in the Top 400 survey. If you are a subcontractor or specialty trade contractor, you should participate in the Top 600 Specialty Contractors survey. If you are a subcontractor or specialty trade contractor and feel you have received this survey by mistake, please let us know so we may place you on our Top 600 distribution list instead. Such notices should be emailed to me at [kellerj@enr.com](mailto:kellerj@enr.com).

#### **Sourcebook Market:**

To participate in this more detailed market survey, please take the revenue totals for the general market sectors you have provided in Question GC3 [for contractors] and Question D6 [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 400 Contractors or Top 500 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 Top 500 Design Firms Sourcebook, to be published the July 11/18, 2022 issue of ENR and in the ENR Top 400 Contractors Sourcebook, to be published in September 19/26, 2022 issue of ENR. Note that your responses to the ENR Top 400/500 Sourcebook automatically qualifies you for ranking in the ENR Global Sourcebook to be published in December 12/19, 2022 issue of ENR.

For more on ENR Sourcebook lists: see <http://www.enr.com/toplists/Sourcebook> or contact Jon Keller, Associate Editor, at [kellerj@enr.com](mailto:kellerj@enr.com).

### **ENR Regional Publications:**

The ENR Regional Publications have their own Top Design Firms and Top Contractors surveys. Participation in the Top 100/400/500 survey *does not* mean you will also be ranked on the ENR Regional Design or Contractors lists, and participation in the ENR Regional Design Firms survey or the ENR Regional Contractors survey does not mean you will be ranked on the ENR Top 500 or Top 400. To be put on the email notice list for the ENR Regional Top Design Firms, Top Contractors or Top Specialty Contractors list, please email the editor(s) for your region(s), or email me at [kellerj@enr.com](mailto:kellerj@enr.com):

- **ENR California** Calif., Hawaii [berardie@enr.com](mailto:berardie@enr.com)
- **ENR Mid-Atlantic** D.C., Del., Md., Pa., Va., W. Va. [ricej@enr.com](mailto:ricej@enr.com)
- **ENR Midwest** Ill., Ind., Iowa, Kan., Ky., Mich., Minn., Mo., Neb., Ohio, Wis. [yodersj@enr.com](mailto:yodersj@enr.com)
- **ENR Mountain States** Colo., Idaho, Mont., N.D., S.D., Utah, Wyo. [shawm@enr.com](mailto:shawm@enr.com)
- **ENR New England** Conn., Maine, Mass., N.H., R.I., Vt. [ricej@enr.com](mailto:ricej@enr.com)
- **ENR New York** N.J., N.Y. [cubarrubiae@enr.com](mailto:cubarrubiae@enr.com)
- **ENR Northwest** Alaska, Ore., Wash. [berardie@enr.com](mailto:berardie@enr.com)
- **ENR Southeast** Ala., Fla., Ga., N.C., P.R., S.C., Tenn. [judys@enr.com](mailto:judys@enr.com)
- **ENR Southwest** Ariz., N.M., Nev. [poirierl@enr.com](mailto:poirierl@enr.com) or [shawm@enr.com](mailto:shawm@enr.com)
- **ENR Texas & Louisiana** Ark., La., Miss., Okla., Texas [poirierl@enr.com](mailto:poirierl@enr.com)

### **In determining 2021 rankings, ENR will:**

- Base the Top 500 Design Firms rankings on revenue for design and design-related services, excluding revenue for construction management, program management, procurement and other non- design services.
- Base the Top 400 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.
- Permit contractors that also have design operations to participate in the Top 500 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 400 Contractors list, based on revenue from that work.
- Publish a separate ranking of The Top 100 CM Firms based on revenue for construction management and program management performed as a professional service on a fee-only basis, with the firm working as an agent of the owner. Contractors and design firms both are eligible for this list. The feature also will include a ranking of the Top 100 CM Firms at- risk.
- Publish a ranking of the Top International Design Firms, which will include revenue data on a U.S. design firm's work abroad, derived from this survey. There is no separate international survey for U.S. design firms.
- Publish a ranking of the Top International Contractors, which will include revenue data on a U.S. contractor's work abroad, derived from this survey. There is no separate international survey for U.S. contractors.
- 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.

- Permit wholly owned, U.S.-based subsidiaries of international firms to appear on the Top 400 Contractors or Top 500 Design Firms list only if revenue listed is for that subsidiary only, and does not include revenue from the foreign parent or other, separate foreign subsidiaries of the parent company.

## **Construction contracting revenue (questions GC1, GC2, GC3, GC5)**

The Top 400 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 a 10-K or similar financial report.

### **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 questions CM1&CM2 - 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 D1.
- 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 CM1.
- Revenue from pure program management services with no contracting component. This revenue should be included in question CM2.
- 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 D2).

### **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.

**Design-Build revenue (question GC2)** -- Please report how much contracting revenue from question GC1 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. **Important:** If you enter into a design-build contract and subcontract the design portion of the contract to third parties, report the *total* of the revenue from the design-build contract here.

**Contracting Project categories (question GC3)** -- Please show the amount of contracting revenue indicated in questions GC1(a) and GC1(b) 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 GC3 will be used as the starting point for your Sourcebook Market Survey.

- **A. 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.
- **B. Industrial process:** Includes pulp and paper plants, steel plants, non-ferrous metal refineries, chemical plants, food processing and pharmaceutical plants.
- **C. Manufacturing:** Includes auto assembly plants, electronic assembly, semiconductor plants, parts plants, textile mills, aerospace, etc.
- **D. Water supply:** Includes dams, reservoirs, water transmission lines, distribution mains, irrigation canals, filtration and treatment plants, pumping and desalination plants, etc.
- **E. Sewerage/solid waste disposal:** Includes sanitary and storm sewers, treatment plants, pumping plants, industrial waste disposal.
- **F. Transportation:** Includes airports, bridges, highways, roads, canals and locks, river channelization, dredging, marine and port facilities, piers, railroads, mass transit, tunnels.
- **G. Hazardous waste:** Includes chemical and nuclear waste projects, asbestos removal, lead abatement, etc.
- **H. Power:** Includes fossil fuel, nuclear, thermal and hydroelectric power plants, waste-to-energy plants, transmission lines, substations, cogeneration plants.
- **I. Petroleum:** Includes refineries, natural gas, petrochemical plants, offshore oil facilities, pipelines, etc.
- **J. Telecommunications:** Includes transmission lines & cabling, towers & antennae, data centers, etc.
- **K. Other:** Includes projects that do not fit into the above 10 market categories. Please specify.

**New construction contracts (question GC4)** -- Please report the value of all new contracts that your firm won in 2021 that would be eligible for calculating construction contracting revenue for ENR ranking purposes (see above).

**CM-at-risk (question GC5)** -- 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 GC5 and make sure that you include that figure in your calculations for question GC1. Do not report revenue for these at-risk projects in the construction management-for-fee section of the survey form, question CM1.

**Design and design-related revenue (questions D1, D2, D3, D6)**

**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 CM1 and GC5 respectively).
- Professional service fees from pure program management service contracts. These fees should be included in question CM2. Revenue from management oversight services that are included as part of the overall design contract, however, should be reported here and not in question CM2.
- 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 GC2).

### **Design-build revenue (question D2)**

Please include only design revenue reported in question D1 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 GC2 for ranking under the Top 400 Contractors list.

### **Architectural service revenue (question D3)**

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.

In this question, we are asking how much of your firm's design revenue reported in question D1(c) was derived from architectural services. This includes revenue from architecture, interiors architecture, and revenue passed through to other design firms. See <https://www.architecturalrecord.com/articles/15197-top-300-us-architecture-firms-of-2021> for the 2020 Architectural Record Top 300 Architectural Firms list.

### **Design Project categories (question D6)**

These are the same as in question GC3. Please indicate the amount of design revenue indicated in questions D1(a) and D1(b) that your company derived from the following 11 project categories outlined in question GC3) (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 D6 will be used as the starting point for your completion of the Sourcebook Market Survey.

### **Guidelines for (CM) construction management and program management (questions CM1 and CM2)**

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 2021.

- **CM-at-risk**—Please report CM-at-risk revenue on question GC5 and make sure that you include that figure in your calculations for question GC1. Do not report revenue for these at-risk projects in the construction management-for-fee section of the survey, question CM1.
- **CM-for-fee (question CM1)** -- 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 500 and Top 400 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.
- **Program management-for-fee (question CM2)** -- 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.

**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.

### **Guidelines for International Work (questions GC8 & D9)**

- Please check only those countries where your firm had work in 2021, 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 M4 through M8)**

**Important:** The information provided for questions M4 through M8 is kept strictly confidential and **will not be disclosed**. The only information published from this section will be the list of subsidiaries in question M8. We strongly urge you to complete all the information requested in this section.

- **Profit margins (question M4):** 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 M6):** 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.

## 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 ideally 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, email and internet data as it should appear in ENR directories and in the ENR Sourcebooks. **Important Tip:** Use the company's main switchboard telephone numbers, fax number and email address, NOT the phone, fax and email address of individual executives.

**On-the-record comments (question M9-M10):** We cannot interview every firm for the stories that accompany the top lists, but we endeavor to include as many industry voices as we can. If your firm would like to provide written on-the-record comments or possibly be interviewed for a story, please provide us with the best contact at your firm to receive our questionnaire and/or be contacted to arrange an interview.

**Contacts (question M11):** It is imperative that you include the name and title, phone and email address of the person who can answer questions regarding your survey responses. This becomes part of the distribution list for next year. 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 manner, 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.

**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