

CONSTRUCTION

THE OFFICIAL MAGAZINE OF THE CONSTRUCTION INDUSTRY FEDERATION

TOP 50 2018

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IRISH CONSTRUCTION DELIVERING CUTTING-EDGE FACILITIES FOR GLOBAL CLIENTS

Throughout Ireland's economic history, Irish specialist and main contractors have been a central element to the country's value proposition in helping attract and retain foreign direct investment (FDI). One consistent thread stringing together all the pearls of global life sciences, digital and financial services companies, which have located to Ireland, is the competence of Irish contractors. We're delighted to work so closely with this industry to attract, retain and expand investment in Ireland.

Our annual report shows that about 60% of FDI in Ireland derives from companies already in-situ expanding their footprint. Through our engagement with global clients to expand their footprint, we know that the capacity and competence of the construction industry is a critical part of the decision-making process. In addition, I think it is evident from looking through the list of the Construction Top 50 CIF Contractors that global companies recognise this competence and very often utilise Irish companies to deliver essential construction projects outside Ireland within their international networks.

In simple terms, Ireland's construction and specialist engineering industry provides unrestricted access to talent and delivery of cutting-edge facilities for global clients. The entire sector, including this Top 50, is an integral part of the Irish economy. I am delighted to see that the industry has adopted new technologies such as Lean and Building Information Modelling (BIM); this is critical to ensure competitiveness and to generate the types of productivity increases that international clients demand.

Further exposure to the international client base will move Irish companies further up the learning curve putting them in a position to expand further globally and to service new clients, who we hope will establish operations in Ireland in the future. **C**

Michael Lohan, Head of the Life Sciences and Property, IDA Ireland.



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STEVE BOWCOTT, CEO: JOHN SISK & SON



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CONSTRUCTION IS AN ECOSYSTEM

A message from CIF Director General, Tom Parlon

This year's Top 50 CIF contractors features a selection of world-class contractors that are shaping the world, building Irish communities and providing quality careers to people here and abroad. Irish main and specialist contractors are absolutely critical to the Irish economy's competitiveness. Every company in Ireland depends on the companies featured in this year's Top 50 list for the commercial buildings, infrastructure and housing they depend on. Increasingly, we're seeing that Irish contractors are contributing to the economies and societies of other countries with exports increasing strongly as they have since 2012. Finally, the companies featured in this magazine serve the Irish state in another key manner: they are an essential part of the narrative about Ireland that makes it attractive to foreign direct investment. The largest corporations in the world locate in Ireland for many reasons. But, if our main and specialist contractors were not world-class they would never establish a footprint here.

Ireland is working because this sector is working. Our figures have grown once again this year, with combined turnovers up by €720m on last year's figures. For the first time, we're tracking exports too, to show the ever-increasing footprint of Ireland's construction sector across the globe. With exports of €1.6bn, the Construction Top 50 CIF Contractors listing gives us just a glimpse at the huge impact that Irish construction companies are making abroad and strongly reflects our ability to service international clients.

Many of our contractors are now cycling through the networks of delivering projects across the world; their reputation for excellence is spreading. Without the success of Irish construction, we would not have had the ability to attract tech savvy and forward-thinking multinationals like LinkedIn, Google, Facebook, Eli Lilly to name but a few, and this is now recognised by the IDA and the wider Government apparatus.

The construction industry is changing, we are innovating and leading the way in how we implement new and improved technology, how we attract and retain workers and how we work together more generally. We have emerged from the depths of the recession leaner, more modern, sustainable, adaptable and resilient.

But there are significant improvements, that still need to be made in order to preserve and support our sector's recovery into the future.

We must enable more companies to grow and become world-leaders. To do this, we need the Government to set out an export-led growth strategy for this important sector. We also need to fix our procurement system here at home and ensure the right supports are in place to help build companies of scale. Finally, we must also work to attract workers back into the industry and make the process of moving home from abroad and gaining work in the sector more streamlined. People are and will continue to be our greatest asset.

This issue celebrates Construction Magazine's Top 50 Contractors over the last year. However, construction is an ecosystem and every success we celebrate involves dozens of other contractors. It is only by strengthening that ecosystem can this industry reach a sustainable footing and continue to grow to take on and build the world. **C**

Thank you.



CIF Director General, Tom Parlon

“ WE MUST ENABLE MORE COMPANIES TO GROW AND BECOME WORLD-LEADERS ”

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DIGITAL TRANSITION DRIVING INNOVATION ACROSS THE CONSTRUCTION SECTOR

Sean Downey, Director, Specialist Contracting, CIF, talks to **CAROL TALLON** about how CIF specialist contractors have become industry leaders at home and abroad.

Adapting to meet changing market conditions and surviving the downturn were the two big issues that needed to be addressed by leaders in the specialist contracting sector in the past 10 years, according to Sean Downey. This resulted in many firms identifying new markets and focusing on where their core specialist skills and strengths were in order to diversify.

“Quite a number of our members were kept busy with FDI clients,” explains Sean Downey. “But they were restricted from talking about this because of non-disclosure agreements due to the specialist nature of the work. This involved high-purity process contracts in the pharmaceutical, medtech, data centre and energy sectors, all of which were led by FDI.

“Many specialist contractors shifted their focus to export markets, such as the UK and mainland Europe.

Throughout this time, these companies were looking at their strengths, and the main one they would have found would have been their people. For the mechanical and electrical (M&E) sector, in particular, and those involved in specialist envelope contracts were able to look at their people and their design offering. Invariably, the reason that they were best in class was because of their productivity; they were adaptable and flexible.

The marketplace has changed over the past decade. Sean Downey and his team at CIF have witnessed sustained growth in large FDI projects, and more recently in the commercial office sub-sector. This growth is mainly in commercial development. He says there is a healthy ongoing development of medium- to large-scale pharmaceutical and medtech projects, including new builds, extensions and refits. “Changes in the way the pharmaceutical sector is developing – as opposed to traditional drug manufacturing – has led to changes in the type of projects that are happening.”

INNOVATION

On innovation and the industry’s ability and willingness to keep pace, Sean Downey is adamant that there are many advantages to be gained through the use of digital technology and Lean and Building Information Modelling (BIM) to maximise the productivity of project resources.



Sean Downey, Director,
Specialist Contracting, CIF.

“Companies that are genuinely focused and put proper leadership structures in place that drive innovation on a continuous improvement basis are seeing the benefits, and they are gaining repeat business,” Sean Downey says.

FDI clients themselves have been huge drivers of innovation, demanding that the industry improves.

“Many would have brought some of that innovation with them, but, there is also FDI coming to Ireland because of the expertise, productivity and the Irish way of doing things, which is a really adaptive, flexible and responsive approach. Our members are being taken to different countries to carry out projects simply because the supply chain in many of these places cannot operate in the same way as the Irish guys do.”

And while there is a healthy supply of work in the pipeline for Irish-based contractors, Sean believes that the larger specialist

contracting sector is always going to have to consider its market diversity and try to maintain a foothold in other European markets simply to deal with the shocks of the typical economic cycle.

ROADMAP TO DIGITAL TRANSITION

Referring to recently-published Construction IT Alliance (CitA) *Roadmap to Digital Transition*, Sean says that there are quite a few of the CIF’s Top 50 Contractors that are very advanced in terms of their own continuous improvement journey.

“There is €500m being assigned from National Development Plan funding to digital disruption, and we would like to see our members taking advantage of that. There is a new centre of excellence being promoted for the industry, due to come on-line later this year and, through this, we would like to see the CIF Top 50 lead the rest of the Industry into this space.” **C**

ADDRESSING THE ISSUE OF LOW-COST TENDERING

Low-cost tendering has dogged the contracting sector in recent years. Martin Lang, Director, Main Contracting, CIF, tells **CAROL TALLON** that this practice needs to change.

Low-cost tendering is a much-talked-about problem within the industry. However, it is merely a symptom of the broader problem that is the current system of public procurement. It is becoming clear that the industry needs to get to a level of sustainable procurement.

"We have seen a concerning number of high profile contractor collapses and examinerships in recent months. Many of these have in some way fallen foul of what turned out to be unsustainable procurement," explains Martin Lang.

"To paraphrase TS Elliot, I think 'the beginning is your end' as far as procurement is concerned. What I mean by sustainable procurement is that it is the upstream decisions that are made when a client – like the Public Sector – decides to execute a project and the bottom falls in. If the client brief is not clear, that is the start of the issue, and this is something that we have seen across the industry for a considerable period of time."

CURRENT PUBLIC PROCUREMENT

Under the current public procurement rules, the process favours the lowest price rather than the best price. Therefore, if the initial brief is unclear, problems are inevitable as the design team works from that brief. It then goes out to tender with documentation that has not been adequately prepared.

"Our members are brought in to tender for a particular project, knowing full well that in the event that they win the contract based on lowest price, not best price, once they sign the contract, there is no road back to review the original design, to point out deficits or request background information, etc," Martin Lang says. "Once our members sign that contract, they take on all of that risk."

"The original intent of the PWC in 2006/2007 was to have a fixed-sum contract, but that was based on fully-developed tender documents. Our members never have a problem with fixed remuneration or fixed-price contracts. So, if there is a deficit or flaw in the information, there must be latitude to recover that change to risk."

WHAT NEEDS TO HAPPEN

"We submitted our medium-term strategy to the Office of Government Procurement in 2015/ 2016, and that is a substantial submission," he continues. "We're making progress, but the speed of progress is insufficient to address the deep flaws in the current process. Originally, the contractor was also responsible for taking the quantum risk, but we got that changed last year. One of the serious risks in the Public Sector contracts remains, 'inflation risk' and that of background information." Concerning allocation of risk, Martin Lang is emphatic that "the risk



Martin Lang, Director Main Contracting, CIF.

“ IN MY BEGINNING IS MY END ”

TS Eliot

should lie with the person in the best position to manage such a risk. The contractor is not in a position to manage, in a balanced way, the risk condensed from the beginning due to poor tender documents and lowest price criteria – which is a race to the bottom."

SUSTAINABLE TENDERING PRACTICES

"There has to be an intelligent approach based on the beginning before tender documents are developed. There are procurement methods that address these issues, as we see working in the private sector. We are trying to amend Public Sector contracts to make them more fair and balanced. We accept that contractors take risks, that's their business, but those risks must be balanced and based on firm information."

"The reason that we have these simplistic lowest price tendering awards is that some public procurers take great comfort in making the assessment and issuing the award believing that the lowest price is not challengeable."

"Quality, life-cycle project costs and value-for-money criteria must be at the heart of any sustainable procurement process, which inevitably results in more sustainable tendering practices for client, contractor and design teams. Although this approach requires more effort, it is essentially best practice and results in better outcomes and less adversarial and more collaborative approaches," Martin Lang concludes. **C**



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SISK IS NOT FRIGHTENED BY SIZE, COMPLEXITY OR GEOGRAPHY

Steve Bowcott, Chief Executive Officer, John Sisk & Son, talks to **BARRY MCCALL** about the challenge of leadership in a rapidly changing construction sector.

Steve Bowcott could have been in the Royal Air Force, but, fortunately for the Irish construction industry, he chose a career in civil engineering. It wasn't necessarily a love for the builder's dust that influenced this decision. The Welshman freely admits that the identity of the individual making the civil engineering offer – a former Wales and Lions rugby captain – had more than a little to do with it.

That chance encounter led to a stellar career at the very top of the UK construction industry with two decades spent at the Mowlam Group. This was followed by a number of years as Chief Operating Officer of the multi-billion pound Kier Group. Three years ago, he moved to Ireland to take the helm at Sisk.

"I decided to retire from the board of Kier in 2015, having worked for PLCs for 40 years and I joined Sisk after that. It was very interesting moving from PLC life and joining a private company with a great history with great family ownership.

"It was a hell of a change moving from a top four UK contractor to the number one in Ireland," he adds. "I had to understand the difference in managing the two types of companies. In a PLC, you spend a huge amount of time on compliance and governance, as well as managing the business. In Sisk, on the other hand, it's great to be able to run a privately-owned construction company, where compliance is important, and, as the number one in Ireland, we are involved in some major projects, which are shaping the built environment."

It wasn't only the attraction of getting closer to the mortar face that drew him to Sisk. "Being a Celt, I've always had an affinity for Ireland," he notes. "I was involved in the acquisition of Irishenco during the 1990s during my time with Mowlam.

"I was very impressed with Sisk and its shareholders – a highly respected family who have been in the business more than 150 years and want to see it last for at least another 150. I'm delighted to be here."

The ownership structure of Sisk wasn't the only difference. "I was a bit surprised about how ambitious the company was about taking on complex major projects," he recalls. "Sisk is not frightened by size, complexity or geography. We are capable of taking on projects up to half a billion euros and right down to €100,000. That's enormous flexibility. The ability of people in the company to take on massive challenges is unique. Maybe that's not unique to the Irish industry, but it's not common in the UK. Irish people are capable of taking six or seven steps up if they need to. They're not afraid to stretch themselves and take on challenges. However, that ambition is matched by competence and capability. They manage to keep them in parallel."

This does not mean that things cannot be further improved.

"We are learning to de-risk a lot of stuff," he says. "One thing we've done in the past few years is to understand risk better. It's all about continually doing better. We need to get to a position where we are consistently achieving a 3% to 4% profit. We are not greedy about this; we want to keep that going for the next 10 to 15 years. Our employees, shareholders, suppliers, and customers understand that. Our customers understand the need for margin. It is not just about the tender price; it's about the true end cost if you want to get value out of a project."



Steve Bowcott, CEO, John Sisk & Son

Steve Bowcott disagrees with the current focus of many in the industry on rising costs. "It's a productivity issue really," he contends. "Sadly, we lost many people from the industry during the recession, but, many of them are coming back now. However, it's taking them a while to get up to speed with new ways of working, new technologies and so on. It really is a productivity issue, and we are very focused on that."

Attracting people into the industry is a challenge, however.

"It is vital that we get more apprentices into the industry," says Steve Bowcott. "We are going to get the top contractors together to push that agenda. We have our own training centre, and we are right behind The National Construction Training Centre at Mount Lucas, Co Offaly. However, we have to do more of that as an industry."

BREXIT

Brexit will be another challenge. "Seventy per cent of our business is in Ireland, and 30% is in the UK and Europe. The balance depends on where our clients want us to be. We will continue to do between €700m and €800m in Ireland," Steve Bowcott adds. "We run scenarios in terms of a hard or a sensible Brexit. It will impact on the supply chain and labour availability, of course. We have to get our UK customers to accept the risks of Brexit. Our clients are buying forward. We don't need the uncertainty, but we can manage it."

HOUSING MARKET

Housing is a challenge not just for the industry, but society, Steve Bowcott contends. "Sisk has a proud tradition of building social housing that stretches back to the 1960s when we built fast-track



UK developer Quintain and Sisk staff recently celebrate signing largest ever construction contract at Wembley Park for over 700 new Build to Rent homes.

affordable homes primarily in the Cork and Dublin regions,” Steve says. “This continued through the 2000s. Sisk Living was set up as a specialist housing delivery division of the company in mid-2016.

“From a standing start, we have now completed two social housing projects – one in Dun Laoghaire, and one in South Dublin, where we built 76 houses in 35 weeks. We are combining our house building tradition and heritage with the latest technologies and methodologies. We are focused on putting the Sisk brand on great quality social housing, and we know we can build them at sensible costs and deliver a real value for money proposition.”

THE FUTURE

Steve Bowcott sees bright prospects for Sisk and the industry in the future. “We have a strong strategy, and the people in our business are working hard to deliver it,” he says. “Our business is in a good place. We are far more flexible, agile and nimble. We have proven that we can do complex projects like Luas Cross-City and complete them on time. Geography doesn’t scare our people or us. Irish people are great at adapting to new places and ways of working. We are prepared to move where our clients want us to be provided the risk is right. We have super young people coming into the industry. We have a great graduate scheme and a great apprenticeship scheme here. It’s really exciting.”

DIVERSITY

One thing that Steve Bowcott would change about the industry is its lack of diversity. “We need more STEM subjects taught to young girls. We need serious Government help to drive the number of females in the industry upwards. A more diverse workforce makes for better companies.”

Steve Bowcott has no doubt that if there were more women on sites and in the boardrooms, there would be better outcomes overall. “Women tend to think more deeply about decisions than men. Men tend to say ‘I have 10% of the information so I can make a decision.’ Ethnic and gender diversity makes for better decisions and reduces risk.”



Steve Bowcott on site at the Sisk Silk Glass Road residential development in Manchester.

Steve Bowcott believes fundamental changes are required on the part of the industry to address this issue. “The industry is placing unreasonable demands on people who want to get to the top. We’ve got to get down to 45-hour weeks for our people. Work/life balance is important for everyone. More flexibility at work will allow us to attract more women into the industry. Equality means getting the work-life balance right and letting everyone know what we’re doing.”

HEALTH & WELLBEING

Steve Bowcott concludes by making an impassioned plea regarding the health and well-being of construction workers.

“Construction workers have six times more of a chance of dying by suicide than being killed on site,” he points out. “One in four construction workers under the age of 30 are suffering from some form of mental health issue. We have sponsored health and wellbeing events, and I am delighted to see other positives out there with helplines being set up and a much greater awareness of the warning signs among safety officers and so on. We have safety in a good place and now need to look at wellness and mental health in particular.” **C**



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AMBITION, INNOVATION, AND COMMITMENT TO EXCELLENCE

Eoin Vaughan, Chief Executive Officer, Mercury Engineering, tells **BARRY MCCALL** about the key contributors in the company's recent success.

Mercury Engineering is one of Ireland's great international success stories. Over the years its distinctive logo and red and blue livery could be found on sites throughout Ireland, the UK, Europe, the Middle East and beyond. Today, its list of global clients reads like a 'who's who' of the world's most technologically advanced businesses.

From its foundation by Frank O'Kane and Joe Morgan in 1972, the company has been characterised by ambition, innovation, and an uncompromising commitment to excellence. This was the legacy taken on by Eoin Vaughan when he became Chief Executive Officer of the company in 2014.

He speaks of his current role with considerable self-deprecation.

"I have been very fortunate in my career with Mercury," Eoin Vaughan explains. "I was lucky enough to be given leadership positions while still quite young. This was probably more due to circumstances than it was to my own ability."

Ability clearly has something to do with it though. Eoin Vaughan holds a Diploma in Mechanical Engineering from CIT; a Postgraduate Diploma in Project Management from UL; an MBA from the University of Manchester; and is an alumnus of Harvard Business School, having completed its Executive Education Leadership Programme. However, he had already earned his spurs in the industry before joining Mercury in 2005.

Having graduated from college in the late 1990s, he began his career working with a small engineering company in Limerick. "It was a great place to learn all aspects of business," Eoin Vaughan recalls. "I might not have had the same opportunities in a larger company. I learned a lot about management and decision-making."

Eoin Vaughan joined Mercury at a time of rapid expansion both for the business and the global economy.



Eoin Vaughan, Chief Executive Officer, Mercury Engineering.

"The business was growing massively at the time. The country and the world were in the middle of an economic boom, and it was a time of great opportunity for people in Mercury. Anyone willing to work hard was given opportunities to manage projects and business units and to get experience internationally."

Eoin Vaughan started out as Munster Contracts Manager before moving on to head up Mercury's Polish and Middle East operations, and he then returned home in 2014 to take on his current position as Chief Executive Officer.

The scale of Mercury Engineering's business is vast. "At present, we employ 2,800 professionals and tradespeople, as well as about 1,500 sub-contractors and our current turnover is in excess of €600m," Eoin Vaughan explains.

"Our ambition is to have the business as steady as possible," he adds. "In an industry like construction, which is subject to ebbs and flows, we are more focused on meeting the demands of key clients, three of whom are Fortune 500-listed companies, rather than

hitting headline numbers. Seventy per cent of our business comes from repeat business with those key clients and they are very important to us. From our home market we have also managed to secure works in Europe, further strengthening relationships with clients."

Being a privately held business, owned by its management and its founders since last year's MBO, means that the company doesn't have external shareholders to satisfy, and is therefore able to adopt strategic positions in the best interest of its people and clients.

Eoin Vaughan believes that the company's success is absolutely bound up with the quality of its people. "Most people at the top level in this business are here longer than me," he notes. "We're very fortunate to have those people. I'm here 13 years and I'm still considered a new arrival. Construction companies, in general, would see people move around and change jobs quite often. There is quite a high turnover at professional level in the industry. We are very proud that Mercury has a lot of divisional and business unit managers who have 20 years or more experience with us. That gives a great sense of

“ BECOMING A MORE CENTRALISED BUSINESS HAS GIVEN US THE ABILITY TO BECOME REALLY STRONG IN THE CORE AREAS OF FOCUS FOR OUR ACTIVITIES. ”

comfort to our clients.”

While blessed with a strong and experienced senior management team, Eoin Vaughan has introduced some changes since his appointment, none more profound than Mercury 2021 – a group-wide strategy aligning all the company’s people with the strategic objectives of the business over the next five years and beyond.

This has seen the company move from being a geographically-based business to a sector-based organisation with management centralised in Dublin. This will enable Mercury to focus more on its key strengths.

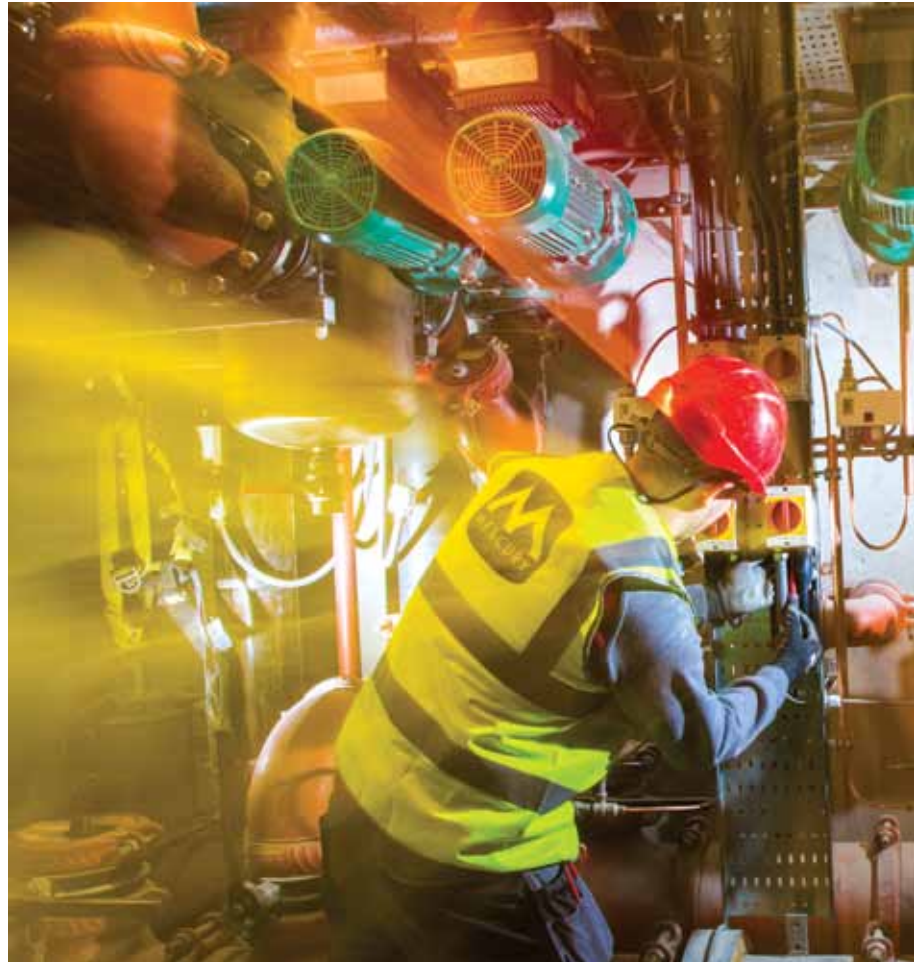
“We had a tough time during the recession and the financial crisis,” he explains. “There had been a bit of a vacuum in leadership after the death of Frank O’Kane in 2007. Becoming a more centralised business has given us the ability to become really strong in the core areas of focus for our activities.”

These areas of focus include data centre, healthcare, life sciences and semiconductor industries.

“We want to be a leader in all of these core sectors. We realise that we can’t be all things to all people. Clients don’t want that; they want to deal with experts in what they want to build.”

Eoin Vaughan’s leadership style is open and consensus-based.

“There is no hierarchical structure here,” he points out. “We have a board of directors with a chairperson, of course, but we maintain an open-door policy. We have a ‘no bullshit rule’ on the executive management team and



throughout the company. We are open with each other, and we share our problems and successes. Our success is built on that.”

Eoin Vaughan believes the best way to prevent things from going wrong is to share problems early.

“There is a fine line between success and failure in a lot of projects,” he says. “If someone comes to us and tells us something has gone wrong, we don’t scapegoat. We look at the problem, analyse it, and fix it. If our teams highlight things going wrong quickly, that’s good. It makes it much easier to solve a problem if you know about it early enough. We have a philosophy of protecting the downside. Things are never as bad or as good as you think.”

Looking ahead to the challenges facing the industry in Ireland Eoin Vaughan cites wage costs and human resources as key issues.

“Wage inflation is a major issue in Ireland as is demand for trades,” he believes. “What really concerns me is the training and development of both tradespeople and the future leaders of the industry. I am concerned that we are not doing enough as a country to train people in the latest practices and technologies. We need to do that to stay ahead as a country. Ireland always had a justified reputation for the high-quality professionals

and tradespeople it produced and the ability of those people to deliver demanding projects. We can’t afford to lose that. We also need to invest in digital transformation.”

Eoin Vaughan believes a change in attitude is required when it comes to trades. “In Germany and other countries, there is more of a recognition of the practical side of the industry. Last year, apprenticeship numbers were very low nationally in Ireland. The industry needs to change the image and perception of apprenticeships nationally, all contractors should contribute to this. We have our own apprenticeship development programme in Mercury, so it is not a problem for us, but it is for the industry.

“We also offer a scholarship programme and a graduate programme run in conjunction with Engineers Ireland, and we have a leadership development programme for our people in conjunction with the IMI.”

According to Eoin Vaughan, says Mercury doesn’t have numbers-driven ambitions. “We want to remain very strong in some sectors, and there are some in which we want to be stronger. The expectations of clients are changing, and demands on construction are changing. We want to stay ahead of those changes and continue to meet our clients’ needs.” **C**



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SUCCESS OVERSEAS GIVES IRISH CONTRACTORS GREATER STABILITY

Michael Stone, CEO of Designer Group and former CIF President, outlines his leadership philosophy to **BARRY MCCALL**.

Designer Group emerged from the recession stronger than ever thanks to the successful implementation of a diversification strategy. Today, the mechanical and electrical contracting business, founded by CEO Michael Stone in 1992, has operations in Ireland, the UK, Europe, Africa and the USA.

"Annual revenues in 2018 will be approximately €200m, and we have over 1,000 employees," says Michael Stone. "We are headquartered in Dublin, and the key sectors we serve include pharma, commercial, energy, food & beverage and data centres."

"We work mainly for the private sector, however, in Ireland we have carried out many successful and important Public-Sector contracts. We are currently working on the Leinster House Government Buildings refurbishment and have just completed the new Department of Health headquarters on Baggot Street, Dublin. We are also about to start the new DIT headquarters in Grangegorman, as well as the ESB's new headquarters in Dublin. On the private sector side, we are currently working for Abbott Pharmaceuticals in Donegal and have just completed a large pharmaceutical project for Bristol Meyers Squibb in Blanchardstown. We are also contracted on the largest commercial development in Dublin city at Capital Dock and are about to start an exciting new commercial development for IPUT in Wilton Terrace, Dublin."

The company is also exceptionally busy in the UK, where it has been in operation for more than 12 years.

"Our UK company is led by Managing Director, Nick Baish, and we are currently working on a number of prestigious projects in Heathrow and Gatwick Airports, in Canary Wharf on three separate 60-storey towers, and with M&W Group on a large waste to energy project in the city."

It wasn't always like this. In 2007, 98% of Designer Group's business was in Ireland. Over the past 10 years, this has been reducing



Michael Stone, CEO, Designer Group.

year on year.

"This year Ireland will account for approximately 40% of our turnover," he continues. "Our business strategy is that we will have it down to 30% by 2020. Over the past 10 years, we have put a huge focus on diversification, both in terms of sector and geographic spread. That was one of the positive outcomes of the recession for us."

ATTRACTING QUALITY PEOPLE

Looking at the challenges facing the

construction industry at present, Michael Stone believes that the critical one is people.

"The biggest single issue facing the sector is the huge number of people who left it and went abroad or changed careers. The industry is now seeing the effect of this in the availability of quality people in the marketplace," he says.

Luckily, however, the M&E sector fared better than others, due to the companies in the area focussing on training.

"Electrical and mechanical contracting businesses in Ireland have a great tradition in training their people. For example, we have our own training academy in Designer Group, and we place a huge emphasis on the ongoing teaching and development of our people," he says. "Irish M&E firms have been able to expand into Europe and beyond because of the quality of their teams. That's been a great success story, not just for our industry, but also for our country. Designer Group and our major competitors from Ireland have grown internationally, and we have all done very well there."

However, that is not necessarily the case for other sectors of the industry.

RESOURCE CHALLENGES

"My biggest worry is the lack of resources available in the industry generally to deliver projects in Ireland," Michael warns. "So



Designer Group's electronic visualisation lab was created in 2017.



Designer Group offices in Dublin.

few people came into the sector during the years of recession between 2008 and 2015. The industry is going to have to address that. The boom and bust cycles to which the construction sector is subject to are acting as a big deterrent to people coming into it. Parents see the industry as offering an insecure career for their children. That's where the Government needs to come in. The National Development Plan is so important in that regard as it gives a long-term outlook for the industry. It acts as a buffer to a potential slowdown in the private sector."

FOCUS ON SCHOOLS

Michael Stone believes that more emphasis needs to be placed on schools.

"The number of students choosing engineering college is a challenge, and we need to encourage more students to take it up," he says. "Construction has become much more technical, and there is a huge increase in the requirement for engineering skills. We are bringing our tradespeople through engineering programmes. We are lucky that we do not have a problem recruiting apprentices. We have a great relationship with the schools in our area, and we visit them during Transition Year and so on. We bring young people into the company to see what we do.

"Full-time study and the third-level system doesn't suit everyone," Michael adds. "The apprenticeship model suits young people who want money in their pockets while they

are being trained. The construction industry, in general, does not sell itself well enough. Collectively, we have to step up to the plate and take more responsibility for this."

BUILDING INFORMATION MODELLING

One of the most profound technical advances in the industry in recent years has been the introduction of Building Information Modelling (BIM).

"BIM is now an essential tool for the successful delivery of complex and technical construction projects," Michael Stone explains. "Up until recently, it was seen as something new that was an option for clients. Now, it is a critical part of the delivery process. I believe that if you have a contracting business that's not fully invested in BIM, you are going to lose out and be left behind. One of the great advantages of BIM is that it can be used on the ground with tradespeople, who see the advantages it brings to a project in identifying clashes with services. This cuts out the necessity for rework. Over the years, I have observed that one of the most demoralising things for a skilled tradesperson is having to take down and re-do good work due to it not being designed and coordinated correctly. BIM greatly assists in avoiding this scenario."

MANAGING GROWTH

The primary challenge for Designer Group is managing growth, according to Michael Stone.

"There are risks when you are expanding overseas," he points out. "The most important one is keeping your people safe wherever they are, as well as learning the different cultures, laws and ways of doing business. All of these things are challenges.

"Keeping good people in our business is also a key focus for me as the CEO," Michael Stone says. "Good people are in constant demand and have lots of options open to them, so I see my job to be communicating with them and letting them see that there are options and opportunities for them in our business to develop themselves to their full potential."

While growth has resumed in Ireland, Michael Stone sees an issue with margins in this country.

"We see margins remaining very tight in the Irish market; competition remains fierce with a lot of companies in the space. Wage rates are now higher in Ireland than in any other location that we are working. There has been a correction, as there were no increases to the tradespeople during the recent recession."

Michael Stone sees great opportunities in the pharma and data centre sectors in the Irish and European markets. He also sees the UK government's plans to invest hugely in infrastructure as a major opportunity for Designer Group with opportunities, particularly in the transport and energy sectors. **C**



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COLLABORATION IS KEY TO ANY PROJECT'S SUCCESS

The M&E sector has changed hugely over the past decade. Anne Dooley, Managing Director, Winthrop, tells **CAROL TALLON** about how some of these changes have influenced her leadership approach.

Anne Dooley joined Winthrop in 1997 and progressed through the organisation to be appointed Managing Director in 2015. Winthrop started working as M&E subcontractors on their first data centre in 1999. "After a number of these projects," Anne explains, "we delivered our first turnkey data centre in Park West, Dublin, in 2001."

"Coordinating the whole package, we had the data hub up and running in a short time frame of four months. On completion, we determined that as our technical expertise in electrical and mechanical works were the main drivers of the project, we had a clear understanding of the core work that went into data centre delivery. As a result, we moved to focus our attention on the Data Centre Sector, a market where we have since carved out a substantial niche."

THE IMPORTANCE OF TIMELINES

Timelines are critical in any building project, says Anne Dooley. "But timelines are particularly important for data centres because the client generally has committed to be ready for a tenant/business unit to commence install or operations," she adds. "This means getting all services live in addition to coordinating all the other elements of construction that go around that piece of work. Our track record of on-time delivery and working with strategic international partners, is what has positioned us to deliver turnkey data centres."

Winthrop has, in recent years, worked simultaneously on projects in Amsterdam and here in Ireland. "This is made possible by a hands-on management team," explains Anne Dooley. "In the past two-and-a-half years, I have spent a couple of days of every week in Amsterdam, which was our first Hyperscale Data Centre where we delivered a project of over €250m in 18 months. When you are positioning yourself to deliver something new, you need to be able to show clients that you are out in front of it."

"There are always challenges on a project that can have the potential to cause a delay. For example, late equipment delivery," she continues. "Our clients have the confidence in us to deal with issues and to meet that end-date. When it comes to problem-solving on-site, you need to be proactive in addressing issues that arise. Early identification of the problem is crucial. The goal is always to figure out what needs to be done and to figure out the most cost-effective and least impactful solution."

"Our experience is that data centre developers and operators understand value. Trust is a huge part of this, that is why collaboration is essential to the success of any project. This is the engineering and construction culture we have fostered within the company. We do not have a blame culture. If an issue arises, we work together to figure out how best to solve the problem and avoid repeating it."

M&E SECTOR

Although Winthrop is a contracting firm it tends to take an engineering approach to projects.



Anne Dooley, Managing Director, Winthrop.

"When we go into a project," Anne Dooley explains, "we can give input into the design and use our knowledge and experience to benefit the design. Over time, as trust builds, clients and design teams appreciate that input. This also allows us to resolve any potential problems at an early stage before it becomes an expensive fix. It's about using all the technical tools that are at your disposal to deliver the best project."

Winthrop was not badly hit during the downturn. Anne Dooley attributes this to "a mixture of sound judgment and maybe a little luck". Anne believes that "many within the industry tried to retain market share with what seemed like below-cost pricing, but that's not who we were as a company. We managed to keep our core people and our core clients. We carried out a lot of commercial work during that period. We kept ourselves going and delivered on projects like Blackrock Clinic and the Montevetro building (Google's Flag Ship Building on Barrow Street, Dublin). These were substantial jobs that



Winthrop has carved a substantial niche in the market for the turnkey delivery of data centres.

had to be fast-tracked, and we managed them very well. We delivered projects for clients on time, on budget and without fuss, and we got a lot of repeat business because we gave them no reason to look elsewhere. This gave us an edge when tendering on similar projects. Of course, we had to win them commercially, but our reputation was a major factor. We weren't afraid to price the projects, knowing we could deliver."

ADDRESSING SKILLS SHORTAGES

Anne Dooley is quick to highlight ongoing training as being key to Winthrop's continuing success.

"Our teams are experienced in working in critical, live environments. This requires a certain mentality and level of planning that our engineering skills afford. The most significant challenge we see at this stage is finding talent; finding skilled, qualified engineers, and maintaining our throughput of training.

"We need a mix of young engineers and experienced people on each team. There's a huge shortage of skilled engineers in the country. When it comes to attracting and retaining people in the industry, we need to communicate the technological requirements of the industry as this opens it up to a range of different graduates. Indeed, retaining the staff that we have is a priority. We invest in their ongoing training.

**“ WE WEREN'T
AFRAID TO PRICE THE
PROJECTS, KNOWING
WE COULD DELIVER. ”**

"I believe the industry needs to make itself more attractive to staff. For instance, a collegiate atmosphere within popular companies with job seekers has become very important nowadays. The older, authoritarian structure is well and truly gone. We are all part of the team, and it's all-hands-on-deck together."

LEADERSHIP STYLE

Finally, when summing up her leadership style, Anne Dooley is definitive: "If you want to bring your team with you, you must be a part of that team. I believe in leading from the front, and participating. This is especially true when thrashing out ideas. This is one of the most exciting parts of the job for me, a part that I really enjoy." **C**

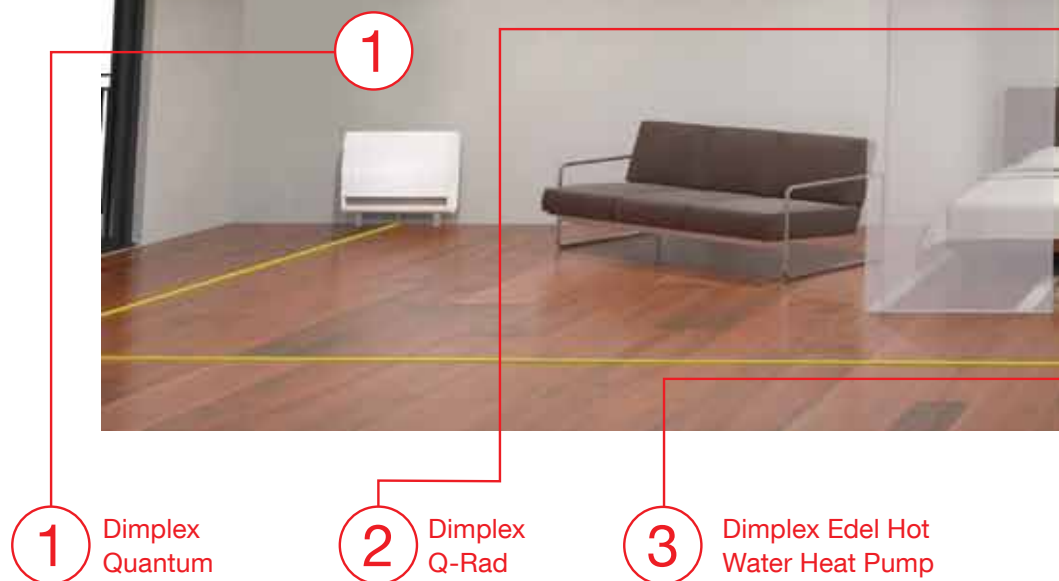
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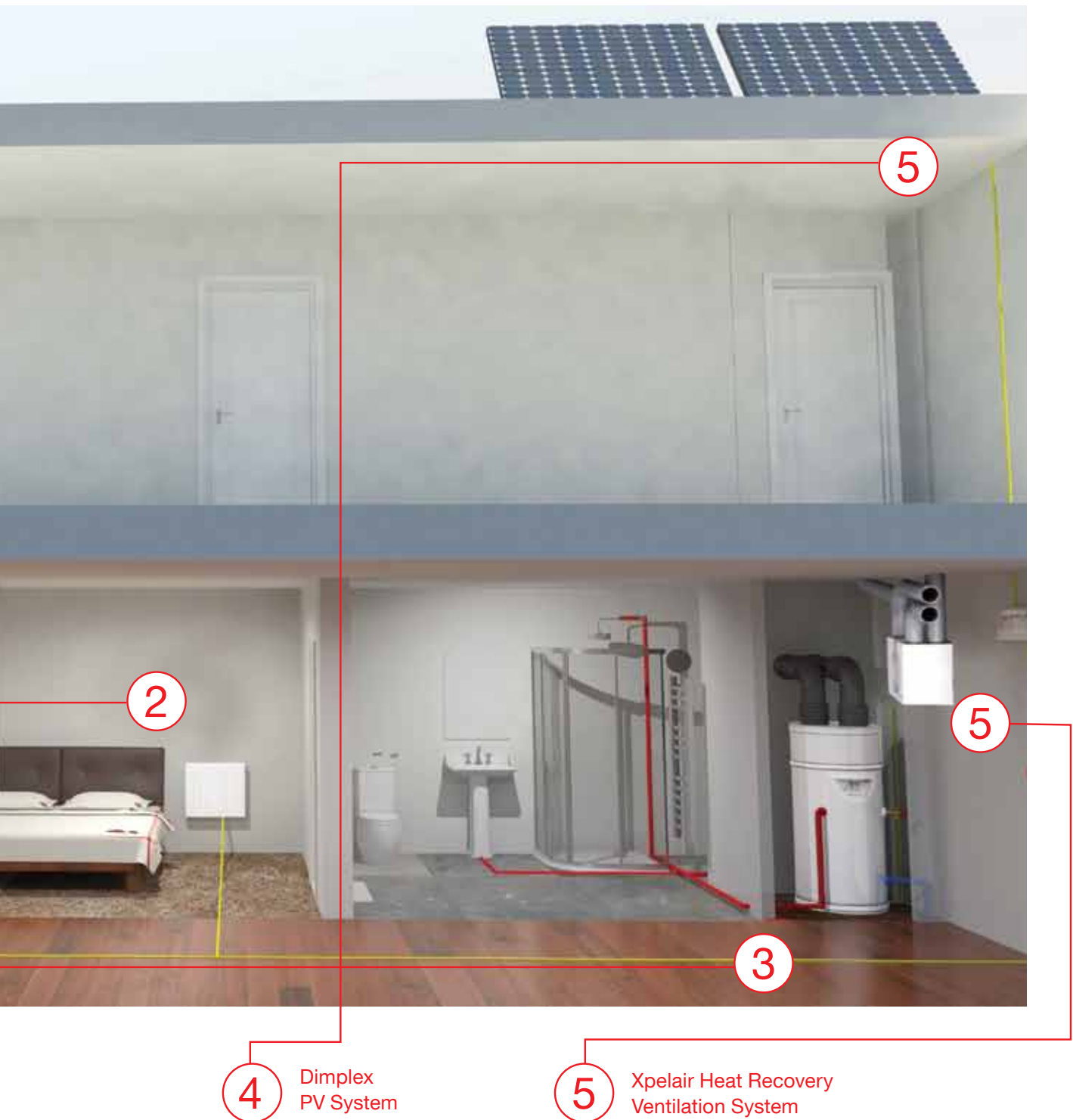
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LEADERSHIP IS LEADERSHIP REGARDLESS OF ENVIRONMENT

Gordon O'Regan, Chief Executive Officer, L&M Keating, talks leadership and change with **BARRY MCCALL**.

Founded in 1987 by Louis Keating, L&M Keating was owner-managed until its acquisition by CBD Capital last year. The company, which specialises in civil and marine engineering, conservation and restoration of heritage properties, and dredging works, has a turnover of €67m with more than 100 employees.

"CBD Capital has an impressive track record of successful investment and extensive business experience," says Chief Executive, Gordon O'Regan.

"CBD saw real potential for us to channel our core competence capabilities into the delivery of large infrastructure projects at home and abroad. We were very keen to capitalise on the opportunity that they offered, and Louis wanted to remain part of the business – to continue doing what he loves. It's a perfect fit."

Gordon O'Regan believes the change in ownership will offer new opportunities for existing and new employees.

"We are targeting new markets, and alongside that, the backing from CBD will allow us to invest in new resources, people and technologies," he explains.

CHALLENGES

When Gordon O'Regan looks at the challenges facing the firm he puts skills shortages at the top and Brexit at the bottom of that list.

"This reflects the continued growth of the Irish economy," he explains. "We are back to shortages of both blue and white-collar workers. We want to build capability and capacity to meet future demand, and we are working with the CIF to achieve this. We need more apprentices. It is key for us to engage new people at the same time as upskilling existing employees. We want to be a responsible organisation that provides skills and other legacy benefits to the communities where we work."

Public procurement policy is another issue



Gordon O'Regan, Chief Executive, L&M Keating.

that concerns Gordon O'Regan.

"The lowest price wins, unfortunately. We need to look at the UK where economic and social value, and other factors come into play as well."

On Brexit, Gordon believes the exchange rate with sterling could impact on demand and that the Industry is responding well to these challenges. "We are working smarter, employing Lean methodologies, BREEAM, BIM and so on. We are delivering more for less," he explains.

CULTURAL TRANSITION

The biggest challenge for Gordon O'Regan is leading the cultural transition from an owner-managed operation to one of a CEO reporting to a board.

"Changing ownership, taking people with us – employees and suppliers – and making sure the business is fit for purpose," he notes. "We are investing in people, resources and technology. The change-management piece is massive. We need to get the foundations right as that will dictate our ability to compete in new and current markets, and generate employment and training opportunities, says Gordon O'Regan.

"The supply chain is also a challenge; sub-contractors and suppliers are very busy as well. We want to be the partner of choice."

OPPORTUNITIES

Gordon O'Regan sees investment in Ireland's infrastructure as one of the main areas for

opportunity for L&M Keating.

"This is likely to be hindered by a lack of resources and the planning process as well as Government procurement policies. We are developing models of excellence across all our specialist areas for new markets as an exportable service."

Gordon O'Regan believes further opportunities for the wider industry will stem from economic growth and continued FDI.

"There is an opportunity to become a sustainable industry and break out of the boom and bust cycle" he explains. "We lost a lot of resources in the downturn. I was made redundant myself and had to go to the UK for 10 years. We are trying to attract people back to the Industry and this is proving challenging."

Success in the future will come through a clear strategic vision.

"Leadership is leadership regardless of the operating environment," Gordon O'Regan says. "You have to be able to inspire trust in your team and give them the confidence that you can succeed. You need to provide them with the clarity of your strategic view. It comes back to having a sustainable industry where growth is managed, planned and controllable.

"You also need a combination of a strong forward order book and a diversity of orders," Gordon O'Regan adds. "You can't allow yourself to become dependent on any single client or small group of clients or any small number of suppliers." **C**



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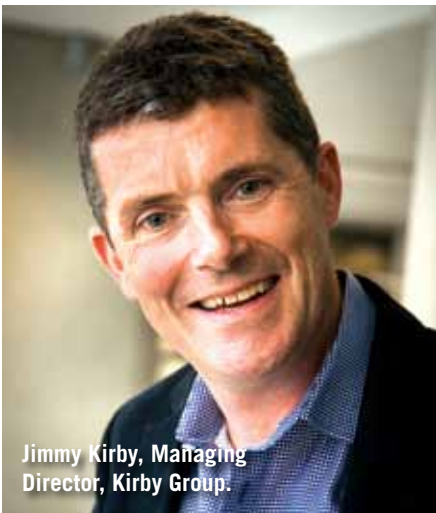
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STRONG MANAGEMENT TEAM FACILITATING KIRBY'S EXPANSION INTO NEW MARKETS

Jimmy Kirby, Group Managing Director, Kirby Group Engineering, talks strategy and leadership philosophy with **CAROL TALLON**.



Jimmy Kirby, Managing Director, Kirby Group.

Kirby Group's management team focused on positioning the company to avail of new opportunities in order to create growth over the past decade.

"We focused our services on new sectors and geographical locations while also looking for new customers in our existing sectors," Jimmy Kirby says. "A key part of this was strengthening our mechanical services offering as well as qualifying new geographical locations."

ENTERING NEW MARKETS

Exporting technical expertise during the downturn was a successful strategy for some larger Irish contractors, but it certainly had its challenges.

"In the UK, initially the sectors we focused on were pharmaceutical, industrial manufacturing and power" says Jimmy Kirby. "Originally, we were invited in by one of our large multinational power sector customers to deliver projects for them; then we expanded into the other sectors."

"One of the early challenges we encountered with this was relocating our people," Jimmy Kirby points out. "This required strong leadership as we needed our own key people to get these projects delivered. This was necessary in order to build a sustainable future in these markets."

The company recently announced the expansion in its international operations to include the new geographical area of the Nordics.



L to r: Alan McHugh, Henry McCann, Jimmy Kirby and Aidan J Kerins.

"Expansion into the Nordic market is proving to be successful for us, having secured and delivered new data centre projects, with more projects in the pipeline," says Jimmy Kirby.

Kirby currently has the capability to execute projects in Ireland, UK, Sweden, Finland, Denmark, Netherlands and Belgium. To meet growing demand for its services, the company is also developing the capability to execute projects in Norway, Germany, Switzerland and Luxembourg.

SKILLS SHORTAGE

The current skills shortage is a major industry problem, which can act as a constraint on sustainable growth. It is interesting to note that even during the downturn, when exporting became a key feature of Irish specialist contractors' success, retaining talented teams through relocation was a challenge. Fast forward 10 years and a part of Kirby's focus is on the new geographic markets and sectors within.

"The first step of breaking into the new markets involved strengthening our management team to take on existing and new opportunities," Jimmy Kirby says. "We recently appointed a new group business development director, Aidan J Kerins; and a new operations director, Henry McCann and associate director, Alan McHugh, for our power transmission and distribution service, both of whom were promoted from within the company."

When discussing the current and changing nature of the business environment and the construction sector in 2018, Jimmy Kirby contends that the challenges are not so different to those encountered a decade ago.

"The primary objective of the company is to secure the projects and the associated revenue required in a financial year, along with talent recruitment and strengthening the required supply chain," says Jimmy Kirby.

TENDERING & COSTS

When it comes to the competitive nature of tendering, Jimmy Kirby says he has noticed that this is a cross-sector trend in all of the markets in which they operate.

"While perhaps price is the deciding factor in bid evaluation," he explains, "customers we work with all have their own business cases and they have a budget that they need to work to. They also need to get the project done, so they are looking for value through safe delivery, relevant experience and integrity," says Jimmy Kirby.

Jimmy Kirby concludes by saying that in terms of managing costs, with certain factors outside the control of the contractor, "keeping our operating costs from escalating is an area where good business skills can have a real impact. We are confident about the future of the company, due to the strength of our management team and the people within the company, to take on the opportunities and challenges that lie ahead, including operating costs, and in doing so achieve our purpose." **C**

MANAGE WHAT'S IN FRONT OF YOU AND KEEP AN EYE ON THE FUTURE

John O'Shaughnessy, Managing Director, Clancy, talks to **BARRY MCCALL** about the leadership challenges that the construction industry faces.

Clancy is firmly established in Ireland's construction Top 50 with a turnover of €40m and 100 direct employees.

"We have a strategy to double our turnover over the next three or four years," says John O'Shaughnessy. "There are many opportunities out there. We have a growing economy and a growing industry, albeit coming from a very low level. The National Development Plan is worth €116bn over 10 years, and that's going to bring a lot of opportunities providing that the Government implements the plan."

The challenge is to deliver on the plan, he adds, conceding that there are probably issues around resources.

PERSUADING PEOPLE TO RETURN

"As a sector, we went from employing 300,000 people to 100,000 in a very short period of time," John O'Shaughnessy points out. "A lot of people left our industry, and many of them might not come back. The challenge is to persuade people who have gone overseas to come back. We also have to entice people to come back from other sectors."

John O'Shaughnessy accepts that the industry suffered from the onset of the recession. "If we are to deliver the NDP in the coming years, we need resources, and we need tradespeople. We must show that there are sustainable and rewarding careers for people to pursue in the sector. We need to get more second-level students to take construction related third-level courses along with those not considering third-level to consider an apprenticeship as a career option. However, this is proving to be a considerable challenge. The CIF has focused on this area for the past number of years."

John O'Shaughnessy sees parental influence is a challenge the Industry needs to address. "Parents are encouraging their children to go for all sorts of careers other than construction. I spoke to children at Ballingarry Community School recently, and I asked how many of them were considering a career in construction and not one hand went up.

"A lot of people thought they had good



John O'Shaughnessy, Managing Director, Clancy.

careers ahead of them, but when the crash came that changed and the industry lost many good people during the recession. But, I think we can attract people into the industry, and we have made a lot of headway in showing how exciting a career construction is, but more needs to be done."

COSTS

Costs have always been an issue in the industry and as a business manager John O'Shaughnessy is continuously reminded of this.

"People took pay cuts during the recession, and now we are in a growing market economy once more. The industry is growing again, and we are seeing rising expectations and wage inflation pressures. But the returns are not there. Materials costs are rising, and so are other input costs. Another part of the equation is the race to the bottom for State contracts. The focus is on the lowest price. Net margins of 1% to 2% are not sustainable. It is inevitable in my view that we will see business failures as a result of this. The current State contracts strategy needs to change if we are to deliver on the

Governments NDP."

Meeting these challenges will see the Clancy management team take a measured approach.

"We are looking to increase turnover," says John O'Shaughnessy. "But we are not doing it at any cost. We are not chasing turnover for the sake of it. We will not get involved in the race to the bottom. That's not sustainable. We believe in taking a partnership approach with stakeholders. A key element of our strategy is to switch from the Public Sector to the private sector. It's now at 50/50, that's down from 80/20 a few years ago, and we will get to 40/60 in the near future."

PEOPLE

Attracting the right people is a challenge Clancy shares with the rest of the industry, but the company won't try to compete on price. "If someone quotes an unsustainable salary figure, we won't go for it. We think about more than salary. We look after our staff with wellness programmes and other programmes. It's not all about money."

Employee engagement is key.

"All of our management staff have a large say in what we do as a business," John



Employee engagement is key.

O'Shaughnessy continues. "We run employee awards schemes and encourage educational achievement. We want our people to be the best they can be and achieve their goals in life. We support continuing professional development, and we set out clear career paths for our people and support them in pursuing them. That's one way of meeting the challenge. Competing on pay is unsustainable, and we can't let that happen again. We offer more than a wage; we offer a career."

A STRONG INDUSTRY

John O'Shaughnessy believes that the industry has emerged from the recession stronger than it went into it. "It was the worst recession in the history of the State," he says. "It was a horrendous time, but the Industry diversified, restructured, battened down the hatches, and rode out the storm. We adopted new technologies. Lean construction methodologies, BREEAM and BIM were embraced very quickly. We proved how adaptable we are. You now see drones on site for surveying. The industry is very innovative and is quick to adopt new technology to become more competitive."

The search for competitive advantage is crucial. "You have to ask what's different? Blocks are blocks and foundations are foundations, we need to offer something different. Back in 2012, we saw BIM as a way of gaining a competitive advantage. Now it's the norm. It's a different industry now. It's much more efficient and productive. Irish construction companies are much more adaptable to their environment. But we still account for only 8% of GNP. We need to get to 12% for a sustainable growing economy. Therefore, we have some way to go yet."

“ THE INDUSTRY IS VERY INNOVATIVE AND IS QUICK TO ADOPT NEW TECHNOLOGY TO BECOME MORE COMPETITIVE. ”

OPPORTUNITIES

The industry is well positioned to take advantage of the market opportunities in the right circumstances.

"Everyone is talking about housing as an area of opportunity, but there are still a lot of blockers to the delivery of housing – land, finance, input costs. There is a huge opportunity for housing. What disappointments me most is the Government's policy of using PPPs for housing. PPPs have their place for large projects, but I don't believe they are suitable for housing or education.

"PPPs take costs off the Government balance sheet, but that's all," he continues. "They end up more expensive at the end of

the day. Small local contractors are locked out of social housing by the PPPs. I am very disappointed by that."

The NDP is another tremendous opportunity.

"The last national plan failed in my view because Government Departments were all working in silos. The Government is saying they have a structure to prevent that happening this time," says John O'Shaughnessy. "The Construction Working Group is an essential part of that. We need strong representation from the industry on that. Ultimately, we are the people who will deliver the NDP."

THE FUTURE

Looking to the future, John O'Shaughnessy says firms have to manage growth and costs. "We learned a lot in the recession about how things can go so badly wrong. Now that we are back in a growth phase I am not so sure we have learned all the lessons from before. Below cost tendering remains a major issue, for example. We have learned not to chase turnover at Clancy. We won't chase projects where the risk is too high. We have a clear strategy in terms of where we are going and how we are going to get there. We communicate that to the whole team."

John O'Shaughnessy is very positive about the industry generally and for Clancy's future.

"Clancy have an excellent team, and we invest in our people and processes, which gives us a competitive advantage and that is an ongoing process.

"I am very positive about the economy, as long as people behave reasonably and don't do stupid things," he says. "You've got to manage what's in front of you and keep an eye on the future." **C**



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ADDRESSING THE NEW CHALLENGES THAT LIE AHEAD

Conor Gilligan, Managing Director, Roadbridge, talks to **BARRY MCCALL** about the challenges that face his company and the industry in the years ahead.

Founded in 1967, Roadbridge celebrated its half-century in business last year.

“Over the years we have grown to become an international Civil Engineering contractor of choice for many clients specialising in the construction of water and sewerage infrastructure, oil and gas infrastructure, motorways, site development, marine works, golf courses and renewable energy infrastructure,” says Conor Gilligan.

Operating to a self-delivery model, the firm currently employs in excess of 800 full-time staff and is very well resourced with a significant plant fleet. Headquartered in Limerick, Roadbridge has operations in Ireland, UK, Norway, Qatar, and Oman.

PROCUREMENT PROCESSES

According to Conor Gilligan, one of the most significant challenges facing the industry at present is the procurement processes being employed by Government agencies.

“There is an over-reliance on the written word,” he says. “Reputation comes a poor second. Tender costs have risen dramatically, and contracts are now being won in some cases by those who can write the best essay about how a job can be done. In other cases, prices are being submitted under a formal tender procedure, but this is then followed by a ‘Best and Final Offer’ (BAFO) process in which the client brings the two or three lowest bidders into an auction process against each other. Having already submitted a price in order to win the job, the contractor is then forced to go below cost to win the contract.

“Everybody loses here as the contractor is then forced to engage in a claims process and the client will spend their resources in defending these claims, while at the same time all stakeholders in the project such as subcontractors and suppliers lose as there is not enough money available to build the job,” he adds. “Everybody including the client ultimately loses.”

OTHER CHALLENGES

Excessively low tender prices represent a problem for Roadbridge as well.

“Many challenges are facing us at present,” Conor Gilligan points out. “With over 65% of our business now in the UK, the uncertainty surrounding Brexit is a challenge. We have seen some ridiculously low prices being submitted recently in Ireland for major infrastructure projects, in some cases more than 30% below what we would perceive as cost. We are finding it more difficult to hold market share here as it would appear to be a race to the bottom. Expansion into new markets is a challenge that we took up in 2008, it takes a number of years to succeed, but thankfully we now seem to have turned that corner.”

Ireland’s talent resource will be critical to meeting these challenges. “The key strength of the industry in Ireland is without a doubt the



Conor Gilligan, Managing Director, Roadbridge.

workforce,” Conor Gilligan says. “However, we must ensure that we can keep people in full employment through investment in our nation’s infrastructure. Hopefully, the latest capital expenditure plan will provide this momentum. Being a multi-disciplined, self-resourced global contractor, we are constantly looking at new opportunities, regardless of location. There is a certain value proposition that we can bring to a client. The challenge is in finding the client that both recognises and appreciates our offer.”

GROWING INDUSTRY, GROWING ECONOMY

In closing, Conor Gilligan says there is a dual challenge ahead for the industry to manage. With the industry and the economy both growing again, the approach to leading an organisation has significantly changed since the recession.

“Both scenarios present their own set of challenges,” Conor Gilligan notes. “In times of adversity, you are desperate to keep the wheel turning. You may take on a contract for the wrong reason that may not be within your area of core competence. Your market research will possibly be skewed by your need for work. In times of growth, however, managing expectation within your organisation is always difficult. Increasing turnover will demand extra resources, which will need to be funded. However, the period of growth that is now expected should bring the industry back to a sustainable level. Managing this will require engagement from all stakeholders.” **C**



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IT'S TIME TO GET LEAN

PADDY O'CONNELL, Director, RSM, on why Irish construction firms must modernise their operations to stave off the young challengers and new entrants from abroad.

After recovering from the global economic crash, construction firms now face new uncertainties. Business models that used to work well will soon encounter challenges as shareholder pressures, ever-more demanding customers and increasing competition lead to further tensions.

The collapse of Carillion Plc in the UK was a warning shot across the bows for contractors. An organisation that was heavily involved in public sector operations appears to have chased turnover at the expense of maintaining margin. Such a strategy ultimately had a knock-on effect on subcontractors, stakeholders and suppliers with the collapsed group leaving debts of £150bn behind them.

Unfortunately, Irish companies are not immune, and Sammon Contracting Ireland Ltd has been the subject of insolvency proceedings in Ireland, arising in part, from its inability to recover sums due from Carillion following its collapse. While steps were taken to rescue Sammon Contracting through the examinership mechanism, this has not succeeded, and this company is now facing the prospect of liquidation with a deficiency estimated at over €20m.

The construction sector must be ready for these challenges. To remain fit for the future, businesses need to innovate, streamline processes, harness technology and attract skilled workers. Strategies must adapt and management must stay focused on maintaining margin on projects, by driving efficiencies internally and being open to innovation and change while managing risk.

Construction firms continue to run against tight margins. Deadlines are often scrutinised, and customer demands are increasing. Management is often so distracted by the day job that they don't have the headroom to take advantage of innovations. Change is so incremental that, to many outsiders, the sector largely operates just as it always has.

CAPACITY REMAINS A CHALLENGE

Capacity within the industry remains a challenge, particularly in the face of the huge increase in activity forecast in the Government's housing strategy and the National Development Plan. With some



Paddy O'Connell, Director, RSM.

commentators forecasting a growth rate of 14%, this indicates a rapid increase in activity in the sector. At some point, capacity issues in the areas of skills, finance and productivity could potentially impact the Industry's ability to deliver the quantum of housing and infrastructure required.

Firms will need to be ready to take advantage of this increased activity, with more efficient ways of delivering projects. They must first improve their processes –

efficient and innovative firms are better able to take on the risk that comes with adopting new approaches. The consequences of doing nothing are clear: Young challenger firms and new entrants from abroad are already snapping at the heels of Irish Construction companies. Unburdened by legacy operating systems, they have the agility to secure first-mover advantage in the modern construction space.

TIME TO GET LEAN

How should firms improve their internal processes? Solutions will vary, but 'Lean Thinking' can play a key role. Better known for its success in industries such as manufacturing, automotive and aerospace, Lean Thinking can be equally applied to construction and infrastructure organisations. It is underpinned by the idea that Lean Construction is a way to design processes to minimise waste of materials, time, and effort to generate the maximum possible amount of value for the customer.

Lean Thinking can be applied throughout organisations, from external customer and support functions to operations, design or even commercial applications. It will ultimately become an integral part of delivering change – a tool to fully integrate new ways of working, including whole life asset management, BIM, and predictive maintenance.

That said, firms can't expect overnight success. Lean Construction often requires a cultural shift from reactive problem solving to greater empowerment, collaboration, and customer focus. At RSM, we help companies identify and implement Lean in a way that is right for their business and goes beyond purely aping the manufacturing setting. Everyone in the organisation has a role to play, not just those at the front line. In conjunction with clear leadership and management commitment, Lean can help firms take their first steps towards large-scale and sustainable change. **C**

Paddy O'Connell is a director in RSM's Transaction Advisory Services Department with 19 years of specialist experience in managing profile construction and property development assignments.

FINANCIERS DO NOT WANT TO REPEAT MISTAKES OF THE PAST

MARTIN COONEY, Head of Construction, ByrneWallace, looks at some legal issues contractors should be aware of in 2018.

It is clear that there has been a significant shift in funders' requirements relating to construction documentation for development finance. During the Celtic Tiger years, it was often the case that such documentation was subject to little scrutiny or, indeed, overlooked. This has completely changed with funders requiring a wide range of primary and ancillary documentation from borrowers, contractors and consultants. This includes highly amended standard form contracts, suites of consultants' appointments, statutory appointments, statutory certification and suites of collateral warranties.

The market is undergoing a mindset shift in terms of the new approach to development financing. While operators often opine that the new approach is excessive and leads to unnecessary delays, funders are conscious of not making the mistakes of the past. This has, perhaps, led to an over-cautious approach whereby contractual terms are subjected to excessive scrutiny and documents such as collateral warranties are sought from every conceivable party to a project.

While there is a requirement to avoid the mistakes of the past, both sides have to be willing to move a little in their approach. Operators need to understand that the market has changed and that such documentation will be required, so they need to implement the contractual framework at the outset, as opposed to chasing it later on. Similarly, funders need to be commercial and realistic in their requests and ensure that the documentation required does not go beyond what is reasonably required to protect their position.

STANDARD FORM CONTRACTS

There is increasing use of UK and international standard form construction contracts as opposed to the more common Irish forms. Irish personnel returning from overseas are more familiar with these forms and are advocating their use. Similarly, international operators are imposing these forms as they are not familiar with local forms. One issue we are experiencing is that the lack of familiarity with these forms can lead to disputes, particularly in terms of how the contracts are operated.

For example, the NEC forms of contract require a certain relationship and ethos on-site, which has not been prevalent in the Irish sector to date. The NEC is deliberately different from traditional forms of contracts and advocates proactive and good faith approaches to contract administration and management. Unfortunately, Irish operators are more familiar with adversarial contractual mechanisms and, as a result, the NEC form of contract can leave one party quite exposed if the other party wants to take advantage.

Furthermore, many operators, solicitors and funders are not familiar with the terms of non-domestic standard form contracts, and this means that there can be unnecessary delays in agreeing on the contractual documentation. Parties need to ensure that they understand and can operate these standard forms, particularly in terms of risk allocation, so as to ensure that needless disputes are avoided.



Martin Cooney, Partner and Head of Construction, ByrneWallace

PUBLIC WORKS CONTRACT

It is clear that the construction sector will play a prominent role in the Government's Project Ireland 2040. The National Development Plan 2018 - 2027 sets out a level of public investment of €116bn across a range of areas including housing, transport and infrastructure. One can assume that the Public Works Contract will have to be utilised for much of the works in these areas. Given the level of investment, one must question whether the Public Works Contract, in its current form, is fit for this purpose?

While born of noble intentions, the Public Works Contract entails an onerous and laborious claims management mechanism. This has led to a certain claims culture developing on public projects which has led to adversarial approaches by both employers and operators. As a result, multiple and protracted claims are common on public contracts and which only serve to undermine the objectives of the Capital Works Management Framework.

It would be worth considering changing the approach to such public projects from the outset, whereby, in a similar vein to the approach advocated by the NEC, the parties work together to identify and avoid/manage issues and actively engage for the duration of the project. While this will not result in a construction utopia, it has to be considered as an alternative to a framework which lends itself to antagonism and disputes from the start. **C**



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IT IS AN EXCITING TIME TO BE WORKING IN THE IRISH CONSTRUCTION INDUSTRY

Annette Hughes, Director, EY-DKM Economic Advisory Services, advises that reliable data on the level of private and public construction investment is required to enable appropriate industry planning for a sustainable future.

I recently wrote in a paper for the Euroconstruct network that the Irish construction industry is on course to experience the most positive outlook for construction in a decade. This was subject to the caveat that Brexit does not adversely impact the economy in the medium-term. Since I wrote that paper, the economy expanded by 7.8% (GDP) in 2017 and is on course to register growth of close to 5% in 2018, making it the fastest growing economy in the EU.

In addition, the National Development Plan 2018-2027 was published earlier this year and set out plans to invest €116bn in the country's infrastructure over the next ten years. This follows the resurgence of private sector investment in non-residential buildings, following a serious ramping up of commercial building activity in the Greater Dublin Area. To pick out one sector, for example, CIS reported in their Construction Opportunities 2018 report that there were nearly 5,000 hotel bedrooms due to be delivered over the coming years. More generally, a total of over 8m sq metres of new non-residential buildings were granted planning permission in the past five years.

So, with the substantial pipeline of public and private construction projects in the construction sector, it is an exciting time to be working in the Irish construction industry. This publication announces the Top 50 Contractors for 2018 and indicates a total turnover between them of €6.72bn. This is an increase of 12% on the corresponding total in 2016. The companies featured in the Top 50 are well-known names, comprising world-renowned brands, which are involved in global mega-projects, as well as in some of the larger projects underway at home. Many work with the leading multi-national companies in Ireland delivering world-class buildings and infrastructure for them, both at home and overseas. Thus, this turnover figure includes a proportion of overseas turnover, but in the context of a construction sector at home, which is worth around €21bn, these Top 50 contractors make a sizeable contribution to the Irish economy.

However, this is also an opportunity to



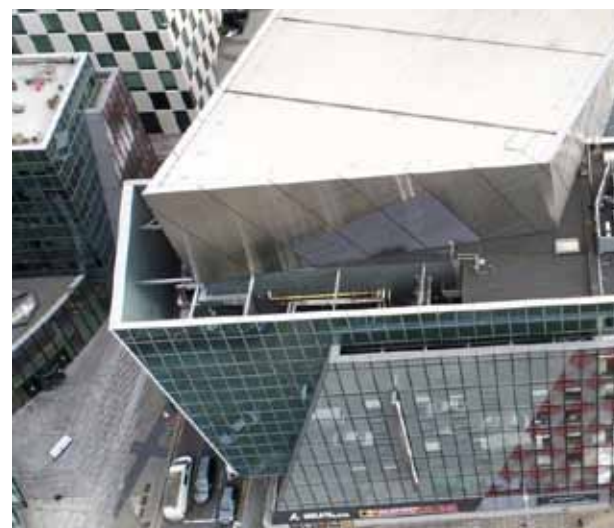
Annette Hughes, Director, EY-DKM Economic Advisory Services.

acknowledge the other over 50,000 firms in the construction sector who contribute to the value of work put in place on the construction of buildings and civil engineering structures in the economy. With a total of 133,800 persons directly employed in construction at the end of 2017, the vast majority work in firms which employ less than 10 persons. The industry would employ substantially more when the construction supply chain impacts are taken into account.

However, success brings challenges, and the Irish construction sector is all too familiar with the challenges which come with growing at a rapid pace. Official CSO sources indicate that the total value of output in the construction industry reached almost €21bn (6.9% of GDP) in 2017, having reached its lowest value in the current cycle in 2011 (c €9bn). In the previous boom, the value of output reached almost €34bn (2006) or 18.2% of GDP. Over the same period, total direct employment in construction rose to 241,300 in Q2 2007 but declined to 80,900 in Q1 2013.

The overall volume of construction output is forecast to increase by 11.1% this year, followed by 6% in 2019.

These fluctuations in construction activity levels are not good for the industry and make it difficult for companies to plan their resources. Many factors contribute to these wide fluctuations, but generally, they are influenced by Government policy, the state of the public finances, the level of private sector investment, demographics and the demand for housing as well as the level of confidence in the economy. Moreover, such extreme contractions in the flow of work result in some negative consequences for the industry, which can take considerable time to reverse. Thus, as we embark on the largest investment plan for a decade, we need to ensure that there is reliable data on the level of private and public construction investment put in place and on the pipeline of construction projects to ensure the industry can make an 'appropriate' and 'stable' contribution to the wider economic performance going forward. **C**





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ACHIEVING THE BEST POSITION IN A DISPUTE

HENRY HATHAWAY, Associate Solicitor, Silver Shemmings Ash, writes that the key to taking a strong position in dispute resolution by adjudication is to show compliance with the all terms of a contract from the start.

Within the construction industry, it is widely accepted that disputes are a fact of life and will in most cases centre on the amounts due under an agreement. Parties enter into agreements with the best of intentions. Then a dispute or difference may arise concerning the amounts owed under an agreement, or for works carried out that are alleged not to be in accordance with the contract or extra over to the contract.

Adjudication has been introduced to Ireland, and its overall success will be subject to observation in the coming years.

PARTY POSITIONS

In the UK, the courts adopt a position of “pay now and litigate later”. While the adjudication process does not adopt the same enquiry or employ the same degree of witness evidence as the courts, as a process, it is quick and ultimately cheaper than litigation or arbitration. This is particularly helpful when it is a matter of cashflow to a construction company.

What is important in such a process is how the parties present their positions, as it is a process that usually will be based on paper evidence. This means that the adjudicator will make their decision based on the information available in front of them, evidence that is more persuasive and that, on the balance of probabilities, is the right answer from that which was presented. Therefore, one of the critical aspects of this form of dispute resolution, like other forms, will depend on the quality of paper evidence.

CLAIMS

There are two common elements to all claims.

Firstly, it must be established that there is an entitlement to the claim under contract or common law; the element of demonstrating liability. Secondly, the evidential basis of the determination or damage is required. Whether bringing about a claim or defending one, these are the core points that need to be established.

Even when parties attend a meeting to



Henry Hathaway, Associate Solicitor,
Silver Shemmings Ash

“ THE ADJUDICATOR WILL MAKE THEIR DECISION BASED ON THE INFORMATION AVAILABLE.” ”

attempt to resolve their differences, there will be a requirement for a structure or overall strategy on how to approach the dispute. As Ireland enters the adjudication arena, it is necessary to understand that ultimately the question which will be asked is what parties agreed to, on what terms, and for what value. Adjudicators will not be minded to make a bad bargain into a good one; rather they will give effect to the terms of the agreement and then apply those terms. In simple terms, the adjudicator will seek to understand what the common intention of the parties at the time of contract was and what has changed?

This leads to the point of the agreement itself. When considered, most disputes occur on issues that in fact are borne from the time of the agreement itself. Disputes may not manifest themselves for some time after the formation of the agreement but, in reality, they always existed.

IN CONCLUSION

The key to understanding how to prevent disputes, or how to achieve the best position in a dispute, will turn on the application of a first principled approach to the issue itself. The ability to establish a solid and robust position is borne from the application of the terms and discharging the evidential burden that will seek to demonstrate that, on the balance of probabilities, this version of events is the more likely course of events. This is a process that is continuous and requires the necessary intensity and application throughout. If a party adopts such a position and maintains the establishment and ascertainment principle throughout, then it will be in a far stronger position than simply addressing it when the issue occurs. This will include the need to comply with the actual terms of the contract including any onerous points, as non-compliance with any terms can be fatal to the success of such a process. **C**

Henry Hathaway is an associate solicitor with Silver Shemmings Ash and qualified civil and structural engineer (Trinity College Dublin).

USING R&D TO SUPPORT YOUR BOTTOM LINE

Your company may qualify for a generous R&D Tax Credit. **BRADLEY MITCHELL**, Assistant Manager, Ayming's Innovation, outlines the process of applying for R&D Tax Credits.

Strong growth is evident in the Irish construction industry in recent years, and it is showing no signs of slowing. This is due to the way in which the Sector approaches the unique and diverse challenges that are presented to it.

Companies in the sector are continually looking to gain a competitive edge, on both national and international platforms, by drawing on their vast technical and practical experience of developing technological advancements to produce new or improving existing, materials, products, devices, processes, systems or services.

In seeking a competitive edge through the development of technological advancements, many companies are undertaking research and development that could qualify for a Research and Development (R&D) Tax Credit; and often without even necessarily being aware of it.

As an established industry, identifying what is routine problem solving and what meets the definition of R&D for tax purposes in construction is not necessarily obvious. Some examples of the activities which may be eligible are:

- Advancements in modular off-site fabrication and manufacture methods
- Development of new, or improving existing, energy management and on-site power generation systems
- Unique HVAC system design
- Green building design and improvement
- Trialling of untested material combinations and mixes
- The development and improvement of construction equipment
- The design of complex structures for constructability within restricted/challenging site constraints while maintaining or reducing build cost and time
- Utilisation of new/untested sustainable building products and construction materials within pre-existing systems

WHAT IS THE BENEFIT?

The benefits of the Irish regime are generous. However, there is still a slow uptake. In 2004, the Irish Government implemented a new R&D Tax Credit system, which is undoubtedly among the most generous in the world; a fact that firms are beginning to understand better. The system allows for companies to claim a tax credit of 25% on qualifying R&D expenditure as well as a corporation tax deduction of 12.5%, bringing the overall relief to 37.5%.

It is this relief that should be used to offset the upfront cost and commercial risk that is always present when companies are pushing technological boundaries of their field of science and technology.



Bradley Mitchell, Assistant Manager, Ayming's Innovation.

AS SIMPLE AS 1-2-3?

The application of the R&D Tax Credit is broad, to cover many sectors. However, for the construction industry, being able to define and then evidence what constitutes an 'R&D activity' can be a daunting task.

It's critical to be able to identify eligible R&D activities from the start of a project and implement a robust but efficient process that ensures the R&D process is evidenced on a timely and consistent basis. This should in no way prevent companies from claiming; in reality, this just highlights why the highly lucrative benefit should be considered prospectively at the very start of the project lifecycle.

RETROSPECTIVE AND FUTURE OPPORTUNITIES

When companies start the claim process, reviewing projects retrospectively is not ideal, but by no means impossible. However, it should be clearly understood that the first claim year is never just about receiving the tax credit in respect to works already undertaken, but rather implementing a process that enables the credit to be fully utilised in the coming years, providing an ongoing boost to their bottom line.

To conclude, the chances are that many construction companies are undertaking R&D, whether they realise it or not, and could be eligible for a tax credit. The application process is not necessarily that simple to navigate, as there are many obstacles to overcome when identifying qualifying projects and spend. However, those companies which persevere could receive a generous and potentially ongoing benefit, to support future innovation and competitive advantage. **C**

Bradley Mitchell is an Assistant Manager in Ayming's Innovation practice, with three years of R&D Tax experience and four years of engineering experience with civil and structural consultancies and an oil and gas installation contractor (CEONA Offshore) where he worked as a Project Engineer.

THE HSS/LAOIS HIRE GROUP SIGN MAJOR DEAL WITH HILTI IRELAND

The HSS/Laois Hire Group have signed a major deal with Hilti Ireland so that an even greater volume of Hilti products are now available from their nationwide branch network.

Michael Killeen, Managing Director HSS / Laois Hire Group with Marci Bonham, Managing Director Hilti Ireland



MARKET LEADERS

The HSS Hire / Laois Hire Group, Ireland's largest plant and tool Hire Company, have just sealed a major deal with Hilti Ireland which sees their nationwide branch network receive a vast array of specialised and cutting-edge Hilti equipment. The new range of breakers, rotating lasers, wall chasers, dust removal systems, heavy duty diamond drilling systems, and concrete



grinders are now available from the groups 27 branches across Ireland.

Speaking about the partnership, HSS/ Laois Hire Group Managing Director, Michael Killeen comments, “We are delighted that we have been able to maintain and build on our successful partnership with Hilti Ireland. As a market leader in the plant and tool hire sector, we understand the importance of efficiency and transparency for successful partnerships to flourish, like the partnership we have been able to build with Hilti over the last number of years.”

HILTI, have a close relationship with the tool hire industry that goes back more than 50 years, including a strong partnership with the HSS / Laois Hire Group that stretches back over 20 years. “Our partnership is built on our common understanding of the importance of quality, reliability and safety to the construction sector”, says Marci Bonham,

Managing Director of Hilti Ireland.

“In that time we’ve helped HSS /Laois Hire provide the market with all the latest innovations such as the PR 300 Dual Grade Laser, the DD250 Diamond Drill and the world famous TE 3000 Breaker”, explains Marci.

NO TIME FOR DOWNTIME

The partnership adds further construction and equipment solutions for customers on the DIY and professional level. The expert advice from the HSS / Laois Hire group together with the innovative tool range from Hilti means customers now have access to a greater range of equipment and professional expertise.

HILTI recognizes that hiring tools keeps construction sites moving and there are many reasons why hiring equipment makes sense for the end-user. Specific applications, peak demands, deadlines etc. all mean that hiring equipment could



be more cost effective and hassle-free than buying the same piece of equipment outright.

The HSS / Laois Hire Group also realise the importance of product availability. “When a customer requires a certain tool or equipment for a job in a particular area, it is presumed that the required tool will be available from any of our local branches. The new Hilti partnership helps us to fulfil that commitment”, says Michael Killeen.

Hilti understand the importance of quality, reliability and safety to business. Managing Director Marci Bonham explains that “Hilti are proud to partner with industry leaders such as HSS / Laois hire, with a focus on excellent customer service, quality and health and safety. As partners we aim to work closely together to release the latest innovation within the construction sector.”



THE VALUE OF SURETY

CHRIS DAVIES, Managing Director, DRS Bond Management Limited, outlines the key benefits of sureties for the Irish construction industry.

Surety is transformational: releasing working capital, alleviating the need for liquid security and reducing strain on banking facilities while adding vital capacity for business growth.

Most guarantees are still arranged within the banking sector. This typically ties up 100% of the bond sum as collateral. All bank bonds are 'on demand', regardless of the bond wording, which is an unacceptable commercial risk. Also, bonds issued by a bank may be difficult to release.

Bank rates, for guarantees, may be impacted by other bank debt. With increasing regulatory pressure, banks are becoming more restrictive in their acceptance of new facilities. In contrast, the surety market is vibrant and dynamic, with a growing appetite.

The surety market's principal advantages are:

- Zero collateral starting point, over 98% of DRS bonds are issued without cash collateral
- DRS typically negotiates on default bond wordings, with clear trigger events, which are fully explained to all parties and protect against iniquitous claims
- On-demand bonds can be issued where appropriate
- Superior release of liability advice
- Rates are competitive with banks, often cheaper
- Bonds issued by banks are hard liabilities
- Bonds issued by sureties are contingent liabilities, ie 'off balance sheet'.

SURETIES

DRS utilises sureties with investment-grade ratings (minimum 'A-' Standard & Poor's or equivalent). This negates counterparty risk for project funders.

ADDED VALUE

DRS listens carefully to our clients and regularly hold events for Industry leaders.

DRS publishes guides on bonding, finance and governance best practice. This supports stable surety facilities.

DRS invests heavily in marketing, to maintain growth and give surety the broadest possible audience.



Chris Davies, Managing Director, DRS.

DRS is committed to unravelling misinformation around surety, allowing clients, banks, employers and their agents to become more aware of the benefits of surety.

OPERATIONAL EFFICIENCY AND EFFECTIVENESS

Surety brokering has previously suffered from a lack of an established process. DRS has built and digitised a process that enables accurate data recording, efficient processing and robust reporting.

ABOUT DRS BOND MANAGEMENT LIMITED

DRS Bond Management Limited ("DRS") was founded in 2009 by Chris Davies and Fiona Recker. The business has grown to become the largest independent surety specialist in the UK and is expanding its presence throughout the island of Ireland, working alongside our corporate partners at the CIE.

Based in London's Chelsea Harbour, DRS covers the whole of the UK and the island of Ireland. It only arranges surety

bonds so is free of the distraction of cross-selling non-core products. Its goal is to become the leading independent surety specialist in Ireland by 2021.

It has a dynamic team of nine professionals who all undergo rigorous professional and commercial training and are dedicated to continuous professional development.

DRS is committed to the exponential growth and application of surety. Its team

undertakes a detailed discovery of clients' past, current and future requirements and applies that knowledge through a thorough examination of the surety market, before arranging bonds in an accurate and timely manner.

DRS ensures that its clients avoid disruption to the stability of their surety facilities and discusses all options to enhance this stability where further capacity is required.

“ IRELAND REPRESENTS A VERY SIGNIFICANT GROWTH OPPORTUNITY. ”

DRS has developed its own tailored software platform within Blueprint OneWorld, the world's leading solution for global entity management and corporate governance software. Our objective is to make this the industry standard for efficiently processing surety bonds. All security documentation is accompanied by an executive summary prepared by Irwin Mitchell, a top 20 legal firm.

DRS IN IRELAND

Brexit forced DRS to evaluate future trading in Ireland. After several months of meeting with contractors and developers, including household names, DRS was able to validate its belief that Ireland represents a very significant growth opportunity.

DRS is committed to Ireland, and notwithstanding the post-Brexit transition period through to December 2020, the DRS board has already committed to registering an Irish subsidiary and is applying to the Central Bank of Ireland for authorisation. The subsidiary will be trading before Brexit in March 2019.

As the fastest growing economy in the European Union, one of the inhibitors to maintaining growth in the Construction economy is a chronic lack of access to surety bonds, a challenge DRS is willing and able to meet.

THE VALUE OF CORPORATE PARTNERSHIPS

Corporate partnerships are fundamental to the growth plans of DRS in the coming years. We recognise the value and indeed necessity of long-term relationships to building sustainable growth. Our partnerships are rooted in trust and reciprocation.

DRS hosted its successful “Building Opportunities” roadshow in Ireland throughout June 2018 in Kilkenny, Dublin, Limerick, Galway and Cork. The events targeted CIF members, and the CIF played a pivotal role in delivering attendees.

In addition to the CIF, DRS brought other corporate partners to the roadshow, all of whom are also involved in the production of this magazine, and all are expanding their presence in Ireland.

Our media partner, the Irish Post, has been working with DRS since March 2017 and has been invaluable in not only helping to build the DRS brand in Ireland and amongst the British/Irish community but also in introducing DRS to several new clients. In return, DRS was lead sponsor of the Irish Post Awards in November 2017, shown live on TG4, and wherever possible works to introduce new corporate partners who would benefit from boosting their media profile.

The British & Irish Trading Alliance, (BITA), established in 2012, has been an excellent conduit for DRS in building its profile in the

DRS OVERVIEW OF KEY SECTORS IN IRISH CONSTRUCTION

INFRASTRUCTURE/CIVIL ENGINEERING

DRS welcomes the €116bn budget for the 10-year National Development Plan through to 2027. While most of the projects earmarked are not programmed to commence substantially until the last five years of the plan, this gives the civils sector long-term visibility and the opportunity for companies to position themselves well in advance to bid for works packages.

While volumes in civils are relatively modest at present, we believe these will slowly pick up, initially in Dublin and Cork but over time, spreading to the provinces.

HOUSE BUILDING

From a low base, house building volumes are steadily increasing again in Ireland. Affordable housing is at a premium and Government, planners and developers will need to be nimble and innovative to deliver the nation's housing requirements in the coming years.

Riverside developments in Dublin and Cork represent an exciting array of projects and market demand for this type of housing remains resilient. While the pace of unit growth is more sedate in other parts of the country, demand for housing, not least in the private rental sector, looks set to drive rapid growth in the medium term, particularly in regional hubs.

COMMERCIAL BUILDING

A buoyant macroeconomy and the relocation opportunities for businesses affected by Brexit are seeing commercial building return good levels of growth. DRS expects Ireland to become increasingly attractive to foreign direct investment, which is critical for long-term sustainable growth in the Sector.

Access to affordable finance is slowly improving as developers have become accustomed to seeking non-bank finance for some years. It is interesting to note that the Irish banks are showing signs of an increased appetite for speculative building.

Irish community throughout the UK and the island of Ireland. DRS has been able to introduce a number of members to BITA to further enhance the network's ever-growing connectivity.

Ayming and DRS have worked closely together since 2016. As the UK's leading provider of Research & Development Tax Credits to the Construction industry, Ayming provides tangible value to DRS' clients.

Silver Shemmings Ash is a fellow BITA member and corporate partner of DRS. As specialist construction lawyers, they also provide meaningful value to DRS clients.

The corporate partnership with CIF may only be seven months old, but already both DRS and CIF see the value of collaboration.

CONSTRUCTION TOP 50 CIF CONTRACTORS

DRS is delighted to be associated with the launch of the Construction Top 50 CIF Contractors magazine. Having met with a number of the featured companies in the past six months to discuss their requirements, DRS is already seeing a steady increase in new enquiries from Top 50 companies and is targeting 25% of its annual revenue from Ireland by 2021, helping DRS deliver its ambitious but achievable growth targets. **C**

CONSTRUCTION TOP 50 CIF CONTRACTORS LIST 2018

ROBBIE COUSINS, Editor, Construction magazine, introduces the Construction Top 50 CIF Contractors List 2018 and outlines how the list is compiled.



Construction magazine is once again delighted to bring you the annual Construction Top 50 CIF Contractors List, in association with DRS Bond Management.

The Construction Top 50 CIF Contractors List 2018 is a snapshot of an overall Irish construction industry that is now delivering many of the elements of the National Development Plan 2018-2027; employing over 126,000 people (CSO Labour Force Survey, Q4, 2017); meeting the construction and engineering needs of global leaders bringing foreign direct investment to Ireland and exporting over €1.6bn in construction expertise.

The Construction Top 50 CIF Contractors 2018 had a combined turnover of €6.72bn in the past year, an increase of €720m or 12% on the previous year's overall figure.

The Construction Top 50 CIF Contractors recorded €5.1bn in construction activity in Ireland during their past business year and €1.62bn in exported services. This is an impressive result, even more impressive when the lack of balanced regional development and the slow rate of recovery in housing is taken into consideration. It gives a clear indication that construction is a dynamic industry sector looking to the future with vigour and ambition to deliver complex construction programmes at home and overseas.



HOW THE LIST IS COMPILED

Foundation Media, publishers of Construction magazine, compiles the Construction Top 50 CIF Contractors List annually.

Businesses must be current CIF members to be eligible for inclusion on the list.

Companies are listed according to their overall turnover figure (combined Irish and International) for their last trading year. We also list each company's Republic of Ireland (ROI) turnover and international turnover figure, where available.

Turnover figures are sourced directly from contractors who are CIF member companies. Companies must have their primary business based in ROI to be included on The List.

Foundation Media contacted CIF member contractors directly to request available turnover figures for the business year that concluded on 31st December 2017, or their business year end that is closest to that date. All end of business year dates are recorded in the entries.

The turnover figures requested must relate to Irish-based contractors or Irish-based subsidiaries of a foreign-based contractor.

Companies are also requested to return the overall turnover figures for business conducted in Ireland and internationally. This includes turnover related to direct overseas trade conducted by an Irish subsidiary of a foreign-based company.

Each company making a return must have their return validated by a Director of the business or accompanied by an auditor's letter that verifies the returned figures.

All returns received were checked and verified by the Editor of Construction magazine.

Rankings for inclusion in the Construction Top 50 CIF Contractors List are based on the overall turnover figures supplied. **C**



1



JOHN SISK & SON

TOTAL TURNOVER: €950M

ROI TURNOVER: €700M

INTERNATIONAL TURNOVER: €250M

YEAR END: 31/12/2017

ADDRESS: Wilton Works, Naas Road, Clondalkin, Dublin 22.

PHONE: 01 409 1500

WEB: www.johnsiskandson.com

KEY EXECUTIVES: Gary McGann, Chairman; Steve Bowcott, Chief Executive Officer; Maura Toles, Director of Finance; Donal McCarthy, Managing Director, Ireland East; Frank Quirk, Managing Director, Ireland South & North; Pat Lucey, Managing Director, Civils Ireland; Paul Brown, Managing Director, Civils UK; Guy Fowler, Managing Director, UK Major Projects & UK Regions; Ajaz Shafi, Managing Director, London & UK South; Mark McGreevy, Commercial Director, Ireland & UK; Sean Fitzpatrick, HR Director; Tony Sheridan, Health, Safety, Quality, Environmental & Sustainability Director, Ireland & UK.

KEY ACTIVITIES: Main Contractor, Design & Build, Management Contractor, Preconstruction Services, Housing, Civils, Fit-Out.

John Sisk & Son's revenue of €950m for 2017 sees it once again hold the premier position in the Construction Top 50 CIF Contractors list. In 2017, its Irish operations accounted for €700m of that turnover, with UK business accounting for €250m.

The main contractor's pipeline of work in 2018 is robust with the company expecting to exceed the €1bn turnover mark. A company spokesperson says it has been "very selective" in the projects it is choosing, avoiding problematic, loss-making projects.

PROJECTS

Sisk's Civil Engineering division completed several substantial projects during 2017, which included the Luas Cross City extension in Dublin and a wastewater treatment plant in Cork. The €70m redevelopment of Páirc Uí Chaoimh in Cork was also a landmark 2017 project for the company.

Its pipeline of projects in 2018 includes a contract to build 470 lodges and 30 apartments at the Center Parcs Longford Forest Resort, as well as the holiday village's central building, which consists of a swimming pool, bars, restaurants and shops.

Other significant projects underway this year include the 56,000 sq m Capital Dock mixed-use development for Kennedy Wilson at the heart of Dublin's south docks and the Bon Secours Hospital in Cork.

In addition, the redevelopment of The Curragh Racecourse in Kildare will be a major project highlight in 2018. Sisk also moved on site at Grangegorman in



Páirc Uí Chaoimh, Cork.



Luas Cross City Line, Dublin.



Center Parcs Longford Forest Resort.



The Sisk team lays the final piece of track on the Luas Cross City Line.

Dublin in 2018, where it is part of the development team on the new campus for the Dublin Institute of Technology.

In the UK, Sisk recently handed over the high-profile redevelopment of the Royal Academy of Arts in London and is working on the £190m project at Great Ormond Street Hospital, London. The company is also on site at Manchester's Circle Square, a major redevelopment scheme in the heart of the city, comprising apartments, offices and commercial space. In addition, it is also building the International Convention Centre at Celtic Manor in Newport, Wales.

The private rented sector (PRS) is a particularly reliable source of work for Sisk in the UK at the moment, with works for Quintain on Canada Gardens, a 743-home build-to-rent development across seven buildings in Wembley Park. Other works in the UK include an £88m hangar for Boeing at Gatwick Airport, designed to house the new Boeing 777x aircraft.

Sisk's UK civil engineering and rail business is growing in line with group strategy, with the A19 and M58 roads and work for Peel, and Homes England progressing.

Sisk recently expanded its European market activity, securing work in Sweden and Switzerland for international clients, and it continues to work for Primark across Europe, completing an average of three stores a year.

OUTLOOK

"I am confident of continued growth in the market," says Steve Bowcott, Chief Executive Officer, Sisk. "In 2017, we had a lull for a few months. But, then, it took off again, and the market for building is really positive."

He continues: "In civils, the Irish Government has been too slow to invest in design and project appraisal to get projects on site. So, we are now facing up to two years of low activity in civil engineering. However, we can face and meet that challenge."

Based on its robust financial platform, the company's strategy is to create value for customers, shareholders and people by continuing to deliver major complex projects in key sectors.

"In 2018, we are continuing to offer the full range of project delivery services, where quality and value is integral to everything we do while collaborating in partnership with our clients and business partners to deliver world-class innovative, multi-dimensional projects," Steve Bowcott continues.

"We want to show people how innovative we are in delivering what clients need and we want to continue to attract and retain the best people in our business.

"A key issue is the need to improve the performance and productivity of our supply chain on all of our sites. To this end, we have appointed performance managers to help the operational teams to measure performance and productivity."

HEALTH & SAFETY

Health & Safety continues to be a key priority for Sisk, building on the significant progress that has been made in creating a no-risk culture.

"Mental Health is one area that the company has been working hard to address," Steve Bowcott says. "We are six times more likely to have a suicide on our site due to mental health than have a fatal accident. In the Construction Industry, one in four people under the age of 28 has suffered from stress or mental health issues, and we're working really hard to support our people in this area."

SOME KEY RECENT PROJECTS

PÁIRC UÍ CHAOIMH

Páirc Uí Chaoimh is a long-established sports ground, but by 2013 it was clear that it required extensive redevelopment. The €60m regeneration of the stadium has resulted in a multipurpose floodlit bowl-shaped arena that can accommodate a capacity of 45,300 people for games (47,000 for concerts) including 21,300 seats under cover. It also includes a second all-weather playing pitch and landscaped spaces to cater for different activities on match and non-match days to enhance the viability of the stadium. Páirc Uí Chaoimh is now an impressive modern facility situated on the banks of the river Lee; it has already made a very positive impact, providing a wonderful player and spectator experience.

LUAS CROSS CITY

Construction works for €370m Luas Cross City were carried out by a joint venture between John Sisk & Son (Holdings) Ltd and Steconfer, a construction firm based in Portugal.

The main infrastructure works project for Luas Cross City project started in February 2015, after enabling works commenced in June 2013. The contractors delivered 5.9km of track with 13 new Luas stops, taking Luas through the city centre and north to Broombridge. The project was scheduled to run over a 32-month time period; this included all design, construction and commissioning activities to allow for passenger service. The project was delivered within this schedule.

Over half the project was constructed in a live city environment while maintaining traffic and pedestrian corridors throughout. This was achieved through considered planning and extensive engagement with local authorities, local businesses and transport providers.

MULTINATIONAL DATA CENTRE CAMPUS

The development of a large data centre campus was awarded to Sisk as general contractor by a multinational client. This multinational data centre project has been designated as the pilot scheme project of BIM best practice for any future data centre projects for this client. It will be used as a benchmark project to record benefits and successful practices resulting in efficiencies in the full life-cycle of the facility.

On this project, Sisk and RKD Architects demonstrated their BIM process and strategy to the client's design team and general contractors from around the world. **C**



**Irish Construction
Excellence Awards 2018**
Winner



Leisure/Tourism – Páirc Uí Chaoimh **PROJECT OF THE YEAR**



Civil Engineering – Luas Cross City



Commercial (over €10m) – Earlsfort Terrace



Refurbishment/Retrofit/Fit Out – Baggot Plaza



BIM Excellence



Health, Safety & Wellbeing

**THANKS TO EVERYONE WHO
HELPED US DELIVER EXCELLENCE
IN THE IRISH CONSTRUCTION EXCELLENCE AWARDS 2018**

For more information johnsiskandson.com @SiskGroup John Sisk & Son Ltd

OUR SECTORS

DATA CENTRE DELIVERY

TECHNICAL SUPPORT SERVICES

HEALTHCARE

FIRE PROTECTION

HIGH-TECH MANUFACTURING

LIFE SCIENCES & TECHNOLOGIES

PHARMACEUTICALS

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MERCURY ENGINEERING

TOTAL TURNOVER: €600M

ROI TURNOVER: €258M

INTERNATIONAL TURNOVER: €342M

YEAR END: 31/12/2017

ADDRESS: Mercury House, Ravens Rock Road, Sandyford Business Estate, Dublin 18.

PHONE: 01 216 3000

WEB: www.mercuryeng.com

KEY EXECUTIVES: Eoin Vaughan, Chief Executive Officer; Rickie Rogers, Chief Operations Officer; Ronan Lynch, Finance Director; Ronan O'Kane, Sales & Marketing Director; Alan Slattery, Group Commercial Manager; Patrick Hickey Dwyer, Head of Risk and Corporate; Joanne Cluxton, Group HR Manager; David Byrne, Group Bid Director.

KEY ACTIVITIES: Management Contracting, Mechanical, Electrical, Data Technologies, Fire Protection, Interior Fit-Outs and Maintenance, and Facilities Management.

Labour shortages, increases in construction costs and the impending arrival of Brexit made 2017 a challenging year for all involved in the Irish construction industry. Mercury's foresight to prepare and plan for these events has seen it regain its position as a leading Irish-based European contractor. The restructuring of the company to a sector-driven approach has been a catalyst for its renewed success.

During 2017 Mercury secured works in Europe through some of its existing Irish-based clients, making strong advancements into the Nordics and strengthening its hold on the Data Centre Sector in Germany.

CURRENT WORKS

Within the Irish market, Mercury is currently on-site with clients at the Irish Aviation Tower at Dublin Airport, the Curragh Racecourse redevelopment, as well as on the completion of several Dublin city centre, high-rise office developments and the MV Upgrade Project at Trinity College. Confidence in the improving economic conditions in Ireland and the injection of foreign direct investment (FDI) have resulted in a major acceleration in activities within the life science and fire protection sectors for the company.

PEOPLE

Mercury is ever mindful that its success is down to the people who work for the company, who continue to deliver for clients time and time again. Retention of its staff is something that Mercury, and particularly its CEO, Eoin Vaughan, are proud of.

September 2018 will see another round of recruits joining the Mercury team through its popular graduate programme, which is linked to Engineers Ireland and recognised by Grad Ireland as one of the 100 leading graduate programmes. **C**



Queen Elizabeth University Hospital (formerly New South Glasgow Hospital).



Frankfurt data centre for confidential client.



Data centre for confidential client.



Building the present, creating the future

Delivering construction solutions,
within budget and on time, for:

- FDI Hi-Tech Facilities
- Data Centres
- Healthcare Facilities
- Commercial Offices
- Biopharma
- Pharmaceutical
- Civic Buildings
- Educational
- Fit-out
- Infrastructure
- PPP Investment
And FM Services

www.bamireland.ie

Building in Ireland for 60 years; it's in our DNA



3



BAM IRELAND

TOTAL TURNOVER: €470M

ROI TURNOVER: €435M

INTERNATIONAL TURNOVER: €35M

YEAR END: 31/12/2017

ADDRESS: Hartwell Lower, Kill, Co Kildare.

PHONE: 045 886400

WEB: www.bamireland.ie

KEY EXECUTIVES: Theo Cullinane, Chief Executive Officer; Mike Jones, Business Development Director. Management: John O'Sullivan, Civils; Tadhg Lucey, Marine/International/Safety; Ger Harrington, Building/Property; Lorna Cross, Finance Director.

KEY ACTIVITIES: Main Contractor, Civil Engineering.=

Now in its sixtieth year of operations, BAM Ireland has helped to shape the infrastructure of Ireland through its principal activities of building contracting and civil engineering in the public, private and PPP sectors.

Other activities include facilities management, property development and rail infrastructure.

BAM currently employs over 2,000 people directly and indirectly and continues its impressive growth as it looks forward to another robust year in 2018.

CURRENT PROJECTS

It was a strong year for BAM in 2017 with several private projects representing significant highlights, including being appointed the main contractor for the new National Children's Hospital in Dublin – the largest healthcare infrastructure project in the history of the State. BAM has also been awarded the National Children's Hospital Satellite Centres at Tallaght and Blanchardstown. This followed on from BAM's successful delivery of the enabling works for the hospital development, under an earlier contract.

The company was behind the much anticipated One Microsoft Place, Leopardstown, Co Dublin, which opened its doors in February. This 35,000 sq m campus has set a new standard in workplace environments. Additionally, BAM brought to life the 9,000 sq m One Molesworth Street Development for Green REIT in Dublin 2 – a landmark development which is LEED Platinum Certified.

Outside of the capital, construction works are near completion on the Courts Bundle PPP comprising a combination of new builds, refurbishment and extensions of seven courthouses around Ireland. Tied into this deal is a 25-year commitment to manage the facilities after completion. Construction is also progressing well on the high-profile M11 Gorey to Enniscorthy and N25 New Ross Bypass PPP projects.

On the international stage, BAM Ireland and sister company BAM International have partnered to construct the €200m Museum of the Future in Dubai. The use of BIM technology enabled the construction of this intricate and unique 30,000 sq m torus structure.

PRIORITIES

Theo Cullinane, CEO, BAM Ireland, says that the company's key priorities going forward are "digitalisation, further IT standardisation, enhancing business control, and the continuing improvement of pre-construction management." **C**



CGI visual of the new National Children's Hospital, Dublin.



Construction of the extradosed bridge over River Barrow on N25 New Ross Bypass PPP project.



BAM project manager Shaun McGinley and his team are forging ahead on The Museum of the Future site in Dubai.



PAUL



John Paul Construction

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69 Years in Business

3rd

Ranked 3rd
Largest Contractor in
Ireland



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Contractor of the Year
Property Excellence Awards



Over 1,500
Projects Delivered across all
sectors



4



JOHN PAUL CONSTRUCTION LTD

TOTAL TURNOVER: €360M

ROI TURNOVER: €320M

INTERNATIONAL TURNOVER: €40M

YEAR END: 31/12/2017

ADDRESS: Dundrum Business Park, Dundrum Road, Dublin 14

PHONE: 01 215 6100

WEB: www.johnpaul.ie

KEY EXECUTIVES: Eamon Booth, Managing Director; Donal Winters, Operations Director; Conor O'Donnell, Financial Director; Joe McLoughlin, Construction Director; Paraic Keogh, Construction Director; John Keaveney, Construction Director; Liam Casey, Associate Director Business Development.

KEY ACTIVITIES: Construction services including Early Contractor Involvement, Preconstruction Services, Management Contracting, Design & Build, Partnerships/Turnkey Arrangements as well as Traditional Contracting across Commercial, Industrial/Pharmaceutical, Data Centre, Residential, Student Accommodation, Healthcare, Refurbishment and Restoration, Tourism and Leisure, Fit-Out, Educational and Civil Infrastructure Sectors.

Last year was a successful year for John Paul Construction with a record turnover of €360m for 2017 and a string of major landmark projects completed. John Paul was also crowned 'Main Contractor of the Year' for the second consecutive year at the KPMG Irish Independent Property Industry Excellence Awards.

"We anticipate similar levels of activity for 2018. While we have plenty of work in hand, we also have plenty of capacity, and this will continue to be the case throughout 2018 as major existing projects are completed and handed over," says Eamon Booth, Managing Director, John Paul Construction.

PROJECTS

In the commercial sector, the company completed the first phase of the SOBO District in Dublin for Hibernia REIT last August – the 16,500 sq m 1WML building; Construction is well advanced on the second and third phases of this development – the seven-storey 1SJQR and 2WML.

John Paul also recently completed the 14,000 sq m high-spec Cat A and B fit-out works to Block 1 at Miesian Plaza in Dublin for Remley Developments and is completing conversion and refurbishment works at the 20,000 sq m Seamark Building for Elm Park Development Management Ltd.

In the hotel/leisure sector, ongoing projects include the Shelbourne Hotel for Kennedy Wilson, The Trinity City Hotel and Morgan Hotel for the MHL Hotel Collection and the Maldron Hotel in Galway for the Dalata Group. It also recently commenced work on the 234-bed Hyatt Centric Hotel in Dublin for the Hodson Bay Group.

Outside of Dublin, main works at the five-star hotel and golf resort at Adare Manor redevelopment were successfully completed last October, and it recently handed over the Clubhouse Building.

John Paul continues to grow its client and regional base in the industrial, life sciences and data centre sectors, with new projects commencing for Abbott in Donegal and the Tipperary Co-operative Creamery in Tipperary. It has also completed major projects at



Adare Manor, Co Limerick.



National Rehabilitation Hospital, Dun Laoghaire.



The Seamark Building, Dublin 4.

Tullamore Dew, Pepsi in Carrigaline and Little Island, Gilead Sciences in Carrigtwohill and Wyeth in Askeaton. The data centre sector has been a major growth area for the company recently, having delivered 78MW of white space electrical infrastructure and 11,000 sq m of white space to clients. It is currently at a well-advanced stage on the construction of a new 20,000 sq m high capacity data centre in Dublin including full M&E fit out.

In the residential sector, it has just commenced work on a major 240-unit PRS scheme for Kennedy Wilson at Clancy Quay and is working with Hattington Student Housing Limited on two student accommodation schemes at Thomas Street and Montpellier Hill in Dublin.

In the healthcare sector, work is progressing on the €68m 120-bed extension to the National Rehabilitation Hospital in Dun Laoghaire.

PEOPLE

"At the core of the company's success are our people, who day in, day out demonstrate a deep sense of pride in commitment, performance and quality within our strong culture of teamwork and collaboration," comments Eamon Booth. "The company invests heavily in training and has developed a range of internal and external structured training programmes aimed at improving performance, achieving consistency across project teams and promoting innovation. Winning five major awards including the Safety Award at the Irish Construction Excellence Awards in March was a tremendous acknowledgement of the efforts and capabilities of all our people." **C**



Jones
Engineering

Mechanical

Electrical

Fire Protection



Mespil Court, Mespil Road, Dublin 4

t: +353 (0)1 4749 800 e: info@joneseng.com

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JONES ENGINEERING

TOTAL TURNOVER: €350M

ROI TURNOVER: €210M

INTERNATIONAL TURNOVER: €140M

YEAR END: 31/12/2017

ADDRESS: Mespil Court, Mespil Road, Dublin 4.

PHONE: 01 474 9800

WEB: www.joneseng.com

KEY EXECUTIVES: Eric Kinsella, Chairman; Jim Curley, Group Chief Executive; John King, Group Finance Director; Shane Gillece, Group Director; Stephen McCabe, Group Director.

KEY ACTIVITIES: Mechanical & Electrical Engineering and Fire Protection.

Jones Engineering is one of the country's most successful national and international engineering services contractors. The company currently employs over 3,000 people, with a turnover in excess of €500m projected for 2018.

The Group has operations across Ireland, UK, Europe and the Middle East.

PROJECTS

"Jones Engineering continues its long-standing tradition of working on major hospitals throughout Ireland," Jim Curley, Group Chief Executive, explains. "We are extremely proud to be part of the new National Children's Hospital. This major infrastructural development is the largest project to be undertaken in the country, and we are installing major services packages on the NCH and its satellite hospitals."

Other significant projects the company is currently working on include the National Rehabilitation Hospital, Exo Building, Griffols, Janssen Biotech, and major overseas data centres.

Jones Engineering's waste technology division, Jones Celtic BioEnergy, is delivering a number of major projects at the cutting edge of technology in both Ireland and the UK.

JONES ENGINEERING LIFFEY SWIM

In 2017 Jones Engineering also announced a 10-year sponsorship of the Leinster Open Sea Swim Series in conjunction with Swim Ireland. The Jones Engineering Dublin City Liffey Swim can now go from strength to strength with the objective of becoming one of Europe's most prestigious open sea competitions. This year over 500 swimmers of all ages, abilities and nationalities are expected to compete to win the coveted Cup. First run in 1920, the Swim is the oldest continuously run annual swimming race in Europe. Jones Engineering Group, which was established in 1890, was a thriving business in Dublin when the first Liffey Swim took place and is probably one of only a handful of companies from that time still in business today.

PEOPLE

"Our principle resource is our people," Jim Curley says. "Our reputation for operating to the highest standards has helped us win prestigious global contracts. Almost 50% of our turnover is from overseas locations. We apply the same best practices across all our operations, whether in Ireland, Europe or the Middle East. We are delighted and honoured that our commitment to continual improvement in Health & Safety best practice has been recognised by NISO who recently awarded Jones Engineering the 'Supreme Safety Award.'" **C**



Bio pharmaceutical campus.



Data centre for an undisclosed client.



CGI visual of The National Children's Hospital, Dublin.



The Jones Engineering Dublin City Liffey Swim.

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F: 044 9346040



info@bennettconstruction.ie



www.bennettconstruction.ie



Forest Park, Mullingar,
Co. Westmeath.

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BENNETT (CONSTRUCTION) LTD

TOTAL TURNOVER: €325M

ROI TURNOVER: €245M

INTERNATIONAL TURNOVER: €80M

YEAR END: 31/12/2017

ADDRESS: Forest Park, Mullingar, Co Westmeath.

PHONE: 044 934 6000

WEB: www.bennettconstruction.ie

KEY EXECUTIVES: Paul Bruton and Paul McGee, Joint Managing Directors.

KEY ACTIVITIES: Main Contractor.

Bennett (Construction) Ltd was established in 1917 and is a family-owned business now in its fourth generation. Over the last 100 years, Bennett Construction has steadily grown into one of the largest contracting companies in Ireland, with over 230 employees.

Bennett undertakes projects throughout Ireland, London and Germany. Bennetts are involved with some exciting projects.

STUDENT ACCOMMODATION

- Point Campus Student Accommodation, Dublin (935 student bed spaces)
- Oisín House Student Accommodation for Trinity College Dublin (250 student bed spaces)
- Brunswick Street Student Accommodation, Dublin (570 student bed spaces)

OFFICE DEVELOPMENT

- City Quay Office Development, Dublin (15,500 sq m)
- Exo Building Office Development, Dublin; (16,722 sq m) a new LEED Gold state-of-the-art office building
- 91-94 North Wall Quay, Dublin, a large 'Grade A' office building with a GIFA of 25,568 sq m
- 76 Sir John Rogerson's Quay, Dublin, a mixed-use development with 9,500 sq m of office space together with 58 residential units in a mix of one-, two- and three-bed apartments

RETAIL DEVELOPMENT

- Primark Berlin Zoom, a new 6,485 sq m retail unit in Germany

RESIDENTIAL DEVELOPMENT

- Phase 3, 4 and 5 of Greenwich Millennium Village in London, which includes the Design & Build of over 200 residential units, and an energy centre
- Battersea Exchange, London; a residential development consisting of 78 apartments within seven blocks ranging in height from three to 16 storeys
- Hounslow House, London, which includes the Design & Build of 293 fully-fitted and serviced residential units

Bennett continually encourages modern business practices, innovations and technologies in the Industry and has delivered a number of projects using Building Information Modelling (BIM), which its teams have found to be extremely useful in facilitating greater collaboration on projects between all stakeholders, resulting in



Royal College of Surgeons, Dublin.



The Exo Building, Dublin's highest office building.

projects being delivered faster and with greater cost efficiency.

Bennett has long practised strong corporate governance guidelines, and its management advocates corporate responsibility in every facet of its business on a daily basis, seeing this as a critical step in building trust among business stakeholders, clients, employees and society in general.

The guarantee of the Health & Safety of all employees and all those affected by its construction operations is an absolute pre-requisite to conducting any work at any time. Bennett has developed systems and procedures over many years based on these ethics. As a result of this approach and investment, Bennett has won many awards and is ranked among the top performers in the Irish Construction Industry in terms of the management of Health & Safety at work.

AWARDS

Over the last 12 months, Bennett was successful in winning a number of Industry awards. Bennett was awarded 'Contractor of the Year' at the Irish Construction Industry Awards, and Leman Locke won 'International Project of the Year', while Airbnb won 'Fitout Project of the Year'. More recently, at the ICE Awards in March, The Royal College of Surgeons won the best 'Educational/Healthcare' and FiftySevenEast, a mixed-use development in London, won the 'International Project Award'. Bennett Construction is also shortlisted for numerous categories at the upcoming 2018 Irish Construction Industry Awards. **C**

Ireland's Solution for C&D Waste and Knotweed Management

Integrated Materials Solutions have been hard at work trying to meet the waste management needs of the county's burgeoning construction sector. The company operates an engineered landfill facility in north county Dublin which is regulated by the EPA under Waste Licence W0129-02.

The facility accepts brownfield soil and stone which contains low level contamination including mineral oil, polycyclic aromatic hydrocarbons, PCBs and heavy metals at limits prescribed in the Landfill Directive and the site's Waste Licence.

The site's engineered and tested liner, environmental monitoring network and materials testing procedures affords protection to local groundwater and the environment in general.

The facility also accepts soil contaminated with Japanese Knotweed rhizome material. This invasive species has become a significant and costly problem as the plant is highly resilient and aggressive posing threats to habitats and the built environment. There are a number of management options and excavation and disposal is not always the most appropriate and it is advisable to get an independent qualified ecologist to assess all management options. Where excavation and disposal offsite is the best option IMS provide one of the only solutions in the country for biosecure disposal at an EPA regulated site. As with all wastes managed by IMS, full chain of custody and treatment certificates are issued to ensure and prove compliance.

IMS are also working on a number of applications to the EPA to broaden their offering in terms of waste types and treatment options. Currently they are completing an End of Waste study with a view to recycling construction wastes into usable products which can be reused on sites in line with the Circular Economy and Sustainable Construction. The company is focused on providing innovative solutions and evolving with the sectors needs.

Waste types the facility accepts for disposal and recovery include:

- Soil and Stone (greenfield & brownfield)
- Dredging Waste
- Mixed construction and demolition waste
- Concrete & Rubble
- Water treatment residues



For further details please visit www.imsirl.ie or contact 01-8433744.

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JJ RHATIGAN & COMPANY

TOTAL TURNOVER: €245M

ROI TURNOVER: €195m

INTERNATIONAL TURNOVER: €50m

YEAR END: 31/12/2017

ADDRESS: Wolfe Tone House, Fr Griffin Road, Galway.

PHONE: 091 580800

WEB: www.jjrhatigan.com

KEY EXECUTIVES: Padraic Rhatigan, Managing Director; Ger Ronayne, Group Operations & Construction Director, UK Managing Director; Gerry Kelly, Financial Director; Sean Rhatigan, Procurement Director; Paul Carty, Regional Director.

KEY ACTIVITIES: Main Contractor.

JJ Rhatigan & Company is one of Ireland's leading Design & Build contractors, with offices in Galway, Dublin, Cork, Sligo and London. The company has built its reputation on delivering high quality, sustainable construction projects across a range of sectors.

Its services include early contractor involvement, Design & Build, traditional build, fit-out, PSDP & PSCS, pre-construction, PPP projects, conservation, restoration and refurbishments. These are delivered across both public and private sectors including: residential, commercial, healthcare, education, hotel, pharmaceutical and medtech, student accommodation, industrial, sport and leisure, and civic and heritage.

Group turnover in 2017 accumulated to approximately €245m. Due to continued growth, Rhatigan's Dublin and Cork offices moved to new larger premises. With expansion has come recruitment and the company now has over 480 employees across six offices in Ireland and the UK.

PROJECTS

Recently completed projects in Ireland include the Garda Headquarters in Kevin Street, Dublin; the Regional and Divisional Garda Headquarters in Galway City; Phase 1 of the Charlemont Regeneration Project on behalf of McGarrell Reilly; and 14 Primary Care Centres throughout Ireland as part of a PPP with the National Development Finance Agency/Health Service Executive.

Current projects in Ireland include Lansdowne Place luxury residential development, Ballsbridge, Dublin; student accommodation for NUI Galway; Gardens International office development in Limerick; new Business School at Trinity College Dublin; The National Forensic Mental Health Service Hospital at Portrane in North Dublin; The Maldron Hotel, and the UCC Student Hub in Cork.

TECHNOLOGY

By embracing new and innovative technologies and techniques, JJ Rhatigan continually strives to increase investment efficiency and exceed overall client satisfaction. Its adoption of Building Information Modelling (BIM) enhances its ability to plan seamlessly, design, construct and handover buildings to facility management teams on time and within budget.

An early adopter of BIM Level 2, JJ Rhatigan is verified by the British Standards Institution (BSI) as a Tier 1 Lead Contractor, which includes design management, construction management and project



Garda Regional and Divisional Headquarters, Galway.



Thomas Burgh House, Dublin.



Block 3 Charlemont Regeneration, Dublin.



Garda Headquarters Kevin Street, Dublin.

management.

"We have a unique framework to ensure Lean/BIM projects can be delivered to the business benefit of both our client and our construction partners," comments Padraig Rhatigan, Managing Director. "We employ BIM as the 'driving force' to manage our Design Development process."

OFF-SITE CONSTRUCTION

JJ Rhatigan & Company, with the aid of BIM, has embraced off-site construction techniques including bathroom and kitchen pods; M&E prefabrication, pre-cast concrete, steel frame modular systems and complete glazing systems.

The key to successfully using off-site construction techniques is meticulous planning in advance for all stages of the process to cover design, fabrication, transport and site assembly. To date, JJ Rhatigan has constructed office developments, hospitals, primary care centres, student accommodation, residential developments and schools using off-site construction techniques. **C**



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03

Disciplines

Mechanical

Electrical

Instrumentation

07

Industry Sectors

Data Centres

Health & Education

Industrial

Commercial

Infrastructure

Life Sciences

Power & Renewable

Energy

07

Countries

Ireland

United Kingdom

Denmark

Sweden

Germany

Holland

Belgium

52

Years in

Business

1400

People Working
throughout
Europe



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8



DORNAN ENGINEERING LIMITED

TOTAL TURNOVER: €218.4M

ROI TURNOVER: €90M

INTERNATIONAL TURNOVER: €128.4M

YEAR END: 31/12/2017

ADDRESS: 10 Eastgate Avenue, Eastgate, Little Island, Cork.

PHONE: 021 233 0900

WEB: www.dornangroup.com

KEY EXECUTIVES: Brian Acheson, Chief Executive Officer; Oliver Lonergan, Managing Director; Pat Finn, Financial Director; David Myers, Commercial Director; Paul Flynn, Group Operations Director; Dave Dukelow, Operations Director; Liam Flynn, Engineering Director.

KEY ACTIVITIES: Mechanical & Electrical Engineering.

Following the management buy-out of the Dornan business in 2005, headed by the new management team of Chief Executive Officer, Brian Acheson and Managing Director, Oliver Lonergan, Dornan sought to consolidate its position in the Irish market. It looked to international markets in 2007, securing its first project with Pfizer in Sweden. The successful completion of this project in 2008 was quickly followed with projects in the UK, Germany, Belgium, The Netherlands and Denmark. This brought about its current strong position where turnover in on route to be in excess of €350m in 2018, from delivering projects across seven countries.

PROJECTS

Dornan projects vary across the pharma, bio pharma, data centre, power plant and commercial sectors. While its data centre work is subject to client confidentiality, its pharma division in Ireland has been involved with projects for Eli Lilly in Kinsale, J&J in Cork, Shire

in Meath, Takeda in Dublin, and recently completed a production building at BMS in Cruiseraith.

Dornan continues to put the safe delivery and quality delivery of its projects at the core of its business and has successfully developed specific systems in this regard.

The company sees itself as operating in partnership with clients when delivering projects, going the extra mile to ensure client satisfaction. A testament to this approach is the growth in new work from its existing client base and market recognition in the form of projects from new clients.

RESOURCES

Resources continue to be a challenge to the industry. Dornan continues to hire apprentices, engineers, planners and quantity surveyors to develop its resources in-house, and it is also developing talent through its ranks to meet the needs of its growth. The company provides support to its trades through engineering courses and has more recently introduced a scholarship scheme in partnership with University of Limerick. Its entry into a corporate partnership with the Institute of Engineering and Technology represents the most recent step taken by Dornan Engineering to demonstrate its continued commitment to its staff's continuing professional development. Through this partnership, it has established a professional registration scheme and now has 15 Engineers and Technicians working toward professional registration.

The company, through its engineering department, continues to develop its Building Information Modelling team, as BIM has not only become an essential service for clients, but also an effective tool for the business.

"Dornan is and always will be a big family which now comprises in excess of a 1,000 people," says Oliver Lonergan, Managing Director. "It will be a private business rather than one controlled by outside investors and that means we remain free to keep it friendly and look out for each other. Most of the people we recruit stay with us for a substantial part of their career because they're at home here with us."

"As we look forward, while we maintain our core business in Ireland, we believe that our strategic partnerships around Europe will strengthen our market position. We will continue to develop the relationships we have with existing clients and welcome the opportunity to build lasting relationships with new clients in the future," he concludes. **C**

Eli Lilly, Kinsale.





CIF Top 50 Contractor for 2018



Creating Value Through Focus on Efficiency and Sustainability

Roadbridge are a global civil engineering contractor, operating since 1967, specialising in the international delivery of complete infrastructure projects across all sectors; for a broad range of clients and contract conditions.

9



ROADBRIDGE

TOTAL TURNOVER: €214M

ROI TURNOVER: €123M

INTERNATIONAL TURNOVER: €91M

YEAR END: 31/12/2017

ADDRESS: Crossagalla, Ballysimon Road, Limerick.

PHONE: 061 414874

WEB: www.roadbridge.ie

KEY EXECUTIVES: Robert Dix, Group Chairman; Conor Gilligan, Managing Director; Jim Mulcair, Chairman, RB Limited; Des Mulcair, Director; Pat McCarthy, Director; John Duggan, Director; Morgan Sheehy, Director.

KEY ACTIVITIES: Civil Engineering.

Roadbridge is a global civil engineering contractor, operating since 1967 and specialises in the international delivery of complete infrastructure projects across all sectors for a broad range of clients and contract conditions.

The company has built its reputation upon working collaboratively with clients; offering them a quality service and product with genuine added value.

“We have adopted a team approach and focus on value engineering and innovation in order to achieve best results for our clients,” says Conor Gilligan, Managing Director, Roadbridge.

PROJECTS

Over recent years, Roadbridge has been involved in the delivery of some of the largest projects undertaken in Ireland, such as the Limerick Tunnel, Corrib Gas Terminal, Grangegorman DIT Campus, and Galway Wind Park, amongst many.

Roadbridge is currently working on notable projects in Ireland such as Center Parcs Longford, Oweninny Wind Farm in Mayo, and the Vartry to Callowhill Water Scheme in Wicklow. It is also undertaking extensive works at Dublin Port, as part of the Alexandra Basin Redevelopment.

Throughout the UK, Roadbridge is currently involved in projects such as the Gas to the West HD Pipeline in Northern Ireland, the East Anglia One Onshore Cabling project in Ipswich, Thirlmere Link Mains in Cumbria, and the A737 Dalry Bypass in Scotland.




Dublin Airport North Runway Enabling Package.



Roadbridge's success is put down to its workforce commitment and skill.

AWARDS

Roadbridge enjoyed recent successes in various awards, such as being named ‘Regional Business of the Year’ at the Limerick Chambers Business Awards in 2017. Galway Wind Park was also awarded the ‘Green Business of the Year’ title at the 2018 Green Awards, and the North Runway Enabling Package, undertaken at Dublin Airport on behalf of Dublin Airport Authority, became the first Irish project to win a Gold Award at the Considerate Constructors Scheme Awards. This scheme was piloted in Ireland for the first time in 2017, with Roadbridge being one of the first contractors to register sites.

“These awards are a reflection of the fantastic efforts that our workforce put in every day when they arrive at our sites and offices,” says Peter Byrne, Quality & Environmental Manager, Roadbridge. “The culture of continuous improvement, achieved by applying best practice, employing a motivated workforce and adopting new technologies, assists us in our goal of delivering value to our customers and stakeholders.” 



Galway Wind Park.



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WINTHROP

TOTAL TURNOVER: €208M

ROI TURNOVER: €144M

INTERNATIONAL TURNOVER: €64M

YEAR END: 31/12/2017

ADDRESS: Unit 7, Turnpike Business Park, Turnpike Lane, Ballymount, Dublin 12.

PHONE: 01 460 0214

WEB: www.winthrop.ie

KEY EXECUTIVES: Barry English, Group Managing Director; Anne Dooley, Managing Director; Bernard Keane, Data Centre Director; Barry Hennessy, Business Development Director.

KEY ACTIVITIES: Mechanical & Electrical, Turnkey Data Centre Construction.

Headquartered in Ireland, with projects and clients across Europe, mechanical and electrical engineering specialist Winthrop employs over 700 people and delivers large-scale projects across the data centre, commercial, pharmaceutical and industrial sectors.

Winthrop's core service offering of mechanical and electrical engineering has expanded to include the delivery of turnkey data centres.

HISTORY

Founded in 1995 as an M&E Contractor, Winthrop has grown steadily, and has become a Data Centre turnkey provider offering solutions that cover all site activities including Civil, Structural, MEP and Architectural work, for new and existing buildings.

Being engineering-led and having always had a focus on producing detailed engineering and fabrication drawings before any site activities commenced, it was a natural progression for Winthrop in 2008 to become an early adopter of Building Information Modelling (BIM). Given the goal of quality construction and using off-site prefabrication where possible, Winthrop also saw the merits of the application of Lean Principles to construction. The company has also operated a comprehensive continuous professional development (CPD) programme for all staff for many years.

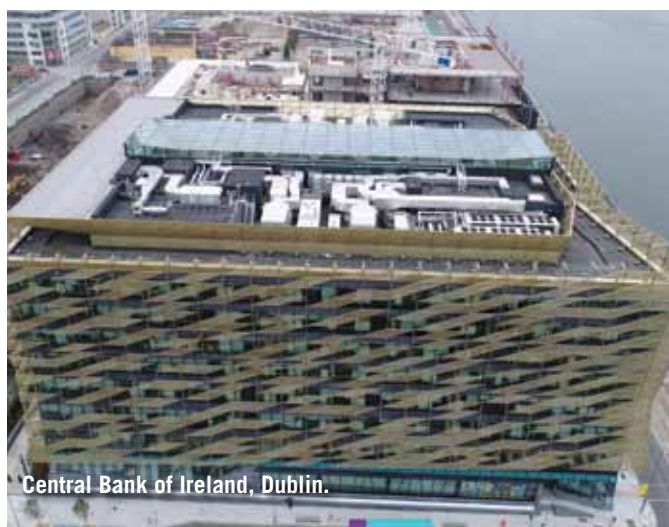
Anne Dooley, Managing Director, Winthrop, says, "Over the years, we have always encouraged and facilitated the continuous professional development of our staff. This has ensured that staff are fully equipped to manage and build high-standard projects efficiently."

"BIM and Lean principles are a key component in helping us deliver projects. By analysing how we approach day-to-day tasks, we have been able to maximise production giving us significant productivity improvements on site and enabling us to deliver projects faster, leaner, and of a high-quality standard that ensures we achieve client and programme requirements. We are currently operating at BIM Level 2 compliance, with continual training and investment to ensure that we remain at the forefront of what this technology can offer."

During the downturn, in part due to its early adoption of BIM and Lean, Winthrop was able to meet the needs of FDI clients setting up operations in Ireland as well as the high-tech requirements of some domestic sectors such as Private Hospitals. At that time, it was well placed to recognise the growing demand for data centres early and focused part of its development strategy on establishing itself as a



Data centre in Dublin for a confidential client.



Central Bank of Ireland, Dublin.

leader and innovator in this niche across Europe.

"Our focus on client collaboration has helped deliver projects quickly and ahead of schedule," says Anne Dooley. "This proved particularly effective during the downturn and continues to be a major contributor to our success today."

Another integral part of Winthrop's offering is its attention to Health, Safety and Environmental practices. Having attained ISO 14001 accreditation, Winthrop does not compromise in these areas, and safety on site is embedded in the company's fabric.

PROJECTS

In 2017, Winthrop's portfolio of work included the mechanical and electrical services fit-out of the new eight-storey 30,000 sq m Central Bank of Ireland offices on North Wall Quay, Dublin. It also completed M&E works on the Glatt 120 Project in Alkermes Pharmaceuticals, Athlone, and had in excess of €500m worth of data centre development projects ongoing in Ireland and across Europe.

In 2018, Winthrop commenced work on more major projects, such as the Spencer Place Development, Grangegorman Central Core Development, and other private commercial developments. Across Europe, Winthrop is engaged on data centre construction projects in Amsterdam, Warsaw, and Sofia, while continuing to deliver for major blue chip clients on data centre projects in Dublin.

Looking at the immediate future, Anne Dooley says, "Our future based on our current positioning and the demands of our sector is very bright. We operate a partnership approach with clients, and a team building approach internally, adopting new technologies if needed to underpin our success." **C**

PJ Hegarty & Sons U.C.

Building Partnerships for over 90 years



HEGARTY

BUILDING & CIVIL
ENGINEERING CONTRACTORS



Mallinckrodt Pharmaceutical Facility



No.40 Molesworth Street



Glanbia Facility



Project Fitzwilliam



No.10 Molesworth Street



86 South Mall

Established in 1925, P.J. Hegarty & Sons is Ireland's most progressive building company. We undertake projects throughout Ireland and the UK from offices in Dublin, Cork, Limerick and London and are a leading company in major infrastructure, commercial and industrial facilities.



HEGARTY

www.pjhegarty.ie

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PJ HEGARTY & SONS UC

TOTAL TURNOVER: €205M

ROI TURNOVER: €192M

INTERNATIONAL TURNOVER: €13M

YEAR END: 31/12/2017

ADDRESS: Davitt Road, Inchicore, Dublin 12.

PHONE: 01 4556270

WEB: www.pjhegarty.ie

KEY EXECUTIVES: John Hegarty, Executive Chairman; Liam Bennett, Operations Director (Eastern Region); Sean Carrigy, Operations Director (Southern & UK Regions).

KEY ACTIVITIES: Main Contractor.

Building and civil engineering contractor PJ Hegarty & Sons operates throughout Ireland and the UK, with offices in Dublin, Cork, Limerick and London. Its key areas of operation are major infrastructure, commercial and industrial developments.

Established in 1925, PJ Hegarty now employs over 250 people directly. In addition to having extensive technical and plant resources, PJ Hegarty has a strong financial base, which enables it to take on multiple large projects simultaneously.

PJ Hegarty offers a full range of construction services including management contracting, Design & Build, alliance/partnering and PPP contracts, in addition to traditional building arrangements.

PROJECTS

High-profile projects recently completed include; office developments No 10 Molesworth Street and No 40 Molesworth Street, Dublin 2, as well as offices and a manufacturing facility for Mallinckrodt Pharmaceutical in West Dublin.

Projects currently on site include Project Fitzwilliam, Dublin 2, the redevelopment of ESB's Head office; a Gold LEED Standard office development at 85 South Mall, Cork; the expansion of a Glanbia facility in Co Kilkenny, and remedial works at Haulbowline Island, Co Cork.

The award-winning No 40 Molesworth Street refurbishment for IPUT involved the complete strip out of the existing building back to grey box, removing all existing external glazing and leaf brickwork, and the removal of a fifth-floor plantroom. Construction works included a new fifth-floor penthouse steel structure, along with new external brickwork, glazing and roof covering. The internal works comprised the refurbishment and fit-out of floors 1-4 to CAT-A Landlord Standard.

The 5,200 sq m research, development and manufacturing facility and corporate headquarters for Mallinckrodt Pharmaceuticals in



No 40 Molesworth Street, Dublin 2.



85 South Mall, Cork.

West Dublin were constructed on a greenfield site. PJ Hegarty was awarded the initial enabling contract, Phase 2, which comprised the construction of the manufacturing building and office block, and Phase 3 consisting of an extension to the office block, containing offices and research labs. The project was handed over on a phased basis, meaning that construction work was going on in a live facility.

In Cork, the ongoing development of 85 South Mall comprises the construction of a 46,000 sq ft office block to Gold LEED Standard. The works included the demolition of the original 85-86 South Mall properties and adjacent bank vault structures. When completed, the new building will comprise four floors over ground floor with an additional roof level set back and a single storey basement with 22 car spaces. The building, which is due for completion in Q4 2018, has been thoughtfully designed to fit naturally into the traditional South Mall streetscape while providing highly flexible next-generation office space. **C**



Project Fitzwilliam, Dublin 2.



Mallinckrodt
Pharmaceutical
manufacturing
building in West
Dublin.



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12



COLLEN CONSTRUCTION LTD

TOTAL TURNOVER: €200M

ROI TURNOVER: €135M

INTERNATIONAL TURNOVER: €65M

YEAR END: 31/12/2017

ADDRESS: River House, East Wall Road, Dublin 3.

PHONE: 01 874 5411

WEB: www.colln.ie

KEY EXECUTIVES: Neil Collen, Chairman; Tommy Drumm, Managing Director; Declan Lowry, Director; David Lee, Director; Donal Hennessy, Director; Leo Crehan, Director; Kara Stuart, Company Secretary; Philip Walsh, Financial Controller; Sinead Savage, Head of Business Development; Joe O'Dwyer, Health and Safety Manager; Rebecca Reilly, Quality and Environmental Manager; Tom O'Connor, Collen AB and Collen GmbH Director.

KEY ACTIVITIES: Main Building Contractor, Joint Venture Partner, D&B Contractor, Specialising in Data Centres, Pharma, Commercial New Build, Office Fit-Out, Residential, Student Accommodation, Industrial, Retail, and Health and Leisure projects.

Established in 1810, Collen Construction Ltd has been at the forefront of Irish Construction for over two centuries. A family-owned business, the company ethos is to provide a quality service and forge long-lasting relationships. Collen has successfully tendered for a range of clients, including large multi-national corporations, private companies, Local Authorities, and State Authorities.

Collen operates a Quality Management System that ensures that projects are delivered to the specification and timescale required by clients.

On 26th April 2018, Collen became one of the first organisations in the world to achieve ISO 45001 accreditation, the international standard for Occupational Health and Safety. The National Standards Authority of Ireland launched its migration policy from OSHAS 18001 to ISO 45001 and Collen was selected to be one of the first companies in Ireland to go through the ISO 45001 audit process.

ISO 45001 now requires organisations to look beyond their immediate Health & Safety issues and consider what the wider society expects of it. Organisations will have to think about their contractors and suppliers, as well as the effects their activities have on neighbouring communities.

"At Collen, the wider enterprise of suppliers and sub-contractors has always been recognised as a key link in providing a safe and healthy workplace," Tommy Drumm, Managing Director, says. "Since 2016 Collen has held annual Safety Leadership workshops with its internal management team and supply-chain, seeking buy-in from the highest level so that a top-down approach to Health & Safety is delivered throughout Collen and the organisations with whom it engages. A shared safety vision is one of the key factors in helping to deliver efficiency to our clients, as well as supporting legal, ethical and moral obligations to construction workers."

RECENT PROJECTS

In November 2017, Collen completed work on the Audi Centre in Sandyford, Co Dublin. This new state-of-the-art flagship showroom is spread over 94,000 sq ft and showcases the latest Audi innovations.

Audi Centre in Sandyford, Co Dublin.



Block H, Central Park, Leopardstown, South Dublin.



Frascati Shopping Centre refurbishment and extension, Blackrock, Co Dublin.



The showroom includes a high-tech workshop containing 18 service bays, car showrooms over two levels, high-end feature displays, a customer relaxation area and an Audi Café.

Following the successful completion of Block H, Central Park in Leopardstown, South Dublin, in May 2017, Collen commenced the adjacent building, Block I with Green REIT Plc. This seven-storey, over two-level basement, high-spec office development will also be built to a LEED Gold standard.

In June 2017, Collen began the construction of One South County, Leopardstown, which will be spread over six floors and will include fully-landscaped roof terraces with penthouse roof gardens.

In January 2017, works commenced on the €30m Frascati Shopping Centre refurbishment and extension in Blackrock, Co Dublin.

The company then secured the contract for Enterprise House, incorporating the demolition of the existing 1980s iconic building and the construction of a new five-storey office block, which will have a floor area twice that of the old building.

"Activity in Dublin remains strong across sectors, but still very competitive," says Tommy Drumm. "The residential sector is still recovering, and the level of activity remains modest, but seems to be gathering pace from a low base."

"Despite the Irish Government's clear commitment to ensure that the data centre sector can continue to grow unencumbered, the current planning process has allowed Ireland's reputation to suffer negatively in the eyes of foreign investors. We cannot forget that Ireland carries a huge debt and the next generation won't thank us for failing to be more pragmatic," he concludes. **C**

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**MAC-GROUP****TOTAL TURNOVER: €185M****ROI TURNOVER: €144.3M****INTERNATIONAL TURNOVER: €40.7M****YEAR END: 31/12/2017****ADDRESS:** Grattan Hall, Grattan Street, Dublin 2.**PHONE:** 01 644 9650**WEB:** www.mac-group.com

KEY EXECUTIVES: Paul McKenna, Group Chief Executive Officer; Alex Murphy, Group Business Development Director; Eddie Campion, Head of Construction; Brendan Moley, Managing Director Interiors.

KEY ACTIVITIES: Specialist Construction and Fit-Out.

'The Dynamic Construction People of the mac-group'

When we profiled Mac last year this Irish company had a very clear message – it was undergoing an evolution. The company was founded in 2002 'to construct, restore and repurpose commercial buildings; to exceed the expectations of clients, consultants and staff; and to question and improve upon all that has gone before.'

With the awards of key greenfield and brownfield construction projects, both here and in the UK, the evolution of Mac has clearly taken place, and it is now a bona fide construction company.

Mac retains a very strong specialist fit-out service offering. The fit-out teams are comprised of senior project managers and engineers who come from long experience in fit-out and have a deep understanding of the attention to detail and light touch that is required.

Mac has also established a separate new team to drive forward its construction offering, but these teams have been acculturated, and the attention to detail and meticulous planning that is required in fast-track fit-out has been carried over to the construction division. The construction team is headed up by Eddie Campion, formerly of McNamara – and the wisdom of this strategy has already been

Mountpark Logistics construction project at Baldonnell Business Park, Dublin.



proven with the award of a €22m greenfield logistics centre build for Mountpark; a €29m, 10,220 sq m brownfield development in Dublin 2; and a £30m hotel conversion comprising retail, offices and external works in Liverpool. More new-build projects are in the pipeline for the mac-group and will be announced toward the end of the year.

The Mac fit-out business unit maintains strong growth in parallel, with prestigious awards such as a €7m state-of-the-art fit-out on Molesworth Street for Barclay's, a 1,245 sq m fit-out in Dublin Landings, and a £9m cut and carve refurbishment for Quadrum in London's Dartmouth Street.

Mac Group recognises the importance of relationships within their company. Their tagline is Dynamic Construction People. Paul McKenna, Group CEO, puts it very simply, "We do what we say we'll do."

This obsessive focus on customer satisfaction is the reason for the company's 93% repeat business. "We're not the cheapest," admits Paul McKenna, "but we add value."

One of Mac's core values is 'Questioning Assumptions' – working with design teams to find efficiencies. It's in this context that the Mac managers learn resilience – they are given the scope to think for themselves, propose solutions, and implement them. This enables Mac to attract and retain the industry's top professionals; loyalty is reciprocated and rewarded; and individuals are given opportunities to grow and optimise their potential. In this way the company's best asset and greatest brand evangelists are the dynamic construction people. **C**



Tech client fit-out at 1WML, Dublin

A close-up, profile view of a male worker wearing a white hard hat with the 'Kirby' logo, safety glasses, and a blue jacket with a yellow high-visibility stripe. He is holding a rugged tablet computer with both hands, looking intently at the screen. The background is a blurred industrial environment with various pipes, valves, and equipment. The overall tone is professional and focused.

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14



KIRBY GROUP ENGINEERING

TOTAL TURNOVER: €167.6M

ROI TURNOVER: €130.2M

INTERNATIONAL TURNOVER: €37.4M

YEAR END: 31/12/2017

ADDRESS: White Swan Business Park, South Circular Road, Dublin 8.

PHONE: 01 454 0411

WEB: www.kirbygroup.com

KEY EXECUTIVES: Jimmy Kirby, Group Managing Director; Mark Flanagan, Group Operations Director; Derry McMahon, Group Finance Director and Company Secretary; Ray Ryan, Group QEHS Director; Conor O'Brien, Group Commercial Director; Aidan J Kerins, Group Business Development Director; Henry McCann, Operations Director; Fergus Frawley, Chairman.

KEY ACTIVITIES: Mechanical & Electrical Engineering, Utilities.

Founded in 1964, Kirby is a mechanical and electrical engineering contractor, which provides full M&E services as well as specialist High Voltage (HV) and Medium Voltage (MV) Design & Construction services across Ireland, the United Kingdom and Northern Europe. Kirby directly employs over 700 employees including 100 apprentices.

In early 2018, Kirby made a number of key appointments at executive level in response to the company's growth and success, both nationally and internationally. Aidan J Kerins joined Kirby as the new Group Business Development Director, Henry McCann was promoted to Operations Director and Alan McHugh was promoted to Associate Director – Power Transmission and Distribution.

"These key appointments further strengthen Kirby's leadership capability and support the company's expansion into new geographical regions," commented Jimmy Kirby, Group Managing Director.

EXPANSION

Kirby Group recently announced an expansion in its international operations to include the new geographical area of Sweden. The expansion into the Swedish market is proving to be a successful



Gemini Data Centre and sub-station, Dublin.



Galway Wind Park

development for Kirby.

"Although Kirby is relatively new to the Swedish market, we are positive about our growth and success in the market," says Dave McNamara, Associate Director Munster & Europe Region. "This positive outlook is backed by our success, so far, in securing a number of high-profile projects, with more projects in the pipeline."

PROJECTS

Kirby operates across multiple sectors including data centre, life sciences, industrial manufacturing, substations and renewables, power generation, petrochemical and commercial. Recent projects in Kirby's portfolio include works for a data centre client in Sweden; Gemini Data Centre and sub-station, Dublin; Castlepook and Buttevant Windfarms, Cork; Grousemount Windfarm, Kerry; manufacturing plants for Alexion Pharmaceutical in Dublin and Westmeath; Slane Distillery, Co Meath, and works for Solvay Group and Wembley Park Energy Centre in the UK.

PEOPLE

Kirby's focus on staff development was recognised earlier this year, when it was awarded Gold Accreditation against the 'Investors in People Standard', demonstrating its commitment to high performance through good people management. Investors in People is the international standard for people management, defining what it takes to lead, support and manage people effectively to achieve sustainable results.

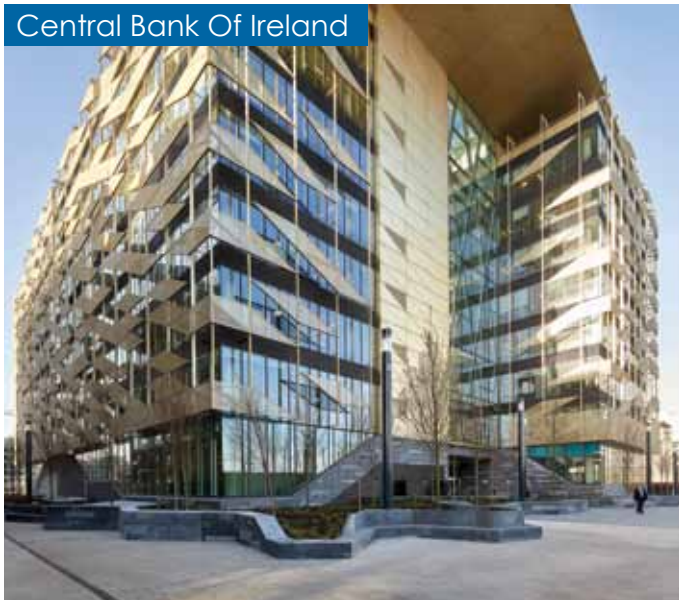
Kirby's culture is driven by innovation, efficiency, waste elimination and meeting customers' needs at minimum cost each and every time. Lean practices and processes have become critical components of its project delivery, which has brought and continues to deliver significant value to Kirby and its customers.

Over its 54 year history, Kirby Group has earned a reputation for excellence in M&E engineering contracting. This reputation has been built on expertise in finding innovative and cost-effective solutions for complex build challenges with an uncompromising approach to safety and quality. It has seen Kirby work with leading national and global organisations and helped it build an impressive portfolio of projects both domestically and internationally. **C**

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WALLS CONSTRUCTION LTD

TOTAL TURNOVER: €162.6M

ROI TURNOVER: €162.6M

YEAR END: 31/12/2017

ADDRESS: Rosemount House, Northern Cross, Malahide Road, Dublin 17.

PHONE: 01 867 3800

WEB: www.walls.ie

KEY EXECUTIVES: Eugene O'Shea, Managing Director.

KEY ACTIVITIES: Main Contractor.

Three years on from a management buyout, Walls Construction is focused on a course of steady and sustainable expansion. Growth is high on the agenda at Walls Construction, but not at any cost, according to Eugene O'Shea, Managing Director.

The company's turnover of €162m in 2017, is in keeping with the overall strategy. "When we completed our investor-backed management buyout in 2015, we set out a business plan to grow steadily rather than to risk overtrading. While we're performing ahead of our business plan, we intend to adhere fairly closely to it."

The company expects to have revenues of over €200m in 2018. Such an increase is being made possible by the fact that Walls kept its key staff and core management structure during the downturn. "We managed to keep the team together, which was a positive because we can now grow without being dependent on recruiting untried and untested people for vital functions. Ten years on and we have greater professional capacity, allowing us to take on more work in 2018," Eugene O'Shea says.

COMMERCIAL PROJECTS

The company employs over 200 people directly. Commercial office development represents well over a third of its revenue. Recent flagship commercial projects include the new Central Bank of Ireland building on North Wall Quay in Dublin, which was completed in 2017.

Walls Construction was also the management contractor for the development of LinkedIn's EMEA Headquarters in Dublin City Centre. With an overall floor area of 17,650 sq m, the six-storey building over single-basement was clad with a unitised glazed façade system.

The company is currently on-site at Ballymore's Dublin Landings development, adjacent to the new Central Bank building. The first blocks have just reached completion.

RESIDENTIAL PROJECTS

Residential, primarily of urban and suburban apartments, is a sector of significant growth, and the company expects to complete over 1,000 homes in the next two years. Walls started on-site on Marlet Property Group's mixed-use Cardiff Lane development in Dublin 2. The 17,000 sq m scheme involves the replacement of existing warehouse buildings with two new blocks.

FIT-OUTS

Fit-outs make up a significant proportion of the company's workload and account for around €40m of projects each year. Student accommodation, is a small but growing area for the firm. Walls commenced work on three sites on North Circular Road



Central Bank of Ireland.



LinkedIn EMEA Dublin Headquarters.



St Mary's Primary Care Centre, Cork.

and Dominick Street, Dublin, which are part of GSA's student accommodation roll-out programme across the country.

In the coming year, Walls will be focused on sustaining the business for the next generation. **C**



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DESIGNER GROUP ENGINEERING CONTRACTORS LTD

TOTAL TURNOVER: €151M

ROI TURNOVER: €88M

INTERNATIONAL TURNOVER: €63M

YEAR END: 31/12/2017

ADDRESS: Clyde House, IDA Blanchardstown Business and Technology Park, Snugborough Road, Dublin 15.

PHONE: 01 860 0520

WEB: www.designergrp.com

KEY EXECUTIVES: Michael Stone, Group Chief Executive Officer; Pat Gilroy, Managing Director; Sean Greally, Commercial Director; Niall Treacy, Operations Director; Niall Stone, Director of Engineering.

KEY ACTIVITIES: Mechanical and Engineering Contracting.

Established in Ireland in 1992, Designer Group has seen significant growth over the last 25 years with the Group's turnover in 2018 expected to exceed €200m and with operations covering Ireland, the UK, Germany, Africa and the United States.

The company employs over 1,100 employees worldwide. Designer Group fosters learning and continuous development for apprentices, tradespeople and engineers. A dedicated training academy completed



Royal Academy of Arts, London.

over 25,000 training hours in 2017.

Designer Group offers global clients a full design and installation suite for all electrical and mechanical technical services. The company also provides extensive facilities management services and the purchase of a US-based consulting company in 2017 sees a concentration on progressing the Group's renewable energy and industrial capabilities.

Designer Group is committed to surpassing Health & Safety standards while exceeding client expectations with statistics showing a performance improvement of 10% across the group in Health & Safety in 2017.

Some of the key Irish projects completed in 2017 include Bristol-Myers Squibb laboratories, and the new 10,000 sq m Grade A office building, The Exchange, located in Dublin's IFSC. Internationally, Designer Group's projects extend to one of London's tallest skyscrapers, One Blackfriars, and the redevelopment of the Royal Academy of Arts. **C**

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SUIR ENGINEERING LTD

TOTAL TURNOVER: €122M

ROI TURNOVER: €122M

YEAR END: 31/12/2017

ADDRESS: Unit 9A Cleaboy Business Park, Old Kilmeaden Road, Waterford.

PHONE: 051 359500

WEB: www.suireng.ie

KEY EXECUTIVES: Michael Kennedy, Managing Director; David Phelan, Business Development Director.

KEY ACTIVITIES: Mechanical, Electrical and Instrumentation Engineering.

Suir Engineering has over 30 years of mechanical, electrical and instrumentation (M,E&I) expertise, with a directly employed workforce of more than 700 people and offices in Dublin, Waterford, London and Stockholm.

The company operates in a number of sectors, which include data centres, energy and utilities, pharmaceutical, food and beverage, and renewable energy. Although Suir Engineering is primarily focused on the Irish market, it has also delivered a number of M,E&I projects in Europe.

Projects currently on site include the upgrade of a wastewater treatment plant in Ringsend, Dublin; a data centre project in Sweden; and a large data centre project in Citywest, Dublin. The company is also working on the new National Forensic Mental Health Hospital in



Portrane, as well as, the Hanover Quay office development and the 76 Sir John Rogerson's Quay office fit out, both in Dublin.

As a direct-hire business in an industry heavily reliant on sub-contractors, Suir takes pride in its staff's development and the services they ensure the company can deliver.

Recently, Suir Engineering became one of Europe's first organisations to achieve the new ISO 45001:2018 Occupational Health & Safety Standard, in addition to achieving the ISO 9001:2015, and the 14001:2015 Standard in conjunction with the EQA Ireland. **C**

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**ARDMAC LIMITED****TOTAL TURNOVER: €107.1M****ROI TURNOVER: €67.2M****INTERNATIONAL TURNOVER: €39.9M****YEAR END: 31/12/2017****ADDRESS:** Swords Business Campus, Balheary Road, Swords, Co Dublin.**PHONE:** 01 894 8800**WEB:** www.ardmac.com**KEY EXECUTIVES:** Ronan Quinn, Chief Executive Officer; Alan Coakley, Managing Director; Roy Millar, Managing Director.**KEY ACTIVITIES:** Main Contractor, Specialist Contractor.

Ardmac delivers complex high-value workspaces and technical environments in Ireland and Europe. The company has offices in Dublin, the UK and Belgium.

Ardmac's range of services includes fit-out, data centres, cleanrooms, refurbishment and general construction. It has worked on projects for over 80% of global pharma and technology companies bringing FDI into Ireland. Recent projects include Genomics Medicine in Dublin and Dunnes Stores in Cork. In addition, it is working on international projects in Denmark, Holland, Belgium and Switzerland.



Irish Human Rights and Equality Commission, Dublin.

The company recently restructured, moving towards fully independent operational business units. Alan Coakley is in charge of the company's main contracting business in Ireland. Roy Millar oversees the company's trade contracting business, primarily in pharma and data centres. These changes were designed to allow Ardmac facilitate forecasted growth.

Ardmac has also strengthened its functional teams in the past 12 months and went live with a new Enterprise Resource Planning (ERP) system.

Its 'Safety First' programme is designed to embed a safety conscious mindset with continuous improvement around four key areas – Leadership; Planning; Engagement; and the Provision of Safe Work Environments.

Ardmac's commitment to its clients is to provide the best service and solutions in a timely, cost-efficient and sustainable manner to ensure it is 'Building Better'. **C**

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**FLYNN MANAGEMENT & CONTRACTORS LTD****TOTAL TURNOVER: €106M****ROI TURNOVER: €106M****YEAR END: 31/12/2017****ADDRESS:** Flynn House, Blackwater Road, Glasnevin, Dublin 11**PHONE:** 01 850 3000**WEB:** www.flynnmc.com**KEY EXECUTIVES:** Kevin Flynn, Managing Director; Mick Flynn, Construction Director; Derek Murphy, Financial Director; Alan Nevin, Commercial Director; Willie O'Brien, Regional Director; Eddie Cassidy, Projects Director; Cormac McKenna, Projects Director; Fergal Duffy, Projects Director.**KEY ACTIVITIES:** Main Contractor, Construction Manager, Design & Build, Refurbishments and Fit Outs.

Flynn Management & Contractors Ltd provides construction solutions for the commercial, mission critical, life science, healthcare, residential, retail, hospitality, airport and infrastructure sectors.

Flynn Management & Contractors is focused on delivering projects safely, on time and within budget. The high volume of repeat business earned and the long-term client relationships developed are a testament to the focus the company has placed on service and quality on the many projects on which it has been contracted.



South Gates Boarding Area, Dublin Airport.

Recent projects completed include the multi-million-euro refurbishment of Bewley's Café, Dublin; modular construction of South Gates Boarding Area, Dublin Airport; refurbishment of Cisco offices, Dublin and RCSI, York Street, Dublin.

The company currently employs 160 people. As a people-driven business, Flynn takes pride in the expertise within its teams whose collaborative approach to every project has been central to the development of the business in the past few years.

Flynn Management & Contractors is continually investing in its people and processes with the ultimate goal of becoming the best construction solutions provider and partner in Ireland. **C**



STS Group are Leaders in Electrical Engineering, Instrumentation, Design and Commissioning Services in Ireland, Europe and The Middle East.

Specialist Technical Services

Specialist Technical Services employs over 900 people on dedicated project teams across mainland Europe, Scandinavia and the Middle East. Since its establishment in 2006, STS has become the leading provider of electrical engineering, design, instrumentation and commissioning services on both Irish and international fronts. The group now has offices in Ireland, UK, Germany, Switzerland, Sweden, Belgium and Bahrain, working with clients from world renowned companies in the data centre, pharmaceutical, healthcare, commercial and utility sectors. The group headquarters remain in Ireland at Cleaboy Business Park, Waterford.



STS Head Office

Block 10A, Cleaboy Business Park, Old Kilmeaden Road, Waterford.

T: +353 51 508009 E: info@stsgroup.ie

STS Dublin Office

18, Clanwilliam Square, Grand Canal Quay, Dublin 2.

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20



SPECIALIST TECHNICAL ENGINEERING SERVICES (STS GROUP)

TOTAL TURNOVER: €98.9M

ROI TURNOVER: €61.5M

INTERNATIONAL TURNOVER: €37.4M

YEAR END: 31/12/2017

ADDRESS: Block 10A, Cleaboy Business Park, Old Kilmeaden Road, Waterford.

PHONE: 051 508009

WEB: www.stsgroup.ie

KEY EXECUTIVES: Eddie Walsh, Chief Executive Officer; Richard Hogan, Managing Director; Liam Linehan, Business Development Director; Pat O'Boyle, Finance Director; Shane Walsh, Director.

KEY ACTIVITIES: Electrical Engineering, Design, Instrumentation, Installation and Commissioning Services.

STS has steadily and progressively grown since its establishment in 2006 and is now a full-service provider of electrical engineering, design, instrumentation and commissioning services. The company has developed and commissioned a number of the largest and most technologically advanced data centres for some of the best-



STS QAQC technician on large pharmaceutical project in South East Ireland.

known technology brands in the world. It is also a significant player in the pharma and bio-pharma sector and has a strong and growing presence in the commercial, utilities, transport, oil and gas sectors.

The growth strategy at STS continues to focus on expansion and locating new markets where its teams can deliver. For instance, it won three large data centre projects in Sweden during the past year, giving STS a firm foothold in Scandinavia. In 2017, it established STS Buhindi in Bahrain, and a full project team is currently working on the provision of a large data centre in its capital, Manama.

In Europe, STS has expanded through the acquisition of D&V Engineering in Belgium, giving it a presence in both Belgium and France.

The construction of data centres is a major activity for STS in Ireland and overseas, with significant projects either in construction or completed for confidential clients in Dublin, Paris, Milan, Frankfurt, Sweden and the Middle East. **C**

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STEWART CONSTRUCTION

TOTAL TURNOVER: €98M

ROI TURNOVER: €98M

YEAR END: 31/12/2017

ADDRESS: 43 Lower Salthill, Galway.

PHONE: 091 524455

WEB: www.stewart.ie

KEY EXECUTIVES: Sean Stewart, Chief Executive Officer; Paul Stewart, Managing Director; Rachael Stewart, Sales/Marketing Director.

KEY ACTIVITIES: Main Contractor

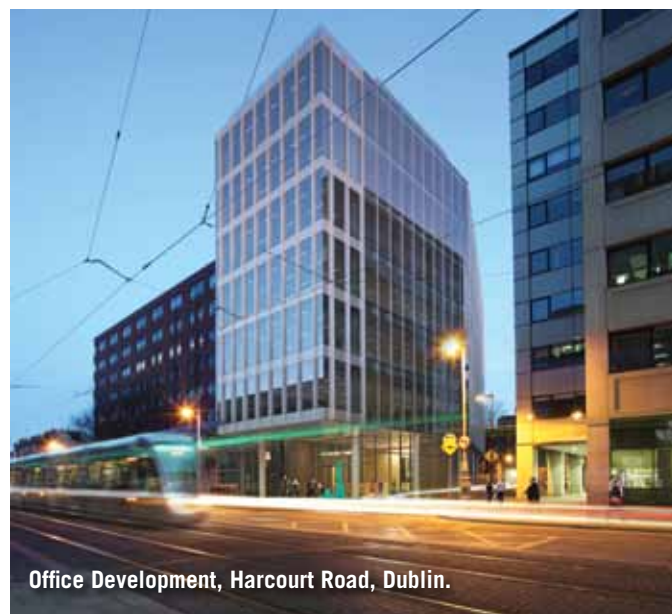
Founded in 1902, Stewart Construction has a proven track record of successful project delivery through the generations. The company has an exciting pipeline of work ahead and has invested heavily in its people and processes to drive innovation further and ensure sustained success.

Stewart's growth has been driven by its robust management and its recognised expertise in Design & Build solutions.

Stewart Construction fosters collaborative working and supports diversity in the workplace and other positive industry initiatives.

The company drives the sustainability agenda, enhancing building performance at all stages of the life cycle. A growing BIM Department continues to develop its BIM offering to clients.

Exciting ongoing projects include Dublin Airport Central Phase 1; Green REIT seven-storey LEED Gold Office Development, Harcourt Road, Dublin; Block 5 of the 20,000-sq m IDA Campus in Galway



Office Development, Harcourt Road, Dublin.

and Irish Life's new D&B offices in Dundalk; HINES Bishop's Square re-development in Dublin; and Grifol's Bio-Pharma facility in Grange Castle, Dublin.

Paul Stewart, Managing Director, says, "Our strength is our people. We ensure our clients get the right expert team for their project and this guarantees success 100 years on."

Stewart Construction was shortlisted for the 'Property of Excellence Awards 2017' and awarded Winner of 'Best New Entry Large Sized Organisation 2017' by the National Irish Safety Organisation.

Stewart Construction was also named Deloitte Best Managed Companies for 2018 for the fifth consecutive year. **C**



Established over 60 years ago and now one of the most recognised names in the construction industry, Murphy has a proud history of delivering major infrastructure programmes in its home markets of Ireland and the UK, as well as several international markets.

Murphy has built an enviable reputation with clients for the safety, quality and reliability of its services largely delivered in-house, particularly in its core sectors of **water, power, transportation, natural resources** and **construction & property**.

We work closely with our partners and clients to make sure Murphy deliver the best possible service and have a reputation for excellence across a range of capabilities and specialist businesses. Building on our decades of experience as an infrastructure specialist, Murphy is able to respond to the challenges of any project and can offer our clients unrivalled support, expertise, plant and resources, to consistently achieve high quality project delivery.

Some of our recently completed high profile projects include:



WATERFORD PUBLIC REALM

A high quality streetscape project entailing the complete renewal of traffic and pedestrian areas within Waterford City Centre, including improved service ducting, hard and soft landscaping, new public lighting and street furniture. The flagship element of the project was a state of the art, steel-framed canopy - designed, fabricated, and erected in-house by Murphy - in the Apple Market, which is unique to Ireland and was completed in 2017. This project was awarded the prestigious Tourism & Hospitality Project of the Year by the Irish Construction Industry Awards 2018.



CURRAGH RACECOURSE – THE QUEEN’S ROOM

As part of our Curragh Racecourse Enablement Works contract carried out by Murphy International Ltd between February 2017 and April 2018, a highlight of the project was the deconstruction and reconstruction of the 'Queen's Room'. This was a viewing room constructed in the 1850s to commemorate the proposed visit of Queen Victoria. The entire structure was moved stone by stone and reconstructed, involving the conservation and reconditioning of the original windows, doors and staircase, to a location 200 metres away near the parade ring, where it can continue to be appreciated by future visitors to the racecourse.



BOLTON SKYLINK

Installation of a pedestrian link from Bolton train station to the newly constructed bus interchange through a 102m long, fully-encapsulated footbridge. The bridge was designed and fabricated at our Newbridge facility, and erected in-house by Murphy as part of the upgrade of Bolton transport infrastructure on behalf of Transport for Greater Manchester. The complexity of the design, driven by the client's high quality requirements for the project, gave Murphy a unique challenge which was far removed from the normal bridge construction projects we undertake.

Working as 'One Murphy', our self-delivery model provides our clients with a safe, reliable and cost-effective service. We make significant investments in our plant and our people, so that we can offer a highly-skilled, experienced workforce who use modern and well-maintained equipment. This means we effectively offer a 'one stop shop' service for clients on their most complex projects across a diverse range of specialist capabilities including the following:

Engineering, Piling, Utility Connection, Bridges, Highway and Streetworks, PowerSystem Engineering, Plant and Transport, Ground Engineering.

Find out more or get in touch:
Murphy International Ltd, Great Connell, Newbridge, Co. Kildare
Contact : T: 00 353 454 31384
E: mail@murphygroup.ie

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**MURPHY INTERNATIONAL****TOTAL TURNOVER: €84M****ROI TURNOVER: €84M****YEAR END: 31/12/2017****ADDRESS:** Great Connell, Newbridge, Co Kildare.**PHONE:** 045 431384**WEB:** www.murphygroup.ie**KEY EXECUTIVES:** John G Murphy, Managing Director.**KEY ACTIVITIES:** Main Contractor, Civil Engineering, Process Engineering, Operation and Maintenance, Specialist Activities, Steel Fabrication, Piling, Mechanical, Electrical and Process Design.

Murphy Group was founded by John Murphy in 1951 in London and has grown into a leading global, multi-disciplined engineering and construction company that directly employs more than 4,000 engineers, professional managers and skilled operatives.

Of the Murphy contracting business Ireland accounted for €84m of the overall €942m turnover last year and the Irish order book has strengthened again in 2018.

Managing Director John G Murphy says 2017 was an exciting year for the company in Ireland. "Our structural steel division, ground



The reconstructed Queens Room Building, Curragh Racecourse.

engineering team and civil engineering business all recorded strong growth. Exciting projects include the Apple Market in Waterford, and the demolition of the Curragh Racecourse facility and rebuilding the original Queen's Room Building on the course."

According to John G Murphy, the success of Murphy International in Ireland has been down to the vast experience gained across the group's operations and the sharing of this expertise across the whole company.

Murphy's structural steel fabrication facility in Newbridge is one of the company's most important resources. It supports the business in Ireland and the UK.

As well as Murphy's many projects here in Ireland, the business supports the Murphy Group in the UK.

Last year, Murphy acquired leading water and wastewater process contractors, AECOM Design Build Ireland, which is now operating under the new name of Murphy Process Engineering. **C**

23

**SIAC CONSTRUCTION LTD****TOTAL TURNOVER: €80.5M****ROI TURNOVER: €79M****INTERNATIONAL TURNOVER: €1.5M****YEAR END: 31/12/2017****ADDRESS:** Dolcain House, Monastery Road, Clondalkin Dublin 22.**PHONE:** 01 403 3111**WEB:** www.siac.ie**KEY EXECUTIVES:** Martin Maher, Chief Executive Officer; Pearse Ferguson, Chief Financial Officer.**KEY ACTIVITIES:** Main Contractor

SIAC is a large multi-disciplined construction group with significant operations across Ireland and the United Kingdom.

It provides turnkey solutions to the building and civil engineering industries and offers both public and private sector clients a comprehensive range of construction services.

Its teams of professionals work closely with its design partners and clients to deliver a flexible and innovative service in every project it undertakes.

SIAC is committed to delivering projects on programme and within budget in a safe and environmentally friendly manner.

Its principle disciplines include civil engineering, roofing and cladding, paving/bituminous products, traffic management solutions and mechanical & electrical works. **C**



M7 Widening Project, Co Kildare.



L&M Keating is a Building and Civil & Marine Engineering company based in the Midwest and operating internationally, with offices in Clare, Dublin and Cork.

Recently celebrating 30 years and as an inherently collaborative, and innovative organisation with renowned technical expertise we have developed into one of the country's leading multidisciplinary building, civil & marine engineering contractors.

We are market leaders in civil engineering, building, conservation and restoration, dredging, marine and coastal

engineering works in Ireland & the UK. Further, our varied and comprehensive portfolio of successfully completed projects in Ireland creates opportunities for regional development and growth, and also includes many in the following industry sectors, Healthcare, Educational and Commercial Building, Hi-Tech Specialist Building, Specialist Fitout, Refurbishment and Renovation, Heritage

We have carried out projects for a variety of clients including private clients, multinational companies, government departments, and local authorities. We

are a Safe T Cert, ISO 9001 and 14001 accredited company and are a Registered Heritage Contractor.

Based on 2016 and 2017 turnover we were in the Top 25 Building and Civil Engineering companies in Ireland. Currently the company employs over 100 direct staff including Project Managers, Technical and Engineering and Craftsmen.

L&M Keating's newly appointed CEO Gordon O'Regan is overseeing implementation of development and growth strategies to ensure a successful and sustainable business.



About L&M Keating:

- Established 1987 in Kilmihil, Co. Clare by Louis Keating
- 100 direct employees
- Offices in Dublin, Cork & Clare
- Turnover circa €67M
- Markets – Civil, Marine, Heritage & Conservation, Commercial, Industrial, Medical & Pharma Building



L&M Keating Ltd.

Building & Civil Engineering www.lmkeating.ie

Head Office: Kilmihil, Co. Clare, V15 HC84.

T +353 65 905 0090 F +353 65 905 0399



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**WILLS BROS****TOTAL TURNOVER: €70M****ROI TURNOVER: €34M****INTERNATIONAL TURNOVER: €36M****YEAR END: 31/12/2017****ADDRESS: Ballylahan Bridge, Foxford, Co Mayo.****PHONE: 094 925 6221****WEB: www.willsbros.com****KEY EXECUTIVES:** Charles Wills, Managing Director; James Wills, Company Secretary; Aidan McCaul, Contracts Director; Jonathan Wills, Contracts Director; Gary Curran, Commercial Director.**KEY ACTIVITIES:** Main Contractor, Civil Engineering, Design & Build and Utilities.

Formed in 1972, Wills Bros is a civil engineering contractor at the forefront of the development of national infrastructure in Ireland and the UK. A subsidiary company, Wills Bros Civil Engineering Limited, is based in Motherwell, Scotland, and has project offices established throughout the UK.

Wills Bros' project experience ranges from major motorway Design & Build contracts, to mining, landfill sites, marine works, road realignments, site developments, water-related services,



Dublin Port Centre Precinct Project

telecommunications, leisure, and public amenity projects, such as the Dublin Port Centre Precinct Project completed in 2017.

Wills Bros' commercial client base includes Gypsum Industries, Irish Water, OPW, TII, Xerox, Microsoft, Apple, Glanbia, Anglo American Mining, Tara Mines, Scottish Enterprise, IDA Ireland, Dublin Port, and Port of Cork.

The company's Quality Management System has been certified to IS EN ISO 9001:2015 Accreditation (since 2002) as Civil Engineering Contractors, Specialising in Design and Project Management of Contracted Works.

Wills Bros currently employs approximately 150 people. Its safety record is amongst the highest rating levels within industry standards with an LTA frequency rating of 0.12 for 2017.

Since 2004, the company has successfully delivered nine Design & Build road schemes in Ireland and the UK to a value of €450m. In early 2018, Wills Bros was awarded the A6 Dungiven to Drumahoe Dualling Scheme (£220m). **C**

25

**L&M KEATING****TOTAL TURNOVER: €67M****ROI TURNOVER: €64M****INTERNATIONAL TURNOVER: €3M****YEAR END: 31/12/2017****ADDRESS: Kilmihil, Co Clare.****PHONE: 065 905 0090****WEB: www.lmkeating.ie****KEY EXECUTIVES:** Gordon O'Regan, Chief Executive Officer; Brendan Phelan, Chief Financial Officer; Louis Keating, Preconstruction Director; Lorchan Hoyne, Contracts Director; Brian O'Loughlin, Quantity Surveying Director; Richard Browne, Contracts Director; Jim Kelly, UK Contracts Director.**KEY ACTIVITIES:** Engineering Contractors – Civil, Marine, Building, and Heritage.

L&M Keating Ltd was established by Louis Keating in 1987. The company currently operates across Ireland and the UK within the civil, marine, building and heritage sectors. In January of 2018, Gordon O'Regan succeeded Louis Keating in the role of Chief Executive Officer following the acquisition of the company by CBD Capital.

L&M Keating has added a number of significant and award-winning civil and building projects to its portfolio in the past year. These include two medical facilities for US company Stryker; Design & Build of quay walls, new berths and linkspans at Dublin Port; Cape



Cape Clear Harbour Development and storm gates.

Clear Harbour Development and storm gates; and the fast-track construction of Carlingford Ferry Marina.

L&M Keating's turnover has been historically linked to Government capital expenditure. A new strategic plan introduced under Gordon O'Regan aims to grow the business by augmenting success in domestic projects with new overseas markets. As part of the plan, the company has committed to investing in people, skills and technology. It is undertaking a recruitment programme at home and abroad, upskilling existing employees and supporting continuous professional development. Another priority is the introduction of BIM Level 2 on the company's major projects. **C**

APEX SURVEYS



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T: + 44 203 368 3968
E: info@manninggroundeng.co.uk
www.manninggroundeng.co.uk



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**LEO LYNCH GROUP****TOTAL TURNOVER: €62.54M****ROI TURNOVER: €62.54M****YEAR END: 31/12/2017****ADDRESS: 16 Fonthill Industrial Park, Clondalkin, Dublin Dublin 22.****PHONE: 01 626 1144****WEB: www.leolynch.com**

KEY EXECUTIVES: Sean Smith, Group Managing Director; Conor Lynch, Group Financial Director; Brian Sterling, Director; Joe McCarthy, Director; Ciaran O'Donnell, Business Development Director.

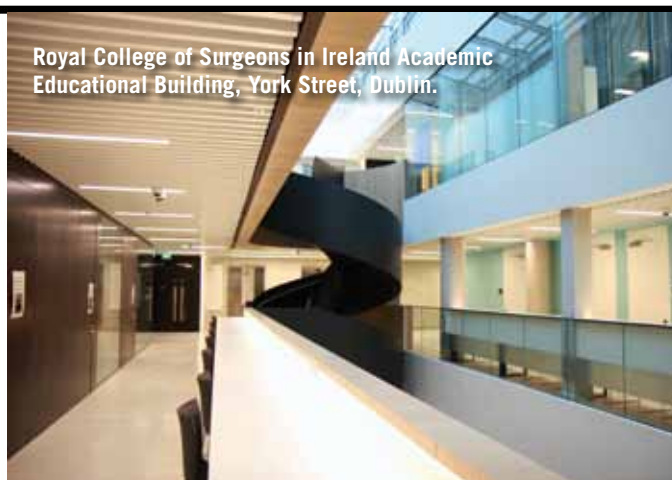
KEY ACTIVITIES: Mechanical, Process & Electrical Contractors; Maintenance & Facilities Management.

Leo Lynch Group has nearly doubled its workforce to 500 people in the past two years and has a portfolio of ongoing projects evenly balanced across sectors, including some for FDI clients.

Established in 1956, Leo Lynch provides engineering services to the life sciences, retail, commercial, healthcare, education and food sectors. It also has a facilities management subsidiary called Interact.

Recently completed projects by Leo Lynch include the Royal College of Surgeons in Ireland Academic Educational Building. Significant

Royal College of Surgeons in Ireland Academic Educational Building, York Street, Dublin.



mechanical and process engineering contracts recently won include a large greenfield Biotech manufacturing facility in Co Meath for a multinational client; the Capital Dock office development in Dublin; and residential, retail and office developments in Dublin for Kennedy Wilson and IPUT.

Long-term existing clients include BMS, Diageo, Glanbia Kerry Foods and Pfizer. The company recently won a large data centre contract in Bahrain.

In 2014, Leo Lynch looked to address small incidents and lapses of attention on-site with an initiative, which was driven by its workers. Employees regardless of level in the Group were encouraged to correct anyone on-site, regardless of position, who was displaying poor safety behaviour. The success of this approach was recognised in 2017 at the annual NISO Occupational Safety Awards, where it picked up both the Higher Distinction and the Consistent High Achiever awards. **C**

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**GANSON BUILDING & CIVIL ENGINEERING CONTRACTORS LTD****TOTAL TURNOVER: €60.4M****ROI TURNOVER: €48.1M****INTERNATIONAL TURNOVER: €12.3M****YEAR END: 31/12/2017****ADDRESS: Unit 19/20 Balbriggan Business Park, Balbriggan, Co Dublin.****PHONE: 01 690 5716****WEB: www.ganson.ie**

KEY EXECUTIVES: Paul McQuaid and David Rogers, Joint Managing Directors.

KEY ACTIVITIES: Main Contractor

Ganson Building & Civil Engineering Contractors Ltd was established by David Rogers and Paul McQuaid in 2003. Both have over 25 years of experience in managing large-scale projects in both the UK and Ireland.

Ganson offers a full range of construction services including management contracting, Design & Build and traditional building arrangements. Operating in Ireland and Northern Ireland, Ganson carries out construction projects across various sectors including residential, education, aviation, commercial and health, ranging in value from €0.5m to over €20m.

Recently completed education projects include Dun na Rí



Dun na Rí Community College, Kingscourt, Co Cavan.

Community College, Kingscourt, Co Cavan; St Fintina's School, Longwood, Co Meath; St Killian's National School, Mullagh, Co Cavan, and an extension to Beaufort College, Navan, Co Meath.

Projects in other sectors include a new new Ambulance Station in Edenderry, Co Offaly and a conference centre in Ashtown, Co Dublin, for Teagasc, as part of the Agriculture and Food Development Authority's relocation from Kinsealy to Ashtown.

Ganson employs 60 people directly and currently has 20 projects on site, ranging in value up to €22m in Residential, Education, Commercial, Health and Retail Sectors.

These projects include St Mary's Mansions, Dublin 1 for Cluid Housing; Stephenstown Schools, Balbriggan, Co Dublin; a mixed-use development, Co Offaly; Colaiste Chu Chulainn, Dundalk; a nursing home, Swords for Carechoice; Stewarts School, Lucan; Irish Nursing Centre, Co Meath and Ryevale Nursing Home, Leixlip. **C**

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www.dugganbrothers.ie

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DUGGAN BROTHERS (CONTRACTORS) LTD

TOTAL TURNOVER: €50M

ROI TURNOVER: €50M

YEAR END: 31/12/2017

ADDRESS: Richmond, Templemore, Co Tipperary.

PHONE: 0504 31311

WEB: www.dugganbrothers.ie

KEY EXECUTIVES: Kevin Duggan, Chairman; David Duggan and Seamus Duggan, Joint Managing Directors; Conor Scott, Financial Director; John Butler and Eddie Cleary, Contracts Directors.

KEY ACTIVITIES: General Building Contractor

Established in 1923, Duggan Brothers (Contractors) Ltd is a national contractor serving clients from offices in Tipperary, Dublin and Cork. It undertakes projects in most sectors including commercial, pharmaceutical, healthcare, education and residential. Typically, projects are in the range of €1m to €40m for both private and public-sector clients, delivered through a traditional or Design & Build approach.

With safety and quality as cornerstones of the business, the company prides itself on its management style and collaborative and fair



Slane Whiskey Distillery

approach to project delivery.

Highlights from 2017 include the completion of the Slane Whiskey Distillery, a €15m CSA package on a state-of-the-art distillery and visitor centre at Slane Castle. Another highlight in 2017 was the completion of the €22m Wexford Garda Headquarters building, a very challenging and diverse project completed on time and within budget to a very high standard of architectural finish.

Some current projects include a €20m 100-bed healthcare facility for Peamount Hospital; a significant conservation/restoration project at Leinster House for the OPW, a €10m extension to the Lochlann Quinn School of Business in Belfield for UCD, and a new office for the Irish Stock Exchange, among others.

Duggan Brothers' success is sustained by the commitment of its people and their collective values which provide stakeholders and clients with confidence and trust. **C**

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MONAMI CONSTRUCTION

TOTAL TURNOVER: €45.1M

ROI TURNOVER: €45.1M

YEAR END: 31/12/2017

ADDRESS: Unit 12, Briarhill Business Park, Ballybrit, Galway.

PHONE: 091 876312

WEB: www.monami.ie

KEY EXECUTIVES: Brendan Davey, Director; Bryan Quille, Director.

KEY ACTIVITIES: Main Contractor, Construction Management, Design & Build, Refurbishment and Fit-Out.

Monami Construction provides construction services to the commercial, residential, hotel and leisure, healthcare and industrial sectors. Operating nationwide, in addition to its Galway head office, Monami has regional offices in Dublin and Limerick.

"Dublin and Limerick continue to provide our main workflow, the rate of development in both regions increased through 2017, and that trend has continued into 2018," Brendan Davey, Director, says.

Monami's team has extensive experience in site management, engineering, Health & Safety, quantity surveying and estimating together with support staff qualified the area of project planning, finance and human resources. Overall, the company employs over 80 project management staff.

"We have a dedicated, experienced and highly qualified team that has been the cornerstone of our success. Each site team is specifically



Deloitte Offices, Dublin.

chosen with the project and client requirements in mind, and we place particular importance on training and continuous professional development," explains Brendan Davey.

The company operates a Quality and Environmental Management System accredited to ISO9001/14001 ensuring that all projects are delivered to the specification and programme required by its clients.

Projects completed in 2017 include works at Dromoland Castle; GBHI, Trinity College; Milford Palliative Care Unit and Nursing Home; The Address Hotel, Dublin, Deloitte offices, Dublin and the renovation of 256 apartments at Rathbourne, Dublin.

Ongoing projects in 2018 include the 123-bed Loughshinney Nursing Home, Dublin; a new state-of-the-art Hospitality Building for Galway Racecourse; a new retail store for Lidl in Limerick City Centre and the extension and refurbishment of The Clayton Hotel, Ballsbridge for the Dalata Group. **C**

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**PURCELL CONSTRUCTION LIMITED****TOTAL TURNOVER: €44M****ROI TURNOVER: €44M****YEAR END: 31/12/2017****ADDRESS: 57 Briarhill Business Park, Ballybrit, Galway.****PHONE: 091 780800****WEB: www.purcell.ie**

KEY EXECUTIVES: Michael Bane, Managing Director; Billy Coyne, Financial Director; Gerry Dolan, Contracts Director; Nigel Tighe, Contracts Director; Tom Whelan, Surveying Director; Derek Timlin, Commercial Director.

KEY ACTIVITIES: Main Contractor.

Employing 100 people directly, Purcell Construction operates on a national basis with offices in Galway and Dublin.

Purcell has a history of building or restoring high-profile award-winning buildings. Its restoration of St Mel's Cathedral Longford, a joint venture, won the prestigious 'RIAI Best Conservation Project' and 'Public Choice' Award in 2015.

In 2017, the company featured once again in the RIAI Awards, this time winning the Public Choice Award for the NUIG Drama Centre in Galway and 'Housing of the Year Award' for Dunluce Apartments,



NUIG O'Donoghue Centre, Galway.

Ballsbridge, Dublin.

Michael Bane, Managing Director, Purcell Construction, says "We are currently active in many sectors including Conservation, Pharma, Healthcare and Residential."

Purcell recently completed a social housing scheme for Galway City Council in Knocknacarra, and Phase One of the Dolphins Barn regeneration scheme in Dublin is due for completion in July.

Other recently completed projects include Maryfield Nursing Home project in Chapelizod, Dublin, and a new secondary school in Loughrea, Co Galway.

Michael Bane says he is encouraged by the signs in the market at this time. "The National Development Plan in particular, gives the Industry a long-term plan to ensure less volatility in the coming years. This will enable us to put in place the required resources for sustainable growth." **C**

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Email: info@johncradock.ie Web: www.johncradock.ie



Science block refurbishment, St Columba's College, Dublin 16.

31 KILCAWLEY BUILDING & CIVIL ENGINEERING (SLIGO) LTD

TOTAL TURNOVER: €42.1M



ROI TURNOVER: €42.1M
YEAR END: 31/12/2017
ADDRESS: Sansheen Business Campus, Strandhill Road, Sligo.
PHONE: 071 916 2206
WEB: www.kilcawleyconstruction.com

KEY EXECUTIVES: Brendan Henry, Managing Director; Fergal Meagher, Construction Director.
KEY ACTIVITIES: Main Contractor.

32 GAELTEC UTILITIES LIMITED

TOTAL TURNOVER: €41.8M



ROI TURNOVER: €32.5M
INTERNATIONAL TURNOVER: €9.3M
YEAR END: 31/12/2017
ADDRESS: 11 Danville Business Park, Ring Road, Kilkenny.
PHONE: 056 770 3967
WEB: www.gaeltecutilities.com

KEY EXECUTIVES: Mario Nobre Castro, Executive Director; Declan Wynne, Executive Director; Joao Felizardo, Chief Executive Officer Ireland; Joao Neves, Chief Executive Officer United Kingdom; Alfredo Dias, Financial Controller.
KEY ACTIVITIES: Specialist Contractor.



A Gaeltec Design & Build project.



Red Arches residential development, Baldoyle, Dublin.

33 MDY CONSTRUCTION LTD

TOTAL TURNOVER: €38.5M



ROI TURNOVER: €38.5M
YEAR END: 31/12/2017
ADDRESS: Staplestown, Donadea, Naas, Co Kildare.
PHONE: 045 909800
WEB: www.mdy.ie
KEY EXECUTIVES: Tom Dunne, Managing Director; Sean

Cummins, Operations Director; Donal Doyle, Chief Estimator; Joe Briody, Construction Director; Mel O'Reilly, Director; Des Stafford, Business Development Manager.
KEY ACTIVITIES: Main Contractor.

34 CLANCY PROJECT MANAGEMENT LTD T/A CLANCY

TOTAL TURNOVER: €38M



ROI TURNOVER: €38M
YEAR END: 31/12/2017
ADDRESS: Drangan, Thurles, Co Tipperary.
PHONE: 052 915 2166
WEB: www.clancy.ie
KEY EXECUTIVES: John O' Shaughnessy, Managing Director; Declan Fitzpatrick, Quality/Safety/Construction Director; Pierce

Phelan, Estimating Director; Nigel Cooke, Commercial Director; John Corcoran, Financial Director; Chris Chamber, Dublin Region/Construction Director; Ian Smillie, Operations Manager/Associate Director; Alan Darmody, Managing Surveyor/Associate Director.
KEY ACTIVITIES: Main Contractor.



APC Ltd facility.



Munster Rugby High Performance Centre

35 GLENMAN CORPORATION LTD

TOTAL TURNOVER: €37M



ROI TURNOVER: €18M
INTERNATIONAL TURNOVER: €19M
YEAR END: 31/12/2017
ADDRESS: Merrion House, Liosban Industrial Estate, Tuam Road, Galway.
PHONE: 091 780 100

WEB: www.glenman.ie
KEY EXECUTIVES: Albert Conneally, Managing Director; Michéal Conneally, Contracts Director.
KEY ACTIVITIES: Main Contractor.

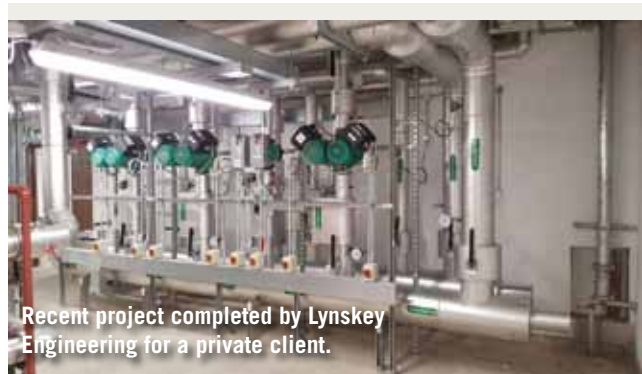
36 RADLEY ENGINEERING LTD

TOTAL TURNOVER: €36.4M



ROI TURNOVER: €35.7M
INTERNATIONAL TURNOVER: €0.7M
YEAR END: 31/12/2017
ADDRESS: Killadangan, Dungarvan,
 Co Waterford.
PHONE: 058 41199

WEB: www.radleyeng.com
KEY EXECUTIVES: Kevin Walsh,
 General Manager; Ken Power, Safety
 Manager; Mark Radley, Projects
 Director; Jason Radley, QA Manager.
KEY ACTIVITIES: Mechanical
 Engineering Contractor.



37 LYNKEY ENGINEERING LTD

TOTAL TURNOVER: €36.3M



ROI TURNOVER: €27M
INTERNATIONAL TURNOVER:
 €9.3M
YEAR END: 31/12/2017
ADDRESS: Dartmouth House,
 Kylemore Road, Dublin 10.
PHONE: 01 4601556
WEB: www.lynskeyeng.ie

KEY EXECUTIVES: Richard
 McElligott, Chairman; Sean
 McElligott, Managing Director;
 Kevin Carolan, Director/Company
 Secretary.
KEY ACTIVITIES: Mechanical
 Engineering Contractor.

38 BMD & COMPANY LIMITED

TOTAL TURNOVER: €34.6M



ROI TURNOVER: €33.5M
INTERNATIONAL TURNOVER: €1.1M
YEAR END: 31/12/2017
ADDRESS: 8 Eastgate Avenue, Little Island,
 Cork.
PHONE: 021 486 9500
WEB: www.bmd.ie

KEY EXECUTIVES: Mike Walsh, Managing
 Director; Frank O'Keeffe, Engineering
 Director; Kieran Murphy, Projects Director;
 Paul Keegan, Projects Director; Kevin
 McCarthy, Business Development Director;
 Kieran Horgan, Financial Controller.
KEY ACTIVITIES: Mechanical & Process
 Engineering Contractor.



39 GLENBEIGH CONSTRUCTION LIMITED

TOTAL TURNOVER: €30.1M



ROI TURNOVER: €30.1M
YEAR END: 31/12/2017
ADDRESS: Damastown Way,
 Damastown Business Park,
 Dublin 15.
PHONE: 01 822 7008
WEB: www.gcon.ie
KEY EXECUTIVES: Frank Doolan,

Managing Director; John Donlon,
 General Manager and Director;
 Michael Muldoon, Contracts
 Director; Des Hunt, Senior
 Quantity Surveyor; Cian Ward,
 Operations Manager.
KEY ACTIVITIES: Main
 Contractor.

40 DAVID FLYNN LTD

TOTAL TURNOVER: €29.4M



ROI TURNOVER: €29.4M
YEAR END: 31/12/2017
ADDRESS: Paragon House,
 Cork Road, Waterford.
PHONE: 051 373713
WEB: www.dfl.ie
KEY EXECUTIVES: David
 Flynn, Managing Director;

Alfie Burns, Surveying
 Director; Thomas Holden,
 Contracts Director; Ken Flynn,
 Facilities Director.
KEY ACTIVITIES: Main
 Contractor and Fit-Out
 Specialist.



41 JONS CIVIL ENGINEERING CO LTD

TOTAL TURNOVER: €29M



ROI TURNOVER: €29M
YEAR END: 31/12/2017
ADDRESS: Carranstown, Duleek, Co Meath.
PHONE: 041 982 3682

WEB: www.jonscivil.ie
KEY EXECUTIVES: John Pentony, Managing Director.
KEY ACTIVITIES: Civil Engineering Contractor.



River Dargle Flood Defence Works, Bray

42 MMD CONSTRUCTION CORK LTD

TOTAL TURNOVER: €28.7M



ROI TURNOVER: €28.7M
YEAR END: 31/12/2017
ADDRESS: Unit 8, Airways Technology Park, Farmers Cross, Co Cork.
PHONE: 021 497 5979
WEB: www.mmd.ie

KEY EXECUTIVES: Tomas O'Donovan, Managing Director; Cormac Smith, Director; Kevin O'Leary Director; Patricia Harrington, Financial Director.
KEY ACTIVITIES: Main Contractor.



Dunmanway Swimming Pool.

43 MYTHEN CONSTRUCTION LIMITED

TOTAL TURNOVER: €28.5M



ROI TURNOVER: €28.5M
YEAR END: 31/03/2017
ADDRESS: Longraigue, Foulksmills, Co Wexford.
PHONE: 051 565615
WEB: www.mythenconstruction.ie
KEY EXECUTIVES: Billy Mythen,

Managing Director; Maurice Mythen, Project Director; Marie Mythen, Finance Director; Leonard Daly, Commercial Director.
KEY ACTIVITIES: Specialist Contractor (Fit-Out and Commercial New Build).



Haughton Building, IT Carlow.



Carrigaline Youth Centre, Co Cork.

44 VISION CONTRACTING LTD

TOTAL TURNOVER: €27.7M



ROI TURNOVER: €27.7M
YEAR END: 31/12/2017
ADDRESS: Unit 6, Classes Lake Business Centre, Ballincollig, Co Cork.
PHONE: 021 4874930
WEB: www.visioncontracting.ie
KEY EXECUTIVES: Niall O'Meara, Managing Director; Mick Allen,

Director and Head of Construction; Aidan Drummond, Director, Pharma & Industrial; Colm Fehily, Commercial Director.

KEY ACTIVITIES: Main Contracting, Management Contracting, Construction Partnering, Civil, Structural & Architectural Work Package Contracting, Design & Build Contracting.

45 T&I FITOUTS LTD

TOTAL TURNOVER: €27.1M



ROI TURNOVER: €27.1M
YEAR END: 20/02/2018
ADDRESS: Longtown, Straffan, Co. Kildare
PHONE: 045 861799
WEB: www.tandi.ie
KEY EXECUTIVES: David Merriman, Director.
KEY ACTIVITIES: Specialist Fit-Out Contractor.



Core Media office fit-out, Dublin.



Oilseeds terminal at Swinoujscie Port, Poland.

46 BUTTIMER ENGINEERING

TOTAL TURNOVER: €25.2M



ROI TURNOVER: €15.2M
INTERNATIONAL TURNOVER: €10M

YEAR END: 31/12/2017

ADDRESS: Carrigeen Industrial Estate, Cahir, Co Tipperary.

PHONE: 052 744 1377

WEB: www.buttimer.com

KEY EXECUTIVES: Fergal Buttimer,

Chief Executive Officer; Alan Brown, Chief Operating Officer; Cian Corbett, Project Management Officer; Michael Murphy, Contracts Manager; Geraldine Hogan, Head of Finance & HR; Sean O'Sullivan, Engineering Director; Denis O'Shea, Production Manager.
KEY ACTIVITIES: Mechanical Engineering Contractor.

47 TOWNLINK

TOTAL TURNOVER: €24.5M



ROI TURNOVER: €24.5M

YEAR END: 31/12/2017

ADDRESS: 10 Greenhills Business Park, Dublin 24.

PHONE: 01 462 7131

WEB: www.townlink.ie

KEY EXECUTIVES: Joe McCarron: Chairman, TJ Walsh: Managing Director.
KEY ACTIVITIES: Main Contractor.



Richmond Hospital Building, Dublin.



New Street, North Lotts Project, a new street from Sherriff's Street to the North Quays, Dublin.

48 CLONMEL ENTERPRISES LIMITED

TOTAL TURNOVER: €22.3M



ROI TURNOVER: €22.3M

YEAR END: 31/01/2018

ADDRESS: Unit R, M7 Business Park, Newhall, Naas, Co Kildare.

PHONE: 045 981900

WEB: www.clonmelent.com

KEY EXECUTIVES: Eamonn

Stapleton, Managing Director; Tom Corcoran, Director; Brian Gravin, Director; Niall McElwaine, Director.
KEY ACTIVITIES: Civil Engineering Contractor.

49 JOHN CRADOCK LTD, CIVIL ENGINEERING CONTRACTORS

TOTAL TURNOVER: €21M



ROI TURNOVER: €21M

YEAR END: 31/12/2017

ADDRESS: Unit 5, Kilcullen Business Campus, Kilcullen, Co Kildare.

PHONE: 045 484484

WEB: www.johncradock.ie

KEY EXECUTIVES: John Cradock, Managing Director;

Victor Smyth, Contracts Director and Director for Safety; Alan Wright, Contracts Director; Richard Miller, Estimating Director; Barry Desmond, Finance Director/ Company Secretary; Paul Bagnall, Director.
KEY ACTIVITIES: Civil Engineering Contractor.



Beckett Park, Cherrywood, Dublin.



The Reflector Building, Dublin.

50 TRITECH ENGINEERING LTD

TOTAL TURNOVER: €18M



ROI TURNOVER: €18M

YEAR END: 31/08/2017

ADDRESS: Unit E1, South City Business Park, Tallaght, Dublin 24.

PHONE: 01 413 1000

WEB: www.tritech.ie

KEY EXECUTIVES: Joe Delaney, Managing Director; Peter Keane, Maintenance, Quality & H&S Director; Tom Comerford, Commercial Director; Gus Reilly, Electrical Director.
KEY ACTIVITIES: Mechanical & Electrical Engineering Contractor.



Irish Ambassador to Britain Adrian O'Neill presents Snow Patrol's Johnny McDaid with the Outstanding Contribution to the Music Industry Award at the Irish Post Awards 2017.



Irish Post Awards host Eamonn Holmes with 2017 Lifetime Achievement Award winner Bob Geldof and former Irish Post Award winner, Hollywood actress Fionnuala Flanagan.

Pictures by Malcolm McNally, The Irish Post

BUILDING BRITAIN – CHAMPIONING THE IRISH AMONG BRITAIN'S CONSTRUCTION INDUSTRY

Since its foundation in 1970, The Irish Post has documented the contributions made by the Irish community to shaping life in Britain, and the construction industry has played a pivotal role in this story.

The Irish community has been a leading and important contingent within Britain's construction industry for many decades. From site level to the boardrooms of some of Britain's biggest construction companies, the Irish continue to play an essential role across the sector, at all levels, with countless success stories and numerous impressive, iconic contracts won by Irish firms - or firms led by Irish people - over the years.

Since its foundation in 1970, The Irish Post has been there to support them every step of the way, documenting the immense contribution of the community to the shape of Britain as we know it today.

A trusted brand for nearly five decades, The Irish Post has earned universal respect and continues to champion its ethos of being 'The Voice of the Irish in Britain'. With the Irish among the construction world still continuing to break ground with imaginative and far-reaching projects in towns and cities across the country, The Irish Post continues to tell those stories – both through a weekly newspaper and its daily news website www.irishpost.com.

In addition to that, Irish construction businesses in Britain - and the people within them – are also the focus of The Irish Post's annual publication Building Britain.

The magazine, first launched in 2011, reports on the impact the construction industry has on Britain and the Irish people leading the way within it.

With profiles of leading Irish entrepreneurs, overviews of the ground-breaking projects due in the year ahead, and features highlighting some of the biggest Irish players on the scene, Building Britain is a popular construction industry-specific publication.

Of course, Irish construction leaders in Britain are also to be found in The Irish Post's other annual magazine publications, namely Companies100, a guide to the top 100 Irish companies in Britain; and



Irish Post Award winners in 2017 Karren Brady, with husband Paul Peschisolidi, and Johnny McDaid, with partner, Hollywood actress Courteney Cox.

In Business – a definitive list of Irish business leaders.

The community's industry leaders and entrepreneurs have also been recipients of Irish Post Awards over the years – receiving recognition for their achievements at a prestigious annual ceremony held in London's Park Lane.

The Irish Post's historic and ongoing connections with the Irish among Britain's construction industry also includes its support of those charities and foundation that support them.

Since May 2016 the Irish Post has been the media partner for The Lighthouse Construction Industry Charity (or The Lighthouse Club), a national organisation in Britain which has been providing emergency financial assistance to the construction community since 1956.

The Irish Post became the official media partner to The Lighthouse Club in their 60th anniversary year and the partnership continues to this day.

The relationship has served to build closer connections between The Irish Post and The Lighthouse Club's respective communities, and to provide further support for the charity's fundraising efforts across Britain.

With every year that passes the Irish in Britain never fail to contribute new and exciting elements to the country's construction industry – and The Irish Post never fails to highlight, champion and support them. **C**

For further information about The Irish Post media group contact sarah.murphy@irishpost.co.uk

MAKING CONNECTIONS IN THE UK

PAUL WHITNELL, founder and President, The British and Irish Trading Alliance, explains how a strong network can open doors for Irish contractors into the UK market.

We are all trying to find some way of standing out in the crowd. We want our businesses to be sought after and recognised as reputable.

The British and Irish Trading Alliance (BITA Ltd) was founded in 2012 to help Irish companies stand out in a flooded marketplace. The idea was simple, to form an organisation where people would do business with people, not companies. We have been unwavering on this path since our inception.

We at BITA are always excited to hear another success story from one of our members, whether it be relationship formed, or business conducted arising from an introduction we have made.

This has never been more important than now, as emails and texts are increasingly replacing meetings and even phone calls. It is common to refer to emails and texts as speaking to someone. The friendly

Paul Whittnell,
President,
British and
Irish Trading
Alliance.



conversations and relationships built over a coffee or a pint are fading away, replaced by words, however well meaning, on a screen. We always encourage our members to take the time and make a call to a supplier, instead of emailing them, and to occasionally even,

meet for a face-to-face.

As a not-for-profit organisation, we are focused on getting the best value for our members. We offer wide-ranging events that offer exceptional networking, education and expertise across London, Liverpool and Ireland. We are a force for effective change, and we work collaboratively with many agencies and organisations, including the Department for International Trade, CIF and Embassies in the UK and Ireland. Our aim is to improve the industry's landscape for our members, and to improve trade between both nations. Through these relationships, and our informative seminars and panels, we try to keep our members abreast of the latest information and enable them to make the best decisions in the uncertain years ahead. **C**

To learn more about the British Irish Trade Alliance, visit www.bita.ie



BITA runs friendly and welcoming networking events to help members connect and form the relationships they need to expand their business.



Our wine tastings, construction networking lunches and golf days attract decision makers from across the UK and Ireland. Contact us and watch your business grow!

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OUR APPROACH TO PROPPING DESIGN

All Groundforce struts are designed to comply with the resistance requirements set out in EN1993. Checks are made for the local resistance of all components such as swivel pins, bearing plates and flanged connections. A global resistance is calculated to take into account the effects of lateral loading and buckling. These are dependent upon the overall length of each strut and various other application specific load requirements. This tailored approach ensures that every detail of every strut is safe and supported by comprehensive calculation and testing.

As well as ensuring adequate resistance of the equipment to EN1993, all Groundforce designs are carefully engineered to meet the load requirements set out in EN1990, EN1991, and EN1997.

By applying the appropriate combinations of actions and effects, Groundforce engineers aim to provide economical solutions that do not compromise on safety.

- Applying EN1990 load combinations produces safe and economical designs
- EN1993 partial factors applied to give critical components a higher Factor of Safety (FOS)
- National annexes applied to European designs
- Safety and survivability included for a variety of accidental situations



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TOP 20 MAIN CONTRACTORS

COMPANY	OVERALL TURNOVER	ROI TURNOVER	INTERNATIONAL TURNOVER
John Sisk & Son (Holdings) Limited	€950M	€700M	€250M
BAM	€470M	€435M	€35M
John Paul Construction Ltd	€360M	€320M	€40M
Bennett (Construction) Ltd	€325M	€245M	€80M
JJ Rhatigan & Company	€245M	€195M	€50M
P J Hegarty & Sons UC	€205M	€192M	€13M
Collen Construction	€200M	€135M	€65M
Walls Construction Ltd	€162.6M	€162.6M	-
Flynn Management & Contractors Ltd	€106M	€106M	-
Stewart Construction	€98M	€98M	-
Murphy International	€84M	€84M	-
SIAC Construction Ltd	€80.5M	€79M	€1.5M
L & M Keating Ltd	€67M	€64M	€3M
Ganson Building & Civil Engineering Contractors Ltd	€60.4M	€48.1M	€12.3M
Duggan Brothers (Contractors) Ltd	€50M	€50M	-
Monami Construction Ltd	€45.1M	€45.1M	-
Purcell Construction Limited	€44M	€44M	-
Kilcawley Building & Civil Engineering (Sligo) Ltd	€42.1M	€42.1M	-
MDY Construction Ltd	€38.5M	€38.5M	-
Clancy Project Management Ltd t/a Clancy	€38M	€38M	-



National Children's
Hospital, BAM Ireland.



Luas Cross City Line
by John Sisk & Son.



Adare Manor redevelopment,
John Paul Construction

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High Temperature Solutions

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The TIDL pipe insulation solutions package comprises pipe insulation and insulated pipe support inserts that achieve a BL-s1, d0 classification to EN 13501-1 when tested under the European Fire Classification System (Euroclass) for "reaction to fire". Designed for use across all insulation applications in pipe supports, hanger baskets and clamps, they will support the compressive loads imposed by horizontal pipework carrying water or all other liquids.

Technical Back-up and Design Support

TIDL's Technical Support Team offers comprehensive guidance on product selection, in addition to detailed design advice. This includes all calculations for the carrying capacities of the supports so that a bespoke solution is arrived at for each specific project.



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TIDL pipe support solutions are also available in different lengths to suit different support mechanisms, from clamping through to rollers, to allow for contraction and expansion. Support inserts provide optimum load-bearing capacity while offering protection against insulation compression.

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Ballycoolin, Blanchardstown, Dublin 15.
Tel: 01 – 882 9990 email: sales@tidl.ie

www.tidl.ie



TOP 20 SPECIALIST CONTRACTORS

COMPANY	OVERALL TURNOVER	ROI TURNOVER	INTERNATIONAL TURNOVER
Mercury Engineering	€600M	€258M	€342M
Jones Engineering Group	€350M	€210M	€140M
Dornan Engineering Ltd	€218.4M	€90M	€128.4M
Winthrop	€208M	€144M	€64M
mac-group	€185M	€144.3M	€40.7M
Kirby Group Engineering	€167.6M	€130.2M	€37.4M
Designer Group Engineering Contractors Ltd	€151M	€88M	€63M
Suir Engineering Ltd	€122M	€122M	-
Ardmac Limited	€107.1M	€67.2M	€39.9M
Specialist Technical Engineering Services (STS Group)	€98.9M	€61.5M	€37.4M
Leo Lynch Group	€62.5M	€62.5M	-
Gaeltec Utilities Limited	€41.8M	€32.5M	€9.3M
Radley Engineering Ltd	€36.4M	€35.7M	€0.7M
Lynskey Engineering Ltd	€36.3M	€27M	€9.3M
BMD & Company Limited	€34.6M	€33.5M	€1.1M
T&I Fitouts Ltd	€27.1M	€27.1M	-
Buttimer Engineering	€25.2M	€15.2M	€10M
Tritech Engineering	€18M	€18M	-
Rockwell Engineering	€16.8M	€16.8M	-
King & Moffatt Building Services	€16.6M	€16.6M	-

TOP 20 CONTRACTORS (ROI TURNOVER)

COMPANY	IRELAND TURNOVER
John Sisk & Son (Holdings) Limited	€700M
BAM Civil Ltd	€435M
John Paul Construction Ltd	€320M
Mercury Engineering	€258M
Bennett (Construction) Ltd	€245M
Jones Engineering Group	€210M
JJ Rhatigan & Company	€195M
P J Hegarty & Sons	€192M
Walls Construction Ltd	€162.6M
mac-group	€144.3M
Winthrop	€144M
Collen Construction	€135M
Kirby Group Engineering	€130.2M
Roadbridge	€123M
Suir Engineering Ltd	€122M
Flynn Management & Contractors Ltd	€106M
Stewart Construction	€98M
Dornan Engineering Ltd	€90M
Designer Group Engineering Contractors Ltd	€88M
Murphy International	€84M



TOP 20 CONTRACTORS (INTERNATIONAL TURNOVER)

COMPANY	INTERNATIONAL TURNOVER
Mercury Engineering	€342M
John Sisk & Son (Holdings) Limited	€250M
Jones Engineering Group	€140M
Dornan Engineering Ltd	€128.4M
Roadbridge	€91M
Bennett (Construction) Ltd	€80M
Collen Construction	€65M
Winthrop	€64M
Designer Group Engineering Contractors Ltd	€63M
JJ Rhatigan & Company	€50M
mac-group	€40.7M
John Paul Construction Ltd	€40M
Ardmac Limited	€39.9M
Specialist Technical Engineering Services (STS Group)	€37.4M
Kirby Group Engineering	€37.4M
Wills Bros Ltd	€36M
BAM Ireland	€35M
Glenman Corporation Ltd	€19M
P J Hegarty & Sons	€13M
Ganson Building & Civil Engineering Contractors Ltd	€12.3M



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Waterford Health Park

€1BN NATIONAL CHILDREN'S HOSPITAL LARGEST APPLICATION SUBMITTED IN 2017

TOM MOLONEY, Managing Director of Construction Information Services (CIS) gives an overview of planning and development activity in 2017.

In the Republic of Ireland, the volume of projects progressing to on-site in 2017 fell by 7% when compared to 2016. However, the value of these on-site projects was up 17% to €7.6bn, with the €1bn National Children's Hospital representing almost all of this growth.

The volume of projects granted planning in 2017 was down slightly on 2016 levels with 5,451 major projects granted planning in 2017, down from 5,558 in 2016.

The value of projects granted planning in 2017 fell when compared with 2016 with over €8.7bn worth of projects granted planning in the year, down from over €11bn in 2016. This represents a decline of 20%.

The volume of projects submitted for planning increased slightly by 5% to almost 7,000 projects compared to 2016 levels. We witnessed a decrease in the value of projects submitted for planning of 4% on 2016 levels.

RESIDENTIAL

According to CIS research, over 14,500 units in multi-phased developments started on-site in 2017. A further 3,900 self-build houses commenced building in 2017. This represents an increase of 10% on 2016 levels.

All regions reported an increase in the



National Children's Hospital, Dublin.

volume of units being granted planning in 2017. Almost 850 residential projects were granted planning during 2017, representing a 20% increase on the previous year. If all these projects are built, it will represent a further 21,390 units, a 35% increase on 2016 levels.

The number of new units submitted for planning in the Sector increased by 13% in 2017. Over 27,900 units were submitted for planning, with over 7,700 units in major projects submitted in Q4 2017 alone. **C**



Cherrywood Town Centre Development, Dublin.

CIS TOP 10 HIGHEST VALUE CONSTRUCTION PROJECTS 2017

	PROJECT	LOCATION	CIS SECTION	VALUE	STAGE
1.	National Children's Hospital	St James Hospital Site, Dublin 8.	Medical		On-site
2.	Cherrywood Town Centre Development	Co Dublin.	Commercial & Retail	€500m	Plans submitted
3.	Runway North	Dublin Airport.	Civil	€320m	Tender
4.	UCD Student Accommodation Development	Belfield, Co Dublin.	Leisure Hotel & Catering	€300m	On-site
5.	Greystones Harbour Redevelopment	Greystones, Co Wicklow.	Civil & Marine	€300m	On-site
6.	Janssen Biologics Pharmaceutical Building Extension	Ringaskiddy, Co Cork.	Industrial	€300m	On-site
7.	CPL Power Plant	Foynes, Co Limerick.	Civils & Utilities	€240m	Pre-planning
8.	Redevelopment of Alexandra Basin	Dublin Port.	Civils	€227m	On-site
9.	Eli Lilly SA Biotech Manufacturing Facility	Ballythomas East, Dunderrow, Co Cork.	Industrial	€200m	On-site
10.	Facebook Data Centre	Clonee, Co Meath.	Technology	€200m	On site

CIS TOP 10 MOST VIEWED CONSTRUCTION PROJECTS 2017

	PROJECT	LOCATION	CIS SECTION	VALUE
1.	National Children's Hospital,	St James Hospital Site, Dublin 8.	Medical	€1bn
2.	Center Parcs Holiday Resort	Newcastle Wood, Ballymahon Co Longford.	Leisure, Hotel & Catering	€233m
3.	Office/Hotel Development	North Wall Quay/New Wapping Street Dublin 1.	Commercial & Retail	€103m
4.	Student Accommodation Development	Point Campus, Upper Mayor St/ 113-115 Sheriff Street, Dublin 1.	Leisure, Hotel & Catering	€46m
5.	Capital Dock Development	Sir John Rogersons Quay, Dublin 2.	Commercial & Retail Residential	€110m
6.	Curragh Racecourse Redevelopment	Curragh, Co Kildare.	Sport	€65m
7.	Data Centre Development	Athenry, Co Galway.	Industrial	€850m
8.	Office Development	North Wall Quay, New Wapping Street, Mayor Street Upper, North Lotts, Dublin 1.	Commercial & Retail	€111m
9.	Residential Care Centre	St Patrick's Hospital, Johns Hill, Waterford.	Medical	€19m
10.	Boland's Quay Development	Boland's Mill, Dublin 2.	Commercial & Retail, Residential, Hotel & Catering	€120m

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CONSTRUCTION TOP 50 CIF CONTRACTORS IN ASSOCIATION WITH DRS BOND MANAGEMENT LIMITED

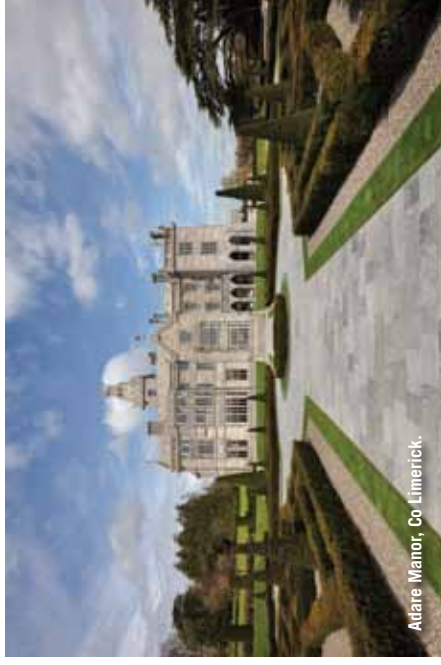
POS	COMPANY	TOTAL TURNOVER	ROI TURNOVER	INTERNATIONAL TURNOVER	MAIN ACTIVITY
1	JOHN SISK & SON	€950M	€700M	€250M	MAIN CONTRACTOR
2	MERCURY ENGINEERING	€600M	€258M	€342M	SPECIALIST CONTRACTOR
3	BAM IRELAND	€470M	€435M	€35M	MAIN CONTRACTOR
4	JOHN PAUL CONSTRUCTION	€360M	€320M	€40M	MAIN CONTRACTOR
5	JONES ENGINEERING	€350M	€210M	€140M	SPECIALIST CONTRACTOR
6	BENNETT (CONSTRUCTION) LTD	€325M	€245M	€80M	MAIN CONTRACTOR
7	JJ RHATIGAN & COMPANY	€245M	€195M	€50M	MAIN CONTRACTOR
8	DORNAN	€218.4M	€90M	€128.4M	SPECIALIST CONTRACTOR
9	ROADBRIDGE	€214M	€123M	€91M	CIVIL ENGINEERING CONTRACTOR
10	WINTHROP	€208M	€144M	€64M	SPECIALIST CONTRACTOR
11	PJ HEGARTY & SONS UC	€205M	€192M	€13M	MAIN CONTRACTOR
12	COLLEN CONSTRUCTION LTD	€200M	€135M	€65M	MAIN CONTRACTOR
13	MAC-GROUP	€185M	€144.3M	€40.7M	MAIN CONTRACTOR
14	KIRBY GROUP ENGINEERING	€167.6	€130.2M	€37.4	SPECIALIST CONTRACTOR
15	WALLS CONSTRUCTION	€162.6M	€162.6M	—	MAIN CONTRACTOR
16	DESIGNER GROUP ENGINEERING CONTRACTORS LTD	€151M	€88M	€63M	SPECIALIST CONTRACTOR
17	SUIR ENGINEERING LTD	€122M	€122M	—	SPECIALIST CONTRACTOR
18	ARDMAC LIMITED	€107.1M	€67.2M	€39.9M	SPECIALIST CONTRACTOR
19	FLYNN MANAGEMENT & CONTRACTORS LTD	€106M	€106M	—	MAIN CONTRACTOR
20	SPECIALIST TECHNICAL ENGINEERING SERVICES (STS GROUP)	€98.9M	€61.5M	€37.4M	SPECIALIST CONTRACTOR
21	STEWART CONSTRUCTION	€98M	€98M	—	MAIN CONTRACTOR
22	MURPHY ITERNATIONAL	€84M	€84M	—	MAIN CONTRACTOR
23	SIAC CONSTRUCTION	€80.5M	€79M	€1.5M	CIVIL ENGINEERING CONTRACTOR
24	WILLS BROS	€70M	€34M	€36M	CIVIL ENGINEERING CONTRACTOR
25	L&M KEATING	€67M	€64M	€3M	CIVIL ENGINEERING CONTRACTOR
26	LED LYNCH GROUP	€62.5M	€62.5M	—	SPECIALIST CONTRACTOR
27	GANSON BUILDING & CIVIL ENGINEERING CONTRACTORS LTD	€60.4M	€48.1M	€12.3M	MAIN CONTRACTOR
28	DUGGAN BROTHERS (CONTRACTORS) LTD	€50M	€50M	—	MAIN CONTRACTOR
29	MONAMI CONSTRUCTION	€45.1M	€45.1M	—	MAIN CONTRACTOR
30	PURCELL CONSTRUCTION LTD	€44M	€44M	—	MAIN CONTRACTOR
31	KILCRAWLEY BUILDING & CIVIL ENGINEERING (SLIGO) LTD	€42.1M	€42.1M	—	MAIN CONTRACTOR
32	GAELETC UTILITIES LIMITED	€41.8M	€32.5M	€9.3M	SPECIALIST CONTRACTOR
33	MDY CONSTRUCTION LTD	€38.5M	€38.5M	—	MAIN CONTRACTOR
34	CLANCY PROJECT MANAGEMENT LTD T/A CLANCY	€38M	€38M	—	MAIN CONTRACTOR
35	GLENMAN CORPORATION LTD	€37M	€18M	€19M	MAIN CONTRACTOR
36	RADLEY ENGINEERING	€36.4M	€35.7M	€0.7M	SPECIALIST CONTRACTOR
37	LYNSKEY ENGINEERING LTD	€36.3M	€27M	€9.3M	SPECIALIST CONTRACTOR
38	BMD & COMPANY LTD	€34.6M	€33.5M	€1.1M	SPECIALIST CONTRACTOR
39	GLENBEIGH CONSTRUCTION LTD	€30.1M	€30.1M	—	MAIN CONTRACTOR
40	DAVID FLYNN LTD	€29.4M	€29.4M	—	MAIN CONTRACTOR
41	JONS CIVIL ENGINEERING CO LTD	€29M	€29M	—	CIVIL ENGINEERING CONTRACTOR
42	MMD CONSTRUCTION CORK LTD	€28.7M	€28.7M	—	MAIN CONTRACTOR
43	MYTHEN CONSTRUCTION LTD	€28.5M	€28.5M	—	MAIN CONTRACTOR
44	VISION CONTRACTING LTD	€27.7M	€27.7M	—	MAIN CONTRACTOR
45	T&J FITOUTS LTD	€27.1M	€27.1M	—	SPECIALIST CONTRACTOR
46	BUTTIMER ENGINEERING	€25.2M	€15.2M	€10M	SPECIALIST CONTRACTOR
47	TOWNLINK	€24.5M	€24.5M	—	MAIN CONTRACTOR
48	CLONMEL ENTERPRISES LTD	€22.3M	€22.3M	—	CIVIL ENGINEERING CONTRACTOR
49	JOHN CRADOCK LTD, CIVIL ENGINEERING CONTRACTORS	€21M	€21M	—	CIVIL ENGINEERING CONTRACTOR
50	TRITECH ENGINEERING LTD	€18M	€18M	—	SPECIALIST CONTRACTOR



Luas Cross City Line, Dublin.

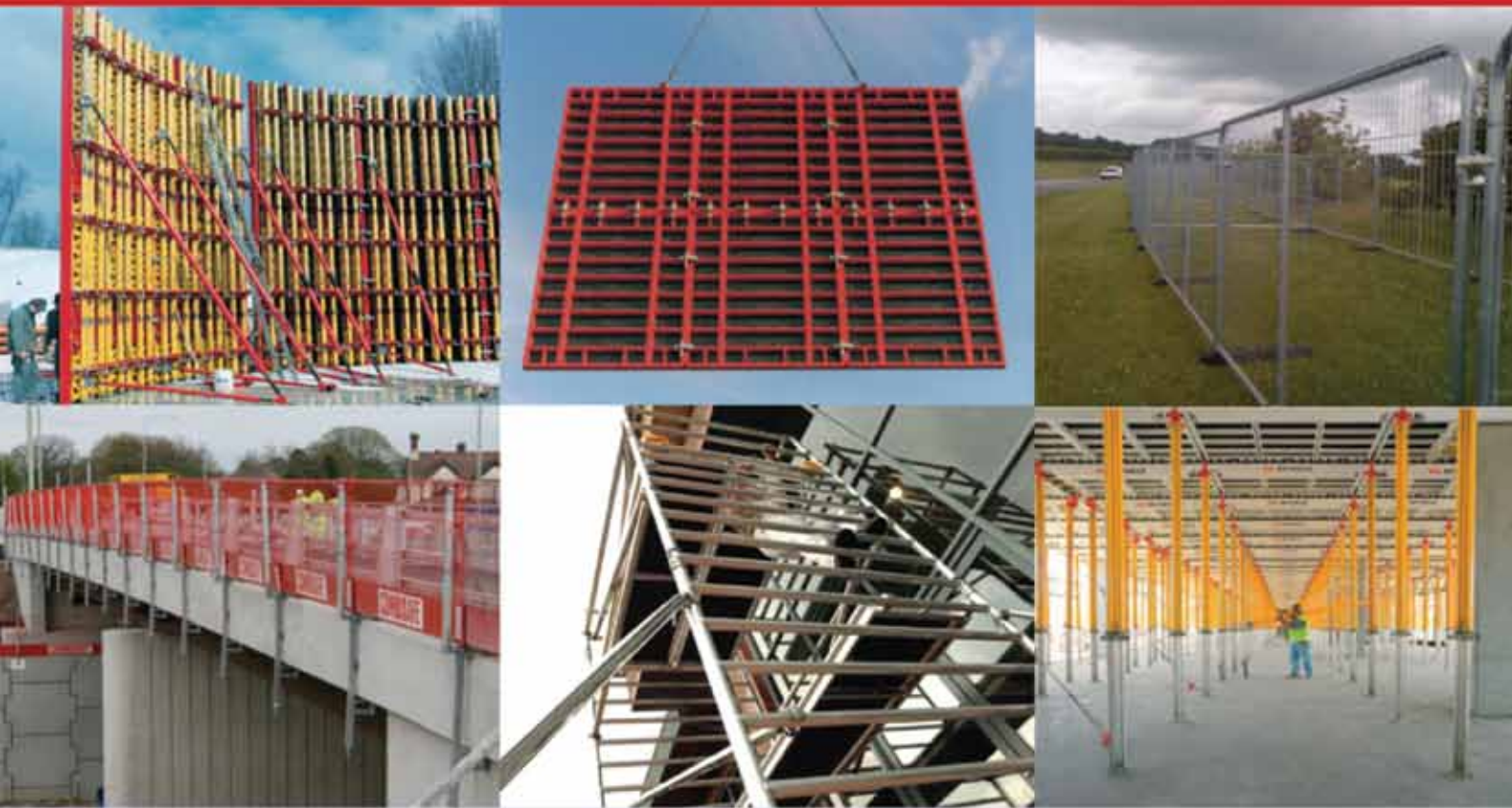


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