

ENR THE TOP 400

NUMBER 110



Finding Ways To Deal With The Coronavirus Crisis

The construction industry is cyclical, riding the ups and downs of economic trends. When 2020 began, the industry was on the upswing. Many large contractors were confident that they could ride out any possible downturn that could have come along, using large backlogs to get them through possible future tough times. But the current COVID-19 pandemic is unlike anything the industry has experienced in generations.

There was no warning. Rather than markets tapering off due to economic

troubles or even some natural or manmade disasters, the epidemic hit hard and fast, leaving the industry in chaos.

The ENR Top 400 Contractors list shows just how healthy the market was before COVID-19 hit. As a group, those firms generated a new record of \$414.38 billion in contracting revenue in 2019, an increase of 2.3% from the 2018 total of \$405 billion. Contracting revenue from U.S. projects rose a strong 5.1%, to \$387.85 billion, over last year's mark of \$369.15 billion. Contracting revenue from

projects outside the U.S. fell 26.0% last year, to \$26.53 billion.

As bright as market prospects looked at the beginning of 2020, those prospects faded quickly as the COVID-19 virus made its presence felt. Construction in many parts of the country ground to a halt as state and local governments stepped in and ordered nonessential work be put on pause to stop the spread of the disease.

Bob Mullen, CEO of STO Building Group, sums up the feelings of many contractors across the country: "We came into the year with the expectation of growth in several sectors. We're still expecting that growth to resume at some point, but, of course, the COVID-19 pandemic put our growth plans [on] pause."

A major issue for contractors whose work continues is how to keep their workers safe and healthy. Almost all contractors are imposing new guidelines for workers on job sites, mostly following those issued by the U.S. Centers for Disease Control.

Many contractors have expanded on requirements beyond the basics. HITT Contracting developed its own set of guidelines. "To help our industry partners and colleagues, we're sharing our protocols and processes on our website," says Kim Roy, CEO.

The entire industry has been impacted by COVID-19. "But we're a tight-knit community and we're rallying together to learn from each other and provide a united front," says Jay Badame, AECOM's president of construction management. He warns firms that "we can't be islands in implementing solutions to help minimize the impacts of the crisis—it doesn't serve ourselves or the industry well." ■

By Gary J. Tulacz

How To Read the Tables

Companies are ranked by construction revenue in 2019 in (\$) millions. Those with subsidiaries (†) are listed by company rank, which may be found on the ENR website at www.enr.com. Firms not ranked last year are designated as **. Some markets may not add up to 100% due to omission of the "other" miscellaneous market category. NA = "not available."

Figures include prime construction contracts, shares of joint ventures, subcontracts, the construction portion of design-construct contracts and construction management-at-risk contracts when the firm's risks are similar to those of a general contractor. Figures also include the value of installed equipment when a firm has prime responsibility for specifying and procuring it within

the scope of its construction contract.

General Building includes commercial buildings, offices, stores, educational facilities, government buildings, hospitals, medical facilities, hotels, apartments, housing, etc.

Manufacturing includes auto assembly, electronic assembly, textile plants, etc.

Power includes thermal and hydroelectric power plants, waste-to-energy plants, transmission lines, substations, cogeneration plants, etc.

Water Supply includes dams, reservoirs, transmission pipelines, distribution mains, irrigation canals, desalination and potability treatment plants, pumping stations, etc.

Sewerage-Solid Waste includes sanitary and storm

sewers, treatment plants, pumping plants, incinerators, industrial waste facilities, etc.

Industrial Process includes pulp and paper mills, steel mills, non-ferrous metal refineries, pharmaceutical plants, chemical plants, food and other processing plants, etc.

Petroleum includes refineries, petrochemical plants, offshore facilities, pipelines, etc.

Transportation includes airports, bridges, roads, canals, locks, dredging, marine facilities, piers, railroads, tunnels, etc.

Hazardous Waste includes chemical and nuclear waste treatment, asbestos and lead abatement, etc.

Telecommunications includes transmission lines and cabling, towers and antennae, data centers and web hotels, etc.

MULTI-UNIT RESIDENTIAL		
RANK	FIRM	REVENUE (\$ MIL.)
1	LENLEASE	1,791.8
2	SUFFOLK CONSTRUCTION CO. INC.	1,519.1
3	CLARK GROUP	1,434.2
4	KBR INC.	1,356.0
5	AECOM	1,098.1
6	GILBANE BUILDING CO.	693.0
7	COASTAL CONSTRUCTION GROUP	681.0
8	HANOVER CO.	669.0
9	THE WALSH GROUP	621.9
10	WEBCOR	611.4
11	THE MCSHANE COS.	611.3
12	BALFOUR BEATTY US	610.8
13	SWINERTON	574.0
14	THE WHITING-TURNER CONTRACTING CO.	481.3
15	CHINA CONSTRUCTION AMERICA/PLAZA CONSTRUCTION	468.1
16	PCL CONSTRUCTION	440.9
17	JE DUNN CONSTRUCTION GROUP	384.3
18	POWER CONSTRUCTION CO. LLC	381.0
19	MOSS	351.5
20	STO BUILDING GROUP INC.	350.0
21	CAHILL CONTRACTORS	345.2
22	THE TURNER CORP.	326.3
23	JAMES MCHUGH CONSTRUCTION CO.	324.6
24	HARKINS BUILDERS	305.0
25	HOAR CONSTRUCTION	300.7

HOTELS, MOTELS AND CONVENTION CENTERS		
RANK	FIRM	REVENUE (\$ MIL.)
1	THE TURNER CORP.	785.2
2	THE PENTA BUILDING GROUP	622.6
3	AECOM	594.5
4	DPR CONSTRUCTION	507.8
5	PCL CONSTRUCTION	434.3
6	SWINERTON	369.0
7	WEBCOR	361.1
8	MORTENSON	323.9
9	MCCARTHY HOLDINGS INC.	318.1
10	STO BUILDING GROUP INC.	303.0
11	JE DUNN CONSTRUCTION GROUP	257.0
12	DCK WORLDWIDE	255.2
13	BALFOUR BEATTY US	249.0
14	THE WHITING-TURNER CONTRACTING CO.	248.5
15	BRASFIELD & GORRIE LLC	232.2
16	CLARK GROUP	232.1
17	MARTIN-HARRIS CONSTRUCTION LLC	228.3
18	SUFFOLK CONSTRUCTION CO. INC.	207.6
19	HENSEL PHELPS	207.1
20	LENDLEASE	206.4
21	SHAWMUT DESIGN AND CONSTRUCTION	171.2
22	GILBANE BUILDING CO.	161.0
23	R.D. OLSON CONSTRUCTION	146.0
24	COASTAL CONSTRUCTION GROUP	140.0
25	THE BECK GROUP	138.0