

CONSTRUCTION

THE OFFICIAL MAGAZINE OF THE CONSTRUCTION INDUSTRY FEDERATION

TOP 50 2020

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A MESSAGE FROM MICHAEL MCGRATH TD, MINISTER FOR PUBLIC EXPENDITURE AND REFORM

The European Centre for Disease Prevention and Control reports that 217 countries and territories worldwide have experienced cases of coronavirus. The Covid-19 crisis is an unprecedented emergency, which has impacted all sectors of the Irish and global economies, including aviation, retail, tourism and hospitality, agri-food, beverages and, of course, construction. In common with other industries, restrictions were necessarily imposed on the Irish construction sector. The measures worked, slowing the virus and ensuring the health system was not overwhelmed, but they were not without impact.

Mindful that a sustainable and flexible construction sector is crucial to the delivery of 'Project Ireland 2040', and the continued contribution of public investment to our economic wellbeing, the Government is conscious of the need to proactively manage risks that arise from these necessary impositions.

To address this, additional public investment was provided, and the July stimulus package included a significant increase in public investment for shovel-ready projects specifically designed to boost the sector.

Covid-19 has shown that it is essential that Government and industry collaborate effectively and constructively challenge each other. The Construction Sector Group, which includes the Construction Industry Federation, was established in 2018. Together, the group responds to issues that threaten the delivery of Project Ireland 2040. A key output of the group, the second annual BUILD report, was recently published, giving an update on the construction sector as it emerges from the initial Covid-19 restrictions, as well as an overview of general trends in the sector and the latest public investment plans.

While the full impact of Covid-19 on the construction sector will take some time to become evident, the latest data suggests that the sentiment in June and July returned to expansion for the first time in four months. Over 80% of construction firms were back trading in some capacity as of 28th June 2020.

Other positive trends include the increasing regional spread of construction plans, as well as the positive productivity growth which the sector has demonstrated in recent years. These highlight the great opportunity we have to ensure Ireland's recovery from the impact of Covid-19, by



Michael McGrath TD, Minister for
Public Expenditure and Reform.

“ PUBLIC CAPITAL EXPENDITURE IS PLANNED TO INCREASE BY 12% IN 2021 TO OVER €9.1BN. ”

providing considered public infrastructure for all of our people.

Of course, many risks and challenges remain, and it is important that we continue to monitor these over the coming period, in order to inform policy decisions and processes, such as the upcoming review of the National Development Plan.

Since the launch of 'Project Ireland 2040' back in February 2018, infrastructure investment has been prioritised and increased. Public capital expenditure is

planned to increase by 12% in 2021 to over €9.1bn, and in spite of Covid-19, public investment in construction in Ireland in 2020 and 2021 will remain among the highest in the EU. This investment is required for the development of new social, economic and climate infrastructure. Grasping these opportunities requires overcoming the significant challenges posed by Covid-19, as well as increasing innovation to build an efficient and sustainable construction sector. **C**

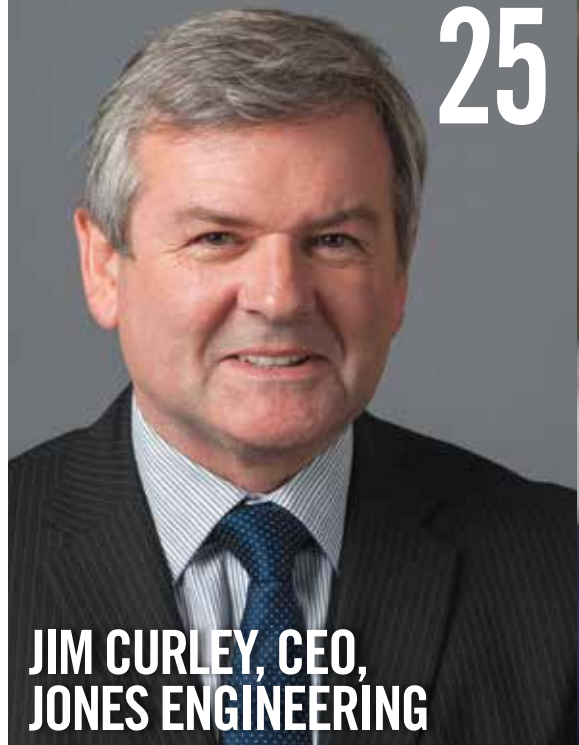
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GOVERNMENT MUST INVEST IN CONSTRUCTION TO RE-ESTABLISH MOMENTUM AND GROWTH

A message from CIF Director General Tom Parlon.

Congratulations to the 'Construction CIF Top 50 CIF Contractors 2020'. These contractors are the elite in Ireland's most important indigenous industry, with a combined turnover of over €10bn in 2019.

Overall, the Irish construction sector continued to grow in 2019, employing 147,700 people at the start of 2020. More recently, responding to the Covid-19 crisis, the industry has shown incredible resilience in how it has addressed the unprecedented challenge of overhauling its work practices to make sites safer for workers, and moving staff who can work remotely to a virtual environment.

In doing so, members and the CIF have led the way for other sectors in reopening the economy. The Minister for Finance acknowledged this at a recent meeting. Construction companies have introduced greater efficiencies on site through their adoption of digital construction technologies, proving that Irish construction is a dynamic sector with skilled, hard-working professionals and tradespeople, who can address the most complex of challenges.

The Government faces the challenge of presenting a budget that will get the economy back up and running sustainably. The recent EY-DKM economic impact analysis, commissioned by the CIF, shows that every euro invested in construction today generates nearly €2 in return. In other words, this sector will have the greatest positive impact across the economy. Due to the industry's scale and scope and its output, it can accelerate economic recovery in the immediate term and over the next 25 years.

In our pre-budget submission 'Rebuilding Ireland by Building Ireland 2040', CIF has called on Government to invest in construction to re-establish the momentum and growth achieved in the past few years, and to make radical changes in how the State engages with the industry.

The current system, involving multiple bureaucratic, regulatory, and political objectives, adds cost and delay to the delivery of private and public construction. It can take construction companies as little as 16 weeks to build a house, a fast-tracked medical facility, or only a matter of years to construct motorways. Most of the time, it takes to move from concept to completion derives from the State and its agencies.



Tom Parlon, Director General, CIF.

We have proposed radically altering these systems to drive sustained and sustainable economic recovery.

The reforms we seek include changes to public procurement practices, a radically reformed public works contract, measures to support private demand in housing, a significant focus on regional infrastructure, support for innovation, emergency measures within the planning system, and support for construction companies adapting to regulatory changes arising from Government policy.

We have presented a way to achieve this under five measures in our pre-budget document, which covers 'Restarting construction in the immediate term'; 'Building the infrastructure for Ireland 2040'; 'Housing our growing population'; 'Sustainability and citizen wellbeing'; and 'People and productivity'.

At the core of this, we are calling for the repurposing of the Department of Public Expenditure & Reform to focus on national

recovery for the next three years, with specific KPIs in terms of delivery of housing and infrastructure. This will enable us to collaborate more effectively with public sector employers in delivering infrastructure, particularly in our regions.

The Top 50 shows again that this industry is a world-beater, with exports increasing strongly even in the teeth of the pandemic. To harness this potential, we need an export-led growth strategy for the construction sector. The first step should be fixing our public procurement system to ensure smaller contractors can grow, gain experience and springboard to international export markets.

I commend each of our *Construction CIF Top 50 Contractors* and the many other CIF members for their vision, commitment and dynamism. They are incredible ambassadors for our industry and the broader Irish economy. **C**

Stay safe,
Tom Parlon, Director General, CIF



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GOVERNMENT AND CONSTRUCTION MUST COLLABORATE TO REBUILD OUR ECONOMY

PAUL SHERIDAN, Director, Main Contracting and Civil Engineering, CIF, writes that the construction sector may be taking a massive hit in 2020, but it has the resilience and resourcefulness to lead Ireland's economic recovery.



Paul Sheridan, Director, Main Contracting and Civil Engineering, CIF.

As a whole, the construction industry emerged from 2019 and into 2020 on a growth trend, with significant optimism and ambition being demonstrated by contractors and their clients in developing Ireland's infrastructure and built environment. The output from the sector for 2020 was estimated to be in the region of €28bn, with further growth expected into 2021. Approximately, €8bn of this figure was accounted for by public work under the National Development Plan (NDP). But, suddenly in March all of this changed with the outbreak of Covid-19 and the resulting shutting down of the construction sector. Irish construction was the worst affected compared to its counterparts across Europe. However, Irish contractors demonstrated a remarkable ability to bounce back once the industry was reopened.

ADDRESSING COVID-19

Unfortunately, the impact of Covid-19 remains, and while all contractors' priorities are the health and safety of their employees and the delivery of their clients' assets, they are still in an uncertain business environment. Many contractors are continuing to address the impact of the necessary safety measures and the lost productivity on their project performances. Covid-19 has also led to the cancellation or postponement of some projects, which may result in a significant loss of turnover for many contractors, including those in the 'Construction CIF Top 50. Contractors'. The Government's recent 'Build 2020: Construction Sector Performance and Capacity Report', published by the Department of Public Expenditure and Reform (DPER), predicts output for 2020 dropping to €17.9bn from the previous estimate of €28bn.

Therefore, the outlook now for 2021 and into 2022 is very different from what it was at the start of 2020. This poses significant challenges for contractors and their clients. Fortunately, these challenges are not insurmountable. If the Government follows through on its commitments to deliver on

“ THE CONSTRUCTION SECTOR IS READY TO BE AN ECONOMIC PARTNER IN IRELAND'S RECOVERY ”

its own economic stimulus and the NDP, including enabling Irish Water to create the infrastructure for new homes and businesses, it will lay a base for recovery and growth.

CONSTRUCTION IS READY

The construction sector is ready to be an economic partner in Ireland's recovery. The ambition and drive of the leaders of the 'Construction CIF Top 50 Contractors' is clear to see. It is one of the industries best placed to deliver a recovery, which is underpinned by long-term value and return on investment to the State. For every €1bn invested in construction, the State will see a return of €1.85bn and 1,200 new jobs. Now is the time for Government to re-commit to the NDP and accelerate its delivery. The CIF is calling on Government to invest €15bn to bolster the plan, offer certainty and provide confidence to private sector investors. This action will support and sustain economic development, Government revenue, business growth and employment.

INNOVATIVE SOLUTIONS

The Construction Sector Group's 'Building Innovation Report' has set out ambitious goals for the industry to improve productivity and deliver more value. These goals relate to attracting talent and diversifying the sector, along with implementing advances in areas such as research and development, innovation, regulatory reform, off-site construction and the continued digitalisation of relevant parts of construction projects.

These are goals that are mutually shared by the CIF and its members, who recognise the benefits of improved productivity and the need to continue to deliver value to their public and private clients.

Another important issue for the industry will be green procurement and facilitating the State to achieve its environmental ambitions. These goals are intrinsically linked to the Government supporting and investing in construction and Irish infrastructure. The opportunity is there. It can be grasped. Government and industry must work collaboratively to do it and build an Ireland that can provide a prosperous and stable Irish society for future generations. **C**



CIF Top 50 Contractor 2020



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DIGITAL AND OFFSITE CONSTRUCTION DELIVERING HUGE PRODUCTIVITY GAINS

SEAN DOWNEY, Director, Specialist Contracting, CIF, writes that specialist contractors are expanding their service offerings by partnering with suppliers or setting up subsidiary offsite factories.

At the beginning of 2020, the industry was heading for almost €28bn turnover, with 65% of this concentrated in private sector activity. The advancement of technology and innovation measures deployed within contracting companies is evident when we consider that with a 100% increase in scale since 2105, the industry has only added about an additional net 10% to its direct labour pool. This points to considerable improvements in construction productivity. This subject is at the centre of national Government policy as the Department of Public Expenditure and Reform strives to obtain more value for its spend under the 'National Development Plan 2018-2027' (NDP) and 'Project Ireland 2040'.

Specialist companies, in particular, have adopted new digital technologies and delivered many different forms of offsite manufacturing and modern methods of construction, as client expectations and market risks have evolved. In the past number of years, programme constraints and continuously increasing demands for better quality have driven the need for certainty of delivery, to the point that projects can be managed and handed over within contracted timelines. With the elimination of rework now a key priority, companies have invested in early project planning and lean approaches to project delivery.

2019 saw a rapid growth in data centre projects in Ireland and mainland Europe, with over 12 of our largest M&E member companies providing leading roles on those. The ongoing challenges presented by Brexit have reinforced the strategy for diversified growth. Companies have targeted market segments, as well as particular partnership arrangements with private-sector clients, so that they have a sustainable pipeline and greater medium-term visibility on their own output.

BUILDING RESILIENCE

Building resilience was the key theme of the Mechanical & Electrical Contractors Association (M&ECA) joint conference with the Association of Consulting Engineers of Ireland (ACEI) in 2019, when we looked at technology, management tools and talent. There has always been a strong interest in people-led organisational culture and strategy within the specialist and engineering sector. These member companies continue to offer best-in-class service, due to their exemplary teams of craftspeople, management and engineering, to such an extent that FDI companies offer repeat business again and again. Relying on their pool of exceptional talent has been the most potent marketing tool for any of the companies. For Irish companies to continue to go into the most challenging EU and overseas territories and compete against indigenous firms, they need to continue to capitalise on their best resource.



Sean Downey, Director,
Specialist Contracting, CIF.

OFFSITE MANUFACTURING

Within the domestic market, we can see more companies aligning their offering with either supply-chain partners, or in dedicated subsidiary offsite factories. Towards the end of 2019, there was no doubt that as construction output increased, the need to find smarter ways of working increased. This shift to a manufacturing-led delivery process has introduced new capacity into the sector, but it has met new challenges in terms of the absolute need for early design-freeze, the financial risks associated with the intensification of upfront costs, and the issue of certification of systems.

MEETING CHALLENGES

Early 2020 saw a continuation of trends with more projects on the drawing boards and an anticipated increase in public sector capital works due to start. The impact of Covid-19 has had an immediate effect on certain subsectors, with anecdotal reports suggesting that hospitality and other significant private-sector investments have been paused. The industry's response to the crisis has been second to only our frontline workers. This was a collaborative effort, led by CIF member representatives, with considerable input from M&E companies who traditionally have sophisticated safety management systems in operation on high-intensity projects. We hope that as our industry continues to safely operate under the CIF's 'Construction Sector C-19 Pandemic Standard Operating Procedure' (SOP), any potential outbreaks will be managed carefully and the sector allowed to continue to stay at work. **C**

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“COVID-19 HAS EXPOSED THE LIMITATIONS OF PUBLIC SECTOR CONTRACTS”

Pat Lucey, President, CIF, speaks with **BARRY MCCALL** about the impact of Covid-19 on the construction industry and the other challenges the sector faces as it moves into an uncertain future.

When CIF President Pat Lucey looks at the latest ‘Construction CIF Top 50 Contractors’ rankings, he can’t help but look at them in the context of the current year.

“This year’s ‘Construction CIF Top 50 Contractors’ listings reflect the 2019 performance,” Pat Lucey says. “The total turnover of the top 50 firms was over €10bn, up from €8.5bn the year before. Even more importantly, around €3.3bn of that total came from exports. In these circumstances, it is difficult to understand why the Government doesn’t realise what a very good industry we have here. The 2020 situation will be strange in comparison. The stoppage and restart with completely new practices will have a major effect on the outturn.”

This brings him to one of the critical issues facing the industry at this crucial time, the nature of the terms and conditions of public sector contracts.

“The public sector doesn’t get it,” he notes. “For example, private sector clients are far more upfront and collaborative when engaging on the new measures required as a result of Covid-19 and their costs. They are covering the increased costs in ways that don’t disadvantage the contractor.”

“The same cannot be said for public sector clients, unfortunately. This is nothing new and has been having a detrimental impact on industry margins for many years, he adds. “It has been recognised for a long time that margins in construction are incredibly tight. This is widespread across a lot of countries. But we are now faced with an unusual situation with Covid-19 and its impact on how, and how quickly, work gets done.”

COVID-19 IMPACT

He notes that the impact of Covid-19 on costs



Pat Lucey, President, CIF.

hasn’t been uniform.

“We asked our members, and we got a broad picture of the potential impact. It depends on the stage a job is at. If it has got to the point where a lot of indoor work is just beginning, there will be a lot of additional costs as a result of Covid measures.”

While many private sector clients have been taking a positive approach to addressing cost increases, the public sector interpretation of burden-sharing has been somewhat disappointing.

“The problem is that the public sector client doesn’t use a collaborative approach to solving problems. The conversation shouldn’t be about profit and loss. We just want to make sure the additional costs are covered. This puts the spotlight on the nature of the contracts and the procurement process.”

The conditions of public sector contracts represent a particular bugbear.

“Covid-19 has exposed the limitations of public sector contract conditions,” he explains. “This is an extreme situation, but sometimes it takes extremes to demonstrate these things. You’d struggle to find a contract as penal as this one.”

He suggests a move to different forms of contract.

“There are contracts produced by professional bodies in Ireland and overseas that are fit for purpose for the Irish Government to use,” he adds. “Procurement on its own is a minefield. The people in the Office of Government Procurement (OGP) are very good, but they are distracted by having to spend time and effort on maintaining and updating a whole suite of contracts. It’s a small department. The best brains in the world struggle to do procurement properly. They should take away the distraction and go to the professional bodies for contracts that can be used off the shelf. This would be very helpful.”

PRODUCTIVITY

Productivity is another critical issue for the industry and is the subject of a report published by the Department of Public Expenditure and Reform in June of this year.

“The Department commissioned Future Analytics and KPMG to do an economic analysis of productivity in the Irish construction sector,” he notes. “They engaged with a wide cross-section of the industry. The stand-out finding was that collaboration is badly needed.”

The CIF President points to a statement



L to r: Pat Lucey, President, CIF; Caroline Tyler, Director, Irish Centre for Diversity; and Rory O'Connor, 'Rory's Stories' and CIF Health & Safety Ambassador, launching the CIF Diversity & Inclusion charter at the CIF Annual Conference 2019.

on page 15 of the report, which reads, "This theme of collaboration across all stakeholders is central to the suite of actions identified in this report. The individual actions, while considered important and necessary to address industry challenges, are in isolation insufficient to drive productivity."

"It has long been recognised that when you work with other people to solve a problem, you will do it more efficiently," he says. "The public sector contract mitigates against collaboration. It's adversarial and forces the parties into conflict when problems arise."

Pat Lucey also cites the 'Building Innovation Report' produced by the Construction Sector Group (CSG).

"There were three main themes to the findings of that report. The need for the industry, particularly SMEs and small firms, to increase investment in innovation and technology; the need for ongoing regulatory reform of public procurement, environmental, labour and other areas in order to streamline and assist in achieving competitiveness and sustainability; and the need to increase certainty and visibility of the pipeline of projects to provide industry with confidence to invest and individuals the opportunity to choose a career in the built environment."

"Once again, the need for public procurement reform was highlighted."

SKILLS

While Covid-19 may have changed the environment somewhat, Pat Lucey believes that skills shortages in certain areas will remain a feature of the industry for some time to come.

"It's amazing how things can change in a

short period of time," he says. "Before the pandemic struck, we were all concerned about people resources. There will be more people available now, but not necessarily with the right skills."

This is no surprise, of course.

"We have been looking at this for quite a few years," he continues. "We have now realised that we have to start earlier. I believe if we can get the message across to younger children that construction is interesting and fulfilling, that will make a difference. The problem is that presentation is not a strength of the industry. We need a better sales pitch, and we have engaged an external company to help us with that. I really believe that we can make something of this by working in cooperation with the Department of Education."

DIVERSITY & INCLUSION

Attractive careers are not necessarily enough in the current environment though.

"Younger people are far more aware and conscious of the culture in a company now," comments Pat Lucey. "As a sector, we are moving too slowly on that. We are not making it attractive in a gender sense. That is actually cutting down on the talent pool available to us. If it is perceived that it is easier for men to get ahead, the industry is not going to be attractive to women. We've got to get out and sell the industry to women. CIF launched the Diversity & Inclusion charter last year to assist with that."

One bright spot on this particular horizon is the World Skills Competition.

"The World Skills Competition is a wonderful showcase for people to see what's involved in construction. Unfortunately, the Irish section of this year's competition was

put back until March 2021. As a nation, we do really well in the global event. It's been very heartening to see more women getting interested in skills and trades. That can only be good for the future. When you have a skill or a trade, you have it for life."

He adds, "Early results from a survey currently being carried out by Construction magazine amongst the 'Construction CIF Top 50 Contractors' suggests that over 12% of the workforce in these companies are women. While the survey still has to be completed, this number, while lower than we would like, is higher than the 8% of women recorded as working in the sector in the last CSO Labour Force Survey before the shutdown [Q1, 2020]. The survey is also indicating that women account for about 6% of the directorships in these companies. The final survey output will provide a baseline for companies to monitor against in future years."

BUDGET 2021

Looking ahead to the Budget 2021, Pat Lucey notes that the overarching theme is likely to be economic stimulus. He also points out that business as usual won't deliver for the construction industry, and issues such as difficulties in the planning system and public procurement process should also be front of mind for Government.

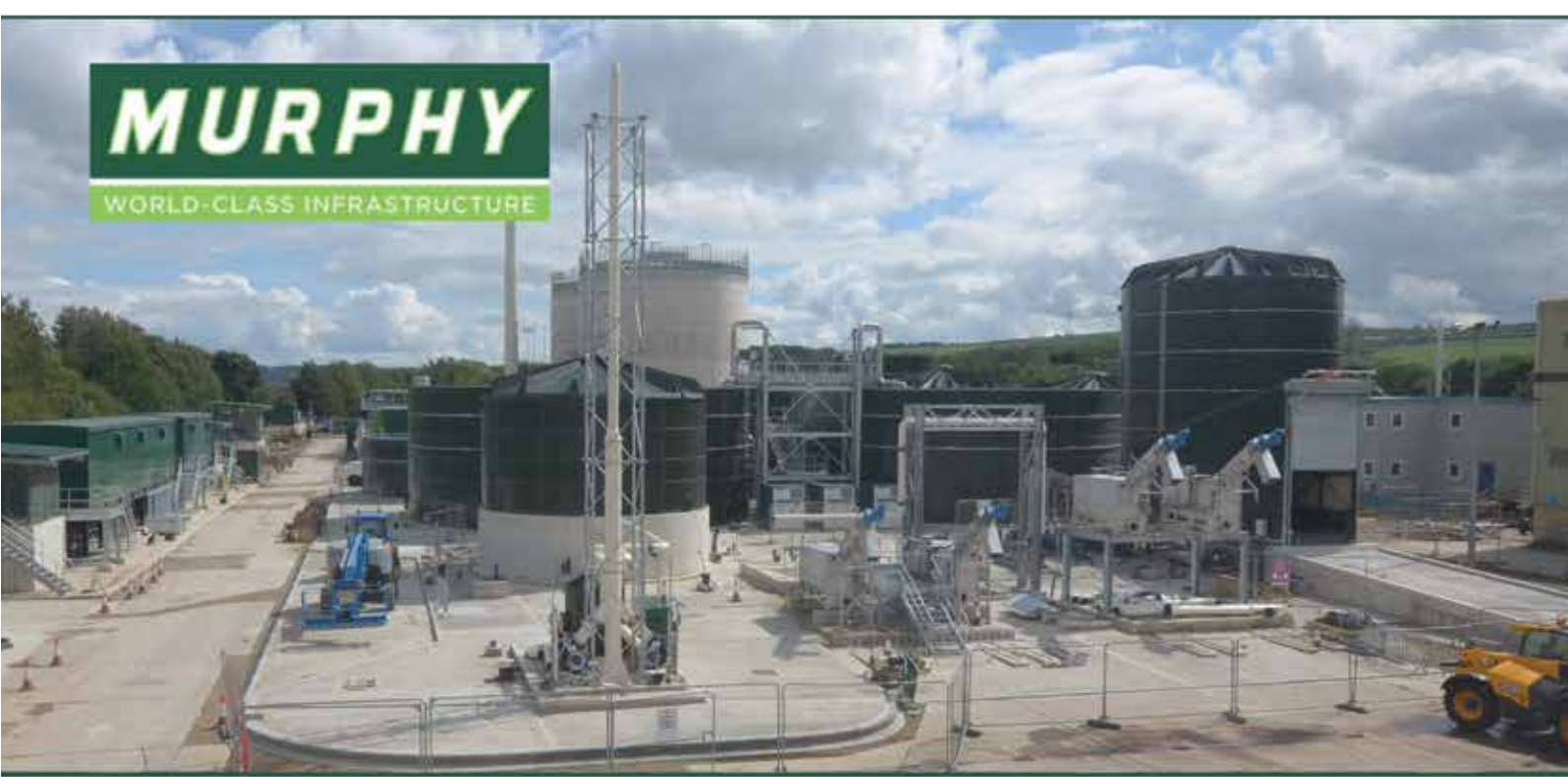
"We need a specific Covid response from Government," he adds. "Private money follows public capital. Ideally, we would see investment in construction coming one-third from the public sector and two-thirds from private sources. Confidence will be shored up greatly if the Government puts money into infrastructure and speeds up investments for the future."

Irish Water comes in for particular attention.

"We have asked for a doubling of the Irish Water budget for the next three years but only if the company reforms its own processes," he explains. "It's the only public sector organisation with shovel-ready projects throughout the country. But its funding model doesn't allow them to proceed. Irish Water's commercial and legal setup mitigates against its ability to deliver projects as quickly as they are needed."

Finally, he believes Budget 2021 should emphasise regional development.

"This really needs to happen. We have seen a change in perception. People can work from home as efficiently as in the office, and there are ways of blending work between the office and home. This is an opportunity to spread out investment, with more going to the regions where people will be able to live while also working anywhere in the country," he concludes. **C**



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SISK EXPERIENCES MOST SUCCESSFUL YEAR TO DATE

Steve Bowcott, CEO, John Sisk & Son, speaks to **BARRY MCCALL** about another exceptional year for Sisk, the company's response to Covid-19, and the challenges facing the industry.

Last year was an excellent year by any standards for Sisk. Turnover grew by 19% to just under €1.4bn, profit before interest and tax increased 9.9% to €31.1m, shareholders' funds increased to €85.4m, and, importantly, the group finished the year with high levels of cash on its balance sheet, with no bank borrowings.

"It was a great year for us," comments John Sisk & Son Chief Executive Steve Bowcott. "Back in 2015, we laid down a plan to get to €85m in shareholders' funds with no debt and a substantial amount of cash in the bank. We achieved this in 2019, as, importantly, revenue per head has increased substantially, and rewards to staff have been in line with revenue growth over the period.

There has also been a marked change in the sectoral spread of the business since 2015.

"When we looked at the business back then, we saw that we needed to expand into other sectors. Our biggest sector in 2019 was high- and low-rise residential. As we stand today, we have 2,400 units under construction in Ireland, with a further 2,800 units underway in the UK. That's a massive change from 2015. We are now also strong in data centres, life sciences, and in commercial and residential as well. That profit and revenue growth will be vitally important as we head into choppy economic waters."

NEW INITIATIVES

2019 saw Sisk and Designer Group launch a new joint venture, Sensori FM, which delivers fully-integrated facilities management services to an extensive customer base.

Sisk also acquired the Vision Built group of companies based in Galway. Vision Built is an off-site manufacturer of light-gauge steel panels for the residential, commercial, hotel, and educational sectors.

PROJECT HIGHLIGHTS

A major project highlight for the company during the year was the official opening of Center Parcs in Longford Forest, following a rapid-build process to construct 446 lodges and 30 apartments, as well as restaurants,

administration buildings and the feature sub-tropical paradise swimming pool and spa.

In the current year, construction of a significant new bioprocessing facility for Johnson & Johnson at Ringaskiddy in Cork Harbour is nearing completion. In Dublin, the company is continuing to progress the delivery of the Fibonacci Square office development in Ballsbridge for Facebook; the redevelopment of a prominent commercial site on Nassau Street in the city centre; and in Wilton Park, an office development over nine floors adjacent to the Grand Canal.

2019 saw the major revamp of Pearse Station in Dublin take shape and that flagship

project for the Sisk civil engineering team was completed in 2020. Among ongoing active civils projects in Ireland is the enabling works at the Dunkettle Interchange in Cork.

In the UK, the International Convention Centre Wales at Celtic Manor was completed and opened for business. In London, key milestones were reached on its two residential projects for Quintain at Wembley Park.

"Sisk has now been working with Quintain for 15 years," Steve Bowcott notes. "Elsewhere, we also completed the handover of the Boeing Goldcare Hangar at Gatwick Airport."

Other UK projects during 2019 included a mixed development for Rockwell at Canary



Steve Bowcott, CEO,
John Sisk & Son.



Center Parcs, Co Longford.

Wharf, the new Isle of Man Ferry Terminal Building in Liverpool, civils work at York Central, and the tram extension project in Blackpool.

Steve Bowcott attributes much of its overseas success to Sisk's well-established network of supply chain partners.

"This means we can deliver projects to our clients in various ways, ranging from engineering, procurement and construction management (EPCM) to general contracting."

This regional and international spread is strategically vital to the group.

"There are three legs to the stool," Steve Bowcott explains. "Ireland is still dominant at €850m out of our €1.4bn turnover. The breakdown is approximately 55% Ireland, 30% UK and 15% mainland Europe. Europe is vital to us. We are strong in data centres and life sciences there. We have travelled with our customers to deliver those projects."

TALENT PIPELINE

Steve Bowcott emphasises the importance of bringing new, young talent into the business.

"During 2019, a fundamental story for us was our intake of apprentices and other trainees. We had 400 applications for joinery apprenticeships, and we only take 12 to 15 each year. We took over 20 postgraduates into our Excelerate Programme – they spend three years going around every part of the business learning about it.

"Our Engineering Excellence Programme for graduates is full. We will not make the same mistakes as we did in the past in not taking on youngsters and graduate trainees. They are the lifeblood of the company's future."

But the future recruitment picture is not uniformly bright.

"We are seeing a downturn in numbers applying for postgraduate programmes in engineering," he continues. "That is a concern, and we are working with universities and the other third-level institutions to address that."

Covid-19 has been presenting problems for the Excelerate programme.

"We want our postgrads to travel to gain experience in other countries. But we have been struggling with that in Covid-19. We changed that aspect of the programme in the short term to keep it going."

Looking back, Steve Bowcott says that 2019 was the biggest ever year for construction at Sisk and in 2020 the company would have achieved a turnover of €1.7bn to €1.8bn, if not for Covid-19. In the normal course of events, that would have seen the firm take on 200 additional staff.

"We were lucky," he says. "We would have had to make redundancies if we had taken on 200 extra people. As it stands, we did lose 20 staff in Ireland, but we have taken on another 20 staff in different parts of the business. We lost 55 in the UK," he adds somewhat ruefully.

NEW SECTORS

But work is picking up again across commercial, residential and civil engineering sectors. Other areas of the group have also been performing well.

"Sensori FM has picked up quite a bit of Covid-related work, preparing offices and workplaces for the return to work," he notes. "We bought the Vision Built business out of examinership, and the team has done a brilliant job there."

Sisk Living has also been doing very well.

"When we set up the brand in 2016, we said that we wanted to be building 500 social-housing units a year. We have exceeded that already. We will construct 590 this year as part of the Social Housing Bundle 1 PPP project."

TECHNOLOGY

According to Steve Bowcott, technology in the form of block-laying robots, automated surveying devices, and other pieces of smart equipment will play a key role in protecting the business during the next recession. The automated surveying device is already being trialled in Cherrywood.

"It's a 360-degree camera that you put into a building to survey every single room. It is linked to our BIM system. In just five hours, it can do a 300-room project. It spits out the data and tells us what's missing and where we are on the programme."



Sisk is promoting electric vehicles by installing chargers at all of its offices and sites.



In 2019, Sisk began using a Material Unit Lift Enhancer (MULE), a lift-assist device designed for handling and articulating into place material weighing up to 134lbs.

Sisk is also bringing advanced technology to its customers.

“Sensori FM has just installed cognitive building technology in new offices. There are sensors in every room to measure temperature, occupancy and so on. We now know what meeting rooms they need and what ones they can do without. We are working with clients to install this new technology to improve the experience for their staff.”

The company is also utilising technology internally.

“We are looking at a €5m a year investment in technology, irrespective of what’s happening in the economy,” he explains. “We will be using machine learning and AI in all of our quality assurance systems. We are also building up a database that will be the most up to date knowledge bank in the industry. What’s fantastic about this is that all of our people are taking to the technology like ducks to water. It hasn’t been an issue for anyone.”

COVID-19

“I was staggered at how quickly our teams responded to Covid-19 in Ireland, and we are now back to 90 to 95% productivity on most sites, with all safety measures in place,” Steve Bowcott comments. “Everyone has a cubicle on site where they can change their clothes and eat and take breaks if they want. The sites are probably safer than most homes. We’ve had six positive Covid-19 tests out of 9,000 people on our sites with no contagion at all. All were isolated incidents. We work with the HSE and follow all the protocols around contact tracing and deep cleaning.”

There were concerns at the outset of the lockdown of course.

“In April, we were worried about how long the lockdown would go on. We have a substantial salary bill each month, and we had to impose salary reductions on a graduated scale – people on more than €100,000 took a cut of 25%, those on between €40,000 and €100,000 took a cut of 15%, while those on less than €40,000 did not have to face a reduction. We availed of the Temporary Wage Subsidy Scheme where appropriate.

“We are delighted to say we restored everyone to full salary on 1st July,” he continues, “and in August we gave them back all the money they had lost through the cuts. It is important to acknowledge the massive effort everyone has put in to get us through the Covid-19 crisis.”

MENTAL HEALTH AND WELLBEING

John Sisk & Son recently won ‘Best in Class - Mental Health’ at the Ibec Keepwell Awards. The virtual event celebrated and recognised companies who are investing in the wellbeing of their employees, who have



Circle Square, Manchester.

achieved exceptional success in implementing their corporate wellness strategies through The KeepWell Mark™ initiative – Ibec's workplace wellness accreditation for Irish employers.

"If someone thinks that a colleague is out of sorts, they are trained in how to inquire about how they are doing," Steve Bowcott explains. "What we've found is that often people are reluctant to speak to family or friends, but they may speak to their work colleagues about mental health issues. We've trained 120 people across the company in the skills required, and we'll continue to add to that number. When people returned from the lockdown, we requested that everyone has a 1:1 with their line manager, to check in with them to see how they're doing, how did they get on during lockdown, how do they feel today. Mental health will continue to be a priority focus for us into the future."

ENVIRONMENTAL AGENDA

Sustainability has become a key issue for Sisk, and the company will publish its sustainability vision for the next 10 years in the coming months.

"We are trying to change our fleet to all-electric vehicles in the next five years. We want to make electric vehicles a better alternative for our people by installing

chargers in all of our offices and on all of our sites."

At site level, Steve Bowcott explains that one of the biggest consumers of diesel is tower cranes. "We have been working with UCD on designing battery packs for them."

Sustainable timber is another issue. "About 90% of the timber that we use in the UK is from sustainable sources. In Ireland, it is only about 60% because of supply difficulties. We are working hard to rectify this."

Efforts to reduce Sisk's carbon footprint have seen the company cut power usage dramatically.

"We have surveyed every single site and office and installed LEDs and other energy-saving technologies everywhere we can. We are aiming to plant between 300,000 and 400,000 trees to offset our carbon output. We are also looking at where our materials are coming from. Turkey has developed some of the best construction products and manufacturing technologies in the world, and we are going to source more products from there instead of Asia."

Sisk is also embracing biodiversity.

"In the area of biodiversity, we are encouraging the establishment of bee colonies and ant farms. This will all be important in encouraging young people into the industry.

They are asking about issues such as diversity, sustainability and environmental policies before they will work for a company."

OUTLOOK

Looking ahead, Steve Bowcott believes that Sisk has come through Covid-19 in the best way it could.

"We lost work this year, but not all of those projects have been cancelled. We hope to make up for some of that later this year and into next year. The outlook for 2021 is looking good for us, but 2022 is very uncertain. A deep recession as a result of high unemployment and the general downturn is likely, but we are well prepared for that with our strong balance sheet.

"We are proud of the important role we play supporting key Irish Government policy objectives in the provision of social housing, schools and other public infrastructure, and we look forward to continuing that in the years ahead.

"We have a great list of private clients that continue to be loyal to our shared partnerships, and we will work hard to improve our productivity, provide technological solutions, and develop our people to deliver improved value," Steve Bowcott concludes. **C**

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YOU HAVE TO BE BRAVE TO ACHIEVE INCREDIBLE THINGS

Rickie Rogers, COO, Mercury, speaks with **ROBBIE COUSINS** about the company's transition to become a full-services engineering contractor, and explains that while Covid-19 has had a catastrophic impact, it will ultimately make the sector safer and more efficient.

Rickie Rogers, who has built his career at Mercury, is an advocate for continued education as a means of career advancement. He has overseen the introduction of a range of innovative in-house education programmes at Mercury since becoming the company's Chief Operating Officer (COO). In this role, he has also managed a strategy that has expanded the contractor's operations and service offerings, enabling it to foster long-term post-construction relationships with many key clients.

Rickie Rogers joined Mercury in 1992 as a project manager. He became European Operations Director in 2010, a role in which he was responsible for the company's operations across Ireland, the UK and continental Europe. He was appointed COO of Mercury in 2014, a year in which 20% of Mercury's work was direct to client.

In the intervening years, the company underwent a major transformation, flipping that work ratio to 80% of work directly for clients, and establishing collaborative post-construction relationships with clients, where Mercury, having designed and built facilities, has taken on the management and maintenance of a substantial number of them.

"Mercury has expanded its service offering over the past number of years, going from a tier-one mechanical, electrical and fire protection contractor to a full-services engineering contractor, with an increase in focus on civil, structural and architectural (CSA) works," Rickie Rogers explains. "We have also created a dedicated technical support services (TSS) business unit that carries out information and communications technology (ICT) services, small works and fire alarm systems. Most recently, we added a dedicated facilities management team.

"As a result of this, we have further developed our relationships with clients and have won several post-construction facilities management contracts in the data centre industry in Europe."



Rickie Rogers, COO, Mercury.

DIGITAL TRANSFORMATION

Covid-19 has highlighted the growing importance of digital technologies to the construction sector. Mercury has been at the forefront of the sector's digital transition and invests heavily on an ongoing basis in its digital transformation.

"Our digital steering group is currently working on over 20 digital transformation initiatives, covering virtually every aspect of our business, from planning, pre-construction and procurement right through to the quality, safety and productivity elements of projects."

Looking at the wider construction industry, Rickie Rogers says that Covid-19 has presented an opportunity for companies to make a real digital transition.

"Many construction companies that had not already undergone a digital transformation have been compelled to adopt new digital technologies into their operations.

We've invested heavily in digital technologies over the past several years, and it has paid off in ways we could never have anticipated.

"With our investment in Microsoft Teams, for example, we've been able to carry out quality audits, factory acceptance tests (FATs) and much more. The ability of our support function staff to work from home and support our on-site teams across 10 different countries has been seamless. In some cases, the new methods, such as carrying out FATs virtually, could become the norm for us post-Covid, as we're seeing efficiencies being created through digital technologies."

In 2019, Mercury achieved several milestones in its digital transformation, including a move to the cloud-based digital construction management platform BIM360.

"We've had over 80 projects live, so great momentum was achieved here during 2019. Our internal users and external users (clients and supply chain partners) have doubled in the year, and we expect to increase this two-fold by the end of 2020.

"This year has seen us continue our digital transition. As we focus on expanding the digital construction value network and ecosystem, we will begin connecting physical and virtual assets using 5G, Internet of Things (IoT), testing AI, AR and edge-computing. This will enable Mercury and our clients to make more cost-effective decisions across a project lifecycle, through to operations before and during the construction cycle."

MODERN METHODS OF CONSTRUCTION

Mercury has been a proponent of Modern Methods of Construction (MMC) for a number of years, and it continues to explore how to help the industry deliver projects more efficiently, and improve safety and quality.

"2020 so far has been a big year for Mercury in the area of offsite construction. We have an extensive OSM supply-chain spanning all of Ireland, and we have two Mercury offsite centres in the greater Dublin area. Having our workforce spread out this



Data centre project in London.



Mercury head office lit up in the LGTB rainbow flag colours for Pride Month.

way, and not having to all be on project sites has the advantage of enabling us to work while maintaining social distancing. We've

been employing modular construction for many years, and our use continues to increase year on year.

"We expect that Covid may accelerate the growth of offsite construction as well as the sector's digital transition. This would be one positive outcome of the pandemic."

OVERSEAS MARKETS

As Europe's technology hub, Dublin and its surrounds have been a centre for multinationals since the 1980s, particularly in the pharmaceutical and technology areas. Mercury has been part of this from the very beginning.

"Ireland recently surpassed London to the number one spot, with 25% of Europe's data centre market share," Rickie Rogers comments. "However, approximately 70% of Europe's data traffic is concentrated in Germany, France, Italy, Spain and the UK, with high growth now also seen in the Nordic countries.

"It makes perfect sense that experienced Irish contractors such as Mercury are increasingly working widely across the European continent. We have extensive technical experience, and we're known for our ability to deliver projects on schedule with strong attention paid to quality and safety.

He says that the Irish workforce is also highly experienced in working in other jurisdictions.

"We have a lot of people who have returned from larger markets, such as Australia, Canada, the US and the Middle East. They bring immense experience with them. We've always punched well above our weight for a small Island nation on the fringe of western Europe, and we continue to do so.

"Mercury was one of the first contractors to enter Europe, but many of our industry partners have successfully entered the market. Mercury always ensures we use a mixed supply chain, consisting of people we've worked with for a long time in Ireland, and new local partners we've worked with in Europe."



Mercury Graduate Programme entrants with some of the senior management team in September 2019.

COVID-19

The Covid-19 pandemic has emphasised the importance of safety at Mercury. Rickie Rogers believes that the construction industry was ideally placed to lead the way in introducing new Covid measures.

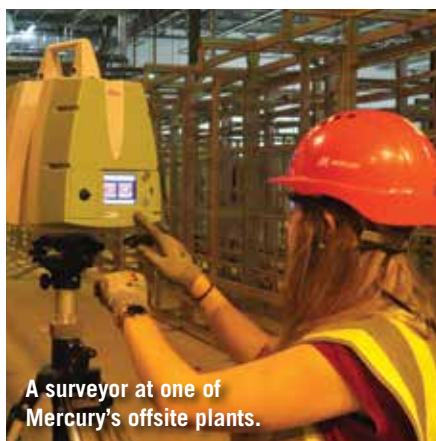
“Safety is our anchor value and is embedded in everything we do. Our industry, perhaps more than any other, was able to adapt to the new normal very quickly, and this is largely due to the existing safety culture, structures and programmes that have long been in place. Although, obviously, nobody expected Covid, and certainly nobody wants it, it has had some positive impacts in certain areas, such as reinforcing the need to improve constantly and to look at ways of reinventing the way we do things. Having dedicated safety leads on every project and those structures in place has helped us to ensure we’re delivering projects while ensuring our workforce is safe.”

BEING BRAVE

Rickie Rogers says Mercury will continue to follow the same successful business model it has adopted over the past several years – that of building strong relationships with key strategic clients and doing repeat work for them.

“One of our values is that ‘you have to be brave to achieve incredible things’. A big part of this is that if one of our long-term clients wants us to move into a new geographic location, we’ll do it for them, and we’ll make sure we know everything we need to know about operating in that market. It’s been a critical part of our success over the last five years in particular.

“This year, we’ve started delivering projects as a prime contractor in Paris for the first time, after also recently adding Spain and



A surveyor at one of Mercury's offsite plants.

Switzerland to our areas of operation. We’ll also expand our operations into even more European locations next year.”

STAFF DEVELOPMENT

Diversity has been a significant agenda item for the industry in the past few years, and Rickie Rogers says it is a highly important part of the Mercury ethos.

“2020 has been an important milestone for us when it comes to diversity. We launched a dedicated Diversity and Inclusion Committee. We celebrated LGTB pride this year for the first time, as well as several other events, such as celebrating our staff’s 40+ nationalities.

“Having a workforce that’s diverse, not just in terms of where we come from, but also in terms of gender, sexuality, age, and economic background is important to us. We’ve launched several group mentoring programmes for people in their early career, women in construction and foreign nationals, and they’ve been a great success so far. We all have something to learn from one another.”

He says that continued education has to be the cornerstone of anyone’s career development plan.

We recently opened our dedicated Apprenticeship Development Centre, and we launched LinkedIn Learning for all our staff earlier in the year. Our graduate programme also continues to expand, and this year was shortlisted for GradIreland’s ‘Graduate Employer of the Year’ award. This highlights our continued growth and the improvement of the people side of our business. We also have a ‘Future Leaders’ programme for those entering senior management.

“We have long had a policy of bringing our trades workforce into the professional realm. We have a ‘Trades to BIM’ and ‘Trades to QS’ programme, which have been very successful to date, bringing the onsite knowledge into our support functions in the offices, which breaks down the barriers that can often exist in the construction industry.”

SUSTAINABILITY

Closing by discussing an initiative that he is very excited about and that he says has been embraced across the company, Rickie Rogers explains that 2020 saw Mercury launch a Sustainability and CSR programme. As part of this, Mercury has partnered with Business in the Community and Clearstream Solutions, who are helping it to decrease its carbon footprint, and put in place a robust CSR and sustainability programme across the group.

“This will be a major strategic initiative for us over the next several years. We have signed the Business in the Community ‘Low Carbon Pledge’ and have committed to reducing our scope 1 & 2 greenhouse gas emission intensity by 50% by 2030. In addition to our commitment to reducing our carbon footprint, we are also working towards developing a robust sustainability strategy and policy that encompasses every aspect of our business,” he concludes. **C**

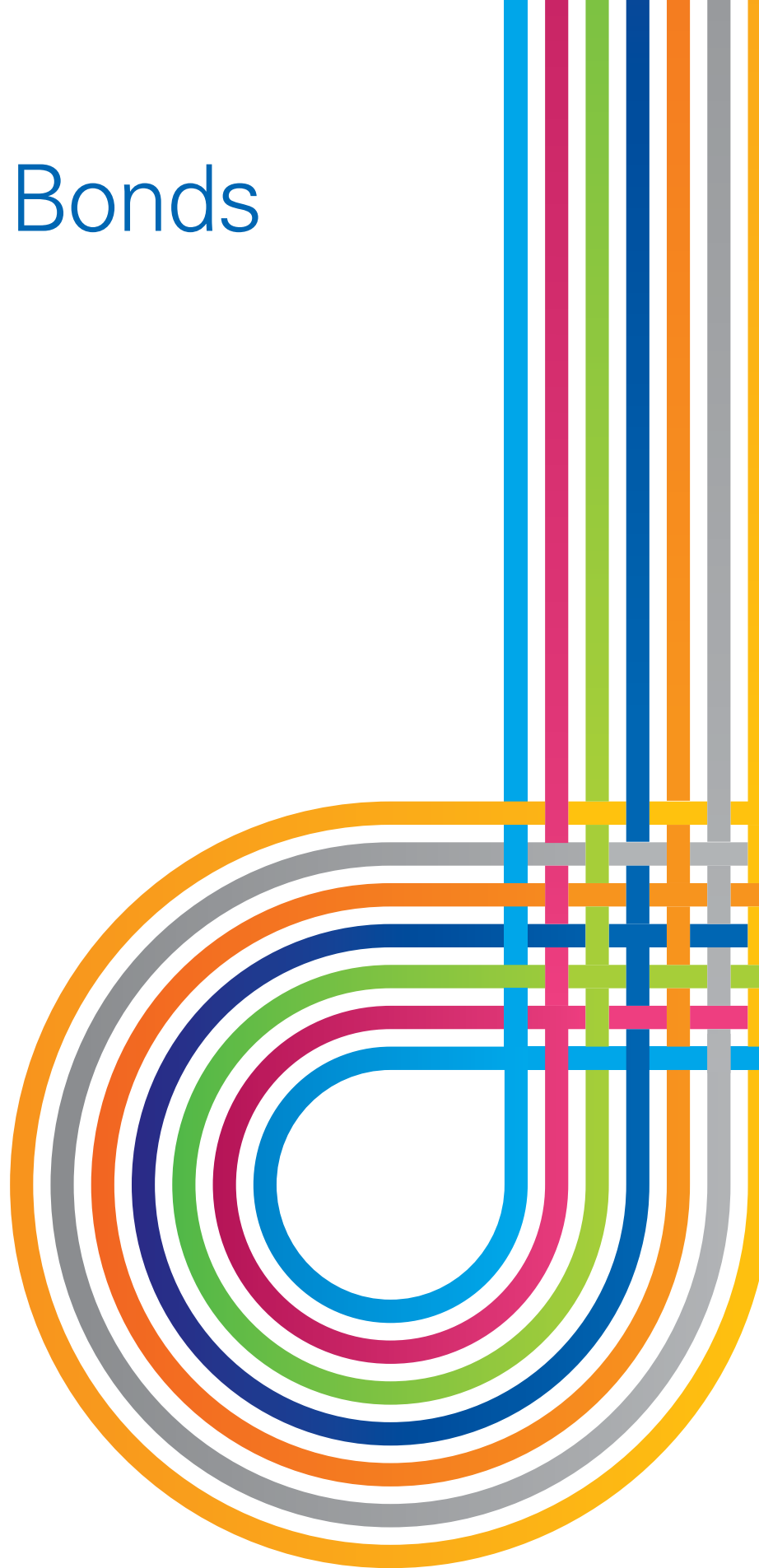
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INNOVATION THROUGH ENGINEERING

Jim Curley, CEO, Jones Engineering, speaks to **ROBBIE COUSINS** about coping with Covid-19, new work practises, and the move towards continued digitisation, modern methods of construction and modularisation.

Jones Engineering has a history going back to 1890. CEO Jim Curley joined the company in 1978, and he was part of a management buy-out in 1993.

Since then, Jones Engineering has grown from an £18m per annum organisation to a firm turning over €620m in 2019, with operations across Ireland, Europe and the Middle East.

The company's recent project portfolio covers works in the medical, life science, building services, industrial, semi-conductor, data centre and power and energy sectors.

COVID-19 RESPONSE

Like every other firm in the sector, the Covid-19 pandemic has impacted across all levels of Jones Engineering's operations. However, Jim Curley is delighted with the dedication and ingenuity shown by all of the company's teams across the world to ensure that disruption on projects has been minimised in so far as is possible.

"We were presented with a range of challenges both on site and in our offices around the world," Jim Curley comments. "Our teams have worked tirelessly to implement the guidance provided by the HSE, medical experts and World Health Organisation (WHO), to ensure all of our employees have a safe working environment and to reduce the spread of the virus to our workforce. Likewise, in local markets across the world, we have been following the most up to date guidance to keep our staff and their families safe."

Jones Engineering established a dedicated company Covid-19 website to provide information and guidance to employees to help them adapt to their new working conditions. This included a compulsory training module to be completed by all employees returning to work following the nationwide lockdown in Ireland. The company developed its own specific return to work induction for office-based staff and used the 'CIF Online C-19 Induction' for site-based personnel.

"There have been challenges," Jim Curley continues. "It has been a steep learning curve adapting to new work practices, but our teams have risen to the challenge by overcoming obstacles safely in accordance with current guidelines. We are enforcing strict protocols and have dedicated Covid-19 Compliance Officers on all of our sites and in all of our offices, in line with the CIF Construction Sector C-19 Pandemic Standard Operating Procedure (SOP)."

MENTAL HEALTH AND WELLBEING

Alongside the changing of work practices, Jim Curley says that he is very much aware of the toll that the Covid-19 crisis could be having on the mental wellbeing of employees at work and also at home.

"Hand in hand with our focus on the physical safety of our employees, we have also been focusing on their mental health and wellbeing," he continues. "Historically, health and safety in the construction industry has always prioritised the more immediately obvious physical hazards, and their impact on site safety. But, attitudes are thankfully changing, as people realise that the silent issue of mental health is just as dangerous and potentially fatal," he continues.

"Recent statistics suggest that one of the most dangerous things on a construction site is the human mind. Mental health and wellbeing



Jim Curley, CEO,
Jones Engineering.

of all our staff is of the utmost importance, and we have engaged with Pieta House on how best we can support our employees in this regard."

OFFSITE MANUFACTURING

Improving productivity within the sector over the past number of years can be put down to a number of factors, such as digital construction technology and lean adoption, and modern methods of construction.

Jones Engineering has been at the forefront of the digital transition of the Irish construction and engineering sectors and is yielding results from this. If there is one positive note to take from the Covid-19 pandemic, it is the move to more efficient and safer methods of building.

Last year, Jones Engineering announced a strategic investment in an offsite manufacturing facility, which is already paying off, as, in addition to supplying clients' needs in the Irish market, this facility is manufacturing modular units for export across Europe.

"The Covid-19 pandemic is changing the way we all work," Jim Curley comments. "At Jones Engineering, we believe that productivity and innovation need to be a huge focus, making the Irish construction industry the most productive, highest quality, safest and competitive in Europe and beyond."



Jones Engineering staff adhering to strict Covid-19 protocols.



Jones Engineering Manufacturing produced modular units are being exported all over Europe.

“One of the ways we are looking to the future of productivity is with the movement of the construction process away from the physical site into controlled manufacturing and assembly environments by providing modular and offsite construction solutions.

“In an effort to increase efficiency and predictability, improve safety, minimise the level of disruption to sites, clients and the environment, and reduce our time frames, we have invested heavily in the past number of years in not just leaner ways of working, but in challenging how the engineering and construction sector approaches the delivery of projects. These efforts have culminated in the launch of a new division Jones Engineering Manufacturing Ltd.”

JONES ENGINEERING MANUFACTURING

Jones Engineering Manufacturing is based in a recently constructed 9,000 sq metre centre of Design for Manufacturing & Assembly (DfMA) excellence. According to Jim Curley, the state-of-the-art facility brings together Jones Engineering’s core competencies in

mechanical and electrical engineering, instrumentation and fire protection and the added competencies of civil, structural and architectural design, all under one roof.

“This allows our teams to design, manufacture, install and deliver modules for small- to large-scale projects,” he says. Using fast-track modular design processes also takes a large percentage of the project work off-site, which reduces site congestion. This is of even more importance now due to the current Covid-19 pandemic. Reducing the number of people on site at any one time reduces risk and improves the safety of everyone. It is possible for us to provide our clients with speed of delivery while prioritising safety when we look to innovative solutions such as this.”

Commenting about the new company’s initial success, Jim Curley says, “This has been working well for our current clients. We have successfully transported modules from our manufacturing facility to the Netherlands, Belgium, Finland, Denmark and beyond.

“The average size of each component was 19 metres long by 4.2 metres wide and 4 metres high, which has involved detailed planning and cooperation between our logistics teams and the authorities involved, including permit applications. It has proved so successful that we will be focusing on extending this solution on additional global sites in the future.”

OUTLOOK

As Jones Engineering’s journey in innovation continues, Jim Curley says the company is increasingly enabling data exchange between its technologies, and applying that information directly to BIM, with project personnel utilising the data to view progress in models.

“There has been a major shift in how we view our projects,” he explains, “to a new focus on any opportunities for modularisation and prefabrication. Looking to the future, we are committed to continued development in enhancing these tools to drive efficiencies. As we extract key learnings from every project, we will continue to evolve to service our project management needs into the future,” he concludes. **C**



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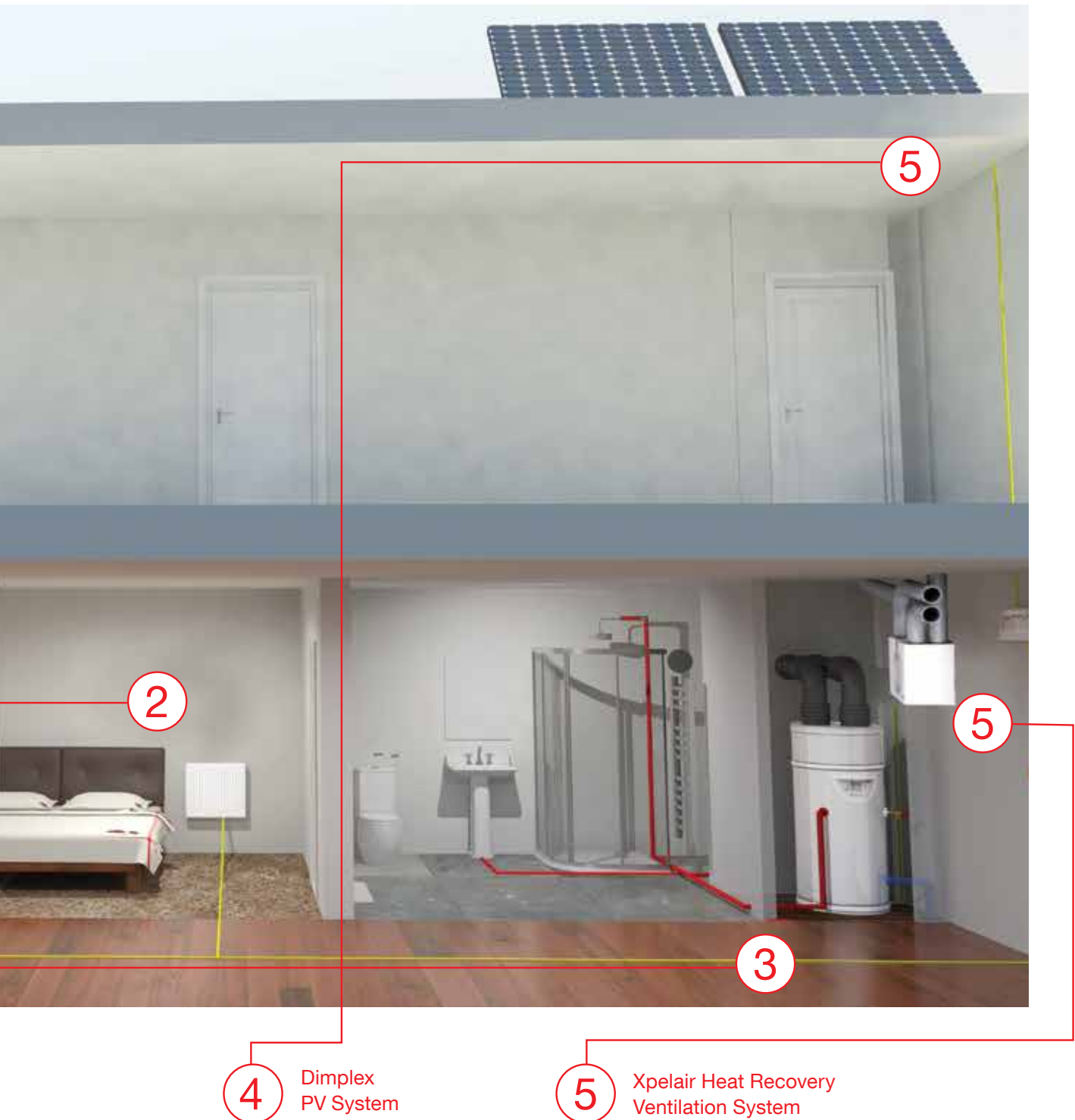
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“APPROPRIATE RISK SHARING MUST BE EMBEDDED IN ALL PROCUREMENT MODELS”

Theo Cullinane, CEO, BAM Ireland, speaks with **ROBBIE COUSINS** about some of the contractor's successes in the past year and discusses issues that need urgent attention if the sector and economy is to bounce back from the Covid-19 crisis.

Theo Cullinane, CEO, BAM Ireland, oversaw another strong year for the company in 2019, when the contractor completed and progressed several key public and private development projects.

During 2019 and into 2020, BAM Ireland completed a number of high profile contracts in various fields.

BAM completed the M11 Gorey to Enniscorthy Motorway and the New Ross Bypass PPP schemes. Rose Fitzgerald Kennedy Bridge – part of the N25 New Ross Bypass PPP Scheme – which was officially opened in January of this year, gives him particular pride as it is one of the largest and most challenging civil engineering projects in the State's history, and the longest bridge in Ireland at 900 metres.

In 2019, BAM was awarded the contract for the new N5 Westport to Castlebar Road in Co Mayo, a development that represents the Government's largest investment in Mayo's road network. In Cork, BAM completed work on Navigation Square, the largest and most significant office development to be undertaken in the city's commercial centre to date. It also completed the 23-storey Visual Control Tower at Dublin Airport. At 86.9m high, the tower is one of the tallest structures in Ireland.

Work was advanced on the new National Children's Hospital (NCH), the largest infrastructure project currently ongoing in the State. The NCH Urgent Care Centre at the Connolly Hospital campus in Blanchardstown opened in July of 2019, and work is ongoing at its sister satellite centre in Tallaght.

In the private sector, BAM recently started construction on the One Lime Street residential development for Marlet, a 216-apartments development in Dublin's South Docklands.

COVID-19

Covid-19 has had a significant impact on BAM's operations. The company followed all official guidelines and closed its non-essential sites as soon as these were clarified, including the NCH.

“We continued to undertake separate Covid-19-related work on the main St James's



Theo Cullinane, CEO, BAM Ireland.

Hospital during the shutdown at the request of hospital management, as well as some essential motorway maintenance and facilities management work around the country,” Theo Cullinane continues, “Following the lifting of restrictions, we returned to work on all our sites, with full implementation of the Government's mandatory Covid-19 restrictions as a minimum. In many cases, we have exceeded these where local conditions required. The safety of anyone who comes to a BAM site is always our top priority, even more so in the current situation.”

Like many others, BAM's senior management team is currently navigating the choppy business landscape that has resulted from the Covid-19 pandemic. But Theo Cullinane, says that although he is concerned, he is also confident that the company and sector will emerge stronger, and he calls on

Government to make a number of progressive procurement decisions.

“The pandemic put every non-essential project in the State on hold for months, and now we are coming out the other side of it with a great deal of uncertainty,” he explains. “The full cost of reopening sites is still unknown to us, as is the ultimate loss of productivity. The primary focus for all construction businesses will be safely maintaining operations and working with clients to understand and mitigate the impact of restrictions. The health and safety of our staff must be our top priority.”

He says that the impact of Covid-19 on the sector and the broader economy is his most immediate concern and that everyone in the sector is working hard to meet this challenge head on. However, there is only so much that the sector can do and Government must now



Rose Fitzgerald Kennedy Bridge, Co Wexford.

make progressive decisions that will benefit the sector and the overall economy.

"I have repeatedly raised the serious issues that exist with the current structure and framing of public works contracts," Theo Cullinane comments. "The process places too much risk on the side of the contractors, and procurement teams are often not able to manage their own risk allocation, and this then leads to conflict. This adversarial model delivers for no one – least of all the taxpayer."

He says that now more than ever, this issue needs to be reviewed.

"I think a framework recognising the huge additional costs and productivity issues for all construction companies that have had to absorb the cost of reopening sites with the Covid-19 restrictions in place would be a good place to start," he continues. "We have seen great dialogue and mutual solutions achieved with private sector clients, but at the moment, we cannot say the same for the public sector."

"The guidelines are going to be changing all the time as the situation develops. So, clear lines of communication between all

stakeholders will be key."

In relation to the public works contracts issue, Theo Cullinane adds that a strong functioning construction market must be maintained.

"We need our international partners to see that Ireland is a reasonable place to work, that risks are not uncontrollable and that the State is committed to a collaborative working approach. We have been using the PPP approach, where collaboration and cooperation provide certainty for both client and contractor. We must now ensure that appropriate risk-sharing is embedded in all procurement models going forward as the Irish construction industry must strengthen to enable future planning. We need continued priority and requisite investment in 'Project Ireland 2040'."

DIVERSITY

In September 2019, BAM was one of the first construction companies to sign up to CIF's Inclusion and Diversity charter.

"We recognise that diversity and inclusion make a business stronger by

driving innovation and performance, as well as improving the engagement of our stakeholders by reflecting the communities in which we work," he comments.

SUSTAINABILITY

Last year, Royal BAM Group celebrated its 150th anniversary, and to mark this, 150,000 trees were planted around the world.

Theo Cullinane says that sustainability is at the heart of everything the contractor does.

"When we talk about sustainability at BAM, we think of three things – Climate Change, People and Resources. Globally, BAM is committed to having what we call a net positive impact in these three areas by 2050.

"We are making a positive impact on climate change and resources by converting as much of our fleet and staff vehicles to electric vehicles as possible, and employing energy from environmentally-friendly sources on site and in our head office. We are also upscaling our use of more environmentally-friendly cements and other materials in the construction process, while working to counterbalance what we cannot offset through proactive initiatives, including the planting of 9,000 trees in Cork, Fermanagh, Antrim and Wicklow last year.

"In January, we were pleased with the announcement that we once again achieved a leadership place on the 'A List' with the Global Carbon Disclosure Project (CDP) for climate change. This ranks us in the top 2% of thousands of companies worldwide that disclosed their environmental impact through the project."

YOUR SAFETY IS MY SAFETY

Theo Cullinane knows that the company's work can positively influence the lives of both its staff and the communities in which it operates.

"We believe in looking after our people by providing a holistic approach to improve the safety, health and wellbeing of our colleagues. We recently launched our Wellness



A CGI of One Lime Street residential development, Dublin.



The January 2020 launch of the €500,000 Community Benefit Fund for the community around the new National Children's Hospital in Dublin.

Programme that incorporates an Employee Assistance Programme. This programme incorporates access to a qualified counsellor 24/7, 365 days a year by phone, email, or live chat. This is backed up by our robust 'Your Safety is my Safety' culture, where colleagues are encouraged to take responsibility for themselves and each other on site, in the office and on the road."

CSR

BAM has also been actively engaging with local communities around its projects.

"We engage with local communities around our projects to ensure BAM's

projects positively influence local lives.

In January of this year, we unveiled the €500,000 Community Benefit Fund for the new National Children's Hospital," he says. "This will provide education bursaries, apprenticeship support, aid various community projects, and develop cultural, arts and sports initiatives in the areas close to the site of the NCH during the years 2020, 2021 and 2022."

AWARDS

In closing, Theo Cullinane references several awards that BAM won during the past year, which he says are acknowledgements of the

incredible work its project teams do.

"Being awarded the prestigious 'Project of the Year' award, at the 2019 Irish Construction Excellence Awards for our work on One Microsoft Place was a significant moment in the year, as well as winning four awards at the CMG Irish Building Design Awards 2019, including 'Engineering Project of the Year 2019' for the Visual Control Tower at Dublin Airport. We also received the Health and Safety award. I was particularly pleased that we were recognised in this area as at BAM, health and safety is our number one priority and something we put a lot of emphasis on," he concludes. **C**



BAM Ireland staff planted 9,000 trees in various locations around Ireland during 2019.



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HIGHER CALLING



Charlemont Square

Access specialists, Brogan Group have enjoyed another busy year as projects continue to grow in number and size across the country. Having won significant contracts for a number of high-profile projects last year, the company is also experiencing a time of significant change,

specifically in its Irish operations. Young blood and fresh ideas have been very much at the forefront of Brogan's renaissance strategy in Ireland, with Kerri Brogan (daughter of Group founder and MD James Brogan) now Director of Operations, focused on marketing and business development and Shane Brogan (son), now Director focusing on Planning and Design. Together with their vastly experienced Contract Management Team and Supervisors on the ground, the delivery capabilities of the company have been greatly enhanced.

The Irish construction landscape has evolved with many clients employing young, dynamic professionals, many of whom have worked abroad and are keen to introduce innovative, game-changing concepts to the Irish market. Brogan Group, with its new leadership in Ireland, has embraced the modern methods of working adopted by many of their clients and have sighted their primary focus on being the premier multi-disciplined access specialist in Ireland. Working closer with clients through early engagement to identify innovative solutions ranks high on its agenda, Brogan Group aims to champion the fact that it's all about collaboration, and utilising all the knowledge and resources possible across the Group – thinking globally and acting locally.

In addition to system and traditional scaffolding (its core service at start up over 30 years ago) the group now offers clients options to select and combine access methods across mast climbers, hoists, common user towers,

loading platforms and now, suspended cradles. The diverse range of access options provides clients with solutions to match the complexities modern day architects' designs present. An example being their common tower service, working in tandem with Brogan's custom hoist, 'Colossus', which represented a mammoth investment in equipment and technological coordination that originated from early engagement with the client.

Brogan Group is an established international group, employing over 700 people across the UK, UAE and recently, Saudi Arabia. James Brogan oversees the group and is supported in each region by experienced management teams, including Rory Connelly, General Manager in the UAE who previously worked with main contractors in Ireland.

Its Irish operation dates back to 2001, when Brogan Group rapidly became one of the largest access companies in the country prior to the crash. Since the industry's recovery, the company has scaled up operations in tandem with the upturn in Ireland's construction sector. Its name and reputation, well known to all of the major players in the market has enabled it to capitalise on the gains of branches abroad, as it reinvigorates its activities on home soil.

Mast climbers have hugely increased in demand across Ireland in recent times and are fast becoming clients preferred method of access. This follows the trend experienced in Scandinavia and North America where mast climbers dominate over scaffolding. Brogan Group has offered mast climber solutions since

2004. Innovative, forward thinking clients are opting for the efficiency benefits and greater cost certainty mast climbers offer over scaffolding and Brogan Group has been able to step in naturally to service the trend. One of the most recent projects secured is a substantial €75m development, consisting of six residential blocks comprising 377 apartments in Charlestown, Finglas. The combined access package includes the supply of mast climbers and hoists (82 drive units) and is likely to be the largest number of machines ever used on one project in the country. This highlights the equipment resource the company has at its disposal, total mast climber units on this project alone exceed €2.5m in asset value.

Hoists have also become more prevalent in Ireland, with clients appreciating the cost and time benefits when transporting materials and personnel. With over 600 machines in their fleet across Ireland and the UK, the group is well equipped to service the largest of projects. Its fleet of machines include goods only, goods/personnel hoists and transport platforms, ranging from 1500kg capacity through to the Colossus 4000kg hoists.

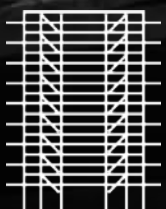
Some of the ongoing residential and commercial projects currently being worked on include; ESB's Fitzwilliam Street redevelopment, Boland's Quay redevelopment and the regeneration of Central Bank building (Central Plaza) in the heart of the city into an iconic mixed-use scheme. Brogan is also working on the Charlemont Square development and the Clay Farm regeneration project, the latter consisting of 2,300 homes in Dublin. Additionally, it has secured three volumetric build apartment schemes (Bunratty, Bonham Park and Cork Street) catering for people on the City Council's social housing list. **C**



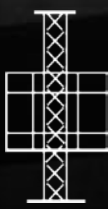
Shane and Kerri Brogan

For more info and enquiries see www.brogangroup.com

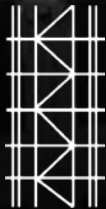
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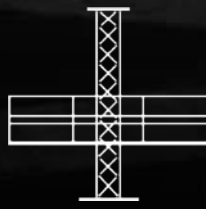
SCAFFOLDING



HOISTS



COMMON TOWERS



MAST CLIMBERS



CRANE DECKS



CRADLES

A BAPTISM OF FIRE

Liam Kenny, Managing Director, John Paul Construction, speaks with **ROBBIE COUSINS** about his hectic first few months heading up the company, and how the sector's workers have responded, and CIF members cooperated in addressing Covid-19, gives him great confidence for its future.

Liam Kenny officially took up the role of Managing Director of John Paul Construction in January of this year, following a hugely successful year for the main contractor in 2019 when it had a turnover of €438m. Covid-19 has resulted in a baptism of fire for him, but he says that the crisis has shown him, as if he didn't need to know, that construction is a resilient and innovative sector, populated by dedicated, hard-working people that have completely reinvented the way they work, and, in the process, made the industry safer and more efficient than it has ever been.

Looking back on 2019, he says that John Paul Construction scaled new heights in terms of its workload with turnover reaching €438m, of which €369m was generated through its Irish operations, and the remainder through operations in the UK and the Middle East.

IRISH PROJECTS

"Our sectoral and regional diversification strategy in Ireland gained further momentum, with major project wins in the industrial, civils, data, technology and life sciences sectors across the country," he explains. "Our Ireland South team returned to Limerick in early 2019 to commence works for Regeneron in Raheen, where we have since completed a multi-storey car park. We continue to work there with PM Group, delivering additional administration and research buildings. In the second half of the year, we were delighted to be awarded a further contract in Limerick by Jacobs on the Edwards Life Sciences project in Plassey."

After completing a substantial project for Bausch and Lomb in Waterford in 2017, it was a massive boost for the John Paul's Ireland South team to win the next major capital investment project on their facility late last year.

"This proved to us that safely delivering a quality product through collaborative engagement is key to winning repeat business with world-class clients," he continues.

"Working in a region where substantial construction projects are thin on the ground,



Liam Kenny, Managing Director, John Paul Construction.

it was great to see our Ireland West team complete projects for Abbott in Longford last year, and more recently in Donegal. In the past few weeks, the team has built on these successes after being awarded the new Radiation Oncology Building at University Hospital Galway, a much-needed facility in the region."

Other projects underway outside of Dublin include a major technology manufacturing facility for Exyte, on which its building and civils teams have joined forces to deliver a fast-track infrastructure package. Liam Kenny says this is an example of how the technical and operational capability of its civils division has brought unique value to a major building

project.

"This was also evidenced late last year when our civils division worked closely with their building colleagues to deliver a unique geotechnical solution to Lidl's latest logistics hub in Newbridge, a 58,000 sq metre building and associated infrastructure."

The greater Dublin area continued to contribute the major part of the contractor's turnover.

"During this period, we handed over the new National Rehabilitation Hospital in Dun Laoghaire, the SCAPE Student Accommodation Scheme on Aungier Street, and the Hard Rock Hotel on Parliament Street. We also completed the final phase of

Clancy Quay Residential Scheme,
Dublin, for Kennedy Wilson.



the Shelbourne Hotel Refurbishment and the Clancy Quay Residential Scheme, both for Kennedy Wilson, who continue to be a valued client for the company.

“As well as the more traditional type of project, John Paul Construction also completed a major data centre for one of the world’s leading cloud storage providers in south Dublin.”

He adds, “While successful project delivery for our clients is the public-facing result of our efforts, none of it could happen without all the support services and innovation that are brought to bear behind the scenes from all of the departments that make up the company.

“In 2019 we won several national awards, which reflect the high performance of our people across several areas, including the KPMG/Irish Independent ‘Contractor of the Year’, the ROSPA ‘Gold Medal’ award for safety and a number of Irish Construction Excellence awards.

“However, the standout achievement for me outside of project delivery in the past 12 months was the company becoming the first main contractor in Ireland to achieve BSI19650-accreditation for BIM management. This has been hugely beneficial as the uptake of BIM across all our projects increased significantly in the past 12 months. We have placed a big focus not only on the benefits of BIM for design coordination and clash detection but also on 4D modelling and visualisation as a tool to manage logistics, complex sequencing and phasing operations on projects. The use of drone technology has continued to evolve in the industry. We have embraced this across a range of projects, where we are combining weekly drone fly-around video footage with drone survey output, to assist in the quantification of earthworks operations and progress on projects. This is a powerful visual progress

reporting tool at client meetings. The adoption of digital technology such as this is the future.”

CURRENT WORKS

In July of this year, John Paul Construction won the contract to construct a major project for one of the world’s leading cloud storage providers in Co Meath. Its civils division has just completed a 220kV substation with Gaeltec Utilities on the Dublin Meath border and is undertaking the design and construction of a turnkey 110kV substation in South Dublin. Both of these projects are facilitating hyperscale data centre projects.

He continues, “The PRS sector, which was extremely busy prior to the Covid-19 crisis, remains strong. We are currently constructing a 374-unit scheme in Finglas for Tribal Developments, and are in negotiation on two other PRS projects, which we expect will go to site within the next few months. In all cases, the developer’s success in getting these projects to construction stage is related to good locations with links to public transport, access to infrastructure and availability of local amenities.

“We remain confident of delivering a consistent level of turnover in the south and west of Ireland regions. We can point to several recent successes outside of Dublin to support that view. These include a new student accommodation scheme for Roundhill in Cork, the Radiation Oncology Centre in Galway, Kildare Village Phase 3, and our alliance with Gray Construction (USA) to deliver a new beverage concentrate plant in Newbridge.

“Whilst most of the company’s revenues traditionally come from the private sector, public work has always been central to the company’s strategic plan, contributing a significant percentage of turnover across the healthcare, civil engineering and public

building sectors. In February of this year, we were delighted to be awarded the contract to construct the new Garda Security and Crime Operations Centre, a 10,000 sq metre office building located in Kilmainham, which is scheduled for completion in Q3 2022.

INTERNATIONAL MARKETS

In 2011, when John Paul Construction started to look at the Middle East, Liam Kenny was the operations director charged with overseeing the establishment of John Paul Construction’s presence in that market. The company is now very active in several countries in the region and has a number of clients that it is carrying out work for in Ireland and the Middle East.

“We have had an active presence in the Middle East for the past nine years through our sister company Absal Paul in Saudi Arabia, Bahrain and more recently the UAE,” Liam Kenny says. “We have successfully constructed projects for an array of ‘Fortune 500’ companies, as well as blue-chip local organisations, such as Aramco in Saudi Arabia. Some of our key ongoing projects include Bahrain International Airport – New Terminal Fitout, and the €70m refurbishment of the Saudi Arabian Central Bank in Riyadh. Our involvement in the business there has proved to us how small a place the world has become, given that we have delivered for several of the same clients both here in Ireland and the Middle East. Currently, we are delivering data centre projects for the same client in Ireland, Bahrain and Abu Dhabi.

EMERGING MARKETS

“Providing delivery excellence for our clients in different markets to the same exacting standards is a key part of our strategic plan,” he continues. “Aligning with that plan, the company has identified northern Europe as our next area of focus. A significant number



John Paul Construction staff mark International Women's Day on 6th March this year.

of our existing clients have operations in this region, as well as several of our supply chain partners. We feel that our experience of delivering data centres, electrical substations, logistics and life sciences projects aligns with the current requirements of this marketplace, and we look forward to commencing operations there in 2021.”

COVID-19 RESPONSE

The Covid-19 crisis resulted in Liam Kenny having a baptism of fire, particularly when Covid-19 cases were diagnosed on one of the company's sites in Dublin city centre.

“From a very stable position, when I assumed the managing director role in January, to one of crisis management in March, Covid-19 has been a major challenge for the company, but it has been much more so for our staff, and society at large,” he comments.

From the beginning, he says the only way he and his management team saw to get through the situation was to keep everyone they interact with, but most importantly our staff, informed in an honest and open style.

“We consistently kept our staff up to date on our plans and the procedures that needed to be implemented, in an ever-evolving situation. The dynamic changed considerably when the lockdown was introduced at the end of March, and we entered what was new territory for everyone. With only a small number of essential projects remaining operational, putting plans in place to ensure a significant portion of our staff could work productively from home at short notice was a

challenge that was admirably met.

“A good example of this was our tendering and estimating department. During the lockdown, our team tendered and won over €100m worth of work. Another positive outcome was virtual meetings. If anything, our ability to communicate with staff has improved hugely as a result of this crisis. Bringing people from all over the country to Dublin for regular meetings is a thing of the past, as is non-essential travel abroad. While the dynamic of meeting face to face can never be replaced, virtual meetings are highly effective for a lot of what we do.”

Liam Kenny says a lot of credit must go to the CIF for ensuring that construction was one of the first sectors reopened on 18th May.

“The contribution of safety professionals from member organisations to the CIF ‘Construction Sector C-19 Pandemic Standard Operating Procedure’ document was a great example of the safety culture and flexibility in dealing with challenges that exist within the industry.

“As a company, we had our specific challenges to deal with,” he explains. “In July, we had an outbreak on our Townsend Street project in Dublin. When the initial case was identified, our number one concern was to ensure the health and safety of everyone working on the project, which we did through the guidance of the HSE.

“In line with our strategy in March, we communicated the situation openly and honestly. While not a situation that we wanted, it proved to me beyond any doubt the loyalty, support and resilience of staff

across the company by their overwhelmingly positive response. The outbreak led to us to facilitating discussions between the CIF and the HSE personnel involved, which in turn resulted in the publication of sector-specific guidance in the event of an outbreak. This guidance continues to be used to manage Covid-19 cases on construction projects.”

Although this crisis is far from over, he firmly believes that there have been many lessons learned, particularly around communication and applying safety management processes to different challenges which will serve the industry well into the future.

DIVERSITY

Liam Kenny welcomes the increased focus on diversity and inclusion across the construction industry, and he says that the industry must strive to drive real progress in this area.

“There is no doubt in my mind that a workplace where people with varying skill sets across different cultures, genders and backgrounds can work together effectively is one which drives the greatest benefit for our company, our industry and our clients,” he comments. “We are signed up to the CIF Diversity and Inclusion charter, and we are on the journey to achieve ‘Investors in Diversity’ accreditation with The Irish Centre for Diversity.

“With the continued growth in our business and workforce over the past number of years, there is a real multi-cultural feel across our projects and in our head office, as

we have welcomed colleagues from around the world to the business, and this is great to see.

“We are working hard to increase the gender balance in the organisation and have seen the number of women working across the organisation grow consistently over the past three years. It is now close to 20%. We hosted an event to celebrate International Women’s Day on Friday 6th March last, where over 50 of the John Paul Construction women, supported by many of their male colleagues, celebrated the contribution of women from across the organisation to the business.”

“Notwithstanding all of this, we must do more to attract women into the sector as a whole, and we are looking at how we can do more in support of this.”

He sees attracting, developing and retaining the best people as critical to the success of the company.

“We continue to invest heavily in training and development in support of our staff across all levels of the organisation and were delighted with the feedback from our engineering graduate programme and site manager development programme, which we launched last year.”

He continues, “In the current environment, wellbeing has never been more in focus. We have been working in conjunction with Laya to develop and roll out several initiatives to provide better awareness and a range of support measures to address the challenges and stresses that many are feeling at this time.”

SUSTAINABILITY

The John Paul Construction ethos measures success not solely in financial results, but by

how it conducts its business, aligned with the values and culture of the organisation that have stood the test of time over the last 71 years, according to Liam Kenny.

He says that John Paul Construction is committed to maintaining the highest standards of responsible corporate behaviour and improving the quality of life of local communities and society in general.

“We are acutely aware that our business activities bring us into close contact with many communities and business groups, and we are committed to minimising this impact. It also provides us with opportunities to give back to the communities we work in.

“We have a sustainability agenda, which is driven around three key areas. We are focused on a sustainable economic environment for our business and our supply chain. We are committed to minimising the impact of our operations on the environment, and we wish to enhance the communities in which we work.

Last year John Paul Construction completed a new kitchen for the pupils at St. Audoen’s National School in the Liberties, Dublin, which was most rewarding and a very clear example of the positive impact that we can have in the communities in which we work.”

FUNDAMENTAL CONCERNS

Although cautiously optimistic on the outlook for the industry in the short to medium term based on secured work and visibility on its pipeline, Liam Kenny says it is still tough to read too far into the future.

“The hospitality sector has, for the past five years, been a very important sector for the company. Aside from projects underway pre-

crisis, Covid-19 has effectively halted a lot of new project starts in this sector. Commercial office buildings are another sector where there is uncertainty, although this should become clearer as companies develop their return to work policies in the coming months. In the interim, tenders in these sectors will be significantly reduced.

“The Government has yet to demonstrate whether its strategy is investment or austerity when it comes to the construction and civil engineering sectors,” he notes. “The decisions they make here – as well as their approach to Brexit – will have a huge impact. A stable and decisive Government is crucial to bring some level of certainty back to the economy.”

OUTLOOK

With nobody knowing for sure what the short to medium term impact of Covid-19 will be on the construction and property industries, Liam Kenny says the outlook for John Paul Construction is one of cautious optimism.

“While none of us can be sure what the outcome of Covid-19 will be and how it will specifically impact our industry, the only way we can assess the short term is by looking at our secured workload and opportunities pipeline. At the moment, this is reasonably positive. We see our regional and sectoral diversification strategy specifically as being central to mitigating some of the impacts that Covid-19 will ultimately have on the business.

“The impact on public spending is still the great unknown, and we will have to wait until budget publication to really understand if the Government strategy is to invest in much-needed public infrastructure, housing and healthcare, or return to an era of austerity,” he concludes. **C**



Lidl Regional Distribution Centre, Newbridge, Co Kildare.

DEFINING A BUSINESS BY ITS PEOPLE

Mark Flanagan, Managing Director, Kirby Group Engineering, speaks with **ROBBIE COUSINS** about the importance of fostering a working environment where people can achieve their full career potential.

Mark Flanagan succeeded Jimmy Kirby as Managing Director of Kirby Group Engineering in January of this year as part of a planned succession. In recent years, Kirby has made several key senior appointments. These appointments have brought greater depth and breadth of experience to the senior management team and are enabling the company to grow its international presence, while continuing to provide clients in Ireland with a premium service.

Before his appointment as Managing Director, Mark Flanagan had spent eight years as Kirby's Group Operations Director. In this time, he oversaw the development of the group's operational team and led the foundation of its integrated project delivery programme 'The Kirby Way'. This focuses on efficient and successful project delivery and places a premium on collaboration, innovation and integrity to deliver customer value. He praises Henry McCann, the new Kirby Group Operations Director, for his key role in implementing and embedding The Kirby Way.

Mark Flanagan also oversaw the integration of lean processes and the creation of the Kirby Academy, which is a platform for continuous learning and development, focusing on helping staff develop to their full potential.

COVID-19 PLANNING

In little more than a month after Mark Flanagan officially took up his new role in January, Kirby began assessing the potential impact of Covid-19 on its operations and making contingency plans to protect its people, clients, supply chain, community and the business.

"Our leadership team was working proactively on the pandemic threat as far back as February," he explains. "We had reviewed its potential impacts and then worked together to take the necessary steps to safeguard our people, our clients, our supply chain, our community and our business."

"When the coronavirus arrived in Ireland, we set out operating protocols and worked closely with the CIF and other industry stakeholders in dealing with the unprecedented challenges of keeping essential projects open. When the major lockdown was applied in Ireland, we all collaborated in putting protocols in place to get the industry back working again."

Mark Flanagan is delighted with how the whole sector has joined forces to develop measures that address the Covid-19 challenge and to adjust these, where necessary, when new information and advice comes to light.

"I believe the sector and CIF leadership team handled the situation very well. The challenges were never underestimated, and a lot of effort went into identifying a safe and workable back-to-work strategy. That strategy has been effective. There have been issues, and I think we all agree now that there will be future incidents and occurrences, but once we remain vigilant, we can manage them."

Internally, in line with its core principle of putting people first, Kirby directors and associates have taken salary cuts of 50% during the crisis.

"We also proactively engaged with the HSE and our industry sector



Mark Flanagan, Managing Director, Kirby Group Engineering.

to contribute our capability in supporting frontline workers."

He explains that safety is a core value at Kirby and over the past number of months the group has never deflected from this.

"People and their safety are front and centre in all that we do. Because of the essential sectors that we work in and our international scale, over 60% of the business continued to perform at the height of the crisis. We are very proud of the dedication and courage of our people who rose to this unprecedented challenge and delivered these essential services in Ireland and abroad."

COMPANY PERFORMANCE

Before the Covid-19 shutdown, Kirby had enjoyed another successful year of growth at home and internationally. Mark Flanagan explains that the key to this success is having a clear strategic direction, corporate culture and the right management team overseeing operations and support functions.

"Kirby has established a strong reputation in Ireland, and the UK for successful project delivery and the management team had been pursuing a strategy for scaling the business into mainland Europe. During 2019, we partnered with large-scale clients for projects in Finland, Sweden, the Netherlands and Switzerland," he explains. "Kirby has significant experience in delivering hyper-scale data centre projects, and we are continuing to see strong growth in this sector."

LEADERSHIP PLANNING

"We continually invest in leadership development, and five years ago, the group put a structured leadership development and succession planning process in place. The recent changes represent the successful



A hyperscale data centre development for a confidential client.

conclusion of this process. I believe we now have one of the strongest and most client-focused teams in the industry. We are culturally aligned and success-driven.”

“As a result of this, we experienced continued growth in 2019 and into 2020, and we will continue to invest in our structured leadership development programme through the Kirby Academy.”

OVERSEAS GROWTH

Mark Flanagan is fully aware of Ireland’s international reputation for engineering and operational excellence, and he is proud of Kirby’s continuing contribution to this success.

“Irish companies have made, and continue to make, significant contributions to large-scale international projects; both inbound FDI projects and those in other jurisdictions. I think that we are fortunate that we also have world-leading governmental agencies like IDA Ireland and Enterprise Ireland helping Irish companies to forge international reputations. Also, in more recent years, Ireland’s reputation has been enhanced with the growing status as a country that supports innovation in engineering and project delivery.”

DIGITAL TRANSITION

Kirby began its digital journey in 2010 and continues to evolve and adopt the latest digital construction technologies. Mark Flanagan says that digital construction technology is an integral part of every project that the company takes on, and it brings exceptional value to clients.

“We began our digital journey in 2010 with 3D-modelling, and it has evolved to true digital construction. It is the basis on which we carry out all our work, starting at pre-construction and through to engineering design and constructability reviews, enabling aggregation, pre-fabrication, modularisation and productisation.”

DIVERSITY AND EDUCATION

Kirby’s international success has dramatically increased the diversity of its workforce, and Mark Flanagan says this has brought many benefits to the company.

“The Kirby corporate culture puts people first. Diversity in all its forms should be recognised as a key strength for any business, especially those looking to expand their skill base and grow their business internationally.”

One of Mark Flanagan’s proudest achievements in his time as Group Operations Director of Kirby was the development of the Kirby



Project for Janssen Sciences Ireland in Cork.

Academy, which he says has enabled Kirby staff to find greater career fulfilment within Kirby.

“At Kirby, we compete through our values, talent and culture. We are a people-focused business, and this is a people-oriented industry. So, we support and challenge our people to have an open mindset and grow. We also help them achieve this through a structured approach to career development. We support educational development at all levels (craft apprentices to engineer, craft to engineering, commercial apprenticeships and leadership/management development to Masters level). We support and track CPD for our professionals. We commit to supporting ongoing learning and an open mindset.”

SUSTAINABILITY

Mark Flanagan believes that the M&E sector has a crucial role to play in making the construction sector more sustainable. But to achieve this, he says that the industry must embrace change and innovation.

“To make the sector truly sustainable, we need an open mindset, a willingness to innovate, systems that embrace innovation and the discipline of delivery. This requires passion and the right systems,” he comments. “The M&E sector is uniquely positioned to deliver in this area. Kirby is very proud of the role we have played in connecting green energy on client and grid sides. We have just completed the Grousemount Windfarm, a 114MW project, which is the largest single grid-connected windfarm on the island of Ireland.”



Some members of the Kirby Group management team, L to r: Sean Meagher, Associate Director – Commercial; Giedre Visockaite, Associate Director – Strategy and Marketing; Henry McCann, Group Operations Director; Mark Flanagan, Group Managing Director; Brian Burke, Operations Manager – Connacht; Ruairi Ryan, Associate Director – Operations; and Mikey Ryan, Associate Director – Business Unit Leader – Operations Connacht.



Kirby Group staff recently raised €40,000 for cancer research through a charity run.

CORPORATE SOCIAL RESPONSIBILITY

Mark Flanagan believes it is essential that business also gives back to the communities in which it operates and says that Kirby culture is engrained with this value.

“We are proud of our communities, and we support our communities. For Kirby, this involves the support of educational initiatives and our people’s involvement in supporting local schools and STEM skill development.”

“We also commit to and support key charities, and our people often lead in creating fundraising challenges for different charities. In recent

weeks, our team in the west of Ireland raised €40k for cancer research by individually running, jogging and walking a full marathon over a weekend in May. The company encourages, supports and matches such initiatives.”

FUTURE PLANS

Looking at the challenges that lie ahead, Mark Flanagan is conscious that while the industry grapples with Covid-19 challenges, it also needs to address many other issues.

“Winter and the dangers of Covid-19, being coupled with seasonal influenza pose a risk to society and business,” he explains. “We live in challenging times, and the advent of Brexit and the other geopolitical uncertainties, and these challenges also have to be addressed.”

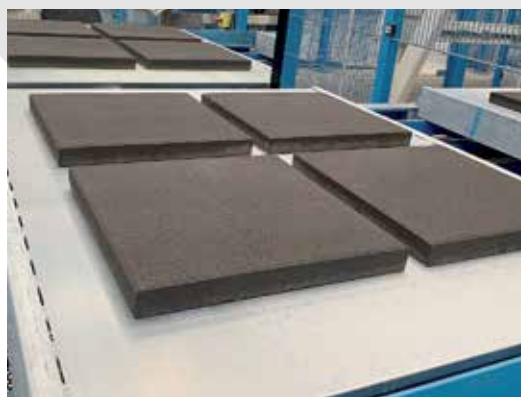
“The sector has been enabled by our world-class industrial development agency IDA Ireland, and this support will be required as the diverse sectors we work in evolve. The CIF will also have a key role to play and has demonstrated its strong capability in taking a lead role during the Covid-19 crisis.”

He says that the corporate culture, which is driven by the company’s five core values of ‘People’, ‘Safety’, ‘Quality’, ‘Delivery’ and ‘Value’, will be a crucial resource in helping the group address the challenges that lie ahead.

“The corporate culture of any organisation is important to its success. I want Kirby to be a values-driven business, and my primary focus will be to continue growing the business while strengthening our core values. I see more growth opportunities for us in our international business while also expanding our premium service to Irish clients.”

“We can do this by further developing our capability and lead position in digital construction and off-site fabrication, while, all the time, putting people first and developing our staff and supply chain,” he concludes. **C**

INTRODUCING THE MERRION RANGE



Following an €11m investment in a new paving manufacturing plant, Kilsaran is delighted to launch The Merrion Paving Range.

The Merrion Range features a smooth texture with clean edges and is manufactured with a robust, high performance surface layer improving strength, colour retention and slip/skid resistance. The real benefits of this new paving range over natural stone or granite are the reduced installation time, a factory pre-sealed option and the cost savings that are achievable.



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For more information visit www.kilsaran.ie

Leica iCON - BIM Verification on site



Finbarr Ryan - Site Engineer for SISK

Levelling Equipment Services are a distribution partner for Leica Geosystems in Ireland and are specialists for the Leica iCON range. We help companies develop a complete workflow for different tasks that are required on a busy construction site to allow for speed and accuracy for data capture. These tasks can vary in hardware too from using robotic total stations to 3D laser scanners or other hardware solutions from Leica Geosystems.

John Sisk and Sons approached us to see if we could help improve their workflow on the 1 Wilton site in Dublin. They wanted to speed up their onsite verification checks on the structural connection plates.

They were looking to verify the position of thousands of structural connections. This allowed them to see if adjustments were required prior to the delivery of all prefabricated elements of the façade.

The existing method which was very time consuming required the engineer to conduct a standard as-built survey on the plates. The surveyed data was then overlaid with the

design cad file and then manual dimensions were pulled from drawing. A colour coded report was pulled out of excel where the extracted dimensions were compared against a pre-defined tolerance. By leveraging our close relationship with Leica Geosystems we were able to work together to define a solution to enhance their current workflow and deliverables in a fraction of the time that it used to take.

We suggested using the Leica iCON Layout Objects app with the new point creation tool that lets you import IFC data into the controller and easily define custom points on IFC objects and classes for use on site. This allowed SISK to compare the 3D data that was surveyed to the design data while on site as a 1st verification step.

A Dynamo script was developed to further enhance the workflow, that pulls the as-built data from the stake-out report. This data is compared to the design at a set tolerance and is then imported into Autodesk Revit.

The report is not limited to the IFC data, we can use 2D or 3D CAD/ASCII/PDF data if required. The script generates colour coded spheres as seen in the image below. The colour coding is based off the set tolerances and can be adjusted depending on the task. The design team can instantly see if there will be an issue and if so, they can decide straight away prior to site delivery for the panels for the façade. This workflow has sped up their verification process by a significant amount.

One of the façades consists of nearly 700 items to be checked. Previously it would take 10 minutes per item on the façade to be verified using the CAD/Excel process. The entire façade analysis can now be achieved in 5 minutes after the initial survey is conducted.

In LES, we have a skill set that sets us out from the competition. We are experts in the Leica iCON and Autodesk solutions. We can create unique workflows for the most complex of jobs. Please call us if you have a complex situation on site that needs us to review for you. It is our job to make your life easier with our fantastic solutions. **C**

If you require a similar process, please feel free to get in touch with us.

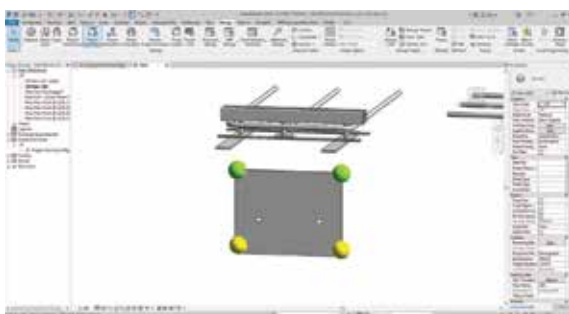


Image of report in Autodesk Revit

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- when it has to be right

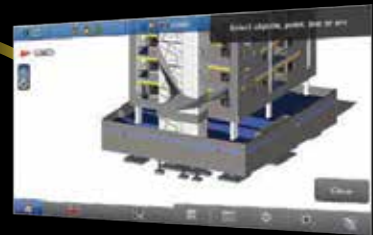
Leica
Geosystems

Digitalise the construction site with the Layout Objects App

Intuitively reduce complex projects into workable packages



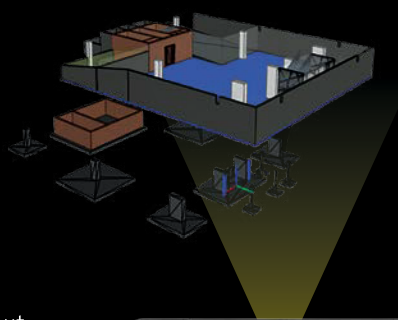
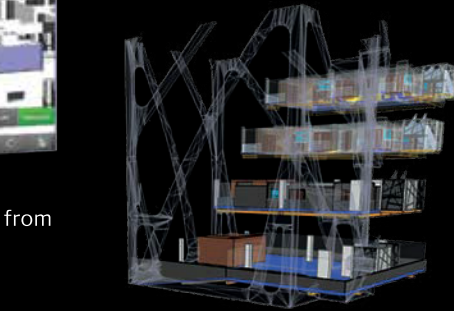
- Process directly to fill layout list from object selection



- No more coordination issues between VDC/BIM design teams in the office and construction teams on site



- Slider Bar allows you to vertically cut out building model elements for best map visualisation



- Import IFC files from MEP/AEC/BIM design software and visualise 3D design models



- Object-driven layout process with automatically generated object's corners and edges



- Map organisation and object selection via typical IFC tree structure



icon
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COVID-19 IS THE CATALYST NEEDED TO USHER IN DIGITAL TRANSITION

Micheál O'Connor, recently appointed Deputy Managing Director of Dornan Engineering, speaks with **MIMI MURRAY** about why all stakeholders should grasp the opportunities presented by Covid-19.

Readjusting to remote working was a challenge for most as Covid-19 measures were put in place in March, but commencing a new job in a senior role while in lockdown was something Micheál O'Connor, Deputy Managing Director, Dornan Engineering, took in his stride.

Having joined the company in late March, just days after the then Taoiseach Leo Varadkar announced closures and stringent measures to stop the spread of the virus, Micheál O'Connor went about getting to know staff and clients remotely.

Having come from Jacobs, where he was Vice President and General Manager for Ireland and Northern Europe, he will take over the role of Managing Director from Oliver Lonergan when he steps down from the role in May of next year.

As a mechanical and electrical contractor, Dornan has both feet firmly planted in the life science, data, energy and commercial development sectors, and had a turnover of €330m in 2019, with the turnover in 2020 expected to be €500m. Business in Ireland represents about 25% of its revenue, the UK 25%, and Europe 50%.

COVID-19 RESPONSE

While Covid-19 has presented the company with many challenges, several opportunities have also arisen, and Dornan is meeting both directly.

During the recession the bold decision was taken to look at international opportunities, which proved highly successful, seeing the company gain a foothold in Europe and the UK; primarily around life sciences and data centre work in Europe and high-rise office developments in London.



Micheál O'Connor, Deputy Managing Director, Dornan Engineering.

With the data-centre sector on a growth trajectory, and no sign of it shrinking any time soon, together with the consolidation and establishment of business in the UK, as well as availing of opportunities in Ireland around the life-sciences sector, revenue has gone up by about 50% in the past 12 to 18 months, Micheál O'Connor says.

"We believe this will continue even in light of Covid. We are going to see challenges around the office sector in terms of densities and work practices. We don't know how that is going to pan out yet. However, office designs were changing in any event, towards a hot-desk-type environment. We'll see more of that in the future, with ultra-flexible spaces.

"We are happy with our life sciences and data centre operation at the moment. Covid is boosting both of these sectors in the sense that there is already greater demand for data storage, with so many people working from home, together with continued advancements in AI. Our clients are continuing very

aggressive expansions in that sector. In life sciences, there is going to be a lot of growth around vaccines in Ireland and Europe," he says.

HEALTH AND SAFETY

One of the greatest challenges facing both the industry and its people is health and safety. Covid-19 has impacted on overall health and safety indirectly, he says.

"There has been a lot of attention given to Covid measures on sites. But we also need to maintain focus on the risks that were there before Covid, and not run the risk that people are distracted from those. We need to constantly remind our people that we can't afford to take our eye off that ball. Covid-19 isn't just a physical distraction, but it is also a mental distraction. It's at the back of people's minds; how is it impacting on their family, their colleagues and themselves. The biggest enemies to safety are complacency and distraction, so we are always looking to be on

top of that,” he comments.

Aside from this, health and wellbeing have taken on a greater focus.

“The construction industry is a demanding sector, and it’s great to see companies opening the lid on various issues affecting people and being able to support people around that.”

DIGITAL TRANSITION

The move towards digital has been evolving, but this has escalated since March, with Covid-19 becoming a catalyst for many contractors to pursue digital transition earlier than planned. Stakeholders have had to adapt quickly to a level of remote working that is now the norm.

“That transition has been going quite well, but there are challenges, again in terms of health and wellbeing. Many roles have become more segregated, with communication becoming primarily digitised. People are now more remote from one another, and human contact is less. That being said, it has worked well in this industry. Engineering teams are still working collaboratively across digital platforms; construction and operation teams are also working quite well. The industry still has a way to go in terms of digitisation, but I would expect that Covid will be a catalyst for this and will drive change,” he says.

FOREIGN DIRECT INVESTMENT

“The FDI clients we engage with in Ireland have taken well to digitisation. They structure projects really well, engaging the various stakeholders on collaborative platforms utilising BIM, and they are looking to procure specialist contractors into the overall design process and team at an early stage, so as to optimise the opportunities for off-site fabrication and modern methods of construction. I think that needs to continue and needs investment and training,” Micheál O’Connor comments.

EARLY CONTRACTOR INVOLVEMENT

“In other sectors of the industry, the procurement process needs to facilitate that. In recent history, as digital transformation has happened, projects have been designed and constructed based on an opportunistic approach to off-site fabrication and off-site assembly. What needs to happen now is for clients to procure their design team and specialist contractors at an earlier stage and set their project up with modularisation in mind from day one. This will give the best opportunity to project stakeholders to optimise their solutions, and present opportunities for parallel activities on multiple fronts. This is of greater importance with Covid in mind, when site densities can



Oliver Lonergan, Managing Director, Dornan Engineering, and Micheál O’Connor, Deputy Managing Director, Dornan Engineering.

be constrained,” he says.

Clients are now looking for holistic, end-to-end solutions, something Dornan is engaging in much more.

“A lot of our work is on services-driven projects. Clients are looking for specialist contractors to offer a more holistic approach,” he says.

UNIQUE CONSTRUCTION SKILL SET

While Ireland has an excellent reputation and is much lauded in the FDI sector, in terms of education standards and manpower to work those highly skilled jobs, Micheál O’Connor says that the skill set around the construction and engineering of those plants is not publicised enough.

“Irish contractors have developed a unique skill set over the past 40 to 50 years. In terms of FDI and life sciences, Ireland is one of eight hubs globally that has such a high level of expertise. International clients target Ireland because of the certainty that we offer. This certainty affords those clients a comfort factor for the delivery of mega-scale projects. In terms of engineering and construction firms across Europe, this skill set isn’t broadly available. That’s why Irish firms are very successful in going into Europe and exporting that skill set out of Ireland. The clients we’re dealing with have been very appreciative of that,” he says.

DIVERSITY

Driving diversity is key to the industry’s future success, but stakeholders need to go back to grassroots; in other words, primary-level education.

“At Dornan, we’re helping to support that, sponsoring science, technology, engineering

and maths (STEM) projects in schools, to demystify STEM subjects across all genders. We need to focus on primary as well as post-primary students. College is too late. Our recruitment policy is merely a function of the throughput of schools from the various courses, and we’re not seeing enough broad gender diversity coming through. However, we are an equal opportunities employer and treat all genders equally and support them in their career development.”

CAREER DEVELOPMENT

Putting in place strong supports around training and encouraging employees to take on additional college courses are some of the proactive ways Dornan is supporting career progression.

“We are actively offering those opportunities now. In terms of equal opportunities, it’s not just from a gender perspective, but also a skill set perspective. As a company, people in management come from the trades as well as third-level education. Diverse input and a broad range of opinions lead to more successful outcomes,” he says.

While Micheál O’Connor has been encouraged by stimulus and investment packages for the construction sector coming from both the EU and the Irish Government, far more is needed as firms are impacted by the additional cost of operating in a Covid environment.

“We’ve seen a lot of potentially good strategy and policy documents from the Government in the past, but what we need is for them to act on those policies and plans. These must come to fruition now,” he concludes. **C**



ETAG REFRESHES BRAND IMAGE TO MATCH ITS DYNAMIC SERVICE OFFERING

As with any company working within the construction industry during the recent lockdowns, etag worried about the effects Covid-19 might have on its business.

Fixings specialist etag was able to stay open throughout the Covid-19 lockdown, servicing essential sites with PPE, and in doing so, it allowed them to remain operational. But, it was a “very stressful time” says recently appointed Managing Director, Shirley Bowman. “We got through it with a team that stayed dedicated and loyal throughout,” she says.

Founded in Ashbourne, Co Meath, in 2004 by Paul Bonner and Damien Lynch, Paul Bonner’s background lay in fixings and Damien Lynch’s in construction. Both were involved in supply chains, and they brought both together to make the company what it has evolved into today.

Having started off distributing fixings, hand-tools and safety equipment, they have diversified to now offering ceiling and drywall, masonry, concrete and formwork, airtightness, exterior insulation systems, signage and carpentry.

“We aren’t just a fixings company; we



Shirley Bowman,
Managing Director, etag.

have a far more varied range of products. We wanted to establish a one-stop-shop for people in the industry, so we started to build our supply chain, and it’s very vast what we sell now. If a customer is looking for something we don’t have, we will source it for them,” Shirley Bowman says.

Having battled through the recession in Ireland, some significant changes were to come after this. Following many of their customers, they made the bold move to open an office in the UK in 2011. “We wanted to consolidate our position in Ireland during the recession, and some key staff transferred to London, which was great as we did not lose any key people. It has been a very successful move for us. Then in 2016, we set up a new division which was in M&E fabrication with off-site logistics. This has positioned etag in the critical infrastructure market across Europe,” Shirley Bowman says.

Whilst remaining open for business during Covid and supplying dedicated etag Protect



PPE and social-distancing products to sites, some of how they do business had to change.

“There are controlled deliveries now, and we provide order and collect. Many of our team work from home, and it’s going very well. We have found people are just as productive while working from home. We set up a Facebook work site to keep social interaction going, and we wanted to keep everything open and transparent for everyone within the company.”

While Covid heralded many new work practices, company culture had already been changing prior to the pandemic and the crisis expedited many changes.

“From starting up, to the recession, to being fully established, we never had the opportunity to see what our customers and staff thought of us. We approached a marketing company who carried out some market surveys, collating information on our strengths and weaknesses.

“There has been some restructuring and changes internally, and people like myself have stepped up to senior management roles. A technology warehouse management system was being put in place just before Covid, and this was delayed, and we have just finished installing it.

“We thought, we know who we are now, so let’s put it out there with a fresh, more dynamic feel. Let’s make a statement. Our corporate colours are more vibrant, the logo has changed slightly, but it’s more about how we describe ourselves. We have grown quite quickly in the past few years and our



customers have been with us for 15 years, so the changes are to keep everyone involved and understand what we’re trying to achieve,” Shirley Bowman says.

The natural workflow has returned in recent months with business starting to peak in September. There are fears over a shortage in construction labour “but to be fair, our customers have tried to keep the flow going as well as they can,” Shirley Bowman says.

“It’s all about 2021 now and how people will get through it. Hopefully, the labour market will change, and there will be more staff available,” she adds.

A major trend noticed by Shirley Bowman

in recent months is the use of off-site fabrication: “it is more prevalent with Covid, and contractors just don’t have the manpower to do fabrication on site, so a lot of companies are going with fabrication off site.”

Meanwhile, having prepared for Brexit once before, they are ready to deal with what may come.

“There will be a hump, so it’s about being in a comfortable position before it happening. But it will settle,” she reassures. **C**

For further details, Phone: (01) 835 7424, Email: sales@etagfixings.com, or visit www.etag.ie

OFFSITE CONSTRUCTION CRUCIAL TO OVERCOMING COVID-19 CHALLENGE

John O'Shaughnessy, Managing Director, Clancy Construction, speaks with **ROBBIE COUSINS** about how the contractor has adapted to meet the Covid-19 challenge, and why he believes the sector will come out stronger at the other side of the pandemic.

Like every other construction leader, at the start of 2020, John O'Shaughnessy had a very different vision for how the year would pan out. Having expanded the Clancy Construction leadership team during 2019 to bring the company into new markets, and securing several prestigious contracts, 2020 was setting out to be another good year for the Tipperary-headquartered contractor.

As Chairman of the CIF Manpower, Education and Training sub-Committee, he was looking forward to the launch of the CIF 'Careers in Construction' campaign, a schools-focused initiative to address skills shortages in the industry that has the broad support of Government.

As Chairman of the CIF South East Branch, he had just welcomed the opening of the Rose Fitzgerald Kennedy Bridge in Wexford, and the submission of a planning application for the North Quays development in Waterford City, both of which are set to play a significant role in revitalising the south-east of the country.

A PIVOTAL MOVE

Then Covid-19 struck and all plans for the year changed. Now, six months into the new norm, Clancy has not only helped pilot and refine the CIF's C19 Pandemic Standard Operating Procedure (SOP), it negotiated and delivered two of the quickest fast-track construction projects ever to be completed in Ireland for HSE Estates.

To employ a much-overused word, in March, John O'Shaughnessy and his leadership team 'pivoted' their operations. As a result, Clancy became one of the lead contractors to bring the sector into the new Covid-19 working norm. At the same time, it established a strong foothold in the market for fast-track offsite construction programmes.

When the industry shutdown was imposed in March, Clancy won a tender to build two essential medical facilities – one at University Hospital Limerick (UHL), the other at Croom Hospital, Co Limerick – using a fast-track offsite construction process. The company also implemented and helped refine new Covid-19 measures as the buildings went up.

VIRTUAL ENVIRONMENT

Speaking in August, with the UHL facility already in use and the Croom facility nearing completion, John O'Shaughnessy explains that the successful delivery of the two facilities could not have been achieved without the commitment given by every stakeholder to the project. Also, in the weeks leading up to the projects, Clancy had switched its project management teams over to the virtual environment, another measure that was essential to facilitate the work.

"We had already invested in the necessary technology to integrate Building Information Modelling (BIM) into our operations and enable our teams to work remotely in the past few years. We have been using Microsoft Teams as standard for two years. All of our management teams use iPads for checking work. Our head office and Dublin office were set up to enable people to dial in remotely and minimise the need for travel. So, when coronavirus hit, it was a straightforward transition



John O'Shaughnessy, Managing Director, Clancy Construction.

to switch to virtual meetings and monitor projects remotely."

UHL AND CROOM HOSPITAL

In early February, following the Covid-19 lockdown of Wuhan, China, the world saw Chinese contractors use fast-track construction to deliver a coronavirus hospital. Prefabricated materials enabled safe, fast construction and installation. The site was open 24 hours a day, with workers completing 12-hour shifts.

One month later, when coronavirus arrived on Irish shores, with sites identified, HSE Estates put projects out to tender, and Clancy responded to the call to deliver extra capacity.

Clancy won a tender for two fast-track facilities, delivering a single-story, 24-bed single block unit at UHL, and a three-storey unit in Croom, which comprises a 24-bed ward on the ground floor, grey-box on the first floor and a plant room on the top floor.

The UHL unit had an on-site programme of just 14 weeks, while the Croom unit, had a 17-week on-site programme.

John O'Shaughnessy explains that the project programmes were agreed simultaneously in March.

"The building programme for the two facilities was preceded by a two-week pre-design programme. Once we got on site, we ran two-shift, 16-hour days, sometimes extending to three shifts in 24-hours, seven days a week. The successful delivery of the programme required



New University Hospital Limerick facility.

complete collaboration at every level of the project team. Everybody played a part and took great pride in what they were doing.

“We believe it is the first project of that size and type to be delivered in such a short space of time and to such a high-quality finish in this country.”

He continues, “It was a fantastic project for Clancy. We set a target, agreed this with the HSE, and delivered. It was a huge learning experience for all of us, and Clancy now has many opportunities coming off the back of it.”

CIF PANDEMIC SOP

The project was on site as the CIF’s Covid-19 Working Group, set up by the CIF Safety, Health and Welfare sub-Committee (HWsC), was developing the SOP. Clancy was able to pilot the measures being introduced.

“The CIF was a huge assistance to us. The SOP is exceptional. As it was being developed, we were testing it on our sites and reporting back. It was a huge ask of the HWsC to develop it in such a short period. But, they did, and full credit must go to them, particularly the leadership shown by Dermot Carey [Director, Safety & Training, CIF] and Frank Kelly [Chairman, HWsC, and Senior Vice President, CIF].”

He continues, “In implementing the measures, we proved you could get work done and keep sites open. While there have since been Covid-19 cases on a number of construction sites, there are protocols in place to deal with them. These keep other workers safe and provide the necessary support and care for workers who contracted the virus.

“It should be noted that the SOP became the document that the Government used as the basis to reopen other sectors of the economy.”

FUTURE PLANS

Speaking about what is next for Clancy, John O’Shaughnessy says he is very optimistic about the next 18 months, but cautious about how Covid will affect the business.

“Covid-19 remains a major threat to the sector. Clancy is in a strong position. Our order book is more than full for this year, and it is three-quarters full for next year.”

Current and upcoming projects include healthcare facilities, student accommodation, residential, office and conservation projects.

“UHL and Croom have placed us well for tendering for HSE work

and other public and private sector work. Offsite is going to become more commonplace. It will play a big part in our operations in the coming 18 months.

“But 2022 is another story. We need to consider as an industry where things might be at that point. Covid-19 has changed everything, but it has brought opportunities. We must make the most by adapting and being ready for the opportunities that arise.”

INDUSTRY MEASURES

Outside of his work with Clancy, John O’Shaughnessy is excited about how the now planned virtual CIF Careers in Construction campaign will run.

“It is an honour and great experience to serve as Chairperson of the CIF Manpower, Education and Training sub-Committee. The committee comprises very talented and experienced individuals from across the sector, and the support we receive from the CIF executive is exceptional.

“We had the Careers in Construction programme ready to roll when Covid-19 took priority. We are now planning to roll it out virtually when schools get back up and running. I am very excited about this initiative and delighted with the broad support we received from the Government.”

CHALLENGES AHEAD

In closing, John O’Shaughnessy wants to acknowledge the exceptional work done by the Government in their handling of the pandemic and putting stimulus packages in place.

“The Government has done a fantastic job of controlling the virus so far. We must remain mindful as individuals of our responsibilities to stop the virus spreading by following proper hygiene rules.

“We don’t know how this will play out. The industry has shown exceptional resilience so far. The Government has made the right decisions in bringing in stimulus packages. We had austerity in 2008, and this did not work. Having the stimulus upfront is the only way to go.

“We also have a lot of other challenges ahead, not to mention Brexit. We need to continue re-evaluating our strategies and adapting to meet emerging challenges. If we do this, we should emerge stronger on the other side of this pandemic.” **C**

“THE MBICA WANTS TO BE A PARTNER IN IRELAND’S ECONOMIC RECOVERY”

Rachel Clarke, President, MBICA, speaks with **ROBBIE COUSINS** about the challenges facing main contractors and the role that MBICA members have to play in getting the Irish economy back on its feet.

At the start of her tenure as President of the Master Builders & Contractors Association (MBICA), Rachel Clarke, Managing Director, MJ Clarke & Sons, says she had planned to engage with members in their own offices and on their sites to exchange views and foster the collaborative approach of addressing sectoral issues that has always been the hallmark of the MBICA. Unfortunately, Covid got in the way of that happening, and the MBICA Council’s virtual meetings that have been taking place not only had to address the typical sectoral issues that arise, but also tackle the challenges that have arisen as a result of the Covid pandemic.

Rachel Clarke’s inauguration as President was a proud day for the Clarke family. Her father, Michael, a former MBICA President, was in attendance at the event, which took place a few months before he passed away in June.

Speaking about this event, Rachel Clarke says, “It was very special for me to receive the chain of office with my dad present. Dad was MBICA President in 1991, and he was very proud to see me presented with the same chain of office 29 years later.”

THE FAMILY BUSINESS

MJ Clarke & Sons is a medium-sized main contractor with a large building maintenance division. Since its establishment in 1961, it has built and fitted out many banks, offices, schools, shops and industrial units. Bank of Ireland has been a major client for the business over the years. More recently, it has carried out conservation works, including façade repairs at the Law Society in Dublin, as well as internal works on its protected buildings.

“We carried out restoration works to Christ Church in Taney, Dublin,” Rachel Clarke continues, “including stonework, cornices, replacement of floor finishes and fine-art redecoration. We also carry out a lot of work in hospitals, including the Central Remedial Clinic, Clontarf; St Luke’s Hospital, Rathgar; St Patrick’s Hospital, James Street; and Royal Victoria Eye and Ear, Adelaide Road, where we have completed fit-outs and refurbishment



Rachel Clarke, President, MBICA.

works in occupied hospital environments.”

The building maintenance division started as an emergency call-out service provided to the company’s biggest client – the Bank of Ireland.

“I can remember my father being called out on Christmas Eve when we were children to attend to a break-in at the O’Connell Street branch. This was long before mobile phones, so the calls came in at home – day or night – and were attended to by my dad.

“When I re-joined the business in 2005, my initial focus was on growing the maintenance side of the business. It is a business that is based on providing our clients with top quality service and responsiveness, as well as employing top quality tradesmen for our clients. Our loyal client base depends on us to get them out of trouble, day or night, 24 hours a day, seven days a week.”

Rachel Clarke is not the only member of the family involved in the business. Her two brothers, John and Vernon, are also directors.

Like all family businesses, the management team is thinking and acting on its feet at this challenging time.

“Like all families, we don’t agree on everything,” Rachel Clarke explains. “But fundamentally, my two brothers, who work with me in the business, and I share a belief in doing what is right for the company to ensure its survival and success. The uncertainty about how the market will respond post-Covid is worrying, so we are evolving to ensure we deliver what the market demands, ensuring the health and safety of our clients and our own personnel. The company has a reputation for quality craftsmanship. Gerry Quinn, who is also a director, has been with the firm since completing his apprenticeship over 40 years ago and continuously drives this quality standard.”

COVID CHALLENGES

Rachel Clarke says one silver lining of the Covid crisis has been how the construction



Conservation works at Christ Church, Taney, Dublin by MJ Clarke and Sons, including carpentry, fine-art decoration, flooring and protective screens.

industry has come together to address the challenges that arise.

"I am very proud of how the CIF dealt with the Covid 19 crisis and particularly how the MBCA has responded," she comments. "We led the drive to get people safely back to work. The CIF safety committee worked tirelessly to

produce on-line training for all construction staff. It produced the 'Construction Sector C-19 Pandemic Standard Operating Procedure', which was implemented for the re-opening of all construction sites.

"We have demonstrated to Government and all political parties that the sector takes

this emergency seriously and has adapted its working programmes and methods and led the way into meeting the challenges that are arising.

"The Government has taken welcome action in trying to address industry concerns, such as introducing ex-gratia mechanisms and reducing the risk of contractors facing liquidated damages. However, our members believe that these measures did not go far enough in supporting an industry, which has suffered greatly through no fault of its own, and has been so careful to comply with Government guidelines and protect its employees and society at large. What we need is effective collaboration and engagement from contracting authorities to deal fairly with contractors on the recovery of unavoidable costs and time."

MAINTAINING MARGINS

Maintaining margins has always been a challenge. But it has become an even greater issue in recent months, as the liquidity of companies has come under increased pressure. Rachel Clarke believes the most critical action that can be taken is for both public and private clients to collaborate with their contractors and find solutions that ensure that clients receive quality assets and that the construction supply chain is protected.

"Collaboration between clients and contractors will ensure that the construction



Rachel Clarke, and her late father Michael J Clarke at her inauguration as MBCA President.



SEB Life, Dublin, reception upgrade by MJ Clarke and Sons.



Lobby upgrade works by MJ Clarke and Sons at IADT Dun Laoghaire, Co Dublin.

sector will be a driver of economic recovery and help build the necessary infrastructure as part of the programme for Government, the NDP, and to support FDI. This crisis has again demonstrated the need for contractual reform in the public sector, and the dangers of creating bespoke contracts that only lead to an adversarial culture.”

OTHER CHALLENGES

She says that the industry now more than ever needs to have settled industrial relations.

“We have tough times ahead while we recover from the Covid crisis. There are lots of other ongoing issues – development of

CIRI, equitable and balanced contracts, talent, training and skills, BIM, offsite construction, planning matters and waste management are all ongoing issues that need to be urgently addressed,” Rachel Clarke adds.

There is also the not so small challenge of Brexit.

“The real challenge of Brexit, particularly in the event of a no-deal, is in our supply chain and the certification and importation of materials from the UK. The industry needs to ensure that it has effective supply lines to enable it to deliver projects. If it is to continue to tender for work in the UK and Northern Ireland, the industry must prepare itself to

deal with the risks.”

MBCA ACTIVITY

Speaking about the MBCA and the role that it has to play at this time, Rachel Clarke encourages members to become more actively involved with the MBCA.


“The association promotes and protects members’ interests to Government departments, public and private sector clients and construction professionals. The MBCA particularly focuses on tendering and contractual issues where the promotion of best practice is to the fore. Members should ensure that their concerns are heard so that the MBCA can actively represent them in resolving them.”

“Members of the MBCA contribute to several external committees, such as the Industry’s Liaison Committee, which agrees on the Code of Good Practice for tendering and contractual matters with the RIAI, SCSi, ACEI, and Engineers Ireland. It also represents the industry on the Construction Industry Council (CIC), which promotes industry-wide responses on matters affecting the built environment.”

THE ROUTE TO RECOVERY

While Rachel Clarke has not been in a position to meet as many MBCA members in person as she would have liked to have met, she is determined to represent their interest for the remainder of her term and beyond.

“The MBCA wants to be a partner in Ireland’s economic recovery, but this has to involve reasonable working arrangements and fair pricing. The CIF submitted its pre-budget submission calling for €15bn to be allocated by Government to the NDP to help bolster the pipeline of projects for industry. The multiplying effect of this spend will quickly inject much-needed income into local economies. The MBCA looks forward to how the new private sector contract will be received in the industry next year. It will set a new standard in how best to manage construction projects and allocate risk in a more balanced and equitable manner,”

Rachel Clarke concludes by saying, “Being President of the Master Builders and Contractors Association is an incredible honour. The MBCA membership includes the longest established and most prestigious and successful building contractors from all across Ireland – companies that I admire for the structures we build as well as the employment we create and the contribution we make to the economy. For a managing director of a medium-sized contractor to be elected President reflects the value of the contribution from all sized member companies.” 

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IS IT TIME TO REVISIT YOUR APPROACH TO DATA PROTECTION?

TERRY MCADAM, RSM, looks at the impact of the EU General Data Protection Regulation on Irish business since its introduction in 2018.

In May 2018, against a backdrop of extensive media coverage, the most dramatic change to EU data protection legislation for two decades became enforceable in the form of the EU General Data Protection Regulation (GDPR). Whether the regulation, and the Data Protection Act 2018 that gave it effect in this jurisdiction, represented a significant change in the rights of data subjects and the related obligations of those controlling personal data remains open to question. With the passage of time, it appears to have signified more of a revision and expansion of the rules that previously governed data protection in reaction to the progression of technology and data management practices.

Irrespective of the extent of the real change delivered by the GDPR, it has had a tangible impact, which no business can ignore. How the personal data they share will be protected is now a key consideration for both individuals and organisations (public and

private) when they select any service provider, including those in the construction industry. This scenario has resulted in businesses, across the EU and beyond, establishing policies and processes to ensure they can adequately safeguard the personal data shared by their customers and present themselves as trustworthy custodians of such data.

Construction sector entities are not immune from this shift in both customer and employee expectations, and many have already undertaken projects to ensure they comply with their data protection obligations with respect to these equally important groupings.

Drawing on the numerous practical insights which have emerged from the introduction, and ongoing application, of the new regulation, we are now experiencing increasing demand from across our client base to review the success of their initial GDPR compliance projects. Such evaluations have three core objectives:

- To ensure the business is appropriately complying with its prevailing data protection obligations;
- To identify opportunities to enhance the efficiency and effectiveness of those activities that underpin such ongoing compliance; and
- To ensure the level of resources (financial and human) devoted to achieving and sustaining compliance is appropriate.

Based on our recent experience, the precise scope and scale of such reviews require tailoring to reflect the specific nature of the data risks faced by each business. Nonetheless, we would encourage those considering undertaking such a health check review to ensure the four key elements set out below remain within the remit.

DATA PROTECTION POLICIES

A series of concise data protection policies are required to act as the foundation of the data protection regime of any construction entity. Key policies will include:

- Data retention;
- Data subject request management; and,
- Data breach management.

It is vital that these policies have been regularly communicated to all personnel (including contractors) and are supported by suitable procedures. Ongoing adherence to these policies must be routinely monitored via either the appointed data protection officer (DPO) and/or other personnel with compliance responsibility. The data retention policy is generally regarded as the most essential of the relevant policy suite, given that in tandem with an Information Asset Register it aims to address some important matters, including:

- The key sets of personal data managed by the business;

- Role of the business and whether it acts as a data controller or data processor with regard to each dataset;
- Legal basis on which the business relies for processing the data; and,
- Current retention period for each dataset.

Thus, the review of the retention policy (and the related register) and the testing of adherence to same is a core element of the review.

DATA SUBJECT REQUEST MANAGEMENT

The annual report of the Data Protection Commission for 2019 indicates that of the 7,215 complaints received by the Commission in the period, some 29% relate to the area of data subject access rights. So, targeted investment to address how such requests are managed would appear very prudent.

Data subject requests may include applications for copies of personal data held or subsequent requests for data to be corrected or erased. Many of our clients are experiencing a sustained increase in the volume of the data subject requests received since the introduction of GDPR. It is, therefore, critical that those internal processes that support the receipt and acknowledgement of a request and compliance with same, within the related timelines, are efficient if the costs of such compliance activity are not to spiral.

Within the context of a construction business, it is important that those charged with managing data subject requests are equally aware of the data they must provide to data subjects and, where applicable, exemptions exist to allow such requests to be rejected (or partially complied with).

A review of how recent requests have been addressed is likely to uncover opportunities for both learning and process improvement.

POTENTIAL DATA BREACH MANAGEMENT

Data breaches occur in every organisation. Over 6,000 data security breaches were reported to the Data Protection Commission in 2019, an increase of some 71% on the previous year. Four in five of these breaches related to unauthorised disclosures, such as sending an email to an unintended recipient. These statistics only reinforce the importance of managing breach scenarios rigorously.

Due to the short timeline (72 hours) within which an actual data breach must be reported to the Commission, it is necessary to have effective internal processes established to support the reporting of potential breaches and the subsequent documentation, evaluation and recording of the event within the required registers. The DPO or other capable personnel must undertake this



Terry McAdam, Management Consulting Partner, RSM.

activity. If reporting to the Data Protection Commission or affected data subjects proves necessary, such communications will require careful drafting. They may require input or agreement from third parties, including insurers or public relations advisors.

A review of the management of recent potential breaches is likely to unearth opportunities to refine further the process, whilst sharing summaries of actual breaches is a powerful way to bolster staff awareness of the risks around data practices.

AGREEMENTS GOVERNING DATA PROCESSING OR SHARING

Given the growing interest from data subjects (customers and employees) in how their data is managed and the larger penalties that can be imposed where entities do not meet their data protection obligations, our clients are focused on properly governing scenarios where they share personal data with other organisations.

Typically, such circumstances are governed by either data sharing or data processing agreements. The latter is usually deployed where data is being shared, with a contracted service provider (the data processor) to allow the delivery of services, such as payroll processing, to the construction business (the data controller) in line with an agreed specification.

Data sharing agreements, whilst similar in nature, relate to the sharing of data with a party which will act as a data controller in parallel with the construction business, for instance, another construction firm or a professional advisor.

A review of sample documents will build confidence within the business that contracts, data sharing agreements, and data processing agreements are being used appropriately (based on the nature of the business relationships) and that their content properly governs and mitigates the risks associated with such data sharing. Meanwhile,

a review of the registers being maintained for each document type will provide insight as to the extent of the use of such agreements to oversee data-sharing arrangements. Based upon our experiences in the post-GDPR era, the activity of agreeing on the content of such documents can require considerable resilience as both customers and suppliers can be circumspect with regard to signing up to agreements which may incorporate onerous data protection terms.

DATA PROTECTION HEALTH CHECK

Beyond the core items set out above, a data protection health check may also examine other relevant topics, including the robustness of the technical and organisational measures underpinning the data protection environment, staff awareness of both data protection risks and the procedures introduced by the business to mitigate same, or compliance with the stated retention periods via the conduct of data purging.

One would expect such a review to deliver two key outcomes. Firstly, it will identify shortcomings in the current approach to data protection which need to be addressed to enhance compliance with the current legislation and best practice. Equally important, it will also highlight those areas where current practices could be amended to improve how compliance is attained.

Ultimately, the findings of such a review are likely to inform the scope and conduct of a further and targeted data protection compliance project to enhance your data protection approach. Is it time you considered the health of data compliance in your construction business? **C**

Terry McAdam is a management consulting partner with RSM with over 20 years of consulting experience, having successfully led many international projects. To learn more about RSM, visit www.rsm.global/ireland



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“MOST DISPUTES ARE CREATED DURING THE FORMATION OF THE AGREEMENT”

HENRY HATHAWAY writes that when it comes to adjudication, the most meaningful solution for a company is to take proper steps to avoid a dispute.

Having spent 12 years working as a civil engineer before becoming a solicitor, I have worked alongside various parties in the construction industry. One of the key benefits of acting as a solicitor for such clients is that I gain perspectives on each of these entities when it comes to forming/discharging contracts, and the disputes that might arise.

Small companies face the threat of delayed and disrupted cashflow resulting in non-payment. The quality a small company can deliver becomes irrelevant if it cannot meet its payment obligations, especially when the significant sums of labour are considered. This is when liquidity becomes an issue; it introduces boundaries and parameters that can threaten the ultimate success of a project.

Cash management is a cornerstone for success, but managed badly, and it will cause significant and unwelcome pressures. What is abundantly clear is that this issue is a repeating one, whether or not the economy is in a state of decline or a period of positive growth. Payment disputes are a repeating trend in the construction industry. But with the prevalence of disputes, one would think that the industry would be incredibly adept at resolving or avoiding disputes.

Adjudication is now becoming an established process in Ireland to resolve construction disputes. There are many very good reasons as to why adjudication has achieved so much in the UK, and most parties who have struggled with payments in Ireland will wonder why it has been so slow to be the mainstream method of resolving disputes. Many lessons are to be taken from the UK in this respect to ensure that the approach in Ireland progresses in a way that can alleviate issues rather than amplify them.

POINTS TO TAKE FORWARD CONCERNING DISPUTES IN CONSTRUCTION

Adjudication is here, but...

Having being party to numerous adjudications and enforcements in the Technology and Construction Courts (TCC) in London, due consideration must be taken in Ireland prior to the foreseeable momentum that will invariably take hold. Firstly, adjudication may risk becoming an overly technical area of dispute between



Henry Hathaway.

representatives, with large fees being incurred to argue procedural points and with limited grounds to challenge a decision. Typically, smaller disputes have suffered on the basis that there are real issues around the costs associated with bringing disputes. It is not unusual for parties to set out a minimum threshold of sums being claimed before entering into an adjudication. This will lead to a serious issue for smaller companies who must put forward an outlay of significant money which is non-recoverable.

The aim must be to avoid disputes

Construction disputes are costly in terms of time and money, as well as the damage they can cause to the goodwill that every organisation requires. The most meaningful and long-lasting solution for a company is to take proper steps to avoid a dispute.

To avoid disputes, the agreement and the contract needs to be certain and free from ambiguity

Every dispute that I have acted in has always started with the primary question, ‘What did the parties agree to and on what terms?’ It is crucial to remember that most disputes are created during the formation of the agreement, whether it be as a result of unclear language, challenges not addressed, or another issue. Certainly, this is when the

seed is sown for a potential dispute later in the project. The courts will generally seek to understand what the common intention was at the time of contract when deciding on these disputes. But what is not clear is that if parties realise that the primary agreement and the terms are essential to any dispute later, then why is due care and attention not applied at the time?

Records, Records, Records

He who alleges must prove that his/her version of events is more likely to be correct. The rules surrounding liability and quantum are generally very well understood by construction lawyers. However, the clearest manner for any party who seeks to assert a right, be it for a variation, or for some other right, applies an approach early on to meet the tests. But following this must be the ability to demonstrate and evidence it. How parties present their evidence can be extremely varied, however, there is nothing wrong with parties applying themselves at an early stage to this approach, and it will assist in establishing a more solid position at an early stage. **C**

Henry Hathaway is a qualified civil engineer and solicitor in Ireland, and England and Wales. He represents in both contentious and non-contentious areas of construction law.

LAOIS HIRE RELEASE A NEW 2020-21 HIRE & SALES GUIDE

Laois Hire Group Sales Manager Darran Hutchinson, National Hunt Jockey Ruby Walsh, Ruby Walsh Farm Manager Anthony Cassidy and Laois Hire Group Managing Director Michael Killeen with the 2020-21 Laois Hire and Sales Guide.



Laois Hire Group Managing Director Michael Killeen says that Laois Hire are delighted to launch their new 2020-21 Hire & Sales Guide.

“I think this is by far the best catalogue we have ever produced. We have put a lot of thought and effort into it. As we are publishing this Post Covid-19 lockdown, we have placed an emphasis on our extensive Health & Safety procedures which allow peace of mind for both our staff and customers. The clear format allows items to be easily found, and the product description / specifications make it simple to figure out what you need for the task at hand. We have details on our divisions (e.g. Renewables, VMS, Traffic Management) and Agencies with quality brands such as Western Global, CompAir, MHM, Amsig and Husqvarna.”

In this new guide you will be able to find:

- > Details on Health & Safety Operating Procedures
- > Company Information, News & Policies
- > A thorough directory of Products & Services

- > New items such as 1.8 Ton Electric Mini Digger, Skid Steer Loaders, Buggyscopic and Roto Teleporters

In other news, Laois Hire branches are continuously buzzing with activity as new equipment lands in their yards. Most notably, 13 Ton Hitachi diggers have arrived, boasting hi-tech capabilities such as Multi Vision cameras allowing a 360 degree view, double locking quick hitch and a Seat Belt Beacon. New Hamm 8 rollers, 30 Ton Bomag Rollers, 6 & 9 Ton Dumpers, Generators and smaller equipment such as Jumping Jacks, Wacker Plates and Roadsaws have also been added



National Hunt Jockey Ruby Walsh checking out the new Hire & Sales Guide.

to the line. The Laois Hire Variable Message Sign (VMS) Sales Manager Paul Kavanagh says “Our brand new fleet of 4x4 vehicles for our VMS division have hit the ground running, ensuring our experienced technicians

can maintain their excellent 24/7 nationwide service. We have a dedicated VMS division, working with County Councils, OPW, Event Management companies and the Gardaí and these vehicles are vital in supplying our top quality service.”

The Guide is available in your local Laois Hire branch, or can be requested by emailing info@laoishire.com. **C**

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Laois Hire Group Managing Director Michael Killeen and National Hunt Jockey Ruby Walsh with a new Laois Hire Hamm 8 Roller at Ruby's farm in Co. Kildare.



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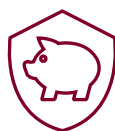


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THE DEVIL IS IN THE DETAIL WHEN IT COMES TO PROTECTION

SUSAN O'MARA sets out some crucial points to be considered when looking at life assurance and protection cover.

I have been writing a lot about protection cover of late. This has come about due to the increase in demand from my own clients and a worldwide trend since the beginning of the seemingly never-ending global pandemic.

Much of the focus has been on the "need" for cover and quantifying the amount needed. In this piece, I am covering some of the key technical points that you should pay attention to when taking out cover.

When I talk about cover, it can mean anything from a simple term life assurance policy to an income protection policy and shareholder cover.

There are some critical areas to consider before deciding on the cover you require and who your provider should be. There are also some key areas you should know about to ensure that in the event of a need to claim, you get what you think you signed up for.

POLICYHOLDER OR LIFE ASSURED?

The "policyholder" refers to the individual who proposes the purchase of the life insurance policy and pays the premium. The policyholder is the owner of the policy and may or may not be the life assured.

The "life assured" is the insured person. Life assured is the one for whom the life insurance plan is purchased to cover the risk of premature death.

The policyholder and life assured may be one and the same, or they may differ. They can differ depending on family or business requirements.

UNDERWRITING

Underwriters evaluate the risk involved in providing the life assurance to either an individual or a group. The underwriting process essentially aims to establish the financial need and/or medical risk.

The life assurance company will seek to mitigate as much risk as possible for themselves by considering the likelihood



Susan O'Mara, Milestone Advisory.

“EVEN WITHIN THE RELATIVELY SMALL IRISH MARKET, LIFE ASSURANCE COMPANIES DIFFER IN THE WAY THAT THEY TREAT CERTAIN CONDITIONS AND APPLY DIFFERENT FINANCIAL LIMITS TO THEIR UNDERWRITING PROCESS”

of a pay-out on death or illness. If you are young and healthy taking out a life assurance policy, the life assurance company may not

require any further information. If you are older and looking for a high level of cover, the life assurance company may decide they require medical evidence or wish to quantify the financial need for the level of cover. There is a balance to be achieved as the different providers have slightly different requirements and thresholds. If you are not in the young and healthy category, it is worth taking advice before applying for cover. As even within the relatively small Irish market, life assurance companies differ in the way that they treat certain conditions and apply different financial limits to their underwriting process.

POLICY TERM

The term of the policy outlines the period of cover being provided. It is important that this matches your needs. It may be cheaper to have a 15-year term policy; however, if cover is required for 25 years, you may be left without cover down the line. Alternatively, you may be older going back to the market looking for cover. This could add additional expense and underwriting. This brings me to the next important point.

CONVERTIBLE TERM

This type of cover allows you to convert the cover under the policy into a new policy, running for a longer period of time, without having to undergo a medical examination or supply evidence of good health at the time of the conversion. This is an important feature that is best included in your policy in most cases.

RIDER BENEFITS

Rider benefits are additional features that come with the policy and can include things such as total and permanent disability benefit, hospital cash and waiver of premiums, among others. These rider benefits vary between providers and should be considered as part of your overall decision based on your personal needs.

If you have any concerns about your policy, you should contact your provider or your advisor to discuss. **C**

Susan O'Mara is a financial services consultant with Milestone Advisory DAC t/a Milestone Advisory, which is regulated by the Central Bank of Ireland. For more information, visit www.milestoneadvisory.ie

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* Extended until 10th Dec 2020 if you pay via ROS.

TAX RELIEF AND RETIREMENT

FRANCES MCNALLY, Manager, CERS, writes you have until 31st October to make an additional voluntary contribution to your pension and avail of a substantial tax break.

Our Irish summer may be drawing to a close, but there is a date in the diary you can look forward to. The 31st October is the deadline date for making your once-off additional voluntary contributions (AVCs). Often referred to as 'rocket fuel' for pensions, these once-off payments help you add to your retirement savings and maximise the tax relief you are entitled to. This not only helps you save for your future, but reduces the amount of tax you pay today. The deadline is extended until 10th December, for those who file online via ROS.

While some of us may not have the luxury of disposable income in the current climate, it is worth considering what you can afford to contribute. This is especially helpful if you are worried about your retirement fund as you approach your 50s. With that said, every year you decide to miss out paying these AVCs, you also miss out on the generous tax relief they provide and potential investment gains.

Why should we pay Additional Voluntary Contributions (AVCs) if we are already paying into our pension?

For those who are focused solely on today and feel that retirement is a long way off, there is an immediate benefit of AVCs – tax relief. Paying AVCs will ensure you can avail of tax relief. This is something that will benefit you now and benefit you when you come to retire.

TAX RELIEF AT SOURCE

Tax relief is given at your marginal tax rate of tax on AVCs paid. There are limits on the tax relief, depending on your age. As you edge closer to retirement, your tax relief increases.

There is a maximum annual amount of earnings for which tax relief is given. Currently, this is €115,000 per annum. This amount is adjusted from time to time by the Minister for Finance.

NO TAX ON GAINS

There are other tax advantages for the



Frances McNally, Manager, CERS.

AVC TAX RELIEF AVAILABLE BY AGE

Age	Contribution Limits for Tax Relief % of Net Relevant Earnings
Under 30	15%
30-39	20%
40-49	25%
50-54	30%
55-59	35%
60 and over	40%

duration of your retirement saving in contrast to other solutions. There is no tax deducted on any gains you make over the years you save for retirement – this compares well to other investment types where deposit interest retention tax (DIRT) or capital gains tax (CGT) are applied.

TAX-FREE AMOUNT WHEN DRAWING DOWN

Subject to revenue limits, when you retire, you can take a substantial amount of your fund tax-free.

Whether you pay AVCs on a regular basis or as a lump sum depends on your circumstances. For many people, paying a mortgage may take priority, but for some heading into retirement, they may realise that the savings they made will not be adequate for their future. In this case, making AVCs will help offset this and provide for a more comfortable retirement.

A regular AVC payment would suit PAYE employees who are members of an

occupational pension scheme. This means you contribute by means of salary deduction via payroll and receive tax relief at source.

However, if you have other sources of income that necessitates a manual tax return each year, then you may wish to pay an AVC before the end of each tax year to reduce your tax bill. You can make an AVC prior to 31st October each year (or later if you complete your tax return online – ie, 10th December in 2020), and claim tax relief for the previous year. This will not only reduce your tax bill for the previous year, but also your provisional tax bill for the current year.

IN CONCLUSION

Making AVCs to your pension arrangement provides great benefits – today and for your retirement. All that remains to decide is how and when you wish to do it. If you would like to avail of tax relief and make a contribution to your retirement future, AVCs are a great step that can be taken now. **C**

The Construction Executive Retirement Savings (CERS) scheme is an industry-specific scheme, designed and run by professionals with a commitment and interest in the specific needs of participants in the construction sector. Frances McNally is Manager of CERS. If you would like to find out more about how CERS can deliver a flexible and bespoke scheme to meet the needs of your organisation, please contact them at info@cers.ie or by phone at 01 407 1430.

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“CORONAVIRUS IS MORE OF AN ECONOMIC BROKEN BONE THAN AN EXISTENTIAL CRISIS”

CHRIS DAVIES, Joint Managing Director, DRS Bond Management Limited, writes that while Irish construction has been resilient in addressing Covid-19, other challenges need to be addressed to re-establish the hard-won momentum achieved in the past few years.

It has been quite a year for the construction industry. The turnover growth experienced by the ‘Construction CIF Top 50 Contractors’ is testament to a growing economy, and contractors that were appropriately resourced to deliver.

By their very nature, the numbers used are historical, and none were materially impacted by the advent of Covid-19. We would expect to see the 2021 edition of the ‘Construction CIF Top 50 Contractors’ show most companies’ turnover (and profitability and cash reserves for that matter) reduced.

We have seen forecasted turnover drop by 10% to 40% for the current financial year amongst our Irish client base, and while the immediate earthquake of mothballed sites and no income is no more, learning new methods of working, sourcing materials and a myriad of other micro-hurts is keeping productivity at typically no more than 80% of pre-Covid levels.

Our expectation is that the ripple effects of Covid-19 will be felt until the end of 2022.

BEYOND COVID-19

Brexit has dominated long-term planning since the UK referendum in June 2016. The last UK general election result gave certainty but not in the way many on both sides of the Irish Sea would like. The odds of a comprehensive trade agreement being signed by 31st December 2020 that will keep Irish/British trade near to normal afterwards appears remote.

The Irish general election result gave a stark warning to the established political order about the rising interest in social justice, brought into sharp focus by the perceived lack of housing supply.

Development finance is desperately needed to help tackle housing supply (on which the success or failure of the Coalition Government will heavily depend). But, it remains elusive at costs that make development financially viable. The lack of funders willing to offer finance is a real concern, and the Government will need to think creatively about how the State might help to stimulate the market.

The planning system remains sclerotic, and councils’ preference for cash bonds or road and sewer bonds with no expiry clause is unhelpful at best, not least when combined with unaffordable development funding, leading to many schemes never getting beyond drawings on a piece of paper.

Away from housing, “Build, Build, Build” is not a rallying cry for the Taoiseach. It will be interesting to see how Micheál Martin and Eamon Ryan work together to balance environmental interests while growing an economy where commercial and industrial construction are key contributors.

SKILLS SHORTAGES

Skills shortages continue to impact many trades. As construction output increases, this problem is likely to worsen in the short term. Although, we expect this may be offset to some extent by EU citizens that moved to the UK over the last two decades moving across the Irish Sea.



**Chris Davies, Joint Managing Director,
DRS Bond Management Limited.**

TENDER PRICES

We are already seeing signs of a race to the bottom on tender prices for companies that need to win work and hope to secure margins through buying gains.

Needing to win work is never a good place to be, and if a positive margin can only be achieved through whittling away subcontractor margins, supply chains are weakened in the process.

OUTLOOK

Taking all of the above into account, we are cautiously optimistic for Irish construction in the coming year.

For contractors that withstood the financial crisis in 2008, coronavirus is more of an economic broken bone than an existential crisis. Most contractors have grown their cash reserves and balance-sheet strength and have withstood the first wave of Covid-19 in reasonable health.

The Government has an opportunity to accelerate much-needed infrastructure projects, and whilst decision making is inevitably slower where multiple interests have to be considered in any decisions, we would expect to see a steady rise in civil engineering contract awards over the next two years.

Our advice to contractors for the year ahead differs little from the year that has passed. The old adage of “Turnover for vanity, Profit for sanity, and Cash for reality” is as true today as it ever was. **C**

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 Ireland, providing bonds for many of the Construction CIF Top 50 Contractors. For more details, phone 0044 207 471 8710, email fiona.recker@drsbonds.co.uk or visit www.drsbonds.co.uk

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CONSTRUCTION CIF TOP 50 CONTRACTORS 2020

ROBBIE COUSINS, Editor, Construction, introduces the 'Construction CIF Top 50 Contractors 2020' listing and explains how the list is compiled.



Construction magazine is once again delighted to publish the *Construction* 'CIF Top 50 Contractors 2020'. This is a snapshot of the overall Irish construction industry, at the end of 2019. In Q1 2020, the Irish construction sector employed over 147,700 people directly (CSO Labour Force Survey, Q1, 2020), of which 135,500 (92%) were male, and 12,200 (8%) were female. While Covid-19 reduced the number employed to an estimated 128,500 in Q2 (CSO Covid-19 Adjusted Estimate), this figure is expected to have adjusted back up when Q3 2020 results are published.

The *Construction* CIF Top 50 Contractors 2020 had a combined turnover of just over €10bn in 2019, an increase of €1.7bn, or 20%, on the previous year's total turnover figure of €8.3bn. They recorded €6.7bn in construction activity in Ireland, which is an increase of €800m (14%) on the corresponding Republic of Ireland (ROI) figure of €5.9bn for the previous year.

The construction sector continues to meet the construction and engineering needs of global leaders, bringing foreign direct investment (FDI) to Ireland. In 2019, the *Construction* CIF Top 50 Contractors exported over €3.3bn in construction expertise, €800m (32%) more than the corresponding figure for the previous year.

The entry figure for inclusion in this year's Top 50 was just over €35m. The figure for the previous year was €31m. The total turnover figure gives a clear indication that Irish construction is a dynamic industry sector looking to the future with ambition to deliver complex construction programmes at home and overseas, where its presence is growing substantially.

HOW THE TOP 50 IS COMPILED

Foundation Media, publisher of *Construction* magazine, compiles the *Construction* CIF Top 50 Contractors listing annually. Contractors 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 record each company's ROI turnover and international turnover figure, where available. Turnover figures are sourced directly from contractors. Companies must have their primary business based in the Republic of Ireland to be included in the list.

Foundation Media contacted CIF member contractors directly to request available turnover figures for the business year that concluded on 31st December 2019, or the business year-end that was 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 asked 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* CIF Top 50 Contractors 2020 are based on the overall turnover figures supplied. **C**



1



JOHN SISK & SON

TOTAL TURNOVER: €1.396BN

ROI TURNOVER: €728M

INTERNATIONAL TURNOVER: €668M

YEAR END: 31/12/2019

ADDRESS: Wilton Works, Naas Road, Dublin 22.

PHONE: 01 409 1500

WEB: www.johnsiskandson.com

KEY EXECUTIVES: Stephen Bowcott, CEO; Ger Penny, Chief Financial Officer; Donal McCarthy, COO, Ireland and Europe; Paul Brown, COO, UK Construction and Civil Engineering; Mark McGreevy, COO, Construction Services and Group Commercial Director; Sean Fitzpatrick, Director, HR; Maura Toles, Company Secretary and Chief Legal Officer; Wayne Metcalfe, Director, Health, Safety, Sustainability & Quality.

KEY ACTIVITIES: General Building, Civil Engineering, Fit-Outs, Facilities Management; Offsite Construction.

John Sisk & Son's revenue of just under €1.4bn sees it top this year's 'Construction CIF Top 50 Contractors'. In 2019, Irish operations accounted for €728m of turnover, with the UK and Europe accounting for €668m. Sisk has a consistent record of excellence in project delivery, innovation and value creation across different construction sectors and markets, including commercial, residential, civil engineering, data centre and life sciences, and celebrated 160 years in business in 2019.

CEO Steve Bowcott says, "We are proud of the important role we play supporting key Irish Government policy objectives in the provision of social housing, schools and other public infrastructure. During the year, Sisk Living – the group's social housing unit – commenced the building, with its partners, of 590 residential units as part of the Social Housing Bundle 1 PPP project."

HEALTH & SAFETY

Mental health continues to be top of the agenda in terms of wellness of its staff, with Sisk achieving the Ibec 'The KeepWell Mark' in 2020, the culmination of three years' hard work. The KeepWell Mark is a national accreditation, developed by Ibec, that recognises organisations that put the wellbeing of employees at the forefront of company policy.

IRISH OPERATIONS

2019 was notable for a number of landmark projects. In Ireland, Center Parcs in Longford Forest was officially opened following a rapid build process to construct 446 lodges and 30 apartments, as well as restaurants, administration buildings and a sub-tropical paradise swimming pool and spa.

Sisk also completed the new spectator stand,



The Curragh Racecourse, Co Kildare.



Project Kells, Dublin.



International Convention Centre, Celtic Manor, Newport, Wales.



Center Parcs, Longford Forest, Co Longford.

entrance and associated bars and restaurant facilities as part of the redevelopment of the Curragh Racecourse.

Excellent progress continues to be made on the construction of the new TU Dublin Campus at Grangegorman, topping out both the east and central quads. As part of Sisk's partnership commitment, it launched a multi-year sponsorship of the TU Dublin Elite sports programme in February of this year.

Elsewhere, construction of a major bio-production facility for Johnson & Johnson at Ringaskiddy in Cork Harbour is nearing completion.

In Dublin, work is continuing to progress on the delivery of the Fibonacci Square office development in Ballsbridge, the redevelopment of a prominent commercial site on Nassau Street in Dublin city centre, and Wilton Park, an office development over nine floors adjacent to the Grand Canal.

2019 also saw the major revamp of Pearse Station in Dublin take shape, and that flagship project for the Sisk's civil engineering team was completed in 2020. Among ongoing active projects in Ireland is the enabling works at the Dunkettle Interchange project in Co Cork.

UK OPERATIONS

In the UK, the iconic International Convention Centre at Celtic Manor, Newport, Wales, was completed and opened for business.

In London, key milestones were reached on two residential projects for Quintain at Wembley Park – Sisk has been working with Quintain for 15 years. Sisk also completed the handover of the Boeing Goldcare Hangar at Gatwick Airport.

In Manchester, then Taoiseach, Leo Varadkar visited Sisk's major city centre project, Circle Square, and the topping out of the first two commercial buildings has now been completed.

New projects for the year also included a mixed development for Rockwell at Canary Wharf, the new Isle of Man Ferry Terminal Building in Liverpool, civils work at York Central and a tram extension project in Blackpool.

During 2019, Sisk commenced a number of landmark projects in the UK, including the Mercian Project, which at 42 stories, is the tallest

residential tower in Birmingham, for Moda.

EUROPEAN OPERATIONS

Sisk's European business has continued to expand, primarily in the specialist sectors of data centres and life sciences, where it has extensive experience.

During the year, the group worked on data centre and life sciences projects in Belgium, the Netherlands, Switzerland, and Denmark, and is currently working on two large-scale data centres in Sweden.

Sisk also continued to work with Primark in a number of locations in Europe.

NEW INITIATIVES

In 2019, Sisk and Designer Group launched a new joint venture – Sensori FM – delivering fully integrated facility management services to an extensive customer base.

Sisk also acquired the Vision Built group of companies based in Galway. Vision Built is an off-site manufacturer of light gauge steel panels for the residential, commercial, hotel, and educational sectors.

OUTLOOK

2020 will see Sisk's specialist homebuilding division, Sisk Living, build 630 homes across nine projects.

The fifth-generation family business is also part of a consortium with Macquarie and Choice Housing to deliver PPP Bundle 1. This is a €120m project to deliver 1,500 social housing units in total.

Sisk has a strong order book of secured work for both 2020 and 2021. The company estimates that the chief financial impact of Covid-19 will be to defer some revenues from 2020 into 2021 due to the temporary closure and/or the slowdown of live construction projects, particularly in the Irish market. The group has a robust capital structure, with high levels of un-committed cash and no bank debt. As a result, the board believes that the group is currently well-positioned to deal with challenges Covid-19 might impose on its activities. **C**

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2



MERCURY ENGINEERING

TOTAL TURNOVER: €900M

ROI TURNOVER: €155M

INTERNATIONAL TURNOVER: €745M

YEAR END: 31/12/2019

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 Operating Officer; Alan Gorman, Managing Director, Enterprise Data Centres; Colm Burke, Managing Director, Hyperscale Data Centres; Tony Duddy, Managing Director, Data Centres & Building Services; Joanne Cluxton, Group HR Manager; David Byrne, Bid Director; Paul Carthy, Business Development Director.

KEY ACTIVITIES: Contracting; Mechanical; Electrical; Civil Structural and Architectural; Fire Protection; ICT Services; Facilities Management.

Mercury is a European contractor headquartered in Ireland. Its purpose is to deliver its clients' vision through leading-edge construction solutions, going beyond its duty, which turns clients into partners and builds relationships that thrive. Mercury builds and manages complex engineering projects that reimagine how people work and live in the built environment. Its determination and focus enable it to deliver leading-edge construction solutions across a range of key sectors, including enterprise and hyperscale data centres, life sciences and advanced technology, building services, healthcare, fire protection and technical support services.

Mercury's culture is deeply rooted in its rigorous approach to ensuring employee safety and wellbeing, as well as leading in quality, innovation and modern methods of construction. With over 4,500 people under management across Ireland, the UK and continental Europe, Mercury continues to demonstrate strong growth, with an overall turnover of €900m in 2019.

CURRENT WORKS

Mercury is currently the prime contractor on several data centre and building services projects across a number of European locations, including the Netherlands, Germany, the UK, Spain, France, Switzerland and Belgium, and it is carrying out works on a number of hyperscale data centre projects in Sweden, Denmark and Ireland.

Within the Irish market, Mercury is working on a major life sciences and advanced technology project, a large pharmaceutical project, and several healthcare and building services projects. Mercury is continuing to work directly with several foreign direct investment (FDI) clients across its key markets and geographic locations.

PEOPLE

Mercury believes that to achieve incredible things, you must invest in your people. It continues its ongoing improvement journey in this area, with its graduate programme reaching its highest number of entrants to date in 2019 and being nominated in the 'GradIreland 2020' awards. Mercury also recently opened a new dedicated apprentice development centre in Dublin for its mechanical and



China Mobile International Data Centre, Frankfurt, Germany.



Interxion data centre project, Frankfurt, Germany.



Life sciences and technology project in Ireland for a confidential client.

electrical apprentices. It also continues to invest in its leadership programmes, internal learning for all staff through LinkedIn Learning, and a variety of specialist courses undertaken by its staff to reach their full career potential. **C**



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3



JONES ENGINEERING

TOTAL TURNOVER: €620M

ROI TURNOVER: €310M

INTERNATIONAL TURNOVER: €310M

YEAR END: 31/12/2019

ADDRESS: Jones Engineering House, 83 Pembroke Road, Dublin 4.

PHONE: 01 474 9800

WEB: www.joneseng.com

KEY EXECUTIVES: Eric Kinsella, Executive Chairman; Jim Curley, Group Chief Executive Officer; John King, Group Financial Director; Shane Gillece, Group Director; Stephen McCabe, Group Director; Ray Murphy, Group Commercial Director; Sandra Guilfoyle, Group HR Manager; Barry Steele, Group Business Development Manager.

KEY ACTIVITIES: Mechanical & Electrical & Fire Protection; Offsite Fabrication.

Jones Engineering employs over 4,200 people, working throughout Ireland, Europe and the Middle East. Over the past five years, it has completed almost €3bn worth of projects in the medical, life sciences, building services, industrial, semi-conductor, data centre, and power and energy sectors, almost half of which were overseas.

DATA CENTRES

Throughout Europe, Jones Engineering continues to be a contractor of choice for leading data-centre companies, delivering hyperscale, enterprise and co-located data centres, as well as mission-critical facilities. Jones recently completed the mechanical, electrical and fire protection services on a 60MW data centre located in the Netherlands and is also working on major data centres in Sweden, Denmark and Germany. To date, it has delivered over 800MW of facilities. Its 1,200-strong data centre teams span 14 countries. Its expertise and reputation for delivering innovative solutions have resulted in repeat business in the sector for over 20 years.

IRISH PROJECTS

Jones has a number of high profile projects currently on site across Ireland. These include the Exo Building, which is Dublin's tallest office building; WuXi Biologics facility in Dundalk, which has been described as the "Factory of the Future" by Leo Varadkar; and the National Children's Hospital, the largest, most complex and significant capital investment project ever undertaken in healthcare in Ireland. It has also completed mechanical and electrical works on the Janssen Sciences Plant Expansion, BioCork2, which was recently awarded 2020 Engineering News Record (ENR) 'Global Best Projects' award in the Healthcare Category.

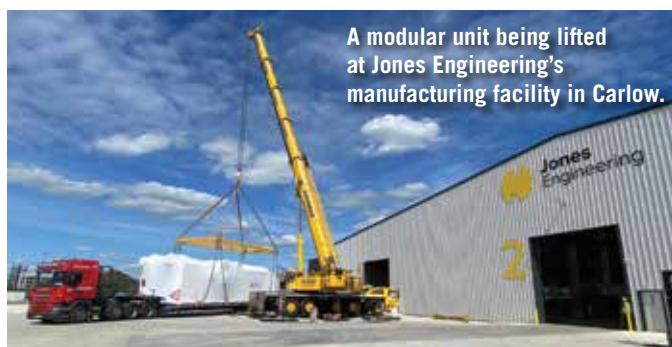
INNOVATION

Innovation has been an ever-present word at Jones from its earliest days. Jones has been applying innovative techniques for many years. There is a need at present to look to the future of project delivery in the 'new normal'. Jones has developed a modular manufacturing facility in Carlow, where it can design bespoke plug-and-play solutions for clients and design team partners.

It has invested €10m in the state-of-the-art 9,000-sq-metre production facility which allows it to design, manufacture and install



Data centre for a confidential client.



A modular unit being lifted at Jones Engineering's manufacturing facility in Carlow.



CGI of the Exo Building Building, Dublin.



Janssen Bio facility in Cork.

modules from small- to large-scale projects.

Using fast-track modular design processes takes a large percentage of the project work off site, which improves productivity, programme and site congestion. This is of even more importance now due to the Covid-19 pandemic. Reducing the number of people on site at any one time improves safety for everyone.

Jim Curley, Group CEO, Jones Engineering, says, "The modular building industry is replacing traditional construction, particularly on large-scale developments. In a sector that is often accused of being inefficient and lacking in innovation, this is an innovative solution to achieving more sustainable construction. We design and manufacture at our facility in Carlow, and then ship completed modular or prefabricated units to construction sites. We are currently exporting to mainland Europe, and we expect the market to continue to grow." **C**



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- Educational
- Fit-out
- Infrastructure
- PPP Investment
And FM Services



4



BAM IRELAND

TOTAL TURNOVER: €603M

ROI TURNOVER: €603M

YEAR END: 31/12/2019

ADDRESS: Hartwell Lower, Kill, Co Kildare.

PHONE: 045 886400

WEB: www.bamireland.ie

KEY EXECUTIVES: Theo Cullinane, Chief Executive Officer; Tadhg Lucey, Chief Operating Officer (Civils/ Safety); Ger Harrington, Chief Operating Officer (Building/Property/Facilities Management); Lorna Cross, Chief Financial Officer.

KEY ACTIVITIES: General Building, Civil Engineering.

BAM has been operating in Ireland for over 60 years and has delivered many of the country's flagship infrastructure projects and landmark buildings. As an operating company of Royal BAM Group of the Netherlands, BAM is one of the largest multinational businesses in Ireland, comprising BAM Building, BAM Property, BAM PPP, BAM Facilities Management and BAM Rail. Currently employing over 2,700 people directly and indirectly across a wide variety of disciplines within the construction sector, BAM has grown its workforce significantly in the past number of years, demonstrating the growth that comes from sustainable practice and environmentally responsible construction.

2019 was another strong year for BAM, with several major public and private infrastructure projects delivered across the island of Ireland.

The M11 Gorey to Enniscorthy Motorway PPP Scheme opened in July 2019 and has reduced travel times from Dublin to Wexford by up to half an hour. BAM also completed the Rose Fitzgerald Kennedy Bridge as part of the N25 New Ross Bypass PPP Scheme – one of the largest and most challenging civil engineering projects in the State's history – which was opened to the public by An Taoiseach in January 2020. The extradosed bridge crosses the River Barrow, connecting Pink Point in Co Kilkenny to Stokestown in Co Wexford, and it is the longest bridge of its kind in the world at 900 metres. Both PPP projects have significantly improved connectivity and eased traffic congestion in the southern and south-eastern regions.

BAM's extensive portfolio of healthcare projects includes the



BAM staff celebrating International Women's Day 2020 at Bolands Quay, Dublin.

new National Children's Hospital (NCH), the largest healthcare infrastructure project in the history of the State. Works are complete at the NCH Satellite Centre at Blanchardstown, while the Tallaght Satellite is due to be completed shortly, providing state-of-the-art care facilities for future generations.

Work on the much-anticipated Boland's Quay development in the heart of Dublin's South Docklands is near completion. The site will eventually house Google, boasting three new landmark buildings comprising approximately 36,800sq m of office, residential, retail and cultural space. Guided by the principles of heritage-led regeneration and sustainability, the development involves the restoration of protected mill buildings and the creation of a new civic plaza on the scenic waterfront of Grand Canal Dock.

In Cork, BAM is overseeing the ambitious Horgan's Quay development, which will completely transform and rejuvenate the face of the Cork's docklands, while adapting the on-site heritage buildings into the centrepieces of the mixed-use development.

Theo Cullinane, CEO, BAM Ireland, says "The last few months have brought many challenges to the construction sector and the economy beyond. Our primary focus will be on safely maintaining operations, protecting our staff, and working with clients to understand and mitigate the challenges posed by Covid-19. As a major employer, the health and safety of our staff is our priority.

"In the next year, we will continue our focus on innovation and investing in the latest technologies, such as BIM, robotics and modular or off-site construction. Our approach will ensure reduced construction periods, fewer operatives on site, better environments for social distancing, and minimal disruption to local residents. This will ultimately improve safety in the workplace and result in more energy-efficient and environmentally sustainable projects, while providing high quality and competitive solutions to our clients." **C**



Rose Fitzgerald Kennedy Bridge, Co Wexford.

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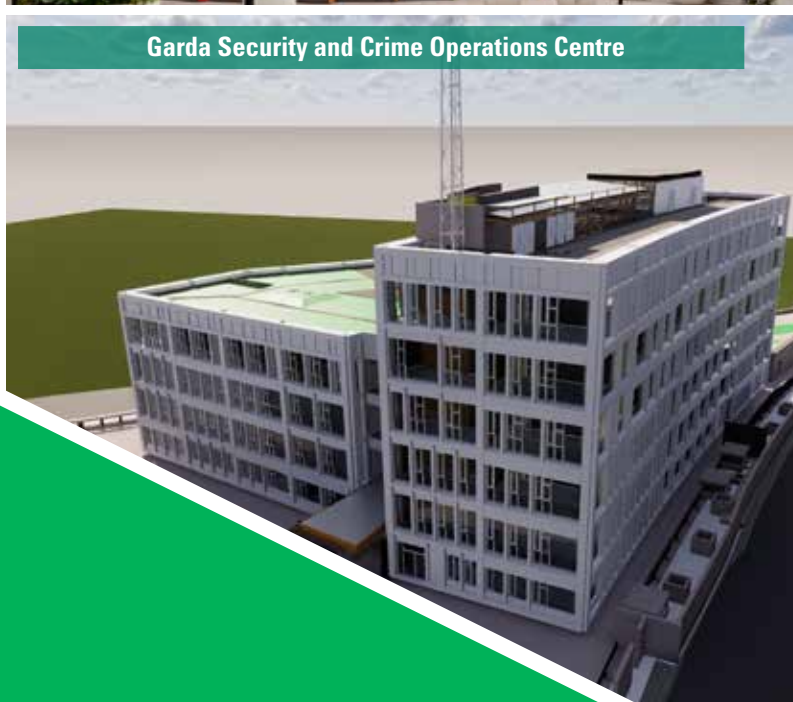


Bausch + Lomb Ireland - Area 9 Expansion

Scape Student Accommodation, Aungier Street



Garda Security and Crime Operations Centre



PAUL

John Paul Construction

5



JOHN PAUL CONSTRUCTION

TOTAL TURNOVER: €438M

ROI TURNOVER: €369M

INTERNATIONAL TURNOVER: €69M

YEAR END: 31/12/2019

ADDRESS: Dundrum Business Park, Dundrum Road, Dublin 14

PHONE: 01 215 6100

WEB: www.johnpaul.ie

KEY EXECUTIVES: Liam Kenny, Managing Director; Conor O'Donnell, Financial Director; John Keaveney, Construction Director; Paraic Keogh, Construction Director; John Moran, Construction Director; Niall O'Connor, Construction Director; Liam Casey, Associate Director (Business Development).

KEY ACTIVITIES: General Building, Civil Engineering.

John Paul Construction had its most successful year to date in 2019, with turnover up to €438m and being named 'Contractor of the Year' for the third time in the past four years at the KPMG/Irish Independent Property Excellence Awards.

PROJECTS

John Paul Construction has recently commenced several new projects spanning across all regions and sectors of the industry.

John Paul Construction's Munster office enjoyed great success with repeat work on the new Guest Experience building in the five-star Adare Manor Resort; a new 10,000 sq metre expansion on Bausch and Lomb's facility in Waterford; along with a new science building on the Regeneron campus in Limerick. Works in Limerick also include the new Edwards Lifesciences building in Plassey. Hand-overs in Munster included a multi-storey carpark for Regeneron in Limerick, the Carrigtwohill Flood Mitigation Scheme for IDA Ireland, and the Hatch Student Living Facility on Copley Street.

John Paul's Ireland West team successfully handed over two major



Scape Student Accommodation Scheme on Aungier Street, Dublin.

extension and upgrade projects for Abbott in Donegal and Longford. The team also recently commenced works on the new Radiation Oncology Centre in University Hospital Galway.

The company's data and energy team completed works on two high-capacity data centres for a leading cloud storage provider, and has since been appointed by the same client to construct a new 36MW hyperscale data centre in Meath, and design and build of a new 110kV substation in south Dublin.

The greater Dublin team recently handed over the new National Rehabilitation Hospital in Dun Laoghaire, the Lidl Regional Distribution Centre in Newbridge, the SCAPE Student Accommodation Scheme on Aungier Street, the Hard Rock Hotel on Parliament Street, and the final phase of the Shelbourne Hotel Refurbishment, as well as the Clancy Quay Residential Development. The teams recently commenced works on the 10,000 sq metre Garda Security and Crime Operations Centre in Kilmainham, a new beverage concentrate facility in Newbridge, and phase 3 of the Kildare Village Retail Outlet.

Works are continuing at pace on existing projects, including a major technology manufacturing facility for Exyte, which its building and civils teams are working in tandem on, the new pharmacy and carpark works at St Vincent's University Hospital, the Townsend Street Mixed-Use Development, the Charlestown Residential Scheme in Finglas, and a new commercial office building for Kennedy Wilson on Kildare Street. Its civils division has just completed a 220 kV substation with Gaeltec Utilities on the Dublin/Meath border. **C**

The new National Rehabilitation Hospital in Dun Laoghaire.



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PJ Hegarty & Sons

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PJ HEGARTY & SONS UC

TOTAL TURNOVER: €436M

ROI TURNOVER: €415M

INTERNATIONAL TURNOVER: €21M

YEAR END: 31/12/2019

ADDRESS: Davitt Road, Inchicore, Dublin 12.

PHONE: 01 455 6270

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: General Building.

Established in 1925, building contractor PJ Hegarty & Sons UC operates throughout Ireland and the UK, with offices in Dublin, Cork, Limerick and London. Its principal areas of operation are large complex projects in all sectors, including commercial, pharmaceutical, high-tech, hotel/leisure, residential and civil engineering.

The company employs over 340 people directly and offers a full range of construction services, including management contracting, Design & Build and public-private partnership (PPP) contracts, in addition to traditional building arrangements.

PJ Hegarty's success over the years is based on sound financial and management principles. It is this emphasis, combined with a solid base of traditional craft skills and professional management, which has placed the company at the forefront of Irish contracting.

PROJECTS

High profile recently completed projects include an extension to the iconic Gravity Bar and new Hub Building at Guinness Storehouse, St James Gate, Dublin; two large-scale data centres in west Dublin; a redevelopment at Fitzgibbon Street Garda Station, Dublin; and border control posts at Rosslare Port.

Projects nearing completion include Project Fitzwilliam, Dublin 2, the redevelopment of ESB's head office; a commercial, hotel,

Gravity Bar and new Hub Building at Guinness Storehouse, Dublin.



Tropical Fruit Warehouse, an 80,000-sq-foot landmark office development on Sir John Rogerson's Quay, Dublin, for IPUT.

residential and aparthotel scheme at Spencer Place, Dublin; and a new 250,000-sq-foot office development at Penrose Quay, Cork.

Project Fitzwilliam in Dublin progressed significantly during 2020. This premier site in the heart of Dublin's Georgian core will accommodate a new mixed-use development (GFA 43,000 sq metres). The project also includes the refurbishment of several listed buildings along Mount Street, Dublin.

The office element at the Spencer Place project will be occupied by software company, Salesforce, which has agreed to occupy 430,000 sq feet at the development, with an option over a further 100,000 sq feet. Ronan Group Real Estate is developing the scheme. The letting is the country's largest in history. The development will also include a 200-bedroom four-star hotel, which has been leased to the Dalata Hotel Group; 325 residential units in three blocks, and a 102-unit aparthotel.

In Cork, the Penrose Dock development will have two Gold LEED buildings, of 80,000 sq feet and 170,000 sq feet, with open floorplates of up to 20,000 sq feet, along with an open public plaza, gym and café. It will be the tallest office building so far developed in Cork city, at up to nine storeys.

Projects currently on site include a new prison facility in Limerick for the Irish Prison Service; a new facility for WUXI Biologics in Co Louth; and a multi-storey car park at the Intel Campus, in Leixlip, Co Kildare. **C**



A 250,000-sq-foot office development at Penrose Quay, Cork.

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info@bennettconstruction.ie



www.bennettconstruction.ie



Forest Park, Mullingar,
Co. Westmeath.

7



BENNETT (CONSTRUCTION) LTD

TOTAL TURNOVER: €400M

ROI TURNOVER: €310M

INTERNATIONAL TURNOVER: €90M

YEAR END: 31/12/2019

ADDRESS: Forest Park, Mullingar, Co Westmeath.

PHONE: 044 934 6000

WEB: www.bennettconstruction.ie

KEY EXECUTIVES: Paul Bruton, Joint Managing Director; Paul McGee, Joint Managing Director.

KEY ACTIVITIES: General Building.

Bennett (Construction) Ltd is a family tier-1 construction contractor that has been at the forefront of construction for over 100 years and is now in its fourth generation. It undertakes projects in Ireland, the UK and Germany, and currently has 15 projects on site, with a combined value of over €700m. The company currently employs over 230 people.

ETHOS

Bennett's organisational structure has evolved over its 100-year history, but it retains a hands-on approach to projects with director involvement in every project. This focus on the small detail is what sets Bennett apart from its competitors and allows it to repeatedly deliver for clients and win work on a repeat basis.

Bennett's supply chain is diverse and robust. It has built up strong relationships with its partners over many years and can ensure that the challenges of delivery on each project are matched by the skill sets within its supply chain.

PROJECTS

Bennett recently completed the commercial element of a mixed-use development at 76 Sir John Rogerson's Quay, Dublin. This consisted of 9,500 sq m LEED Gold, Grade A commercial office space. The residential element of the project contains 72 apartments and is due for completion in January 2021.

Bennett is currently on site at the Exo Building, a state-of-the-art LEED Gold 17-storey office building, which will be the tallest office building in Dublin. It is due for completion in March 2021.

Bennett has delivered a number of large data centre facilities in recent years and is currently advanced on a 23,000 sq m data hall development in Tallaght and commencing a second similar facility in Grange Castle for a global client.

Bennett is also currently completing three aparthotel projects in Ireland and the UK for Saco. This follows the successful completion of Saco's Leman Locke and Broken Wharf in London. The projects are Zanzibar Locke, located at the former Zanzibar Hotel site on Ormond Quay, Dublin, and comprising 160 bedrooms over seven floors; Beckett Locke, North Docks, Dublin, containing 241 aparthotel rooms over eight floors; and Buckle Street, in Aldgate, London, comprising 103 beds over 13 storeys.

In London, Poly UK also appointed Bennett as the principal contractor on the Plaza Collection at Millbrook Park, London. Works commenced on site in March and are due to run until August 2022.



Mixed-use development at 76 Sir John Rogerson's Quay, Dublin.



A CGI of the Beckett Locke aparthotel, North Locks, Dublin.



A CGI of the Plaza Collection at Millbrook Park, London.

HEALTH, SAFETY & ENVIRONMENT

Health and safety, quality and environmental management are vital to the ongoing success of Bennett. The company has a reputation for consistency and excellence, and this is underpinned by its commitment to standards such as ISO45001, ISO9001 and ISO45001.

Bennett recognises that it is part of a changing global community and the projects that it creates have a direct impact on society as a whole. Bennett continuously strives to perform to best practice in all matters relating to sustainability in its mission to lessen the impact of its works on the environment and climate, whilst improving standards of living and building new partnerships in the localities in which it operates. **C**



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COLLEN CONSTRUCTION

TOTAL TURNOVER: €375M

ROI TURNOVER: €260M

INTERNATIONAL TURNOVER: €115M

YEAR END: 31/03/2020

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

PHONE: 01 874 5411

WEB: www.collencol.com

KEY EXECUTIVES: Neil Collen, Chairman; Tommy Drumm, Managing Director; Declan Lowry, Director; David Lee, Director; Donal Hennessy, Director; Tom O'Connor, Director; Kara Stuart, Company Secretary; Philip Walsh, Financial Controller; Joe O'Dwyer, Health & Safety Manager; Rebecca Reilly, Quality and Environmental Manager.

KEY ACTIVITIES: General Building

Established in 1810, and still a family-owned business, Collen has offices in Dublin, Germany and Sweden. The company's clients range from large multinational corporations and private companies to local authorities, and State bodies.

Collen is accredited to ISO 45001:2018, ISO 9001:2015, ISO 14001:2015. In 2020, it became one of the first construction companies in Ireland to achieve ISO 50001:2018 accreditation for its energy management system.

Commenting on the impact of the Covid-19 pandemic, Tommy Drumm, Managing Director, Collen, says, "Covid-19 has created a unique set of challenges that have tested us as a business, an industry, and, as a nation. We have found that our staff, our valued clients, our clients' professional teams, and our supply chain, all responded remarkably well in adversity. We have maintained an exceptionally high level of morale in our business as we continue to grapple with the next steps and the likely additional challenges coming our way in the winter."

RECENT PROJECTS

In 2019, Collen handed over One South County in Leopardstown, South Dublin. This six-storey LEED Gold office development was the first phase of the South County Campus. Collen then commenced works on phase 2 in 2020, with Two South County due for completion in 2021. In Smithfield, Collen is constructing The Haymarket, a new five-storey office development.

Collen completed the construction of a new purification suite for biopharmaceutical company Ipsen in 2020 and is now carrying out a 10,000m² fit-out in Dundalk for WuXi Biologics.

Since 2017, Collen has been transforming the commercial heart of the south Dublin village of Blackrock. In 2019, it achieved practical completion for Enterprise House and is currently working on the regeneration of the adjacent Blackrock Shopping Centre. Following the completion of phase one of the redevelopment of Frascati Shopping Centre in 2019, Collen commenced works on phase two, which involves the construction on 45 luxury apartments over the refurbished shopping centre.

In the healthcare sector, Collen handed over Bray Primary Care Centre (PCC) under challenging circumstances during the Covid-19 pandemic. The new facility spans over 5,000 sq metres. It is the



Bray Primary Care Centre, Co Wicklow.



One South County, Leopardstown, Dublin.



A CGI of Blackrock Retail upgrade, Dublin.

largest PCC constructed since the financial crisis, providing services that include specialist diagnostic clinics, GP clinics, dental clinics, drug treatment service, mental health services, physiotherapy and occupational therapy.

Collen is also carrying out works at Dublin Airport, which include the installation of a new baggage handling system and construction of a new baggage hall building.

In the data centre sector, in Ireland, Collen has delivered 195MW of facilities in Dublin in recent years for multinational clients.

GROWTH

"Our company has continued to grow, and that is down to our presence in Europe and our track record in delivering over 3 million sq feet and 285MW of data centres in Ireland, Germany, and Sweden," comments Tommy Drumm. "Furthermore, our chairman and owner is not interested in growth for growth's sake; it must be sustainable and enable us to maintain our core family values around safety, wellbeing, quality and timely delivery developed over our 210-year history." **C**



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9



JJ RHATIGAN & COMPANY UC

TOTAL TURNOVER: €364.5M

ROI TURNOVER: €306M

INTERNATIONAL TURNOVER: €58.5M

YEAR END: 31/10/2019

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

PHONE: 091 580800

WEB: www.jjrhatigan.com

KEY EXECUTIVES: Padraic Rhatigan, Managing Director; Ger Ronayne, Chief Operating Officer & UK Managing Director; Gerry Kelly, Chief Financial Officer; Sean Rhatigan, Plant & Procurement Director; Niall Higgins, Regional Director; Gearoid Cox, Regional Director; Séamus Hennigan, Regional Director; Francis Mulry, Commercial Director; Enda O'Connor, Commercial Director; Joe Garry, Contracts Director; John Francis, Contracts Director; Michael Gillen, Contracts Director; Anthony Greene, Construction Director; Sarah O'Donohoe, Director of Human Resources.

KEY ACTIVITIES: Main Contractor, General Building.

JJ Rhatigan & Company had a successful 2019, completing milestone projects in Ireland and the UK. The company achieved an overall turnover of €364.5m, reflecting a significant growth on the previous year, and it is on track for similar success in 2020.

JJ Rhatigan currently has 20 projects on site, with a combined value of almost €1.3bn.

With 580-plus employees, staff levels are strong across its five locations, ensuring the delivery of its current workload and newly secured projects. From a recruitment perspective, the company continues to seek out the top graduates each year, as well as enthusiastic and committed people at all levels.

Health, safety, environment and quality (HSEQ) play a central role in all activities and operations carried out by JJ Rhatigan and are enshrined in its 'Five Pillars of Success'. A safe construction site is an efficient and productive construction site; and this message is embedded in the company's culture.

JJ Rhatigan has vast experience in both the public and private sectors, and its client-focused strategy has resulted in a portfolio based on repeat business and strong client referrals. Its collaborative work culture, dedication to innovation and technology, together with its client focus, are, and will continue to be, key drivers of its success.

The company's objective is for steady, sustainable growth over the next five years, strengthening its position as a competitive, innovative, safe and sustainable tier 1 construction services company.

PROJECTS

Projects on site in Dublin at this time include UCD Student Residences Masterplan Phase 1; Lansdowne Place luxury residential development, Dublin 4; Charlemont Square, the second phase of the Charlemont Street regeneration project, Dublin 2; One Le Pole Square commercial development, Dublin 2; and The National Forensic Mental Health Service Hospital in Portrane, North Dublin.

Regionally, its current portfolio of work includes Social Housing Bundle 2 PPP, nationwide; Maynooth University Academic Building, Kildare; Coláiste Chiaráin, Athlone; The Dean Hotel, Galway; Ard Cre, Residential Development, Galway; and the IDA Advance Office



CGI of Crown Square, Galway.



Social Housing Bundle 2 PPP, Ireland.



The National Forensic Mental Health Service Hospital in Portrane, North Dublin.



Charlemont Square, Dublin 2.

Building, Sligo. The company also commenced work on transforming Crown Square in Wellpark, Galway, into the largest mixed-use development in Galway.

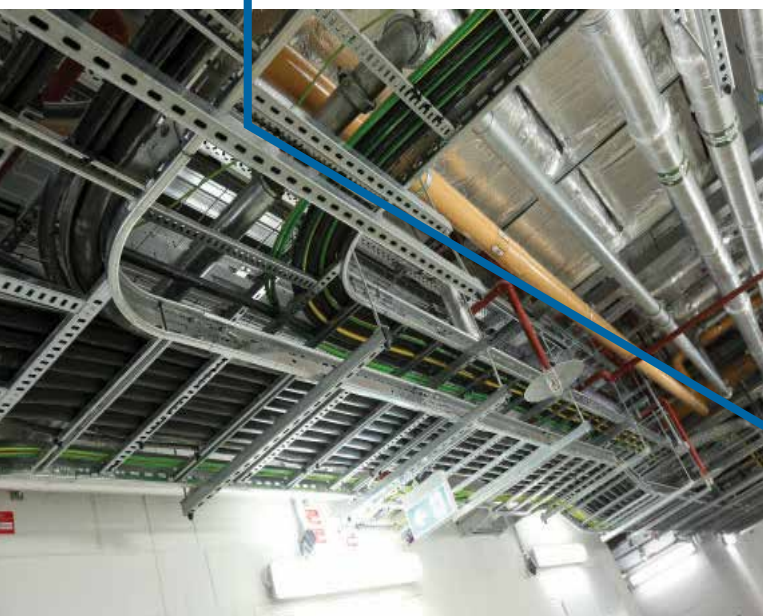
Overseas, it is currently working on mixed-use redevelopments in Napier Gateway, Luton, and Abbey Place, London.

Recently completed projects in Ireland and the UK include the Radisson Hotel, Golden Lane, Dublin; Phase Two, Gateway Retail Park, Galway; Coláiste an Chláirín, Athenry, Galway; Gaelscoil an Choillín and Saplings Primary School, Westmeath; Ennis CBS National School, Co Clare; UCC Student Hub in Cork; St Patrick's Hospital, Waterford; 'hub' by Premier Inn, St Swithin's Lane, London; Callis Yard residential development in Woolwich, London; mixed-use redevelopments of Carolyn House, Hackney Gardens and Eagle Wharf, London; and Hope House luxury residential development in Bath. **C**



DORNAN

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2020
2 Million
work hours
0 LTIs

www.dornangroup.com

10



DORNAN ENGINEERING LTD

TOTAL TURNOVER: €332M

ROI TURNOVER: €72M

INTERNATIONAL TURNOVER: €260M

YEAR END: 31/12/2019

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; Micheál O'Connor, Deputy Managing Director; Joe Conway, Head of Business Development, Ireland.

KEY ACTIVITIES: Mechanical & Electrical Installation.

Increasing capacity was a challenge in 2020, but one that Dornan met nonetheless. Focusing on its core sectors of life sciences, data centres, commercial and industrial, it is on course to have its most successful year to date, with work also booked up to the end of 2021.

According to Oliver Lonergan, Managing Director, Dornan, "We are committed to maintaining our reputation for excellence in safe project delivery, supported by continuous innovation and detail engineering. Dornan involvement in projects from an early stage has proven invaluable to our clients. Trusted to approach every project with strategic solution methodologies, our off-site fabrication and off-site assembly solutions and expertise back our approach to reduce build cost, reduce site density, optimise multiple work-fronts, improve schedules, and ensure quality excellence."

CLIENTS

As a project-oriented M&E specialist, Dornan has developed tailored efficiencies that are implemented by an experienced workforce. Each project is headed by a dedicated on-site project director and supported by the company's head office in Cork, or offices in Dublin and London. Dornan clients include Edward Life Science in Limerick, WuXi Biologics in Dundalk, Lilly in Cork, along with global confidential data centre clients.

COVID-19 RESPONSE

Dornan achieved growth in 2020, despite the challenges brought by Covid-19 and the lockdown.

"We implement a world-class health and safety programme," Oliver Lonergan explains, "and Covid-19 measures were seamlessly incorporated to protect our employees and workforce in all locations. In addition to circulating EHS Covid-19 support and services, a mental health and wellbeing programme was rolled out to all employees and workforce from February."

Dornan leadership placed a strong emphasis on delivering its mental health initiative to raise awareness, build understanding and assist with alleviating strains on mental health and stress caused by the pandemic. The programme includes trained mental health first aiders in every location, along with free professional and confidential support services.

"Dornan strives to be an industry champion for mental health and wellbeing," Oliver Lonergan adds. "Achieving two million Dornan personnel hours without an LTI reflects the importance of working for excellence in EHS and mental health programmes."



Electrical installation for a confidential client.



Dornan Engineering off-site fabrication facility.



Installation of utilities, domestic pipework and containment for a confidential client.

FUTURE GENERATIONS

Dornan continues to invest in the future, so new generations will continue to define Ireland's role in providing excellence to FDI clients. This investment includes digital solutions, collaborative engineering and support for STEM initiatives in schools. It is currently looking to enhance its programme promoting and encouraging careers in engineering, technical craft and other opportunities in Ireland's construction industry to a diverse group of primary and secondary students. "At Dornan, we present more than career opportunities to our graduates and apprentices; we offer a career path supported by a comprehensive CDP programme. Excellence in all we do is a core value in Dornan," Oliver Lonergan concludes. **C**



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CONTACT:

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An Roinn Oideachais agus Scileanna
Department of Education and Skills



11



WINTHROP ENGINEERING & CONTRACTING LTD

TOTAL TURNOVER: €303M

ROI TURNOVER: €172.5M

INTERNATIONAL TURNOVER: €130.5M

YEAR END: 30/04/2020

ADDRESS: 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, Operations Director.

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

Headquartered in Ireland, delivering throughout Europe, Winthrop had a turnover of just under €303m in 2019, and it now employs circa 750 people. Projected turnover for 2020 is €600m.

In operation since 1995, Winthrop has established itself as a turnkey data centre contractor that operates throughout Europe, with projects in Ireland, the Netherlands, Poland, Switzerland, Germany, Spain and Norway.

“Our operation is very engineering-led, with a strong technical background,” says Anne Dooley, Managing Director. “This gives us an edge in certain areas in our data centre business. Data centres are not complex building structures per se, but the mechanical and electrical installations are very complex, so our technical knowledge really helps us win and drive these projects.”

Winthrop is also currently carrying out the full M&E installations for large projects, such as the DIT Grangegorman Campus, and the Spencer Place docklands development in Dublin.

DIGITAL TECHNOLOGY

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.

Winthrop has achieved BSI BIM Level 2 tier 1 lead contractor certification, which includes PAS 1192- 2:2013 information management for the capital/delivery phase of construction projects using BIM.

STAFF

The company operates a comprehensive continuous professional development (CPD) programme for all staff and is a CPD-accredited employer. It is continually investing in improving its capabilities and in developing its people.

“We are an engineering company, led by engineers with high-quality staff,” says Anne Dooley. “We have very low staff turnover, and many of our people are degree-qualified engineers, some with a previous trades qualification. All of our engineers are highly adaptable and practical-minded. It is the quality and calibre of our staff that has developed our



Data centre for a confidential client.



Data centre under construction for confidential client.

position in the market and has helped ensure that 90% of our contracts derive from repeat clients.”

CLIENTS

“By analysing how we approach day-to-day tasks,” Anne Dooley continues, “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, which ensures we achieve client and programme requirements.”

“Our approach is not really about one-off projects, but rather building partnerships in the longer term,” she adds. “Once we get to know a client, we’re prepared to go wherever they need to go within Europe. All our technical, procurement and coordination works are done here in Dublin, but the physical projects span all of Europe.”

HEALTH AND SAFETY

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.

DIVERSITY AND INCLUSION

Winthrop has embarked on a full refresh of its diversity and inclusion policies. It has signed the CIF Diversity and Inclusion charter and is on track to receive the ‘Investors in Diversity’ bronze award from the Irish Centre for Diversity this year. **C**

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WALLS CONSTRUCTION

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walls | **w**

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WALLS CONSTRUCTION LTD

TOTAL TURNOVER: €290M

ROI TURNOVER: €290M

YEAR END: 31/12/2019

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

PHONE: 01 867 3800

WEB: www.walls.ie

KEY EXECUTIVES: Eugene O'Shea, Managing Director; Willie White, Commercial Director; Frank Kelly, Construction Director; Adrian Corcoran, Construction Director; Hugh O'Brien, Financial Director.

KEY ACTIVITIES: General Building.

Walls Construction's turnover in 2019 surged past the €190m achieved in 2018 to €290m, an increase of over 50%. This performance means that it is well on its way to meet the growth plans set out in its business strategy devised following an investor-backed MBO in 2015, which targeted annual turnover in the region of €300m by the end of 2020.

CLIENTS

The company's principal growth area has been in managing private rented sector (PRS) projects for clients such as Park Developments, Marlet and Royalton/Tristan Capital Partners. It has more than 1,500 units under construction on developments, including Woodward Square and Clay Farm in Dublin 18; St Clare's, Harold's Cross, Dublin 6; and Carnlough Road, Dublin 7.

Walls continues to be active in the Dublin student accommodation market, with four discrete projects, two on Cork Street, Dublin 8, one on the North Circular Road, and one in Ballymun, due for completion before the end of 2020.

Commercial projects recently completed or under construction include Dublin Landings on North Wall Quay, for Ballymore; the Sorting Office at Cardiff Lane, Dublin 2, for Marlet; the Termini Building in Sandyford, for Aldgate Developments; and the Cadenza Building on Earlsfort Terrace, for Irish Life.

Walls' fit-out and interiors division has been exceptionally busy over the past 12 months with projects that include ESB's Fitzwilliam Street development, and Central Bank of Ireland as part of its continued headquarters expansion at Dublin Landings/North Wall Quay.

EMPLOYEES

Walls has practically doubled its employee numbers over the past three years. Its total staff now exceeds 330 people.

Eugene O'Shea, Managing Director, Walls, says, "The attraction and development of experienced professionals in disciplines such as engineering, quantity surveying and site management is a cornerstone of our success and is considered critical to the achievement of the growth plans set down for our business."

OUTLOOK

Walls intends to continue to execute large-scale, high-density residential projects, blue-chip office development and fit-out contracts and to apply its brand attributes to increase its presence in other sectors, such as pharma/healthcare, data and publicly-funded projects. **C**



The Sorting Office – Marlet Property Group.



Hamilton Gardens – Royalton & Tristan Capital Partners.



Fernbank – Park Developments.



Dublin Landings – Ballymore.



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t: +44 28 38 337 222



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**ROADBRIDGE****TOTAL TURNOVER: €271.2M****ROI TURNOVER: €119.6M****INTERNATIONAL TURNOVER: €151.6M****YEAR END: 31/12/2019****ADDRESS: Crossgalla, Ballysimon Road, Limerick.****PHONE: 061 414874****WEB: www.roadbridge.ie**

KEY EXECUTIVES: Conor Gilligan, Chief Executive Officer; Robert Dix, Group Chairman; Jim Mulcair, Director; Des Mulcair, Director; Pat McCarthy, Director; John Duggan, Director; Morgan Sheehy, Director.

KEY ACTIVITIES: Civil Engineering.

Roadbridge is a global civil engineering contractor, founded in 1967. It specialises in the collaborative delivery of international infrastructure projects across all sectors.

Its core ethos is to exceed client expectations across all disciplines through the strengths and experience of its people.

Conor Gilligan, CEO, Roadbridge, says that its continued success in recent years can be attributed to the depth of skill it has across its teams and its ability to find innovative and cost-effective solutions to meet client needs.

“The requirement to evolve in order to continually align ourselves with clients’ needs has demanded a re-assessment of every aspect of the group,” Conor Gilligan explains. “Roadbridge has been a participant in the international construction market since 2008. We are currently delivering significant projects in Ireland, such as the new runway at Dublin Airport and infrastructure works at Dublin Port. In the UK, we are fully engaged on the new High Speed 2 Rail Network, as well as significant marine projects in Scotland. We have recently been awarded the A465 Motorway PPP Project in Wales, as well as delivering the Project Aura Windfarm in Sweden.”

PROJECTS

Current projects on site in Ireland include the prestigious North

North Runway, Dublin Airport, under construction.



HS2 high-speed railway link in the UK.



Runway at Dublin Airport (JV with FCC); Dublin Port Framework; N4 Colooney to Castlebaldwin Road Improvement Scheme, Sligo; Great Southern Greenway, Limerick; and the Facebook data centre in Clonee, Co Meath.

In the UK, the civil engineering contractor is currently on site on various sections of HS2 high-speed railway link between London, the midlands, the north of England, and Scotland; Beinn an Turic Phase 3 Windfarm, Scotland; Greenock Ocean Terminal, Scotland; Port of Cromarty Firth – Phase 4, Invergordon, Scotland; East Anglia One – Scottish Power Renewables – Ipswich, England; West Cumbria Water Supply, United Utilities, England; Seagreen cable installation, Carnoustie, Scotland; and the Gas to the West HD Pipeline in Northern Ireland.

AWARDS

During 2019, Roadbridge won the ‘Gold Award’ and ‘Most Considerate’ runner-up in the Considerate Constructors Scheme for both Oweninny Windfarm and Center Parcs, Longford.

It also won the Q-Mark – National Winner, ‘Best Company in Ireland for Quality Management’, for the second time in five years.

Other 2019 highlights included awards at the British Safety Council Awards; Irish Construction Industry Awards; and the Civil Engineering ‘Contractor of the Year’ award at the Irish Wind Industry Awards 2019. **C**



Port of Cromarty Firth – Phase 4, Invergordon, Scotland.



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DESIGNER GROUP ENGINEERING CONTRACTORS HOLDINGS LTD

TOTAL TURNOVER: €261.9M

ROI TURNOVER: €124.4M

INTERNATIONAL TURNOVER: €137.5M

YEAR END: 31/01/2020

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, Chief Executive Officer; Tim Kenny, Chief Financial Officer; Nick Baish, Managing Director (UK); Niall Stone, Director of Engineering; Michael O'Carroll, Head of Business Development.

KEY ACTIVITIES: Mechanical & Electrical Engineering.

Designer Group is a leading international building services and engineering solutions group, founded in Dublin in 1992. Its global operations span Ireland, the UK, mainland Europe, Africa and the United States. The group pushes the boundaries in delivering sustainable environments while utilising the latest cutting-edge Building Information Modelling (BIM) technology and software. With expertise across all electrical and mechanical technical services, Designer Group reflects the need to balance the impact of construction on our collective futures, while maximising the value of its clients' assets.

PEOPLE

A dedicated team of more than 1,300 directly employed staff, including 800-plus expertly trained operatives, deliver projects for clients safely, efficiently and to the highest ISO recognised standards. Servicing the pharmaceutical, data centre, manufacturing, commercial, life sciences, infrastructure, and energy sectors, Designer Group is built on long-term, trusted relationships developed through a personable approach.

MILESTONES

The group's latest international milestones include expansion into the Nordics, adding to its global presence by delivering the first phase of a high-profile 72MW data centre near Oslo. This mission-critical facility for a global data provider will be powered with 100% renewable energy and is designed with efficiency at its core. Other key achievements



CGI of buildings on Technical University Dublin's Grangegorman campus.

Biomass power plant in Georgia, USA.



12-storey office building for TJX, London.



include the completion of two 60MW biomass plants, which are the largest and most efficient operating biomass projects in North America.

Designer Group also appointed Tim Kenny as the group's Chief Financial Officer in 2019.

Michael Stone, CEO, Designer Group, says, "The decision to appoint a group CFO was a testament to the growth and success of Designer Group. This important appointment signified a new and vital stage in our development as a leading player within our industry. Tim came on board to provide more robust leadership to our group executive team and support the business to identify and execute key initiatives that promote the continued growth and strategic direction of the company."

PROJECTS

Standout recent and current projects include the full MEP installation for retail giant TJX. This 12-storey office building is designed as a series of interlocking glass volumes, which will become its 'Forever Home', and new European headquarters. The electrical specialist works for two key buildings within Technical University Dublin's (TU Dublin) Grangegorman campus is another landmark project. TU Dublin's history stretches back over 120 years, and Designer Group is delivering this BIM level 2 project, which will bring TU Dublin's various city facilities together in a single vibrant environment.

OUTLOOK

Looking ahead, Michael Stone says, "Designer Group will continue to invest heavily in our people, with expert training to keep the company at the forefront of a rapidly changing industry. In addition, we will focus on continually updating our approach to provide sustainable and efficient technologies while setting the highest safety and quality benchmarks and providing clients with services tailored to their needs." **C**

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KIRBY GROUP ENGINEERING

TOTAL TURNOVER: €245.5M

ROI TURNOVER: €180M

INTERNATIONAL TURNOVER: €65.5M

YEAR END: 31/12/2019

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

PHONE: 01 454 0411

WEB: www.kirbygroup.com

KEY EXECUTIVES: Mark Flanagan, Group Managing Director; Jimmy Kirby, Executive Chairman; Henry McCann, 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; Dave McNamara, Operations Director.

KEY ACTIVITIES: Mechanical and Electrical Engineering, Utilities.

Founded in 1964, Kirby is a mechanical and electrical engineering contractor with operations in Ireland, the UK and mainland Europe. The company provides full mechanical and electrical contracting services as well as specialist high-voltage (HV) and medium-voltage (MV) design and construction services. Kirby operates across multiple sectors, including data centres, life sciences, industrial manufacturing, substations and renewables, and commercial.

EXPANSION

2019 was a very successful year for Kirby. The engineering contractor, with 1,000 direct employees and over 2,000 people deployed across Ireland, UK and mainland Europe, recorded an annual turnover of €245.5m. In 2019, Kirby further expanded its international operations



Janssen Sciences Ireland UC facility in Cork.



DocuSign office fit-out, Dublin.



Hyperscale data centre in Ireland for a confidential client.



Grousemount Windfarm, Co Kerry.

in Finland and Sweden, opened an office in the Netherlands, and delivered some of the largest fully-modularised electrical switchrooms for one of its hyperscale data centre clients. This year, Kirby entered the Swiss market by securing a high-profile data centre project.

The achievements of the past 12 months are built upon the company's success over the past decade, which has seen its business grow fourfold. Under the leadership of Group Managing Director Mark Flanagan, despite the ongoing challenges due to the Covid-19 pandemic, 2020 is shaping up to be another strong chapter in the company's success story.

Mark Flanagan took up his position in January of this year, having previously led the company's operations as Group Operations Director. He succeeded Jimmy Kirby, who has progressed to the role of Executive Chairman. Henry McCann has taken on the role of Group Operations Director.

PROJECTS

Recent Kirby clients and projects include Alexion Pharmaceuticals, Co Westmeath; Curragh Racecourse redevelopment, Co Kildare; DocuSign, Dublin; Janssen Sciences Ireland UC, Co Cork; Meissner Filtration Products, Co Mayo; MSD Biotech, Co Dublin; and Wembley Park Energy Centre, London.

The company has also recently completed several large-scale data centre projects for confidential clients in Dublin and London, as well as several projects in the Netherlands.

Within the HV/MV division, Kirby has recently delivered Killalla Windfarm project in Co Mayo; Port of Tilbury Battery Energy Storage System, England; East Anglia One Onshore Substation, England; and Grousemount 114MW windfarm project in Co Kerry. Grousemount is the largest single grid-connected windfarm on the island of Ireland.

CORE VALUES

Kirby is synonymous with integrity, and Mark Flanagan puts this down to Kirby always delivering on its commitments.

"Our focus is firmly on best serving our clients, building sustainable trust-based partnerships and staying true to our core values. Our clients trust our integrity, and this trust has been earned by always delivering on our promise, going the extra mile and by being a values-driven business. Our core values of People, Safety, Quality, Delivery and Value are central to what we are as a business, and there is a clear link between our core values and our success." **C**



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**MAC-GROUP****TOTAL TURNOVER: €195M****ROI TURNOVER: €145M****INTERNATIONAL TURNOVER: €50M****YEAR END: 31/12/2019****ADDRESS:** South Block, Rockfield, Dundrum, Dublin 16.**PHONE:** 01 644 9650**WEB:** www.mac-group.com

KEY EXECUTIVES: Paul McKenna, Chief Executive Officer; Ron Clarke, Chief Contracting Officer; Brendan Moley, Managing Director, Interiors; Eddie Campion, Managing Director, Construction; Martin Daly, Financial Director; Ray O'Sullivan, Country Director UK; Ronan McGovern, Commercial Director; Tony Joyce, Engineering Director.

KEY ACTIVITIES: General Building, Fit-Outs.

The mac-group was founded in 2002 with a mission “to construct, restore and repurpose buildings to exceed the expectations of clients, consultants and staff, and to question and improve upon all that has gone before”.

mac has developed from a niche interior fit-out contractor into a collaborative construction partner, delivering complex construction, volumetric modular, and design and build projects.

With offices in Birmingham, Dublin and Newry, mac-group has taken a measured approach to growth, targeting collaborative opportunities and always delivering a service that exceeds expectations.

ETHOS

Paul McKenna, CEO, mac-group, says that mac-group's teams build relationships based on partnership and collaboration.

“mac's professional teams are resilient and are given the autonomy to think independently, proposing and implementing solutions, enabling mac to attract and retain the industry's top professionals,” Paul McKenna explains. “mac team members are given opportunities to grow and maximise their potential. With significant investment



New Grade A office development at 35 Shelbourne Road, Dublin.



A high-end CAT-B fit-out at DocuSign, Hanover Quay, Dublin.

in training and personal development, mac is at the forefront of innovative delivery, digital construction and sustainable development.”

AWARDS

2019 was another successful year for the company with its Mountpark Logistics project in Baldonnell, Dublin, receiving a Gold Considerate Constructors Scheme National Site Award. There were also multiple wins at the 2019 Fit Out Awards for ‘Excellence in Sustainability’ and ‘Fit Out Project of the Year’ for Autodesk. Individual accolades included Gary O'Sullivan and Ronan McGrath receiving silver awards at the CIOB Construction Manager of the Year Awards and Paul McKenna being shortlisted for the EY Entrepreneur of the Year.

PROJECTS

mac has delivered a diverse range of construction projects, including several high profile fit-outs for PayPal, Microsoft, Zurich Insurance and Irish Life. Its construction division has continued to grow, delivering new Grade A office buildings for Ryanair, two 120,000 sq-foot offices at 35 Shelbourne Road and Newmarket Square in Dublin, as well as several large logistics projects. **C**



Ryanair – Airside Green, Swords.



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**SUIR ENGINEERING LTD****TOTAL TURNOVER: €161M****ROI TURNOVER: €145M****INTERNATIONAL TURNOVER: €16M****YEAR END: 31/12/2019****ADDRESS:** Unit 9A, Cleaboy Business Park, Old Kilmeaden Road, Waterford.**PHONE:** 051 359500**WEB:** www.suireng.com

KEY EXECUTIVES: Mick Kennedy, Managing Director; Paul Crammins, Director; Patrick Aylward, Operations Director; Joe Lavin, Regional Director; John Flynn, Regional Director; Ronan Tyrrell, Financial Director; David Phelan, Business Development Director; Kimm Phelan, Proposals Director; Fintan McCleane, Commercial Director; Andrew Norris, Technical Director.

KEY ACTIVITIES: Mechanical, Electrical and Instrumentation Engineering.

Suir Engineering is a provider of innovative electrical, mechanical and instrumentation engineering solutions for clients throughout Ireland, the UK, Europe and other locations across the globe. Suir Engineering's headquarters is in Waterford, with regional offices



Kilathmoy Battery Energy Storage System.

located in Dublin, London, Stockholm and Copenhagen.

The company has a direct workforce of over 1,000 people, and in the region of €160m revenue annually. Suir Engineering prides itself on hiring directly, and its number one asset is its people.

The company has over 35 years of experience in fulfilling the needs of clients across a diverse range of areas, including data centres, energy and utilities, pharmaceutical, food and beverage, and office and retail sectors.

This year Suir Engineering built the world's fastest battery energy storage system (BESS) project and is currently in the process of building Ireland's largest BESS.

According to Mick Kennedy, Managing Director, Suir Engineering, "The keystone of our success is our people. We prioritise direct-hire practices and make it our mission to contribute to our employees' development every step of the way. Suir Engineering has a proud track record of retaining staff and developing and promoting our talent from apprenticeship to directorship level." **C**

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**ARDMAC GROUP LIMITED****TOTAL TURNOVER: €159.3M****ROI TURNOVER: €69.6M****INTERNATIONAL TURNOVER: €89.7M****YEAR END: 31/12/2019****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, Chief Operating Officer; Roy Millar, Managing Director.

KEY ACTIVITIES: General Building, Fit-Outs, Specialist Contracting.

Ardmac delivers high-value workspaces and technical environments in Ireland and Europe. It is headquartered in Dublin, with regional offices in Cork, the UK and Belgium.

Providing trade contracting and main contracting solutions, the markets served by Ardmac include data centres, micro-electronics, pharmaceuticals, med-tech and commercial offices. It has worked on projects for over 80% of global FDI pharma and technology companies present in Ireland and Europe.

Ardmac has recently acquired a significant equity investment in Cental, a leading provider of advanced modular infrastructure to the data centre, utilities and telecoms industries. It has also entered into a partnership agreement with US-based Germfree Laboratories, a specialist in the design, engineering and manufacturing of advanced



New installation of listed building ground floor reception.

biological containment laboratories.

Subsequently, Ardmac has been able to launch MediPods in Ireland and the UK. Medipods provide a fast, flexible solution for modular, on-demand and high-value medical workspaces to support the healthcare sector. These workspaces can be constructed and deployed within weeks for a rapid response to meet critical needs.

Recent projects include office fit-outs for Ellucian, Genesis Aviation, and the NTA in Dublin. Internationally, Ardmac is working on pharma and hyperscale data centre projects in Holland, Denmark and Belgium.

Ardmac's dedicated 'Safety First' programme is a significant contributor to its excellent safety performance. The programme is designed to embed a safety-conscious mindset, with continuous improvement, around four cornerstones – Demonstrating Ownership & Leadership; Engagement & Participation; Coordination & Management; and Task Planning & Training. **C**



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Our industry leading teams work on some of the world's most prestigious projects within Life Sciences, Data Centre, Utilities, Energy, Commercial, Food & Beverage and Transport sectors.



The success of the company to date is evident through the repeat business secured year on year with existing customers whilst establishing relationships with new clients.

STS Group 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.

T: +353 1 9066187 **E:** info@stsgroup.ie

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SPECIALIST TECHNICAL SERVICES (STS GROUP)

TOTAL TURNOVER: €155.5M

ROI TURNOVER: €61.4M

INTERNATIONAL TURNOVER: €94.1M

YEAR END: 31/12/2019

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

PHONE: 051 508009

WEB: www.stsgroup.ie

KEY EXECUTIVES: Eddie Walsh, CEO; Richard Hogan, Managing Director; Liam Linehan, Business Development Director; Terry Kelleher, Finance Director; Stephan Possekkel, Director.

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

STS Group continues to deliver the most complex and challenging projects across Ireland, the UK, Europe and the Middle East. The company has seen increased growth across all areas it operates in, including pharmaceutical, data centre, utilities, food and beverage, oil, gas and chemicals, transport and commercial sectors.

On 1st July 2019, STS joined the Dussmann Group, a family-owned



Members of the STS Biogen team celebrate 900,000 manhours lost time injury (LTI) free.

international services provider. With more than 64,500 employees and operations spanning 22 countries, the Dussmann Group is one of the largest private multi-service providers worldwide. STS Group is one of three business units within Dussmann Technical Solutions (DTS).

With over 1,000 personnel employed across STS Group, the growth strategy will continue, with a significant focus on strengthening relationships with existing clients by adding value through the research and implementation of new and innovative solutions as part of the company's service offering, as well as developing relationships with new customers.

Over the past 12 months, STS Group has completed several prestigious projects, including Lonza's new manufacturing facility in Switzerland, numerous data centre developments across multiple locations, turnkey office fit-out projects across Germany, and Biogen's Next Generation Project in Switzerland, which STS Group contributed to the fantastic achievement of 900,000 manhours lost time injury (LTI) free. **C**

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WILLS BROS LTD

TOTAL TURNOVER: €130M

ROI TURNOVER: €90M

INTERNATIONAL TURNOVER: €40M

YEAR END: 31/12/2019

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: Civil Engineering.

Founded in 1972, Wills Bros is a civil engineering contractor that is at the forefront of national infrastructure development in Ireland, the UK and in Europe. A subsidiary company, Wills Bros Civil Engineering Ltd, is based in Motherwell, Scotland, with project offices established throughout the UK. As a family-run business, Wills Bros takes pride in the high standards it achieves in its projects, which result in numerous repeat contracts.

Wills Bros' project experience ranges from road Design & Build contracts, such as the N5 Turlough to Westport Road project, Co Mayo – a joint venture with BAM, to mining, landfill sites, marine works, road realignments, site developments, water-related services, telecommunications, leisure and public amenity projects.

Wills Bros' client-base includes Gypsum Industries, Irish Water,



N5 Turlough to Westport Road project, Co Mayo – a joint venture between Wills Bros and BAM.

OPW, various local authorities, Transport Scotland, Department of Infrastructure – Northern Ireland, TII, Xerox, Microsoft, Apple, Glanbia, Anglo American Mining, Tara Mines, Scottish Enterprise, Port of Cork, IDA Ireland, Dublin Port and many blue-chip multinationals in the technology and pharmaceutical sectors.

Wills Bros' quality management system is certified to IS EN ISO 9001:2015 accreditation as civil engineering contractors specialising in design, construction and project management of contracted works.

The company employs approximately 300 people, with a safety record amongst the highest rating level, with a lost time accident (LTA) frequency rating of 0.07 for 2019. **C**

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**MURPHY INTERNATIONAL****TOTAL TURNOVER: €127.7M****ROI TURNOVER: €112M****INTERNATIONAL TURNOVER: €15.7M****YEAR END: 31/12/2019****ADDRESS:** Great Connell, Newbridge, Co Kildare.**PHONE:** 045 431384**WEB:** www.murphygroup.ie**KEY EXECUTIVES:** John G Murphy, Managing Director.**KEY ACTIVITIES:** Civil Engineering.

Murphy Group is a multi-disciplined engineering and construction company that directly employs more than 4,000 engineers, professional managers and skilled operatives.

Its Irish operation accounted for €127.7m of the overall €960m contracting turnover last year and the Irish order book has strengthened again this year.

John G Murphy, Managing Director, Murphy Group, says 2019 was an exciting year for the company in Ireland.

"Our civil engineering division, ground engineering team and gas construction and maintenance business all recorded strong growth," he says. "Our process engineering business took a huge step forward in

**Stillorgan Reservoir, a project for Irish Water.**

commencing a major project in Huddersfield for Yorkshire Water. We currently operate 28 water and wastewater treatment plants for Irish Water and look forward to selling that expertise into the UK, where water companies are seeking to improve quality and efficiency through outsourcing the operations of their plants."

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.

"The group continued our expansion into Canada, securing some significant high-pressure welded steel transmission projects in the eastern part of the country, bringing to the fore our unrivalled core experience in such projects."

Murphy's structural steel fabrication facility in Newbridge continued to support the business in Ireland and the UK, through the fabrication and erection of steel bridges for Network Rail and public realm projects in Ireland. **C**

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**FLYNN****TOTAL TURNOVER: €125M****ROI TURNOVER: €115M****INTERNATIONAL TURNOVER: €10M****YEAR END: 31/12/2019****ADDRESS:** Flynn House, Blackwater Road, Glasnevin, Dublin 11.**PHONE:** 01 850 3000**WEB:** www.flynnmc.com**KEY EXECUTIVES:** Kevin Flynn, Managing Director; Mick Flynn, Operations Director; Derek Murphy, Financial Director; Cormac McKenna, Projects Director.**KEY ACTIVITIES:** General Building, Fit-Outs.

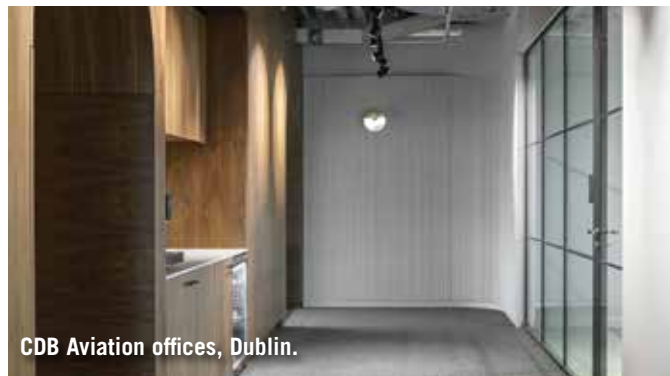
Flynn has been in business for 16 years and provides a comprehensive range of construction management, fit-out and main contracting services.

CORE BUSINESS

It operates in the commercial, retail, leisure, infrastructure, aviation, hospitality and education sectors. The company is attracting ambitious and innovative projects, both internationally and at home.

PROJECTS

Recently completed projects include Terminal 2 Transfers Facility at Dublin Airport, CDB Aviation office fit-out, Beacon Hospital,

**CDB Aviation offices, Dublin.**

Dublin; Project Wonder, Dublin; modular construction of South Gates Boarding Area, Dublin Airport; and a refurbishment project at Scotch House, Dublin.

PEOPLE

Flynn is an equal opportunities employer and supporter of the CIF's #BuildingEquality campaign. It currently employs 155 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.

SUSTAINABILITY

Flynn takes a holistic approach to sustainability, incorporating this into its company culture and the work it undertakes. Its in-house Environmental Sustainability Group focuses on the company's carbon footprint and continually reviews how it can reduce CO2 emissions, waste generation and energy usage across its offices and sites.

Flynn has invested in training its people in the technological innovations that are redefining the construction industry. **C**

23

**STEWART CONSTRUCTION****TOTAL TURNOVER: €124.8M****ROI TURNOVER: €124.8M****YEAR END: 30/04/2019****ADDRESS:** Head office: 43 Lower Salthill, Galway.**PHONE:** Galway: 091 524 455**WEB:** www.stewart.ie

KEY EXECUTIVES: Seán Stewart, Chairman; Paul Stewart, Managing Director; Rachael Stewart, Business Development Director; Gerard Conway, Financial Director; Brian Gorman, Contracts Director; Roy Pickford, Regional Director.

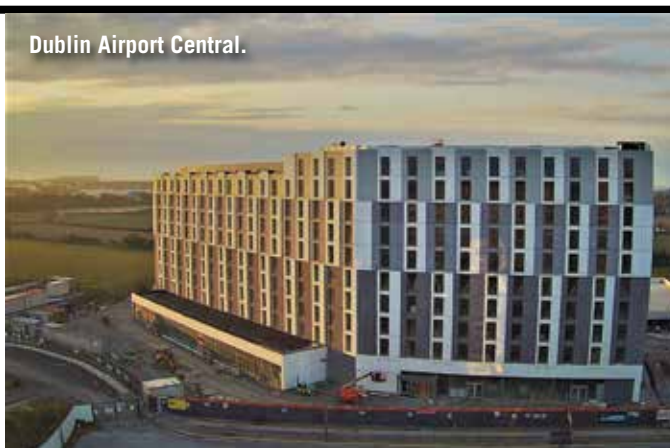
KEY ACTIVITIES: General Building.

Founded in 1902, Stewart Construction, a fourth-generation family-owned contractor, fosters collaborative working and supports diversity in the workplace, promoting an industry with healthy career choices to attract future talent in a maturing and professional sector.

Stewart Construction's growth has been driven by its robust management and recognised expertise in Design & Build solutions, which have enabled the company to develop and sustain long-term relationships with key clients.

A principal company value is to drive the sustainability agenda and

Dublin Airport Central.



strengthen building performance at all stages of the life cycle. The company has a growing BIM Department which supports an enhanced BIM offering to its clients.

Work is continuing on the iconic 'Central Plaza' building on Dame Street, Dublin. This is the second project undertaken in conjunction with Hines, having also completed the prestigious commercial Design & Build redevelopment of 47 Bishop's Square in Dublin's central business district.

Close to Dublin Airport, the new 10-storey, 421-bedroom four-star IHG Hotel is nearing completion.

Other recently completed projects include Dublin Airport Central; HEYDAY student accommodation; and an LEED Gold Irish Life Customer Service Centre in Dundalk.

Stewart Construction was the recipients of 'Conservation Project of the Year' and 'Education Project of the Year' at the 2019 Irish Construction Industry Awards for the Goethe-Institut's Irish headquarters at Merrion Square, Dublin. **C**

24

**SIAC CONSTRUCTION GROUP****TOTAL TURNOVER: €120M****ROI TURNOVER: €110M****INTERNATIONAL TURNOVER: €10M****YEAR END: 30/06/20****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: Civil Engineering.

SIAC is a multi-disciplined construction group based in Dublin, with regional and divisional offices located in Cork, Galway and the UK. It is committed to delivering projects on programme and within budget, in a safe and environmentally-friendly manner.

Its principal disciplines include civil engineering, roofing and cladding, paving/bituminous products, traffic management solutions, and mechanical and electrical works. Its teams of professionals work closely with its design partners and clients to deliver a flexible and innovative service in every project it undertakes.

"We recognise that long-term repeat business relationships with our customers are fundamental to the continued success of SIAC," comments Martin Maher, CEO, SIAC. "Our aim is for customers to value the service we provide as highly as we value their business."

SIAC's commitment to continuous improvement in the areas of



M7 Upgrade, a SIAC/Colas Joint Venture.

safety, health and environmental management has been recognised with National Irish Safety Organisation (NISO) awards and an All-Ireland Occupational Safety award.

As an organisation, SIAC is committed to workplace excellence. It recognises that its employees are its primary resource and has a well-established continuous professional development programme, led by its CPD committee, to support and develop them. SIAC is an Engineers Ireland CPD-accredited company and on the CIRI register.

SIAC recognises the value of diversity in the workplace and is proud to be an equal opportunities employer. **C**

25

**MEIC GROUP****TOTAL TURNOVER: €113.8M****ROI TURNOVER: €93.8M****INTERNATIONAL TURNOVER: €20M****YEAR END: 31/12/2019****ADDRESS:** Railway House, Station Road, Loughrea, Co Galway.**PHONE:** 091 880332**WEB:** www.meicltd.ie**KEY EXECUTIVES:** Horácio Sá, Chairman and CEO; Tiago Cruz, Chief Financial Officer and Deputy Chief Executive Officer; Tom O'Connor, Chief Commercial Officer; Karl Zimmerer, Chief Operating Officer.**KEY ACTIVITIES:** Civil Engineering.

The MEIC and Glan Agua brands are the sister companies that form the MEIC Group. They are subsidiaries of the Mota-Engil Group, a multinational company with operations focused on construction and infrastructure management in the engineering, construction and environmental sectors. Mota-Engil has had a presence in Ireland since 2000, establishing Glan Agua and MEIC in 2008 to operate in the water and wastewater sector.

PROJECTS

Recent projects include Thurles Regional Water Supply Scheme

26

**DUGGAN BROTHERS (CONTRACTORS) LTD****TOTAL TURNOVER: €101.75M****ROI TURNOVER: €101.75M****YEAR END: 31/12/19****ADDRESS:** Richmond, Templemore, Co Tipperary.**PHONE:** 0504 31311**WEB:** www.dugganbrothers.ie**KEY EXECUTIVES:** Kevin Duggan, Chairman; David Duggan, Joint Managing Director; Seamus Duggan, Joint Managing Director; Conor Scott, Financial Director; Eddie Cleary, Construction Director; John Butler, Construction Director.**KEY ACTIVITIES:** General Building.

Established in 1923, Duggan Brothers (Contractors) Ltd operates from offices in Tipperary, Dublin and Cork. It has completed circa 1,000 projects in both the private and public sectors. Its current and completed portfolio of works ranges in value from €5m to €80m, across the commercial, pharmaceutical, educational, healthcare, residential, industrial, and tourism sectors.

Seamus Duggan, Joint Managing Director, Duggan Brothers comments, "With safety and quality as cornerstones of the business, we are proud of our commitment to delivering projects on programme and within budget through a collaborative and fair management style."

Highlights from 2019 included the completion of The Irish Stock

Kerry Central Water Treatment Plant.



(RWSS) and Water Treatment Plant (WTP); Killala, Foxford and Charlestown Wastewater Treatment Plants (WWTPs); and Courtmacsharry WWTP. A significant milestone in 2019 was the awarding of a place on Lot 1 of the Thames Water AMP7 Capital Programmes Framework in the UK.

In the civils and building sector, projects include the Donabate Distributor Road for Fingal County Council, as well as Design & Build contracts for St Francis' Special School Community College and Community Facility, Portlaoise; and Maynooth Educate Together National School.

AWARDS

In 2019, the group won the ICE 'Civil Engineering' award for the Kerry Central Water Treatment Plant. It represented the Irish industry in the World Water Awards. In 2020, the company was shortlisted for the Water Industry Awards 'DfMA Project of the Year' for its Amersham and Northmore projects for Affinity Water in the UK. **C**



Historic Leinster House restoration.

Exchange, Euronext, €11m; Peamount Healthcare Nursing Facility, €21m; Takeda Pharmaceuticals – LAC Project, €11.5m; Leinster House restoration, €14.5m; UCD Lochlann Quinn extension, €11M; and Focus Ireland residential development, €7.5m.

Some current projects include the €80m Forensic Science Laboratory, Backweston; Stepside Housing Development, €39m; Apartment development, Sean Foster Place, €10m; Dominick Street Regeneration, €35m and battery energy storage systems at Lumcloon and Shannonbridge, €19m.

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**

27



ELLIOTT BUILDING & CIVIL ENGINEERING LTD

TOTAL TURNOVER: €80M

ROI TURNOVER: €60M

INTERNATIONAL TURNOVER: €20M

YEAR END: 31/12/19

ADDRESS: Station House, Drumnavanagh, Co Cavan.

PHONE: 049 433 1066

WEB: www.elliottgroup.ie

KEY EXECUTIVES: Darragh Elliott, Director; Noel Elliot, Director; Ray Fallon, Director.

KEY ACTIVITIES: General Building.

Elliott Group operates as a main contractor in Ireland and the UK. Headquartered in Cavan, the company also has offices in Dublin and London. Elliott Group has a long history in main contracting, which dates back to 1920. The company is focused on giving clients on-time project delivery and cost certainty.

Elliott Group is currently active in the healthcare, private rental sector (PRS), residential, social housing, hotel, retail and commercial, and fit-out sectors.

In the healthcare sector, Elliott recently delivered phase 2 of a joint-

180-unit PRS scheme for Marlet at Mount Argus, Dublin 8.



venture development with Gem at Our Lady of Lourdes Hospital, Drogheda; Wicklow Hospice; Dalkey Nursing Home; and 300 bed spaces for HSE Estates during the Covid crisis.

Elliott Group is the main contractor on the first new-built Premier Inn, on Georges Street, Dublin. The company also constructed a 180-unit PRS scheme for Marlet at Mount Argus, Dublin.

The UK market remains an area of growth for Elliott, where it has three Holiday Inn Express projects nearing completion. These projects were procured through a Design & Build process.

Safety and quality remain top-of-agenda issues for Elliott Group. In 2019, it won the National Irish Safety Organisation (NISO) regional award. It recently invested in the implementation of the "Procore" system to track health and safety, quality and programme targets.

Elliott Group is optimistic but cautious about 2021, and will be focusing on new sectors to maintain and grow current turnover, and continuing to deliver projects on time for clients. **C**

28



CONACK CONSTRUCTION LIMITED

TOTAL TURNOVER: €79.5M

ROI TURNOVER: €79.5M

YEAR END: 31/12/19

ADDRESS: Unit C1, Eastway Business Park, Ballysimon Road, Limerick.

PHONE: 061 310002

WEB: www.conack.ie

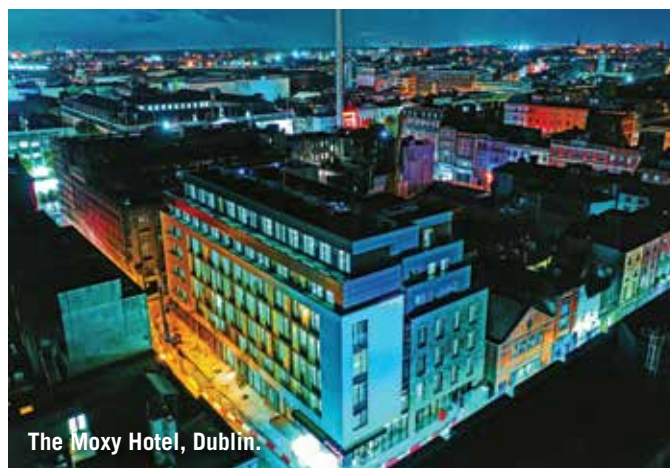
KEY EXECUTIVES: Tom O'Connor, Joint Managing Director; Kieran Cusack, Joint Managing Director; Denis O'Brien, Commercial Director; Donal O'Donnell, Operations Director; Mike Hession, Regional Director – Dublin; Frank Geary, Regional Director – Cork; Annemarie Lonergan, Financial Controller; Paula Shinnors, Human Resources Manager.

KEY ACTIVITIES: General Building, Fit-Outs.

Conack Construction Limited is a specialist construction and fit-out company that is regionally structured, with offices in Limerick, Dublin and Cork. Established in 2008, it offers a full range of construction services, including Design & Build and fit-outs.

Work areas include biopharma, commercial, retail, healthcare, residential, hospitality, infrastructure, conservation and education. Conack has an established long-term client base with over 60% negotiated contracts.

Its project portfolio includes TC4 Cherrywood residential; Stryker Anngrove and Springhill facilities; St Paul's Dooradoyle Secondary



The Moxy Hotel, Dublin.

School, Limerick; Deanrock Social Housing Scheme, Cork; Hawthorne House Design & Build office development, Plassey, Limerick; Lidl extension, Limerick; Alexion fit-out and Moxy Hotel, Dublin; and MSD, Swords facility fit-out.

Conack currently employs over 170 people. Tom O'Connor, Joint Managing Director, Conack, sees staff retention as being key to its success. "We have a policy of continuous improvement and investment in staff training with a focus on skills and career development. We have close links with Limerick Institute of Technology and University of Limerick and have engineering, quantity surveying, health and safety officer, and construction manager graduate programmes."

In-house professional expertise includes planning, BIM, M&E services, civil engineering, quantity surveying, environmental, LEED, BREEAM, and health and safety. Conack also has a robust ISO14001-certified environmental management system and is a registered Considerate Contractor. **C**

29

**ABM GROUP****TOTAL TURNOVER: €77.5M****ROI TURNOVER: €57.5M****INTERNATIONAL TURNOVER: €20M****YEAR END: 31/10/2019****ADDRESS:** Unit 2B, Feltrim Business Park, Drynam Road, Swords, Co Dublin.**PHONE:** 01 883 3016**WEB:** www.abmdesignandbuild.com**KEY EXECUTIVES:** Pat O'Neill, Company Director; Sean Minihane, Company Director; Brendan O'Neill, Company Director.**KEY ACTIVITIES:** General Building, Civil Engineering.

Established in 1994, headquartered in Swords, Co Dublin, and operating internationally, ABM Group is a market leader in construction, civil engineering and the manufacturing of precast concrete and bridge formwork products.

ABM Group has built its business on the quality of its people and relationships with clients, delivering construction and civil engineering projects to Government agencies, private developers, major retailers, and international civil engineering contractors.

ABM has demonstrated its infrastructure capabilities by consistently



Claregalway Education Campus, Co Galway.

delivering for clients. These clients include the Department of Education and Skills, where ABM has completed over 1.5 million sq feet of school projects to the value of €250m. It has provided social housing for local authorities, as well as developing key projects at Dublin Airport and Irish ports. In the UK and Eastern Europe, ABM continues to build upon relationships with the leading civil engineering contractors and consultants, participating in many strategically important road, rail and port infrastructure projects.

A vital part of the ABM Group's success is its talented and committed staff who manage a team of supply chain partners, including design professionals and specialist subcontractors to deliver projects successfully. Their commitment to the company is a testament to its culture, and the wealth of experience that has accumulated over the years. **C**

30

**KING & MOFFATT BUILDING SERVICES****TOTAL TURNOVER: €69.2M****ROI TURNOVER: €36.8M****INTERNATIONAL TURNOVER: €32.4M****YEAR END: 31/12/2019****ADDRESS:** Carrick-on-Shannon, Co Leitrim.**PHONE:** 071 962 0378**WEB:** www.kingmoffatt.com**KEY EXECUTIVES:** Pat King, Group Chief Executive Officer.**KEY ACTIVITIES:** Mechanical and Electrical Design, Install and Maintain Services, Offsite Fabrication.

King & Moffatt Building Services is a full turnkey provider of MEP design, install and maintenance services for the built environment. It has recently set up two new enterprises. King & Moffatt Connected is focused on the design of the majority of its projects in a 3D BIM environment, as well as the maintenance of all clients' MEP systems, and electrical controls and automation services for industrial and manufacturing clients. King & Moffatt Offsite develops offsite MEP solutions to improve speed of delivery, safety and quality, and operates from a purpose-built prefabrication facility in Carrick-on-Shannon.

While continuing to enjoy success in the Irish market, King & Moffatt also expanded its international presence during 2019. It



Lidl Regional Distribution Centre, Peterborough, UK.

currently has a presence in Ireland, the UK, Germany, the Netherlands and Poland.

Ciaran King, Group Strategic Director, King & Moffatt Building Services, says, "King & Moffatt has delivered some very prestigious projects in Ireland and the UK over the past 12 months, along with projects in mainland Europe in the food, pharma, manufacturing, logistics and mission critical sectors.

"The outlook for the next 18 months is very positive, with our continued focus being on our core expertise in our chosen sectors and markets, as well as pursuing innovative offerings, such as BIM and offsite prefabrication."

Recent and current projects for the company include Lidl Newbridge Regional Distribution Centre; Center Parcs, Longford; Cherrywood TC2, Dublin; Bonham Quay Offices, Galway; Lidl Regional Distribution Centre, Peterborough; BMW manufacturing facility, Swindon; 22 Hanover Square Hotel, London; a data centre in Frankfurt and a logistics centre in Lengede, Germany. **C**



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31 GANSON BUILD & CIVIL ENGINEERING CONTRACTORS LTD TOTAL TURNOVER: €68M



ROI TURNOVER: €59M
INTERNATIONAL TURNOVER: €9M
YEAR END: 31/12/2019
ADDRESS: Units 19/20, Balbriggan Business Park, Balbriggan, Co Dublin.

PHONE: 01 690 5716
WEB: www.ganson.ie
KEY EXECUTIVES: David Rogers, Managing Director; Paul Mc Quaid, Managing Director.
KEY ACTIVITIES: General Building.

Coláiste Clavin, Longwood, Co Meath.



The Willows, Dunshaughlin, Co Meath.

32 GEM GROUP TOTAL TURNOVER: €63.3M



ROI TURNOVER: €63.2M
INTERNATIONAL TURNOVER: €130,000
YEAR END: 30/06/2019
ADDRESS: Athlone Road, Longford.
PHONE: 01 885 0432
WEB: www.gemgroup.ie
KEY EXECUTIVES: Martin Healy,

Joint Managing Director; Vincent Fay, Joint Managing Director; Kevin Fay, Construction Director; Andrew Gettings, Construction Commercial Director; Kieran Rigney, Joinery Director; Kieran Kelly, Financial Controller.
KEY ACTIVITIES: General Building; Specialist Joinery.

33 ARKIL HOLDING LTD, (ARKIL LTD AND PARK PLANT HIRE LTD) TOTAL TURNOVER: €58.6M



ROI TURNOVER: €58.6M
INTERNATIONAL TURNOVER: €30,000
YEAR END: 31/12/2019
ADDRESS: Drennenstown, Rathangan, Co Kildare.

PHONE: 045 524520
WEB: www.arkil.ie
KEY EXECUTIVES: Seamus Mannion, Managing Director.
KEY ACTIVITIES: Civil Engineering.



N71 Knockroe to Seafeld scheme.



Radley Engineering project for a confidential client.

34 RADLEY ENGINEERING LTD TOTAL TURNOVER: €55.3M



ROI TURNOVER: €54.6M
INTERNATIONAL TURNOVER: €709,373
YEAR END: 31/07/2019
ADDRESS: Dungarvan, Co Waterford.
PHONE: 058 41199
WEB: www.radleyeng.com
KEY EXECUTIVES: Tommy Radley,

Managing Director; John Radley, Managing Director; Kevin Walsh, General Manager/Director; Brian Gill, Finance Director; Mark Radley, Projects Director; Caimin Radley, Projects Director.
KEY ACTIVITIES: Mechanical Engineering.

35 PURCELL CONSTRUCTION TOTAL TURNOVER: €52.5M



ROI TURNOVER: €52.5M
YEAR END: 31/12/2019
ADDRESS: 57 Briarhill Business Park, Briarhill, Galway.
PHONE: 091 780800
WEB: www.purcell.ie
KEY EXECUTIVES: Michael Bane, Managing Director; Gerry

Dolan, Construction Director; Nigel Tighe, Construction Director; Tom Whelan, Surveying Director; Derek Timlin, Commercial Director.
KEY ACTIVITIES: General Building.



Museum of Literature Ireland (MoLI).



HV Design & Build project for a confidential client in Ireland.

36 GAELTEC UTILITIES TOTAL TURNOVER: €52.3M



ROI TURNOVER: €41.7M
INTERNATIONAL TURNOVER: €10.6M
YEAR END: 31/12/2019
ADDRESS: IDA Business Park, Purcellsinch, Dublin Road, Kilkenny.
PHONE: 056 770 3968
WEB: www.gaeltecutilities.com
KEY EXECUTIVES: Declan

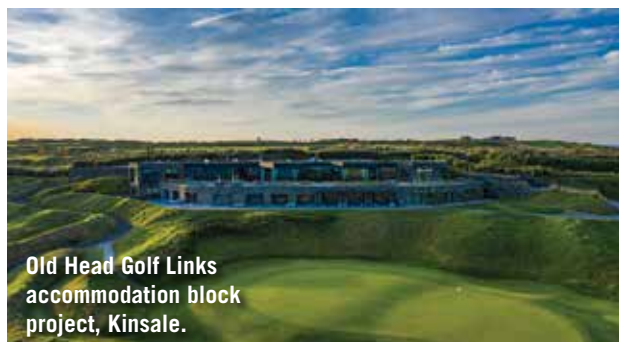
Wynne, Executive Director; Mario Castro, Executive Director; Joao Felizardo, CEO, Irish Business Unit; Joao Neves, CEO, UK Business Unit; Luis Adolfo, Commercial Director.
KEY ACTIVITIES: Specialist Engineering.

37 VISION CONTRACTING TOTAL TURNOVER: €52M



ROI TURNOVER: €52M
YEAR END: 31/12/2019
ADDRESS: Melbourne House, Melbourne Business Park, Model Farm Road, Cork.
PHONE: 021 487 4930
WEB: www.visioncontracting.ie

KEY EXECUTIVES: Niall O Meara, Managing Director; Mick Allen, Construction Director; Aidan Drummond, Pharmaceutical & Industrial Director; Colm Fehily, Commercial Director.
KEY ACTIVITIES: General Building.



Old Head Golf Links accommodation block project, Kinsale.



Aerial view of Loughshinney Nursing Home, Co Dublin.

38 MONAMI CONSTRUCTION TOTAL TURNOVER: €51.2M



ROI TURNOVER: €51.2M
YEAR END: 31/12/2019
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: General Building.

39 SONICA TOTAL TURNOVER: €51M



ROI TURNOVER: €36.5M
INTERNATIONAL TURNOVER: €14.5M
YEAR END: 31/12/2019
ADDRESS: First Landings, Skerries, Co Dublin.
PHONE: 01 676 5007

WEB: www.sonica.ie
KEY EXECUTIVES: Donnacha Neary, Managing Director; Maura Cleary, Financial Director; Tim Lennon, Projects Director; Dan Ryan, Construction Director.
KEY ACTIVITIES: Fit-Out.

National Sport & Science Centre, Dublin.



BMD project for a confidential client.

40 BMD & CO LIMITED TOTAL TURNOVER: €44.4M



ROI TURNOVER: €44.4M
YEAR END: 31/12/2019
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;

Kevin McKiernan, Director, Eastern Region; Paul Keegan, Offsite Manufacturing Director; Kieran Murphy, Project Director; Kevin McCarthy, Commercial Director; Kieran Horgan, Financial Controller/Company Secretary.
KEY ACTIVITIES: Mechanical Engineering.

41 MSL ENGINEERING LIMITED

TOTAL TURNOVER: €44M



ROI TURNOVER: €36.2M
INTERNATIONAL TURNOVER:

€7.8M

YEAR END: 31/01/2020

ADDRESS: Unit 8, Watergrasshill Business Park, Watergrasshill, Co Cork.

PHONE: 021 451 3550

WEB: www.mslengineering.ie

KEY EXECUTIVES: Brian McGrath, Managing Director; Leonard Cronin, Operations Director; Kevin O'Sullivan, Commercial Director.

KEY ACTIVITIES: Mechanical & Electrical Engineering.

18-tonne modular-rack unit for biopharma client in Ireland.



Shopping centre project in Bonn, Germany.



42 LYNKEY ENGINEERING LTD

TOTAL TURNOVER: €43.4M



ROI TURNOVER: €23.2M
INTERNATIONAL TURNOVER: €20.2M

YEAR END: 31/12/2019

ADDRESS: Dartmouth House, Kylemore Road, Dublin 10.

PHONE: 01 460 1556

WEB: www.lynskeyeng.ie

KEY EXECUTIVES: Sean McElligott, Managing Director; Kevin Carolan, Company Secretary; Bernard Corrigan, Director; Eamonn Heery, Director.

KEY ACTIVITIES: Mechanical and Electrical Engineering.

43 KILCAWLEY BUILDING & CIVIL ENGINEERING (SLIGO) LTD

TOTAL TURNOVER: €43.1M



ROI TURNOVER: €43.1M

YEAR END: 31/12/2019

ADDRESS: Sansheen Business Campus, Strandhill Road, Sligo.

PHONE: 071 916 2206

WEB: www.kilcawleyconstruction.com

KEY EXECUTIVES: Fergal Meagher, Managing Director; Brendan G Henry, Director; Teresa Henry, Director; Anne McGowan, Director.

KEY ACTIVITIES: General Building.



Wasdell Pharmaceutical facility, Dundalk, Co Louth.



University Hospital Limerick facility, completed in a 14-week fast-track programme.

44 CLANCY CONSTRUCTION

TOTAL TURNOVER: €42.4M



ROI TURNOVER: €42.4M

YEAR END: 31/12/2019

ADDRESS: Drangan, Thurles, Co Tipperary.

PHONE: 052 915 2166

WEB: www.clancy.ie

KEY EXECUTIVES: John O'Shaughnessy, Managing Director.

KEY ACTIVITIES: General Building.

45 MMD CONSTRUCTION (CORK) LTD

TOTAL TURNOVER: €42.3M



ROI TURNOVER: €42.3M

YEAR END: 31/12/2019

ADDRESS: Unit 1, Building 2500, Avenue 2000, Cork Airport Business Park, Cork.

PHONE: 021 497 5979

WEB: www.mmd.ie

KEY EXECUTIVES: Tomás O'Donovan, Managing Director; Cormac Smith, Director; Kevin O'Leary, Director.

KEY ACTIVITIES: General Building.

Kilnagleary Housing Development, Carrigaline, Co Cork.





Avery Dennison facility, Longford.

46 ADSTON GROUP HOLDINGS LTD

TOTAL TURNOVER: €39.7M



ROI TURNOVER: €15.2M
INTERNATIONAL TURNOVER:

€24.5M

YEAR END: 31/12/2019

ADDRESS: Unit 11, Creeny Business Park, Belturbet, Co Cavan.

PHONE: 049 952 9200

WEB: www.adstonconstruction.com

KEY EXECUTIVES: Sean McNally, Executive Chairman; Francis Smith, Chief Executive Officer; Gary Meehan, Managing Director.

KEY ACTIVITIES: General Building, Civil Engineering, Fit-Outs.

47 GLENMAN CORPORATION LTD

TOTAL TURNOVER: €39.3M



ROI TURNOVER: €39.3M

YEAR END: 31/12/2019

ADDRESS: Merrion House, Tuam Road, Galway

PHONE: 091 780100

WEB: www.glenman.ie

KEY EXECUTIVES: Albert Conneally, Managing Director; Micheál Conneally, Contracts Director.

KEY ACTIVITIES: General Building, Civil Engineering.



Extension to St Anne's Community College, Killaloe, Co Clare.



Iconic Offices, Dublin.

48 T&I FITOUTS LTD

TOTAL TURNOVER: €38M



ROI TURNOVER: €38M

YEAR END: 31/12/2019

ADDRESS: Longtown, Straffan, Co Kildare.

PHONE: 045 861799

WEB: www.tandi.ie

KEY EXECUTIVES: Dave Merriman, Managing Director; Enda O'Brien, Operations Director.

KEY ACTIVITIES: Fit-Outs.

49 DFL

TOTAL TURNOVER: €37.9M



ROI TURNOVER: €35M

INTERNATIONAL TURNOVER:

€2.9M

YEAR END: 31/12/2019

ADDRESS: Paragon House, Cork Road, Waterford.

PHONE: 051 373713

WEB: www.dfl.ie

KEY EXECUTIVES: David Flynn, Managing Director; Ken Flynn, Facilities Director; Thomas Holden, Contract Director.

KEY ACTIVITIES: General Building.



Hunters Yard, Mount Juliet Hotel, Co Kilkenny.



Mixed-use development in Castleknock, Dublin.

50 MANNINGS CONSTRUCTION GROUP

TOTAL TURNOVER: €35.3M



ROI TURNOVER: €20M

INTERNATIONAL TURNOVER:

€15.3M

YEAR END: 31/12/2019

ADDRESS: 9 Cookstown Industrial Estate, Belgard Road, Tallaght, Dublin 24.

PHONE: 01 466 5555

WEB: www.manning.ie

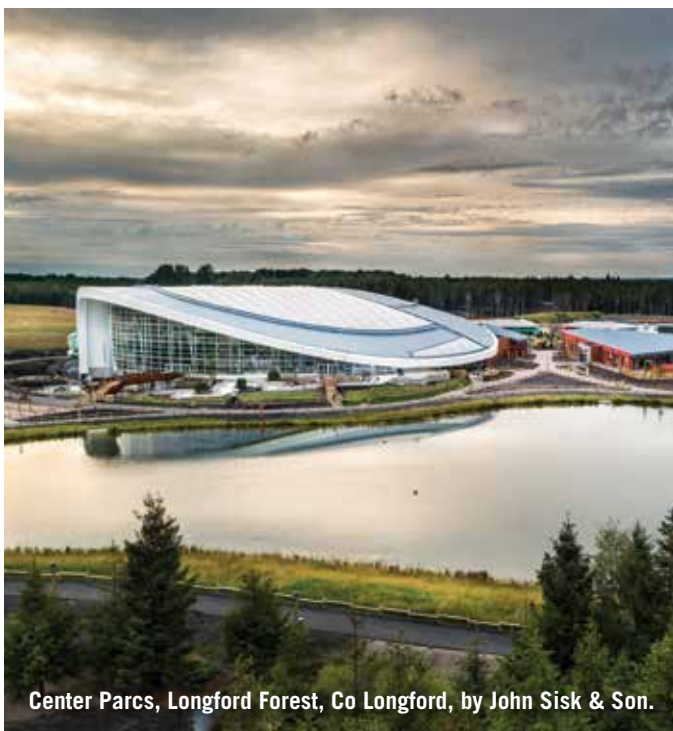
KEY EXECUTIVES: Aidan Delamere, Chairman; Colm Delamere, Managing Director; Ronan Quinn, Financial Director; Sinead Savage, Head of Business Development and Marketing.

KEY ACTIVITIES: General Building.

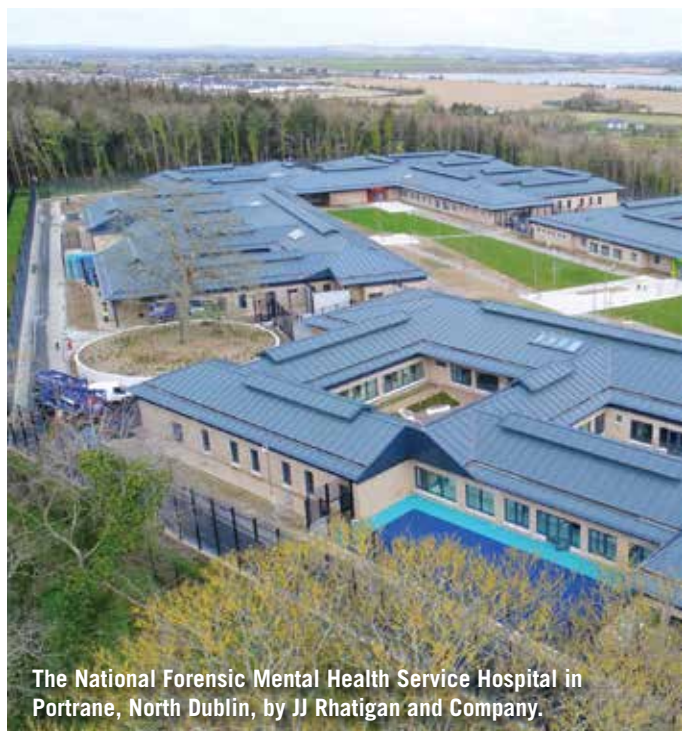
TOP 50 CONTRACTORS

(ROI TURNOVER)

COMPANY	TURNOVER IRELAND	SECTOR
1 John Sisk & Son	€728M	General Building, Civil Engineering
2 BAM Ireland	€603M	General Building, Civil Engineering
3 PJ Hegarty & Sons UC	€415M	General Building
4 John Paul Construction	€369M	General Building, Civil Engineering, Fit-Outs
5 Jones Engineering	€310M	Mechanical & Electrical, Fire Protection
6 Bennett (Construction) Ltd	€310M	General Building
7 JJ Rhatigan & Company	€306M	General Building
8 Walls Construction Ltd	€290M	General Building
9 Collen Construction	€260M	General Building
10 Kirby Group Engineering	€180M	Mechanical & Electrical, Utilities
11 Winthrop	€172.5M	Mechanical & Electrical
12 Mercury	€155M	Mechanical & Electrical
13 mac-group	€145M	General Building, Fit-Outs
14 Suir Engineering Ltd	€145M	Mechanical & Electrical
15 Stewart Construction	€124.8M	General Building
16 Designer Group	€124.4M	Mechanical & Electrical
17 Roadbridge	€119.6M	Civil Engineering
18 Flynn	€115M	General Building
19 Murphy International	€112M	Civil Engineering
20 SIAC Construction Group	€110M	Civil Engineering
21 Duggan Brothers (Contractors) Ltd.	€101.75M	General Building

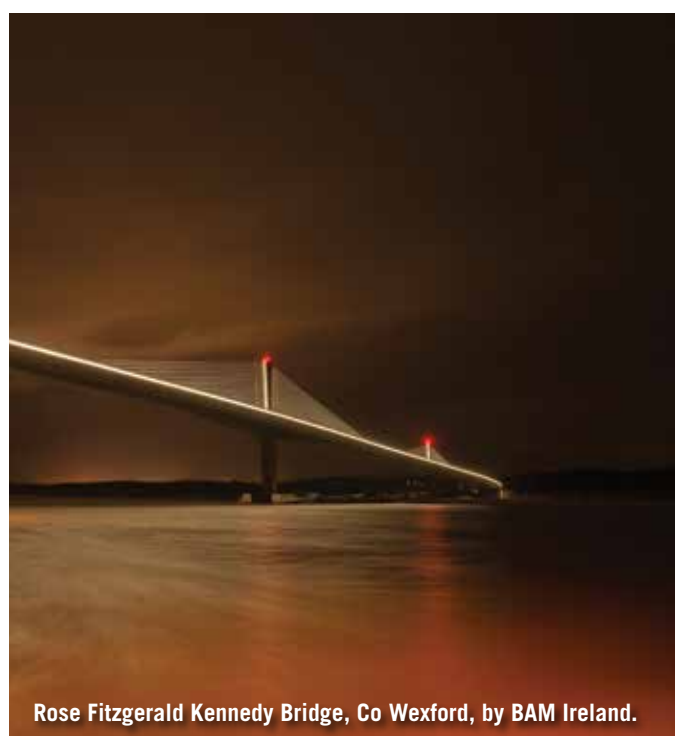


Center Parcs, Longford Forest, Co Longford, by John Sisk & Son.



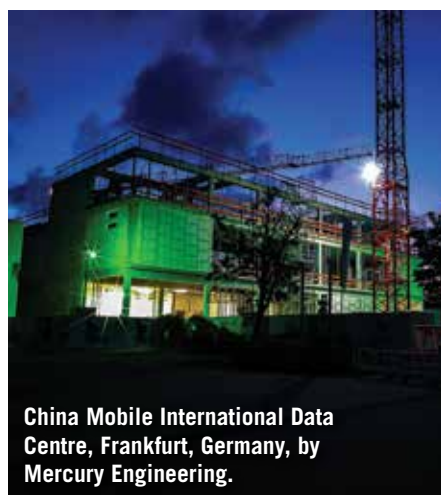
The National Forensic Mental Health Service Hospital in Portrane, North Dublin, by JJ Rhatigan and Company.

22	MEIC Group	€93.8M	Civil Engineering
23	Wills Bros Ltd	€90M	Civil Engineering
24	Conack Construction Ltd	€79.5M	General Building
25	Dornan Engineering Ltd	€72M	Mechanical & Electrical
26	Ardmac Group Limited	€69.5M	Specialist Contractor
27	Gem Group	€63.2M	General Building
28	Specialist Technical Engineering Services	€61.4M	Mechanical & Electrical
29	Elliott Building & Civil Engineering Ltd	€60M	General Building
30	Ganson Build & Civil Engineering Contractors Ltd	€59M	General Building
31	Arkil Holding Ltd, (Arkil Ltd and Park Plant Hire Ltd).	€58.5M	Civil Engineering
32	ABM Group	€57.5M	General Building
33	Radley Engineering Ltd	€54.6M	Mechanical & Electrical
34	Purcell Construction	€52.5M	General Building
35	Vision Contracting	€52M	General Building
36	Monami Construction	€51.2M	General Building
37	BMD & Co Limited	€44.4M	Mechanical & Electrical
38	Kilcawley Building & Civil Engineering (Sligo) Ltd	€43.1M	General Building
39	Clancy Construction	€42.4M	General Building
40	MMD Construction (Cork) Ltd	€42.3M	General Building
41	Gaeltec Utilities	€41.6M	Specialist Engineering
42	Glenman Corporation Ltd	€39.3M	General Building, Civil Engineering
43	T&I Fitouts Ltd	€38M	Fit-Outs
44	King and Moffatt Building Services	€36.8M	Mechanical & Electrical
45	Sonica	€36.5M	Fit-Outs
46	MSL Engineering Limited	€36.2M	Mechanical & Electrical
47	DFL	€35M	General Building
48	Shareridge	€33.9M	Civil Engineering
49	LMC Group	€33.7M	Mechanical & Electrical
50	Glenbeigh Construction Ltd	€30M	General Building

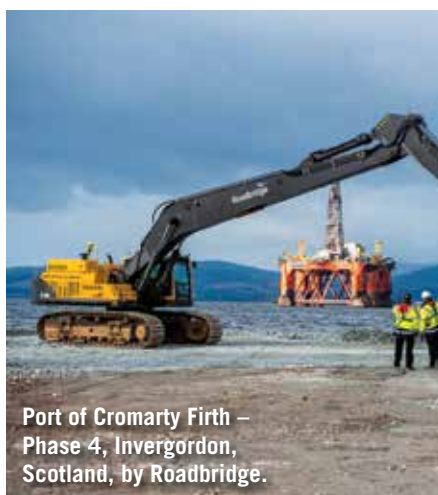


TOP 30 EXPORTERS

COMPANY	EXPORT TURNOVER	SECTOR
1 Mercury	€745M	Mechanical & Electrical
2 John Sisk & Son	€668M	General Building, Civil Engineering,
3 Jones Engineering	€310M	Mechanical & Electrical, Fire Protection
4 Dornan Engineering Ltd	€260M	Mechanical & Electrical Installation
5 Roadbridge	€151.6M	Civil Engineering
6 Designer Group	€137.5M	Mechanical & Electrical
7 Winthrop	€130.5M	Mechanical & Electrical
8 Collen Construction	€115M	General Building
9 Specialist Technical Engineering Services	€94.1M	Mechanical & Electrical
10 Bennett (Construction) Ltd	€90M	General Building
11 Ardmac Group Limited	€89.7M	Specialist Contractor
12 John Paul Construction	€69M	General Building, Civil Engineering, Fit-Outs
13 Kirby Group Engineering	€65.5M	Mechanical & Electrical, Utilities
14 JJ Rhatigan & Company	€58.5M	General Building
15 mac-group	€50M	General Building, Fit-Outs
16 Wills Bros Ltd	€40M	Civil Engineering
17 King and Moffatt Building Services	€32M	Mechanical & Electrical
18 Adston Group Holdings Ltd	€24M	General Building
19 PJ Hegarty & Sons UC	€21M	General Building
20 Lynskey Engineering Ltd	€20M	Mechanical & Electrical
21 MEIC Group	€20M	Civil Engineering
22 Elliott Building & Civil Engineering Ltd	€20M	General Building
23 ABM Group	€20M	General Building
24 Suir Engineering Ltd	€16M	Mechanical & Electrical
25 Murphy International	€15M	Civil Engineering
26 Mannings Construction Group	€15M	General Building
27 Sonica	€14M	Fit-Outs
28 Gaeltec Utilities	€10M	Specialist Engineering
29 Flynn	€10M	General Building
30 SIAC Construction Group	€10M	Civil Engineering



China Mobile International Data Centre, Frankfurt, Germany, by Mercury Engineering.



Port of Cromarty Firth – Phase 4, Invergordon, Scotland, by Roadbridge.



International Convention Centre, Celtic Manor, Newport, Wales, by John Sisk & Son.

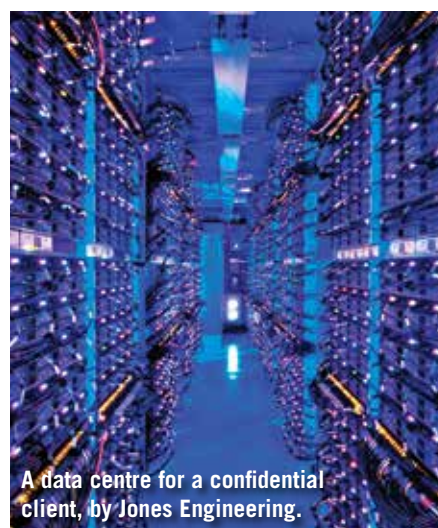
TOP 40 MAIN CONTRACTORS

(COMBINED ROI AND INTERNATIONAL TURNOVER)

	COMPANY	TURNOVER	SECTOR
1	John Sisk & Son	€1.396B	General Building, Civil Engineering
2	BAM Ireland	€603M	General Building, Civil Engineering
3	John Paul Construction	€438M	General Building, Civil Engineering,
4	PJ Hegarty & Sons UC	€436M	General Building
5	Bennett (Construction) Ltd	€400M	General Building
6	Collen Construction	€375M	General Building
7	JJ Rhatigan & Company	€364.5M	General Building
8	Walls Construction Ltd	€290M	General Building
9	Roadbridge	€271.2M	Civil Engineering
10	mac-group	€195M	General Building, Fit-Outs
11	Ardmac Group Limited	€159.3M	General Building, Fit-Outs
12	Wills Bros Ltd	€130M	Civil Engineering
13	Murphy International	€127.7M	Civil Engineering
14	Flynn	€125M	General Building
15	Stewart Construction	€124.8M	General Building
16	SIAC Construction Group	€120M	Civil Engineering
17	MEIC Group	€113.7M	Civil Engineering
18	Duggan Brothers (Contractors) Ltd	€101.7M	General Building
19	Elliott Building & Civil Engineering Ltd	€80M	General Building
20	Conack Construction Ltd	€79.5M	General Building
21	ABM Group	€77.5M	General Building
22	Ganson Build & Civil Engineering Contractors Ltd	€68M	General Building
23	Gem Group	€63.3M	General Building
24	Arkil Holding Ltd, (Arkil Ltd and Park Plant Hire Ltd)	€58.5M	Civil Engineering
25	Purcell Construction	€52.5M	General Building
26	Vision Contracting	€52M	General Building
27	Monami Construction	€51.2M	General Building
28	Kilcawley Building & Civil Engineering (Sligo) Ltd	€43.1M	General Building
29	Clancy Construction	€42.3M	General Building
30	MMD Construction (Cork) Ltd	€42.2M	General Building
31	Adston Group Holdings Ltd	€39.7M	General Building
32	Glenman Corporation Ltd	€39.2M	General Building, Civil Engineering
33	DFL	€37.9M	General Building
34	Mannings Construction Group	€35.2M	General Building
35	Shareridge	€33.9M	Civil Engineering
36	Glenbeigh Construction Ltd	€30M	General Building
37	Clonmel Enterprises Ltd	€28.8M	Civil Engineering
38	Ormonde Construction Ltd	€27.1M	General Building
39	Mythen Construction Limited	€26.5M	General Building
40	DHD Construction Ltd	€25.5M	General Building

TOP 20 SPECIALIST CONTRACTORS

	COMPANY	TOTAL TURNOVER	ROI TURNOVER	INTERNATIONAL TURNOVER	SECTOR
1	Mercury	€900M	€155M	€745M	Mechanical & Electrical
2	Jones Engineering	€620M	€310M	€310M	Mechanical & Electrical, Fire Protection
3	Dornan Engineering Ltd	€330M	€90M	€240M	Mechanical & Electrical Installation
4	Winthrop	€302.9M	€172.4M	€130.5M	Mechanical & Electrical Contracting
5	Designer Group	€261.8M	€124.3M	€137.5M	Mechanical & Electrical
6	Kirby Group Engineering	€245.5M	€180M	€65.5M	Mechanical & Electrical
7	mac-group	€195M	€145M	€50M	General Building, Fit-Outs
8	Suir Engineering Ltd	€161M	€145M	€16M	Mechanical & Electrical
9	Ardmac Group Limited	€159.3M	€69.5M	€89.7M	Specialist Contractor
10	Specialist Technical Engineering Services	€155.5M	€61.6M	€94.1M	Mechanical & Electrical
11	King and Moffatt Building Services	€69.2M	€36.8M	€32.4M	Mechanical & Electrical
12	Radley Engineering Ltd	€55.3M	€54.6M	€0.7M	Mechanical & Electrical
13	Gaeltec Utilities	€52.2M	€41.6M	€10.6M	Specialist Engineering
14	Sonica	€51M	€36.5M	€14.5M	Fit-Outs
15	BMD & Co Limited	€44.4M	€44.4M	–	Mechanical & Electrical
16	MSL Engineering Limited	€44M	€36.2M	€7.8M	Mechanical & Electrical
17	Lynskey Engineering Ltd	€43.4M	€23.2M	€20.2M	Mechanical & Electrical
18	T&I Fitouts Ltd	€38M	€38M	–	Fit-Outs
19	LMC Group	€33.7M	€33.7M	–	Mechanical & Electrical
20	Tritech Engineering Ltd	€21M	€21M	–	Mechanical & Electrical



Graphic of the €500m Greater Dublin Drainage Treatment Plant scheme.



OVER €13BN WORTH OF PROJECTS RECEIVED PLANNING IN 2019

Residential, medical, education and commercial all performed well in terms of planning activity in 2019, but 2020 will prove to be a different story. **TOM MOLONEY**, Managing Director, Construction Information Services (CIS), compares planning activity for 2019 and the first two quarters of 2020.

During 2019 planning activity continued a year on year growth trajectory dating back to 2013. However, the onset of Covid-19 in March of this year had a significant impact on planning applications being made and processed. This overview will include a look at planning activity from 1st January to 25th July of this year, along with the levels of pipeline and active construction over the period covering Q 2 2020.

In 2019, the Irish construction sector had a strong performance in sectors such as residential, medical, education and commercial. As our research reveals, overall in 2019, in excess of €7.86bn of construction projects commenced construction. This was a 15% decline on 2018 when the equivalent value was €9.2bn. There was also a 4% decline in the overall volume of projects commencing in the same period. Projects approved to proceed however showed a 17% increase on 2018, which in value terms represents in excess of €13bn. However, the volume of

projects was down 5% on 2018.

COVID-19 IMPACT

According to CIS research, in excess of 1,137 sites – excluding self-build construction – closed, following the Government lockdown order in March 2020. The subsequent lifting of these restrictions on 18th May allowed sites that were Covid-19 compliant to recommence construction activity. This saw an initial surge in site openings, but this tapered off somewhat in the following weeks, as contractors and workers continued to adapt to the sector's new standard operating procedure.

PLANNING ACTIVITY IN 2020

The average number of Republic of Ireland applications lodged up to 14th March was 490 per week. During the Covid-19 lockdown, the number dropped to 455 per week (-7%). From 18th May, the average number of Republic of Ireland applications rose to 602

per week (+32%). In Northern Ireland, the drop was more significant, with a -42% fall in submissions to 110 per week. This only reverted to pre-lockdown levels of 189 per week from 6th June. It should be noted that the return to activity in Northern Ireland was and remains behind the Republic.

Planning decisions for the Republic of Ireland fell by -44% to 228 per week during the Covid-19 lockdown period compared to the first 11 weeks of the year, when they averaged 410 per week. The volume of decisions has recovered by +4% on the pre-Covid period to 426 per week, which indicates, based on the volume of planning applications submitted, that a backlog in planning decisions of circa 1,500 are still being worked through. The situation for Northern Ireland reveals a -64% fall-off in planning decisions to 55 per week during the Covid-19 cessation. The number is still -27% behind the pre-Covid period.

In terms of public sector construction



A CGI of the €500m Cherrywood Town Centre development in Dublin.

tenders, both Republic of Ireland and Northern Ireland witnessed a significant drop in advertised tenders. This resulted in many existing tenders having their deadline dates

extended over the lockdown period.

ACTIVITY DECLINE

According to CIS research, there has been a

marked decline in activity across all sectors and regions for both pipeline (granted) planning and project commencements, with the only exception being in the hospitality sector.

In an analysis of the non-residential sectors, Q2 is down -29% for the planning pipeline and down -30% for project starts compared to Q1, 2020. Also, in terms of residential, the number of units granted permission in Q2 was 8,088 compared to 15,148 in Q1 of this year. In residential starts, 5,483 units commenced in Q2, versus 6,127 units in Q1.

The challenges presented by Covid-19 has resulted in projects being delayed or cancelled across all sectors, in addition to the disruptions caused in the supply chain relating to materials, labour, equipment, etc. It is difficult to predict what activity levels are likely to be for Q3 and Q4. However, the trajectory for both applications and decisions look positive. As the industry adapts to a new norm, with the promised support from Government, it will hopefully bounce back to pre-Covid levels. **C**

CIS TOP 10 PROJECTS BY VALUE (SHELL & CORE) 2019


PROJECT	LOCATION	CIS SECTION	VALUE	STAGE
1 New Children's Hospital	St James Hospital Site, Dublin 8.	Medical	€1.7bn	On site
2 N6 Galway City Outer Bypass Scheme	Galway	Civil	€600m	Plans submitted
3 Greater Dublin Drainage Treatment Plant	Clonsaugh, Co Dublin	Utilities	€500m	Plans granted
4 Expansion of Ringsend Waste Water Treatment Plant	Co Dublin	Utilities	€500m	On site
5 Cherrywood Town Centre Development	Co Dublin	Residential	€500m	On site
6 N21 / N69 Limerick To Foynes to Road	Co Limerick	Civil	€450m	Plans submitted
7 Dublin Airport Runway	Dublin Airport, Co Dublin	Civil	€320m	On site
8 Dublin Port Expansion	Alexander Road, Co Dublin	Civil	€320m	Plans granted
9 Residential/Commercial Development	Haggardstown/Hayenstown Dundalk, Co Louth	Residential	€300m	On site
10 N22 Baile Bhuirne Scheme – Design & Build	N22 Baile Bhuirne Macroom, Co Cork	Civil	€280m	On site

CIS TOP 10 MOST VIEWED CONSTRUCTION PROJECTS 2019

PROJECT	LOCATION	CIS SECTION	VALUE
1 Town Centre Development	Co Dublin	Residential	€500m
2 Research Manufacturing Building Extension	Co Kildare	Industrial	€101m
3 Office Development	Co Dublin	Commercial & Retail	€30m
4 Forensic Science Laboratory - Main Works	Co Kildare	Industrial	€65m
5 Garda Headquarters Building	Co Dublin	Commercial & Retail	€73m
6 Data Centre	Co Dublin	Industrial	€44m
7 Office Development	Co Dublin	Commercial & Retail	€200m
8 Data Centre	Co Dublin	Industrial	€18m
9 Apartment Development	Co Dublin	Residential	€55m
10 College Extension	Co Dublin	Education	€17m

CONSTRUCTION CIF TOP 50 CONTRACTORS 2020 (COMBINED ROI AND INTERNATIONAL TURNOVER)

POS	COMPANY	TOTAL TURNOVER	ROI TURNOVER	INTERNATIONAL TURNOVER
1	JOHN SISK & SON	€1.396BN	€728M	€668M
2	MERCURY	€900M	€155M	€745M
3	JONES ENGINEERING	€620M	€310M	€310M
4	BAM IRELAND	€603M	€603M	—
5	JOHN PAUL CONSTRUCTION	€438M	€369M	€69M
6	PJ HEGARTY & SONS UC	€436M	€415M	€21M
7	BENNETT (CONSTRUCTION) LTD	€400M	€310M	€90M
8	COLLEN CONSTRUCTION	€375M	€260M	€115M
9	JJ RHATIGAN & COMPANY	€364.5M	€306M	€58.5M
10	DORNAN ENGINEERING LTD	€332M	€72M	€260M
11	WINTHROP	€303M	€172.5M	€130.5M
12	WALLS CONSTRUCTION LTD	€290M	€290M	—
13	ROADBRIDGE	€271.2M	€119.6M	€151.6M
14	DESIGNER GROUP	€261.9M	€124.4M	€137.5M
15	KIRBY GROUP ENGINEERING	€245.5M	€180M	€65.5M
16	MAC-GROUP	€195M	€145M	€50M
17	SUIR ENGINEERING LTD	€161M	€145M	€16M
18	ARDMAC GROUP LIMITED	€159.3M	€69.6M	€89.7M
19	SPECIALIST TECHNICAL ENGINEERING SERVICES	€155.5M	€61.4M	€94.1M
20	WILLS BROS LTD	€130M	€90M	€40M
21	MURPHY INTERNATIONAL	€127.7M	€112M	€15.7M
22	FLYNN	€125M	€115M	€10M
23	STEWART CONSTRUCTION	€124.8M	€124.8M	—
24	SIAC CONSTRUCTION GROUP	€120M	€110M	€10M
25	MEIC GROUP	€113.8M	€93.8M	€20M
26	DUGGAN BROTHERS (CONTRACTORS) LTD.	€101.75M	€101.75M	—
27	ELLIOTT BUILDING & CIVIL ENGINEERING LTD	€80M	€60M	€20M
28	CONACK CONSTRUCTION LTD	€79.5M	€79.5M	—
29	ABM GROUP	€77.5M	€57.5M	€20M
30	KING AND MOFFATT BUILDING SERVICES	€69.2M	€36.8M	€32.4M
31	GANSON BUILD & CIVIL ENGINEERING CONTRACTORS LTD	€68M	€59M	€9M
32	GEM GROUP	€63.3M	€63.2M	€0.1M
33	ARKIL HOLDING LTD, (ARKIL LTD AND PARK PLANT HIRE LTD).	€58.6M	€58.6M	€0.03M
34	RADLEY ENGINEERING LTD	€55.3M	€54.6M	€0.7M
35	PURCELL CONSTRUCTION	€52.5M	€52.5M	—
36	GAELTEC UTILITIES	€52.3M	€41.7M	€10.6M
37	VISION CONTRACTING	€52M	€52M	—
38	MONAMI CONSTRUCTION	€51.2M	€51.2M	—
39	SONICA	€51M	€36.5M	€14.5M
40	BMD & CO LIMITED	€44.4M	€44.4M	—
41	MSL ENGINEERING LIMITED	€44M	€36.2M	€7.8M
42	LYNSKEY ENGINEERING LTD	€43.4M	€23.2M	€20.2M
43	KILCAWLEY BUILDING & CIVIL ENGINEERING (SLIGO) LTD	€43.1M	€43.1M	—
44	CLANCY CONSTRUCTION	€42.4M	€42.4M	—
45	MMD CONSTRUCTION (CORK) LTD	€42.3M	€42.3M	—
46	ADSTON GROUP HOLDINGS LTD	€39.7M	€15.2M	€24.5M
47	GLENMAN CORPORATION LTD	€39.3M	€39.3M	—
48	T&I FITOUTS LTD	€38M	€38M	—
49	DFL	€37.9M	€35M	€2.9M
50	MANNINGS CONSTRUCTION GROUP	€35.3M	€20M	€15.3M



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