Paul Douglas
PCL’s new president and CEO
he wasn’t before, Paul Douglas may now be the busiest man with the tightest schedule in the entire PCL family of companies. Nonetheless, he makes people around him feel relaxed, like he’s fully present, though a thousand things are doubtlessly running through his mind. He has a new job in one of North America’s leading contracting organizations and is more than ready to take on the challenge.

Paul Douglas is the new president and chief executive officer of the PCL family of companies as of November 1, 2009. He takes over from Ross Grieve who is now executive chairman. Former chairman Joe Thompson stays on with the PCL family as a board director.

“Wrapping up the 18-month transition into this new role, and trying to do all the things that make up that transition, certainly fills my day,” he says and smiles. “This transition has flown by actually. Of course I am excited to take this next step and work with all of the people in our companies across the organization.”

The last year and half may have gone by quickly, but it was filled with purpose and challenge. The same can be said of Paul’s career.

As an executive in his early 50s, his work has been steadily refining him for this new role. It’s fitting that someone who started his professional life as an engineer would follow a path that seems so perfectly, well, engineered to create an effective CEO.

His journey to the chief executive office at our North American Headquarters in Edmonton was a result of constant hard work and dedication that took him across the country, moving from success to success, much like his predecessor, Ross Grieve.

Paul Douglas earned a degree in civil engineering from the University of Toronto in 1978, working construction during the summers at another contracting company in Ontario.

“I decided that construction was the side of engineering that I wanted to focus on and out of school I worked as everything from a general laborer to field engineer, to superintendent. That way I covered the field side,” he explains. Then he got into project management, working all levels of that as well, from project manager to regional manager and up. In 1985, he took a position at PCL.

“Starting in this business from the ground up has given me a full appreciation for the field, where the core of our business really is, and for the people who deliver projects and get them built. I don’t think you can be a great CEO in construction, and certainly not at PCL, without that understanding,” Paul says.

Working from the ground up has also given Paul confidence in the people who are in charge of that work, whether it’s at home or abroad. “You can’t come up with one-size-fits-all rules,” he explains. “You need to trust the people who are out there – who know how to succeed in their respective marketplaces.”

It’s a philosophy that he has learned through experience. Paul was sent to Ontario to open the market for PCL in Ottawa. Even though PCL had a great reputation in the West, in Ottawa it wasn’t yet a blip on anyone’s radar. “Cracking a new market is tough,” he recalls. “It seems everything we did had to be C.O.D.”

What he had to do was build relationships. “Every night we were in the community, meeting with owners and general managers.” He focused on strengthening the relationships PCL already had with construction partners. He even took French classes so that he could do business in Ottawa’s bilingual environment. The efforts paid off. “It took a while to earn their trust – but soon we were dominant players in that marketplace.”

It was a combination of staying true to the PCL brand and doing things on a personal level, a combination that would have been difficult to execute from an office across the country. It’s no
surprise that he trusts his employees in the same way he was trusted. It makes him an impressive leader.

“Paul is a great supporter of people,” says Peter Cohos, CEO of Tonko Reality Advisors, who met Paul years ago when they were both members of the Young President’s Organization, and has worked with him, and PCL, on construction projects since then. “He’s a strategic thinker and he brings that to his people. Yet at the same time, he’s very good at letting the people around him do what they do best. He recognizes the strengths of his people and he builds on those strengths.”

John Bitove, who hired PCL to build a home for the Toronto Raptors – called the Air Canada Centre – agrees with Cohos’s assessment. “He’s an amazing person to partner with because he’s fair and honest,” he says. “I can tell by the way he treats his employees that he runs a great organization. He’s a very, very special leader.”

Speak with other leaders in the industry who have worked with Paul Douglas and the same descriptions pop up. He’s excellent at team building, he knows the art of delegation without sloughing responsibility, and he leads by example. Paul McLellen, CEO of Alliance Energy Ltd. in Regina, even laughs ruefully about how Paul’s team building skills have “victimized” him on the beach volleyball courts. “In any kind of competition, Paul has always been the coach, the leader, and the one who brings the team together,” McLellen says.

“We’ve got such great people,” Paul says. “It’s humbling, but powerful, when you have the right people in the right place and can let them go.”

Fortunately for us at PCL, this trait is exactly what is needed to move forward. Paul says his goal is to grow the organization profitably – “Growth is easy, but making money is not always easy,” he quips – to increase our US presence, and to expand in areas where PCL isn’t as established. According to Cohos, Paul’s style of trusting his employees is perfectly suited for that challenge. “His management style gives me every reason to believe that he’ll succeed,” he says.

The synergy is perfect: a proven PCL leader who has distinguished himself as a person who builds and trusts his team, taking the reins of an organization that has a unique employee-ownership model like ours. Talk about seamless engineering.
Despite what appear to be strong stimulus packages available from governments in both the United States and Canada, the obvious question to ask when it comes to public infrastructure renewal in North America is, how will these projects ultimately be financed? This really is the multi-million, or multi-billion dollar question.

The history of P3s

Unlike the historical pattern of infrastructure delivery and management, whereby a government entity is responsible for the majority of the activities involved in a project, P3s involve a significant transferring of risk from the public sector to the private sector over the whole life of the concession, typically thirty years.

Many people believe P3s are a new addition to the construction contract delivery landscape, but these partnerships have a long history in Western countries. According to the California P3 Infrastructure Group, P3s date to the 1950s and ’60s in the United States when they “were used as a tool for stimulating private investment in the inner city infrastructure and regional economic development.” The same group states that the Carter, Reagan, and Clinton administrations all used P3s in some way to reduce or alter the role of government and to transfer risk. Furthermore, more than one thousand P3 contracts have been signed in the European Union since 1992, representing a capital value of almost 200 billion euros.

In 1999, PCL Constructors Canada Inc. became the first PCL company to be awarded a P3 contract, a $120-million provincial government project to build fifteen schools across Nova Scotia. Since then, PCL companies have gone on to participate in more than twenty P3s in British Columbia, Alberta, and Ontario. (See details on our P3 projects in the following pages.)

Today, PCL companies across continental North America, the Caribbean, and the Hawaiian Islands are working with Canadian and American governments to explore new ways to finance and manage infrastructure projects such as schools, acute hospitals, courthouses, jails, roads, and bridges. The P3 agenda is set to expand into other sectors over the next couple of years.

PCL’s expertise in driving public-private partnerships (P3s) (in North America also called alternative financing and procurement (AFP) projects), provides an answer. This expertise has led to successes in several Canadian provinces, and is paving the way for PCL to do the same in the United States.

The pressure on governments to finance infrastructure

Governments across North America have been under tremendous pressure to repair or replace infrastructure. The “infrastructure gap” and its negative impact on economic growth, job creation, and social cohesion is one of the biggest challenges facing Canada and the US.

After having turned around budget positions from the deficit era of the mid-1990s, recent global economy factors have once again led to deficit positions for Canadian federal and provincial governments. These governments face increased public pressure to not increase deficit positions even further; the multi-billion dollar question therefore surfaces as to how to finance large infrastructure projects. With the Canadian infrastructure gap estimated to be between $50 billion and $125 billion, innovative solutions are required.

Governments in the US face a much larger problem. An aging infrastructure, increased demands on that infrastructure, and political pressure to keep budgets down have led to a massive backlog of work. What may be a multi-billion dollar issue in Canada is a multi-trillion dollar one in the US.
Transferring the risk

P3s can be implemented through a variety of delivery methods, all of which in some way transfer responsibilities and risks away from the owner. P3s transfer components of capital asset procurement and management – including design, building, finance, and operation and maintenance (DBFO or DBFM) – along with their associated risks, from the owner, typically the government, to the private sector.

The owner, rather than directing and managing the project, gives input to ensure the project meets their needs with respect to delivery of services. The owner typically controls and owns the asset, but the designing, building, financing, and operating/maintaining are in the hands of the P3 participants. The asset is typically handed back to the owner in prescribed good condition at the end of the contract term.

Perhaps most important is the fact that the owner achieves certainty with respect to time, cost, and quality over the whole life of the concession. The government can budget accordingly, without having to account for the type of significant capital outlay and ongoing backlog maintenance issues that typically plague the public sector.

PCL is a leader in P3 team-building

The key benefit the PCL family of companies offers owners is our proven ability to take on the risk of these projects and find the most appropriate partners to share those risks. We identify ways to achieve a financeable project with the most robust solution that meets the desired outputs.

In these times of economic skepticism and scrutiny, PCL’s ability to deliver is a certainty that public clients across the continent welcome.

“It is this certainty that provides options to our clients so they can respond to the pressure of building or repairing infrastructure,” says Brad Nelson, president and chief operating officer of PCL’s Canadian Buildings operations. “Our track record in Canada demonstrates that we can bring together the strongest, most capable design teams, subcontractors, financiers, and facilities managers to establish a best-in-class team to work with a PCL company and then seek out the best possible financing solution for the project.

“We have demonstrated over and over again that the teams we assemble can deliver for our clients. Our partners know what risk they can take on and by doing so, help us relieve our clients of the pressure they face to finance and deliver some of these massive projects.”

Expertise with design control and coordination

PCL has North American-wide expertise when it comes to working with infrastructure planning and design. Our large portfolio of health care facility work, for example, has over the years helped us develop extensive in-house talent to plan and design what are usually complicated and intricate structures.

Our people are highly skilled at optimizing adjacencies to maximize the efficiency and proximity of workflows within these buildings. Our experts can minimize gross internal floor areas and circulation space to keep capital and operational costs as low as possible. They do all of this while maintaining, often improving, the integrity of the operations.
We continue to build on the momentum we’ve built in Canada through our successes with governments in British Columbia, Alberta, Ontario, and Nova Scotia. Other provincial governments are moving into the P3 delivery world, and PCL companies are doing all they can to help these clients bring their projects to life.

In the United States, as P3s become a larger part of the infrastructure solution, PCL companies are stepping up to let clients know we have a strong history of success with these complex alternative delivery options.

Peter Beaupré, president and chief operating officer of PCL’s US operations, notes: “We are poised to be a key player in the US with P3s and public infrastructure. Our family of companies has a tremendous portfolio of success with P3s to prove what we are capable of, and we want to build on that across the US.”

Former governor Bill Owens joins the PCL team

To build momentum with PCL and P3s in the US, former Colorado governor Bill Owens has been added to the PCL team as a senior adviser for our US operations.

Owens works with our infrastructure development clients to find ways for the private and public sectors to join together to finance, develop, and build projects.

Owens’s record in government attests to his commitment to infrastructure development. As Colorado governor, he brought transportation funding initiatives to the ballot called TRANS, which accelerated federal funding on twenty-eight projects across the state, including T-REX (Transportation Expansion). He also sponsored the legislation that created the E-470 Authority and the Northwest Parkway. His administration shepherded the development of high-occupancy vehicle (HOV) toll lanes, and financed and built the new University of Colorado Medical School complex at the former Fitzsimons Army Medical Center (now commonly known as the Anschutz Medical Campus). Owens served two terms as governor, from 1999 to 2007. Prior to his election to that post, he served as state treasurer for four years and as a member of the Colorado Legislature for twelve.

Cost and schedule certainty

The ability to complete the design, construction, and permitting on schedule and within budget are hallmark requirements in the contracting business. On time and on budget are even more paramount in these public infrastructure projects.

PCL successes in our P3 portfolio demonstrate that we deserve the confidence our customers place with us to take on multi-million dollar P3 projects, despite the risks associated with them.
HEALTH CARE

Abbotsford Regional Hospital and Cancer Centre
Abbotsford, British Columbia
Project Type: Design-Build-Finance-Operate; (DBFO)
Construction Contract Value: $356 million
Partners: AHA Access Health Abbotsford Ltd. (PCL; John Laing Infrastructure Ltd. and ABN AMRO Bank N.V.; Musson Cattell Mackey Partnership/Silver Thomas Hanley; and Johnson Controls, Sodexho, Intercon Security, and Imperial Parking (Impark)).
This was the first public-private partnership health care complex built in British Columbia. It encompasses approximately 680,000 square feet distributed over five levels on approximately twelve hectares of land. It was built to LEED® Gold certification standards.

Niagara Health System New Health Complex
St. Catharines, Ontario
Project Type: Design-Build-Finance-Maintain (DBFM); 30-year concession
Construction Contract Value: $541 million
Construction Duration: May 2009 – November 2012
Partners: Plenary Health Niagara (PCL, Plenary Group, Borealis Infrastructure, Johnson Controls B+H/Silver Thomas Hanley Architects)
This state-of-the-art health care complex is the largest public-private partnership undertaken in Canada and the largest design-build contract ever for PCL. This community-based hospital of up to 375 beds will offer acute and critical in-patient services, surgical, emergency, and ambulatory services under one roof.

North Bay Regional Health Centre
North Bay, Ontario
Project Type: Build-Finance-Maintain (BFM); 30-year concession
Construction Contract Value: $343 million
Construction Duration: March 2007 – June 2010
Partners: Plenary Health (PCL, Plenary Group, Johnson Controls)
The new 500,000-square-foot North Bay General Hospital and the new 250,000-square-foot Northeast Mental Health Centre are being built to LEED® Certified standards.

Kingston General Hospital Redevelopment
Kingston, Ontario
Project Type: Build-Finance (BF)
Construction Contract Value: $142 million
Construction Duration: August 2008 – May 2012
Partners: Health Partners Kingston (PCL, TD Bank)
This redevelopment project includes 170,000 square feet of new construction and more than 143,000 square feet of renovations.

JUSTICE

Durham Consolidated Courthouse
Oshawa, Ontario
Project Type: Design-Build-Finance-Maintain (DBFM); 30-year concession
Construction Contract Value: $191.8 million
Construction Duration: May 2007 – December 2009
Partners: Access Justice Durham Ltd. (PCL, Babcock & Brown, Johnson Controls, WZMH Architects)
This state-of-the-art 450,000 square-foot courthouse will consolidate Superior Court and Ontario Court justice services. It will house 33 courtrooms, three motions rooms, and two conference / settlement rooms and related legal and court services. The building design will conform to LEED® Silver certification standards. This project won the 2007 Award of Merit for Project Financing from the Canadian Council for Public-Private Partnerships.

ROADS AND BRIDGES

Anthony Henday Drive Southeast Leg Ring Road
Edmonton, Alberta
Project Type: Design-Build-Finance-Maintain (DBFM); 30-year concession
Construction Contract Value: $493 million
Construction Duration: January 2005 – October 2007
Partners: Access Roads Edmonton (PCL, Deutsche Bank, Macquarie Essential Management, Transportation Systems Management, Sureway Construction Management, Lafarge Canada)
This road and bridges project was the largest contract granted by Alberta Infrastructure and Transportation (INFTRA) at the time of award and the first by INFTRA to use the public-private partnership model. The southeast leg ring road includes twenty bridge structures and seven miles of roadway.
PCL was awarded the Alberta Roadbuilders and Heavy Construction Association Environmental Award in 2007 for its outstanding commitment to environmental considerations on the Anthony Henday Drive Southeast Leg Ring Road project. The project also won the 2005 Award of Merit for Project Financing from the Canadian Council for Public-Private Partnerships.
Building North America’s energy future

Despite the jury being out on how fast traditional global energy sources are being depleted, it is widely accepted now that renewable energy is an important component of North America’s energy future. PCL is responding quickly to this increasing demand by developing our expertise in renewable energy project construction through our continent-wide network of builders. Although we have been building renewable energy projects for over a decade, new tax incentives and legislation are leading to a dramatic increase in planned renewable energy projects. Times are changing fast and PCL is emerging as a leader in renewable energy construction.

Why renewable energy and the associated construction need?

Due to an ever-increasing dependence on fossil fuels and global economic expansion, energy consumption worldwide is expected to continue to increase significantly while the availability of traditional sources of fossil fuels decreases. Considering the United States’ dependence on foreign oil, almost 60% in 2007, and the projection that American electricity demands could increase by 30% by 2030, renewable energy is becoming more economically and politically viable.

The increase in the renewable energy power market is being driven by a number of other political and economic factors including:

- The pressure to reduce greenhouse gas emissions is placing greater demands on governments globally to mandate reductions without invoking undue hardship on their economies.
- The promotion of renewable energy tax incentives are being promoted by the Canadian and US federal governments to help renewable energy become more cost competitive with traditional fossil fuel power.
- The introduction of Renewable Portfolio Standards have been created by governments to obligate electricity suppliers to produce a specified portion of their electricity from renewable energy sources.

PCL Centennial Learning Centre
Edmonton, Alberta

General contractor: PCL Maxam, A Joint Venture
Contract value: $12 million CDN
Completed: June 2006

A geothermal system contributes to heating and cooling the centre, plus special coatings within the window system allow the sun’s warmth to pass through during the winter, while reflecting solar energy during the summer. It is the first LEED® Gold private building to be constructed in Alberta.
PCL poised to build a renewable energy future

Each renewable energy sector is different in technical nature, market maturity, and geographical location of the resource. PCL’s geographically diverse and flexible operations across North America afford us the opportunity to serve clients in renewable energy construction markets.

PCL’s century-long track record of adapting to market need to provide top-quality construction in a wide range of applications has positioned us to also take the lead in the rising field of alternative energy. Besides, we share and support our clients’ commitment to exploring new technologies that are designed to reduce the North American carbon footprint.

Biomass

PCL’s Minneapolis operation has been actively involved in landfill gas projects since 1997 and has completed a dozen projects throughout the US since then. As energy prices continue to rise, it becomes more advantageous to turn to alternative energy sources, such as municipal solid waste, landfill methane, animal manure, waste wood chips, or agricultural plan residues.

The proliferation of biomass projects is expected to grow in the agricultural regions of North America once governments pass new standards for national renewable energy. Our heavy industrial operations based out of Atlanta, Georgia, and Edmonton, Alberta, have impressive portfolios in traditional power plant construction. A biomass power plant project is similar to construct, and PCL is pursuing projects in Arizona that will use waste gas from wastewater treatment plants to generate power.

Wind

PCL is currently building facilities to manufacture wind turbine parts in the United States. Wind energy opportunities in Canada have increased tremendously and Alberta, coincidentally where several large PCL operations exist, is home to some of the best wind resources in Canada.

Solar

Solar energy is a renewable energy source that PCL is becoming more involved with owing to the exceptional availability of solar energy in the Western United States. PCL in Bakersfield is currently embarking on an exciting project, installing eight different types of photovoltaic solar panel arrays. The testing of a total of 7350 panels will bring valuable knowledge to future solar energy projects and the experience that clients are looking for.

Geothermal

Geothermal energy makes use of the heat under the earth’s surface to produce steam which is generated into electricity. PCL is making inroads in the geothermal market through our Bakersfield operation and is pursuing large-scale projects in the area, including the North Brawley Geothermal Power Plant. At PCL’s own North American Headquarters in Edmonton, Alberta, the PCL Centennial Learning Centre (CLC) is partially heated and cooled using geothermal energy.

WHAT IS RENEWABLE ENERGY?

Renewable energy is derived from resources that are regenerative and cannot be depleted. These include moving water, biomass, wind, geothermal, and solar energy. In 2007, approximately 2.5% of the power generated in the United States came from renewable energy sources.
Managing Subcontractor Default Risk

Our clients want the right subcontractors on their projects, and so do we.

That’s why the PCL family of companies has developed a comprehensive risk management process, first to select the right subcontractors, and second to manage risk in the unfortunate event of subcontractor failure. We balance this process with the competitiveness of the subcontractor market to deliver the best value to our clients.

Jim Mitchell, PCL’s vice president of risk management, says PCL evaluates every subcontractor (and supplier) to determine their suitability, using the following criteria:

- **character** – Does the company have a good reputation? Has it ever defaulted?
- **capacity** – Does the company have a history of successfully completing comparable projects? Does it have a good safety record? Does it have the manpower required to fulfill contractual obligations for the entire project term?
- **capital** – Does the company have a good credit history, as well as strong, quality financial statements?

“By prequalifying subcontractors,” Jim says, “we’re able to narrow down the field to those companies who have the experience, the cash flow, and the resources, whether it’s materials, equipment, or human capital, to successfully execute our projects.”

As part of the process, we develop a risk management plan that addresses any areas that will increase our exposure to risk. For example, if a subcontractor is lacking cash flow, we would monitor payments to material suppliers or joint check the suppliers.

However, the reality is, we’re facing recessionary times and subcontractor failure happens.

“If 100 interior wall partition installers walked off a PCL project because our subcontractor could not meet payroll, we would need to act fast,” Jim explains, “because if the interior wall partition work isn’t proceeding, neither is the electrical or mechanical, and so on.”

Our “back stop” in the event of subcontractor failure is a bond or SubGuard®.

Bonding is a financial instrument, negotiated between a surety company and the subcontractor for performance and payment guarantees. SubGuard, on the other hand, is an insurance product that is written with an insurance company to indemnify a contractor for losses due to a subcontractor default.

In the case of a bond, we are required to give the surety company time to investigate and select a replacement subcontractor.

“This process could create a domino effect of concurrent project delays,” Jim says, “affecting the budget and schedule.”

With SubGuard, we’re in full control of the process for replacing a subcontractor because we negotiate the wording and pay the premium. SubGuard allows us to step in immediately at the first sign of a default and rectify the problem. It therefore minimizes schedule and cost impacts to the project and other subcontractors.

Equally important is the fact we’re covered for the full cost of the default – not just for the contract amount – and coverage extends after the project is completed.

“SubGuard brings rigor to risk management, giving us the freedom to do what we do best: construction,” Jim says. “We can focus on the project, not on losses or schedule delays.”

* Research by Zurich North America Construction indicates that, on average, 1.6 to 1.9 times the original subcontractor price is required to complete a defaulted scope of work.

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**SUBGUARD® VS. BONDING**

- **Better Protection**
  - 100% protection from subcontractor default costs
  - Extended warranty after a project is complete

- **Cost Effectiveness**
  - Eliminates costly schedule delays
  - Same as or less expensive than surety bonding

- **PCL Manages the Process**
  - Rigorous prequalification process for subcontractors
  - Leaves schedule control in our hands
Nearly $4M donated in 2008

PCL has a strong history of supporting our communities through the United Way. According to PCL executive chairman Ross Grieve, “One of the many things that make PCL a leader in our industry is our dedication and commitment to the communities in which we live and work.”

PCL United Way Chairman’s Award and Corporate Matching Program
Our nature is one of competitive excellence, so it’s no surprise that a company-wide competition between our operating locations was introduced in 1984 to motivate PCL employees across North America to get involved with the United Way. In 2000, to further encourage employees, we introduced the corporate matching program, which sees every dollar pledged by employees matched 100% by the PCL family of companies. This year marks the twenty-fifth anniversary of the PCL United Way Chairman’s award and, since its inception and that of the corporate matching program, our campaign donations have grown exponentially – from $40,000 in 1983 to almost $4,000,000 in 2008!

Thanks A Million Awards in Canada and the United States
The success of PCL’s workplace campaigns across North America has not gone unnoticed. In 2008, we received two United Way Thanks a Million awards, one in Canada and one in the United States. These national awards recognize corporations that encourage and support their employees in collectively raising $1 million or more for United Way campaigns.

Giving of Ourselves
When it comes to building our communities, we realize it takes more than money to get the job done. From the field to the boardroom, our employees across North America are volunteering their talents to serve the United Way. In Edmonton, Gord Maron, PCL’s chief financial officer, serves on the Alberta Capital Region board, while in Denver, Peter Beaupré, president and chief operating officer of PCL’s US operations, provides leadership to the Mile High cabinet. On the front lines, Dawn Alexander, marketing coordinator in Bakersfield, California, gets up every morning at six o’clock to volunteer her graphic design skills for a non-profit youth organization; and field office manager Fran Purvis was so committed to PCL’s employee campaign in Georgia, that the Atlanta Chapter of the United Way invited her to join their board of directors.

We will continue to follow our company’s guiding principle of social responsibility because, as Peter Beaupré explains, “At PCL, we believe that giving back to our community is a rewarding way to build on our corporate citizenship, and we are confident that our investment directly benefits those most in need in the community.”

PCL is as passionate about giving back to our community as we are about building.
The PCL family of companies is composed of a number of independent companies which operate in various construction markets or geographic areas.

Buildings
Our full-service buildings operations support the work of project sites across North America. This network of construction professionals rises to the challenges associated with our extensive buildings portfolio, bringing added value to every commercial, institutional, educational, and residential project. While we’re better known for our larger projects such as airports, sports facilities, and office towers, we also excel at smaller unique projects such as renovations, restorations, and repairs.

Heavy Industrial
Our industrial companies, which are located strategically throughout North America, respond to the unique construction needs of our clients in the petrochemical, oil and gas, refining and oil sands, mining, and power and cogeneration industries. In addition to offering Construction Management services, we offer a full range of general contracting services, specializing in mechanical, civil, and electrical construction; pipe and vessel fabrication and module assembly; and piping and plant shutdowns/turnarounds.

Civil Infrastructure
By nature, civil work is geographically diverse and extremely demanding. This has made us versatile civil builders – equally at home, building on land or over water, in busy cities, or in remote areas. Our civil teams possess the ingenuity and the experience needed to undertake any civil structure imaginable – from bridges, overpasses, tunnels, and interchanges to water and wastewater facilities, pipelines, and light-rail transportation projects.