

2016/17

# ANNUAL REVIEW





INDEPENDENT CONSTRUCTION AND PROPERTY CONSULTANCY

# A MESSAGE FROM SIMON JONES

I am delighted to report that G&T's 2016/17 financial year delivered another set of positive results. Turnover increased by 14% (£172m 2016/17 : £150m 2015/16) and our headline profitability margin was maintained at 27% (£47m 2016/17 (27%) : £40.5m (27%) 2015/16). With no borrowings or outside shareholders or influences, G&T remains financially strong and fiercely independent.

As a result of our strategic decision to reduce the G&T global footprint over the last few years, during 2016/17 we were able to consolidate our position and increase market share in our core geographic markets of the UK and US. Together with our international construction and engineering disputes subsidiary Fairway, all operations reported strong results for the year.

At this point last year there was a significant amount of uncertainty. The impact of Brexit was unclear and the outcome of the US presidential election was impossible to predict. Over the course of the year we remained vigilant looking for early signs of a slowdown in our markets after several years of accelerated growth. I am pleased to report that we have seen little evidence of any at the time of this report.

Uncertainties remain for the foreseeable future as the UK prepares to leave the EU and as other geopolitical and macroeconomic events unfold. We continue to carefully monitor how these will impact the property and construction sector. We have seen some cooling off in a small number of our markets and operating sectors but in the short to medium term the majority remain buoyant through to the end of 2017 and into early 2018. Domestic clients and international investors still appear relatively confident in UK real estate.

In 2016/17 we delivered highest quality services to clients across a wide range of sectors from Offices, Retail, Sports & Leisure, Residential, Healthcare and Education through to Major Projects and Infrastructure and everything in between. Our project experience, in-depth sector knowledge and access to real-time market data underpinned our service delivery.

New and established clients trusted us to contribute to some of the most exciting and transformational real estate projects in the UK and US - HS2 phase 1 and 2, King's Cross regeneration, The Lexicon in Bracknell town centre, Kelvin Hall in Glasgow - one of the UK's

biggest museum and research centres - One Vanderbilt which is set to become the tallest office tower in Midtown Manhattan and Baha Mar in the Bahamas, the largest resort development in the Western Hemisphere, to name just a few.

To support our growth we increased our global headcount from 990 last year to 1072 today. We pride ourselves on the calibre of our people and their skills and we prioritise job satisfaction which we believe underpins our success. Our investment in Career Development Plans for every member of our workforce allows individuals to grow their capabilities and professional competencies whilst developing their career with G&T through a seven-step progression pathway.



Our Chartership Programme, with a variety of routes to professional qualification, helped us attract a diverse pool of new talent.



*"We were delighted to welcome the first apprentices to our programme and I am proud to report that they have all achieved their primary core qualification with a 100% success rate."*

15/16	TURNOVER	£150m
16/17	TURNOVER	£172m
15/16	PROFIT	£40.5m
16/17	PROFIT	£47m



During 2016/17 we were delighted to welcome our first apprentices to the programme and I am proud to report that they have all achieved their primary core qualification with a 100% success rate. Going forwards, we see apprenticeships as a key route into our profession alongside the more traditional pathways.

Supporting social impact initiatives was another measure of our success in 2016/17. Of particular note during the year was our support of The Architectural Association's Haiti Visiting School which is teaching local architecture students to build stronger homes using sustainable materials, English Heritage's The Stone Circle fundraising initiative of which G&T was the founding member and our sponsorship of another school through the Adopt a School scheme.

This strong all round performance could not be delivered without every individual who works at G&T. Their dedication, hard work, professionalism and loyalty have enabled our success and growth. I am extremely grateful for their commitment to the firm and to the core values which underpin everything we do - independence, reputation, progression, ethical thinking and engagement.

*Simon A. Jones*



# PROGRESSION

## PROGRESSION

### The G&T Academy

We recognise the career development of our employees is at the heart of our success and as a result we invest in our people and their development. We have a dedicated Learning & Development team offering a range of training sessions and programmes through the G&T Academy and online Academy Portal to support each employee's goals and career progression. One such programme is our new Chartership Programme which is helping us to attract new talent to the firm.

### G&T Chartership Programme

G&T has been training graduates since 1975 and has seen consistently high APC pass rates, well above the RICS national average. The first structured Graduate Development Scheme was introduced in 2004. In September 2016 G&T introduced the Chartership Programme.

The programme builds on the G&T led Trailblazer Apprenticeships which saw academia, industry, the RICS and Government work together to develop a new pathway for individuals to enter the profession. Our chartership programme aims to attract a wider pool of candidates to the industry, not only those from university but also individuals from different backgrounds, ages and abilities by offering a structured training pathway regardless of whether individuals join us as apprentices, graduates or career changers.



### Next Generation

G&T has an ongoing commitment to championing the next generation of property and construction professionals across the built environment. Through our NextGen programme and associated NextGen sponsorships with New London Architecture and London Real Estate Forum we support up and coming individuals to build their networks and develop their skills at some of the industry's most prestigious events.

### Adopt a School

G&T has a proud history of supporting education and development as well as initiatives that make a positive social impact. 'Adopt A School' is a scheme that was created by social business 'Class of Your Own' that enables schools to teach the qualification 'Design,

Engineer, Construct!' ('DEC!') through funding from the private sector.

Through the 'Adopt a School' programme G&T is actively involved with tackling the industry's skills shortage. Following a successful adoption of Heathcote School and Science College we have recently signed up to adopt a second school - St Luke's High School in Glasgow - to teach the 'DEC!' qualification through 2017-2019.





## SOHO PLACE, LONDON

The Soho Place scheme comprises two new buildings separated by new high-quality public realm. No1 Soho Place combines retail and office accommodation while No2 Soho Place is a unique nine storey theatre and office building, developed in conjunction with theatre operator Nimax.

### CLIENT

*Derwent London*

### SERVICES

*Project Management*



© AHMM

## THE NED, LONDON

Set in the Grade I Listed former Midland Bank building, the new hotel includes nine restaurants, 252 bedrooms channelling 1920s and 1930s design and a social and fitness club where members have access to a rooftop pool, gym, spa and late night lounge.



© The Ned (all images)

### CLIENT

*Sydell Group and Soho House & Co Joint Venture*

### SERVICES

*Construction & Property  
Tax Advice  
Cost Management  
Principal Designer &  
CDM Consultancy  
Project Management*





## ONE VANDERBILT, NEW YORK

**CLIENT**  
*SL Green Realty*

**SERVICES**  
*Cost Management*

One Vanderbilt is set to become the tallest office tower in Midtown, Manhattan providing over 1.6m sq ft of space over 58 storeys with public observation deck. On completion, it will be the second tallest building in New York after One World Trade Center.



Architects rendering







### THE RAY, LONDON

The Ray is a new AHMM designed building which will provide 86,000 sq ft of high quality Cat A office and 14,200 sq ft retail accommodation together with 6,500 sq ft of affordable workspace. It is targeting BREEAM 'Outstanding'.

#### CLIENT

Viridis Real Estate

#### SERVICES

Construction & Property Tax Advice

Cost Management

Employer's Agent

Life Cycle Costing



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© Andrew Lee

### KELVIN HALL, GLASGOW

The project involved the refurbishment of one of the UK's biggest museums and research centres holding 400,000 pieces from Glasgow's civic collection, the National Library of Scotland's Moving Image Archive and Digital Resources and Glasgow University's Hunterian Collections Study Centre. It is also home to Glasgow's largest fitness gym.

#### CLIENT

*Glasgow City Council,  
Glasgow Life, University of  
Glasgow and the National  
Library of Scotland*

#### SERVICES

*Cost Management  
Employer's Agent  
Principal Designer & CDM  
Consultancy  
Project Management*

### NATIONAL HERITAGE CENTRE FOR HORSERACING & SPORTING ART, NEWMARKET

This landmark development involved the restoration of the Grade II\* Listed Palace House and Grade II Listed Trainer's House and King's Yard Stables to provide exhibition and education space.

Works included specialist refurbishment techniques involving the use of appropriate building materials, extensive remodelling of existing listed building and the construction of a new deep basement.



© Chris Bouchier

#### CLIENT

*Forest Heath  
District Council*

#### SERVICES

*Cost Management*



© Mark Atkins





© onEdition

### THE LEXICON, BRACKNELL

#### CLIENT

Bracknell Regeneration Partnership (JV between Legal & General and Schroders)

#### SERVICES

Employer's Agent  
Principal Designer &  
CDM Consultancy  
Project Management

Officially opened at the beginning of September, The Lexicon is part of the regeneration of Bracknell town centre which includes the creation of 580,000 sq ft of new retail and leisure space, supported by a 1,300 space multi-storey car park and landscaped public spaces.

### ROYAL CARIBBEAN CRUISE SHIP TERMINAL, MIAMI

#### CLIENT

Royal Caribbean  
Cruise Lines

#### SERVICES

Cost Management  
Project Management

The new cruise ship terminal, located at the port of Miami, has been designed to receive the new 230,000 Gross Ton, Oasis Class vessel. This will be the largest cruise ship in the world.



© Royal Caribbean Cruise Lines



# ETHICAL THINKING

*G&T is proud to support the Architectural Association's (AA) Haiti Visiting School for the last three years. The school was set up as an annual programme following the catastrophic earthquake that hit Haiti in 2010 to teach local architecture students how to build more robust homes using sustainable materials such as bamboo.*



## THE AA VISITING SCHOOL, HAITI



**G&T collaborated with the programme director, John Naylor, to introduce the 'G&T Award for Determination', which recognises one student each year who makes an outstanding contribution to the programme.**



In 2017 the award was presented to Thierry Museau, an undergraduate architecture student at Université Quisqueya in Port-au-Prince, Haiti.

"Participating in this programme allowed me to significantly enrich my knowledge of architecture and progress my skills. The programme began with learning the theory then quickly moved on to the practical methods required to design any building.

My teammate and I decided to design a building comprising a sitting room, a kitchen, a sleeping area and a sanitary block. I wanted to design the building to be both light and solid while my teammate wanted to achieve a design with symmetry and balance. We converged our ideas into one vision.

The cost of materials was important and the fact that Haiti is crossed by numerous seismic fissures forced us to choose materials such as bamboo that are well priced and most importantly light weight. During the design stage we worked hard on the project and proceeded to testing the design to see if the building was

resilient. This gave us the opportunity to make design improvements to strengthen our structure.

In the end our design was chosen to be built out of all the other designs. I was stunned to see my project brought to life and to win the G&T Award for Determination. The things that enabled me to achieve this titanic effort were my ardour, my sense of responsibility and my discipline.



It has been a fabulous experience and I look forward to do more training to deepen my knowledge."





### ONE CROWN PLACE, LONDON

The project comprises two new 27 and 32 storey towers, alongside existing period buildings and features 15,500m<sup>2</sup> of high quality office space up to level 6, as well as retail at ground floor level and a boutique hotel, restaurant and members club in the refurbished Georgian terrace on Sun Street.



#### CLIENT

*Alloy Mtd | CBRE*

#### SERVICES

*Cost Management*



© The Boundary (all images)



## BRENT CROSS SHOPPING CENTRE, LONDON

The project involves the £1.4bn extension and refurbishment of the existing shopping centre, which will be doubled in size, to provide for up to 200 extra retail brands, including 60 new restaurants, a cinema complex and hotel accommodation. The surrounding infrastructure will also be upgraded.



## PROJECTS

### CLIENT

*Hammerson/Aberdeen  
Standard Investments*

### SERVICES

*Project Management*





## EAST PARK, GLASGOW

Construction of three new buildings - Classroom, Residential and Respite Buildings - which allow children and young people with additional support needs, including autism, to go to school and live in a safe environment while teaching them the skills needed to prepare them for adult life.

**CLIENT**  
*East Park*  
**SERVICES**  
*Cost Management*



## PROJECTS

## WARNER STAND, LORDS, LONDON

The £25m Warner Stand is the first phase of MCC's Ground Development Masterplan providing facilities ideally suited for use on match days and non-match days alike, together with greatly enhanced back of house servicing.

**CLIENT**  
*Marylebone Cricket Club (MCC)*  
**SERVICES**  
*Construction &  
Property Tax Advice  
Cost Management  
Principal Designer &  
CDM Consultancy  
Project Management*





*G&T has an extensive sports and social engagement programme encouraging communication and collaboration between teams across the firm.*

# ENGAGEMENT

## ENGAGEMENT

G&T has a number of sports teams including football, softball, cricket, dodgeball and netball. They had a fantastic year representing G&T against tough opposition. Here are just a few of the highlights:



### Football

It was a mixed season for the 'Boys in Blue' however a late surge in form led to a strong performance in the League Cup, where G&T made it to the semi-final. Strong cup performances continued with The Property Cup that saw some superb football from the team, which helped G&T win the Plate Trophy and the first piece of silverware of the season. Carrying on the success a couple of weeks later, G&T took on property's finest in the 5-a-side version of the same competition, winning every game and taking home the champion's trophy.

*Catch up with the season and watch the action unfold by visiting the G&T newsroom at: [gardiner.com](http://gardiner.com)*



### Unders Overs Cricket

Once a year G&T holds an internal cricket match between the Under 30s and the Over 30s. The game is a well-established tradition that has been held for over 30 years.

This year the rivalry was high and the expectation for the Overs to get revenge on last year's defeat was at the front of the spectators' minds. The game was fraught with tension and after a tough match the Unders retained the trophy after chasing down the Overs' total in the 18th over - another close and competitive performance from both sides.



### Mixed Netball

The interfloor mixed netball tournament is one of the key events in the sports and social calendar at G&T. Employees from across the business take to the court to battle it out for the coveted title of floor champions.

This year was no different and the teams kicked off the round robin with a strong appetite for success. With a final blow of the whistle the third floor retained their title seeing off the competition with their fantastic shooting skills.



## THE SILL, NORTHUMBERLAND

### CLIENT

*Northumberland  
National Park Authority*

### SERVICES

*Cost Management  
Employer's Agent  
Principal Designer &  
CDM Consultancy  
Project Management*

The Sill National Landscape Discovery Centre (named after the famous Whin Sill geological feature nearby) is a new visitor attraction that transforms the way people of all ages understand and explore their own landscapes, history and heritage. The Sill is the most significant initiative to be undertaken in rural Northumberland in a lifetime and the largest undertaking by any National Park within the UK.



© Sally Ann Norman



## BAYSIDE PERFORMANCE PARK, SAN DIEGO

### CLIENT

*San Diego Symphony*

### SERVICES

*Cost Management  
Project Management*

Located on San Diego Harbour, The Bayside Performance Park will hold 10,000 people and have a covered stage with 4,800 sq ft of performance space together with storage and ADA access backstage.



## FENWICK, BRACKNELL

Fenwick opened its new department store on the 7<sup>th</sup> September 2017, occupying approximately 7,500m<sup>2</sup> within The Lexicon development which has transformed Bracknell's town centre. The fit-out provided high specification retail space over three floors, and also features a Mediterranean restaurant and wine bar and a café.



### CLIENT

*Fenwick Ltd*

### SERVICES

*Contract Administration*

*Cost Management*

*Principal Designer & CDM*

*Consultancy*

*Project Management*

© Born Agency Photography (all images)





## ONE SPINNINGFIELDS, MANCHESTER

Forming the final element of the Spinningfields masterplan, the new £80m building provides flexible office space over 20 storeys with two sub-basement levels providing car parking, cycle storage and changing facilities. The building also includes a world-class restaurant and winter gardens on the 19th floor.

### CLIENT

*Allied London*

### SERVICES

*Cost Management  
Life Cycle Costing  
Principal Designer &  
CDM Consultancy  
Project Management*



## CONVOYS WHARF, LONDON

This major redevelopment of a derelict waterfront site comprises 1,500,000 sq ft of new private homes, affordable homes, shops, cafés, restaurants, public open spaces, roadways, infrastructure landscaping and car parking.

### CLIENT

*Convoys Properties Ltd*

### SERVICES

*Cost Management*





**CAMDEN LOCK  
VILLAGE,  
LONDON**

**CLIENT**

*Stanley Sidings Ltd*

**SERVICES**

*Cost Management*

*Project Management*

Camden Lock Village is a mixed-use development and regeneration comprising eight new buildings providing boutique shopping, cafés and restaurants, an art-house cinema and 195 residential apartments.





## THE DESIGN MUSEUM, LONDON

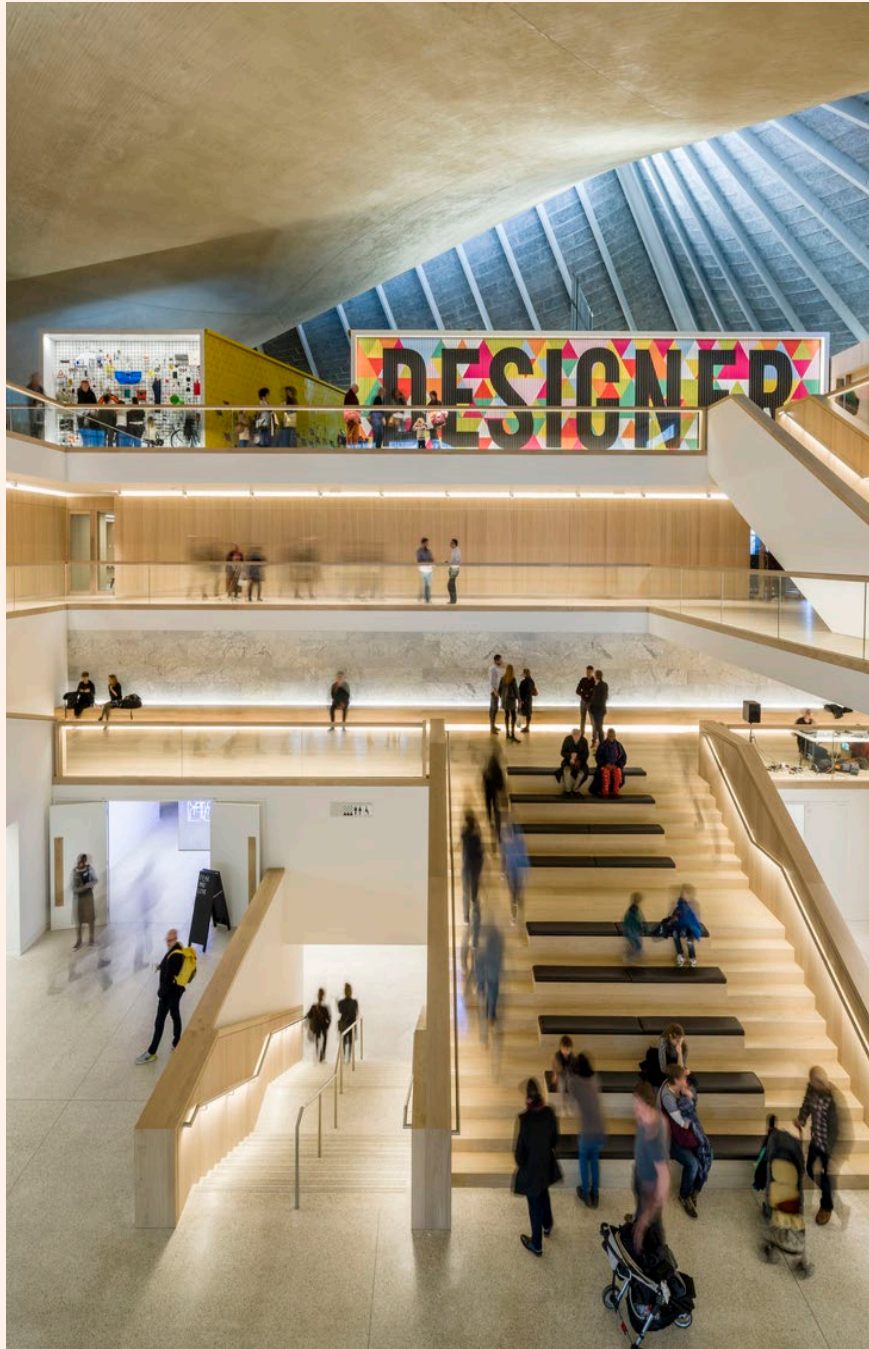
The landmark Grade II Listed modernist building on Kensington High Street has been refurbished and now provides three gallery spaces, an events space, restaurant and café as well as an auditorium and educational spaces including a broadcast quality television studio.

### CLIENT

*The Design Museum*

### SERVICES

*Project Management*



© Gareth Gardner



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## 7-8 WELLINGTON PLACE, LEEDS

Forming part of the wider Wellington Place scheme, the Grade A office building comprises 378,000 sq ft over eight storeys and has been pre-let to HMRC.

### CLIENT

*MEPC*

### SERVICES

*Cost Management*

*Employer's Agent*



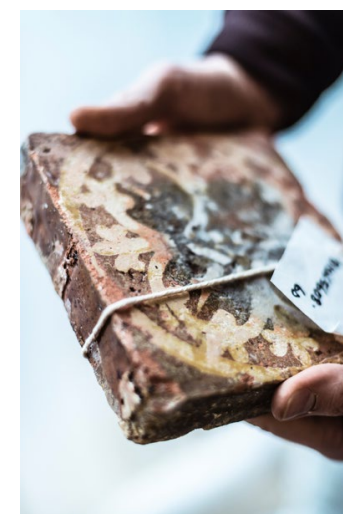


# ETHICAL THINKING

*G&T is the first founding member of The Stone Circle, a new corporate fundraising initiative launched by English Heritage.*

## ENGLISH HERITAGE

**In 2015 English Heritage was given charity status and now has the freedom outside of government to determine its future. The Stone Circle is part of an ambitious programme to raise £75 million in the next seven years, with £33 million needed in the next three years in order to meet its immediate objectives.**



© English Heritage Trust (all images)

English Heritage is custodian of 420 historic sites which tell the story of England from pre-history through to the Cold War. Through its strong track record in the Arts, Heritage & Culture sector, G&T was invited to join the Stone Circle and connect with the charity's historic sites and conservation projects which help preserve England's living history.

### Ingenious!

By Emily Travis, English Heritage

Set across a spectacular wooded gorge, Iron Bridge in Shropshire is a symbol of innovative engineering. Signalling the birthplace of the Industrial Revolution, Iron Bridge was constructed using Abraham Darby I's pioneering process of smelting iron ore with coke made from local coal. Most of the bridge's components were individually cast to fit, testament to the ingenuity and craftsmanship of Shropshire's ironmasters.

Throughout 2017, English Heritage has been celebrating how ingenuity has shaped history and the world we live in today. From modern industrialism at Iron Bridge to the Neolithic architectural innovation that built Stonehenge, curators and historians have been searching through English Heritage's vast collection of historic sites and artefacts to identify the most remarkable examples of human ingenuity in its care.

The innovative objects chosen have been on display at sites across England and include artefacts such as the ground-breaking Roman armour at Corbridge Roman Town in Northumberland and a state-of-the-art 1930s vacuum cleaner at Eltham Palace in London.

"History has been built on ingenious inventions, big and small," Matt



Thompson, Head Collections Curator at English Heritage says. "It's fascinating today to hear what people find ingenious."

English Heritage cares for around 500,000 artefacts and over 400 historic buildings and this year, English Heritage is undertaking a major conservation project to preserve Iron Bridge. The £3.6 million project will be the largest piece of conservation work ever undertaken by the charity and will see each of the bridge's components individually cleaned and restored. You can find out more by visiting the Project Iron Bridge page on the English Heritage website: [www.english-heritage.org.uk](http://www.english-heritage.org.uk).

Gardiner & Theobald, a company which works on some of the most innovative projects of today, plays a vital role in protecting historic examples of innovation by supporting English Heritage. This means we can continue telling the story of human ingenuity to future generations.

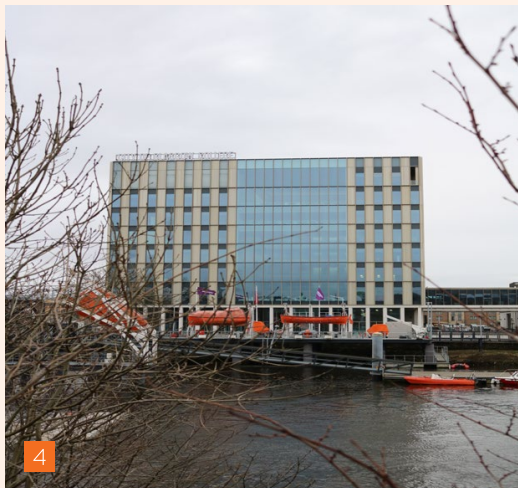




© Dennis Gilbert / View



© Mount Anvil



1

### HIGHGATE SCHOOL, LONDON

A new three storey teaching facility comprising general teaching classrooms, two science laboratories and specialist rooms for Art, Design and Technology, ICT, Drama and Music.

#### CLIENT

*Highgate School*

#### SERVICES

*Cost Management*

2

### EMERSONS GREEN URBAN VILLAGE, BRISTOL

A 99 hectare development comprising 2,000 dwellings, office and retail space, schools and health centre together with all road and services infrastructure, surface water attenuation, public open spaces, sports and community facilities.

#### CLIENT

*Emersons Green Urban Village Ltd*

#### SERVICES

*Cost Management  
Principal Designer &  
CDM Consultancy  
Project Management*

3

### HAMPSTEAD MANOR, LONDON

The redevelopment of a site that was formerly part of King's College. The development comprises demolition of three buildings, retention and renovation of five Grade II Listed buildings and the construction of new buildings to provide a total of 156 residential units comprising 125 for private sale and 31 affordable, together with a new basement providing car parking and ancillary facilities.

#### CLIENT

*RBS*

#### SERVICES

*Development Monitoring*

4

### CITY OF GLASGOW COLLEGE

A new college estate to provide the people of Glasgow with state of the art Higher and Further Education facilities, including one of the largest college buildings in Europe, and enabling a wide range of vocational training courses to be delivered, including world-class Marine Skills training.

#### CLIENT

*City of Glasgow College*

#### SERVICES

*Cost Management  
Life Cycle Costing  
Strategic Asset & FM  
Consultancy*





© Flashpointpictures2013



© Google



© HS2 Ltd - Grimshaw

1

### INEOS O&P UK HQ, GRANGEMOUTH

A new turnkey 75,000 sq ft Grade A office headquarters building for a Petrochemical company adjacent to a Control of Major Accident Hazards (COMAH) site.

**CLIENT**  
*INEOS O&P UK*  
**SERVICES**  
*Cost Management  
Principal Designer & CDM  
Consultancy  
Project Management*

2

### AFFINITY WATER CAPABILITY DEVELOPMENT

We have been working collaboratively with Affinity Water, driving organisation and programme management to improve the way in which a wide portfolio of projects is delivered within a regulatory environment. Our service has developed from an initial review of programme delivery capability, into a multi-disciplinary offering delivering PMO process and systems providing a step change in performance.

**CLIENT**  
*Affinity Water Ltd*  
**SERVICES**  
*Project Controls*

3

### KGX1 FOR GOOGLE, LONDON

Construction on the purpose-built 11 storey building, comprising more than 1m sq ft, of which Google will occupy 650,000 sq ft, will commence in 2018. This new building, combined with the current building at 6 Pancras Square and an additional third building, will create a Google campus with the potential to house 7,000 Google employees.

**CLIENT**  
*Google*  
**SERVICES**  
*Contract Administration  
Cost Management  
Life Cycle Costing*

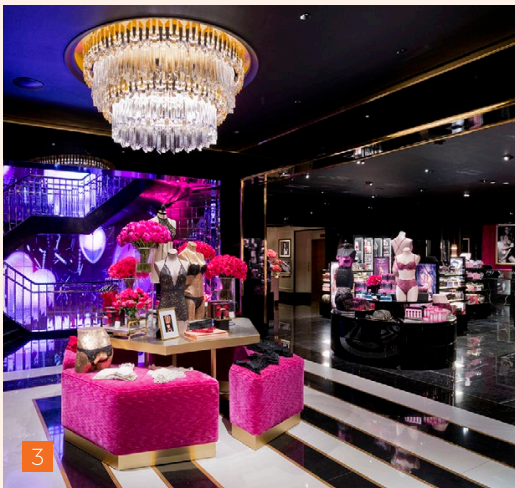
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### HS2 PHASE 1, LONDON / BIRMINGHAM

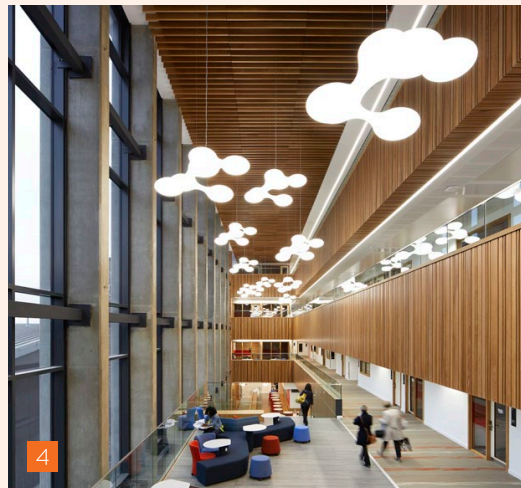
Construction of the £27bn Phase 1 of Britain's new railway began in Spring 2017 and will connect London to Birmingham via 220km of new high speed lines incorporating four new stations, two new depots, 150km of cuttings, embankments, bridges and retaining structures together with associated track, signalling, telecommunication and power systems and new high speed rolling stock.

**CLIENT**  
*HS2 Ltd*  
**SERVICES**  
*Cost Management  
Procurement  
Programme & Project  
Controls  
Supplier Relationship  
Manager  
Supply Chain Management*





© Adrian Wilson



© Hufton + Crow

1

### EARLS COURT MASTERPLAN, LONDON

Earls Court Masterplan is one of the largest urban redevelopments in London. Including a joint venture between Capco and Transport for London, the redevelopment began in 2013 and aims to provide 10,000 new jobs for the local community and 7,500 new homes. Following demolition of the existing buildings Earls Court 1 and 2, the current works involve de-risking the site for future development.

#### CLIENT

*JV between Capco and Transport for London*

#### SERVICES

*Cost Management  
Employer's Agent  
Project Management*

2

### NOVA VICTORIA, LONDON

Phase One of this development includes a four storey deep basement with energy centre, 603,000 sq ft of office space across two buildings and 170 luxury apartments in a third building. Practical Completion was reached in April of this year.

#### CLIENT

*Victoria Circle Developer Ltd (a JV led by Landsec)*

#### SERVICES

*Construction &  
Property Tax  
Cost Management  
Employer's Agent  
Project Management*

3

### VICTORIA'S SECRET, NEW YORK

The new 63,780 sq ft flagship store is the biggest Victoria's Secret store in the world and features a permanent museum of the brand - "Victoria's Secret - A Retrospective" located on the top floor of the store.

#### CLIENT

*Victoria's Secret*

#### SERVICES

*Cost Management  
Project Management*

4

### SCIENCE & HEALTH BUILDING, COVENTRY

Coventry University has opened its new flagship Science and Health Building (SHB) which extends the Faculty of Health and Life Sciences' state-of-the-art facilities for continuing education and professional development. The £59m, five-storey 11,000m<sup>2</sup> building in Coventry's city centre aims to inspire the next generation of Health and Life Science leaders through its dynamic exploration and simulation learning environment.

#### CLIENT

*Coventry University*

#### SERVICES

*Cost Management*

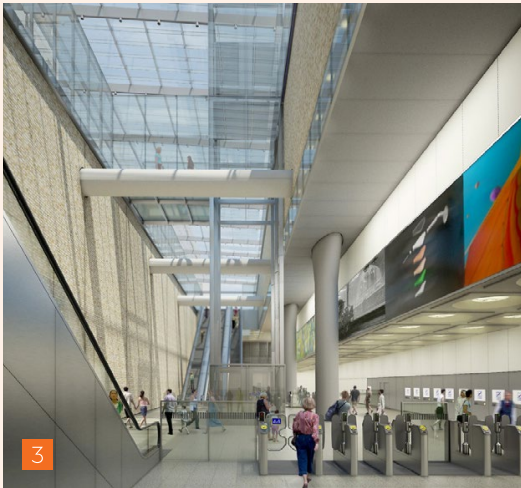




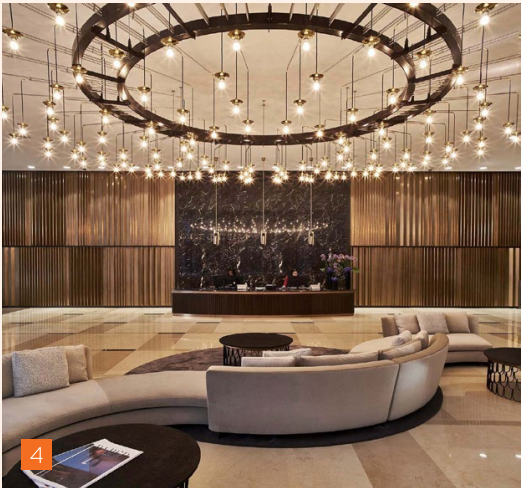
© Morley Von Sternberg



© Wright and Wright Architects



3



4

1

—

**UNIVERSITY OF CAMBRIDGE PRIMARY SCHOOL, CAMBRIDGE**

A new build primary school built as part of a much wider development known as North West Cambridge. The school comprises single storey classroom clusters with a two storey communal block in a circular design around a central courtyard.

**CLIENT**  
University of Cambridge  
**SERVICES**  
Cost Management

2

—

**THE GEFFRYE MUSEUM, LONDON**

The new development at the museum will see 70% of the museum open to the public providing improved spaces for visitors, collections and learning.

**CLIENT**  
The Geffrye Museum Trust  
**SERVICES**  
Cost Management  
Project Management

3

—

**CROSSRAIL, LONDON**

Due to open in late 2018, Crossrail 1 will provide 42km of rail tunnels under the centre of London connecting 8 new and 30 existing stations. The team is also supporting Crossrail 2 in its early development stages.

**CLIENT**  
Crossrail  
**SERVICES**  
Cost Management  
Procurement  
Supply Chain Management

4

—

**9 APPOLD STREET, LONDON**

The project comprised the high-end commercial fit-out located in Broadgate Quarter involving the refurbishment of open floor Cat A office space, lift lobbies and the reception area.

**CLIENT**  
Blackstone  
**SERVICES**  
Cost Management  
Project Management





© Hassell Studio



© KCCLP



© Phil Grayston pgdesigns.co.uk



© Andrew Holt

1

### ADVANCED ENGINEERING CENTRE, BRIGHTON

A new state of the art facility for the University of Brighton to support business investment, create employment opportunities and deliver academic excellence in the field of advanced automotive engineering.

**CLIENT**  
*University of Brighton*  
**SERVICES**  
*Cost Management  
Full Design Team Services  
Project Management*

2

### GASHOLDERS, LONDON

The project involved the construction of 145 high quality apartments and penthouses in three blocks together with the refurbishment and strengthening of the existing listed Gasholder frames.

**CLIENT**  
*King's Cross Central  
Limited Partnership  
(KCCLP)*  
**SERVICES**  
*Cost Management  
Employer's Agent*

3

### AMRC FACTORY, SOUTH YORKSHIRE

The AMRC factory is a new world-class centre for advanced machining and materials research for aerospace and other high-value manufacturing sectors. The UK's first fully reconfigurable assembly and component manufacturing facility for collaborative research.

**CLIENT**  
*University of Sheffield*  
**SERVICES**  
*Project Management*

4

### BRENT CROSS SOUTH, LONDON

The Brent Cross South Masterplan includes 6,700 homes and workspace for over 25,000 jobs, a new high street with local shops and restaurants, improved transport connections with new station and better walking and cycling routes with new parks, squares and community facilities.

**CLIENT**  
*Argent Related*  
**SERVICES**  
*Cost Management*

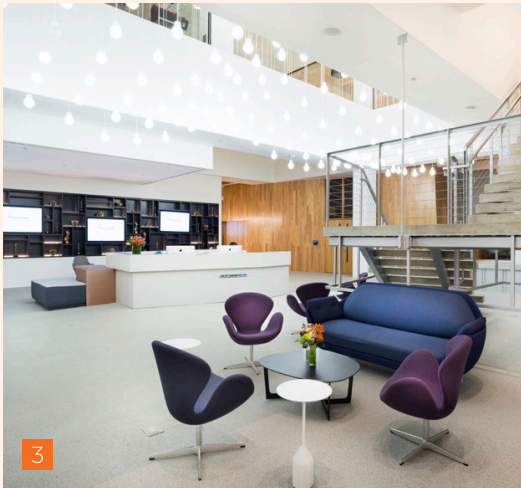




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© Western Link HVDC



© Anders Grah



© Western Link HVDC

1

### THE BURLINGTON PROJECT, LONDON

The first phase of the masterplan refurbishes the iconic Burlington House and Burlington Gardens buildings and creates a physical link between the two. This will provide the Royal Academy with additional gallery exhibition space, a dedicated learning centre and a new 300-seat lecture theatre, new delivery and art handling facilities, upgraded and enhanced visitor arrivals and increased toilet provision, and also allow all RA staff to be accommodated on site for the first time. Completion is scheduled for 2018 - the 250th anniversary of the Royal Academy.

**CLIENT**  
Royal Academy of Arts  
**SERVICES**  
Cost Management

2

### THAMES TIDEWAY TUNNEL, LONDON

The £4.2bn Thames Tideway Tunnel is the biggest infrastructure project undertaken by the UK water industry and will see the upgrade of London's sewerage system to cope with the demands of the city and tackle the frequent pollution of the River Thames.

**CLIENT**  
Tideway  
**SERVICES**  
Contract Administration  
Procurement  
Supply Chain Management

3

### J. WALTER THOMPSON, NEW YORK

This 200,000 RSF restack and co-location project included a centrally located café/grab and go, collaboration areas, phone booths, conference rooms and feature reception.

**CLIENT**  
J. Walter Thompson  
**SERVICES**  
Cost Management  
Project Management

4

### WESTERN LINK HVDC, WEST KILBRIDE

Using ground breaking technology through a new 2.4MW/600kV DC electrical interconnector, the Western Link HVDC will bring approximately 10% of the national renewable energy from a Scottish wind farm to England and Wales via 35km of underground land cable and 388km buried sea cable.

**CLIENT**  
National Grid  
Scottish Power  
**SERVICES**  
Cost Management  
Risk Management



*Fairway, our dispute resolution specialist business, had another very successful year with headline figures showing strong turnover and profit growth across the business.*



# Fairway

Expert witness, claims advice and dispute resolution remain at the heart of Fairway's work with the majority of its new appointments emanating from repeat business, referral or recommendation.

Focussing on quantum, planning and project management based disputes, Fairway supports clients in the buildings, energy, infrastructure, manufacturing, marine and oil and gas sectors. Over the last 12 months, Fairway has seen particular growth in the UK property, wind farm and rail sectors.

There continues to be a good balance of work emanating from the UK (~50%), as well as from

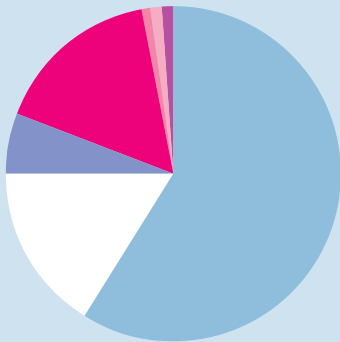
Europe, the Middle East and North America. The client base has been varied and includes private individuals, large multinational companies and property developers. A demonstrable growth in the demand for delay analysis advice has occurred during the year, which Fairway has reacted to by strengthening its Delay Analysis team by recruiting additional planners.

Fairway's German business continues to provide commercial management and dispute consultancy services to a number of major German international engineering companies.

The Fairway team remains one of the most experienced and respected in the industry, one of the key reasons why the business continues to enjoy such extensive success within this specialised area of the construction, engineering and property market.



# FINANCIAL RESULTS



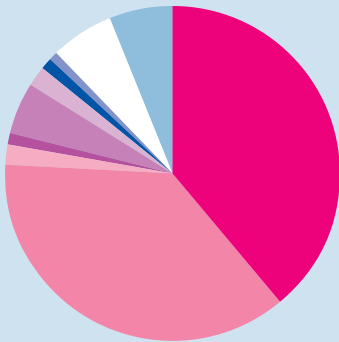
GROUP TURNOVER  
(% BY REGION)

UK TURNOVER

- 59% London (£101,555)
- 16% Other (£27,815)
- 6% Fairway (£11,235)

OVERSEAS TURNOVER

- 16% USA (£27,110)
- 1% Ireland (£1,150)
- 1% Nordics (£2,041)
- 1% Middle-East (£1,034)



GROUP TURNOVER  
(% BY SERVICE)

- 39% Cost Management (£66,972)
- 37% Project Management (£63,413)
- 2% Construction Management (£4,203)
- 1% CDM / Principal Designer (£2,141)
- 5% Rail & Infrastructure (£8,580)
- 2% Development Monitoring £2,941)
- 1% Tax Consultancy (£1,092)
- 1% FM Consultancy (£929)
- 6% Dispute Resolution (£11,235)
- 6% Sub-Consultants (£10,434)

TURNOVER BY REGION (£000s)

	2016/17		2015/16	
LONDON	101,555	59 %	90,831	60 %
OTHER UK OFFICES	27,815	16 %	23,853	16 %
G&T FAIRWAY	11,235	6%	9,028	6 %
UK TURNOVER	140,605	81 %	123,712	82 %
USA	27,110	16 %	21,925	15 %
CENTRAL & EASTERN EUROPE	-	-	81	0%
IRELAND	1,150	1%	1,390	1 %
CHINA & INDIA	-	-	437	0%
NORDICS	2,041	1 %	1,774	1 %
MIDDLE EAST	1,034	1%	1,465	1%
OVERSEAS TURNOVER	31,335	19%	27,072	18%
GROUP TURNOVER	171,940	100 %	150,784	100 %

TURNOVER BY SERVICE (£000s)

	2016/17		2015/16	
COST MANAGEMENT	66,972	39 %	62,719	41 %
PROJECT MANAGEMENT	63,413	37 %	51,983	34 %
CONSTRUCTION MANAGEMENT	4,203	2 %	4,954	3 %
CDM/PRINCIPAL DESIGNER	2,141	1 %	1,697	1 %
RAIL & INFRASTRUCTURE	8,580	5 %	7,095	5 %
DEVELOPMENT MONITORING	2,941	2 %	2,359	2 %
TAX CONSULTANCY	1,092	1 %	873	1 %
FM CONSULTANCY	929	1 %	1,013	1 %
DISPUTE RESOLUTION	11,235	6%	9,028	6 %
TOTAL FEES EARNED	161,506	94 %	141,721	94 %
ADD SUB-CONSULTANTS	10,434	6 %	9,063	6 %
GROUP TURNOVER	171,940	100%	150,784	100%

PROFIT EARNED & DISTRIBUTED (£000s)

	2016/17		2015/16	
DISTRIBUTED PROFIT	47,221	27 %	40,512	27 %





# ABOUT GARDINER & THEOBALD

G&T is an independent construction and property consultancy working across all sectors of the built environment. We focus on minimising risk and creating opportunities to maximise the value of our clients' developments and property assets.

We deliver Project Leadership, Commercial Success, Construction Excellence and Specialist Consultancy working across all sectors of the built environment.

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## PROJECT LEADERSHIP

- Project Management
- Portfolio & Programme Management
- Programme & Project Controls
- Development Management

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## COMMERCIAL SUCCESS

- Cost Planning
- Cost Management
- Life Cycle Costing

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## CONSTRUCTION EXCELLENCE

- BIM
- Construction Management
- Contract Administration
- Employer's Agent
- Principal Designer & CDM Consultancy

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## SPECIALIST CONSULTANCY

- Construction & Property Tax Advice
- Development Monitoring
- Dispute Resolution & Expert Witness
- Strategic Asset & FM Consultancy
- Procurement
- Supply Chain Management
- Sustainability



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