

**GILBANE BUILDING COMPANY  
2015 ANNUAL REPORT**

**Gilbane**



# WE ARE ALL ONE FAMILY

Our teams are at the heart of all we do. Through a spirit of innovation, intense focus on our clients and a drive for excellence in execution, they continue to position Gilbane as a leader in our industry.

The Gilbane family learned a long time ago that our business is all about people. Buildings don't simply build themselves – it takes our people, partners, clients and friends to overcome the challenges inherent in every project. I hope you enjoy each of the stories we're sharing here and get a better understanding of how proud we are of all our teams and the outstanding facilities they are helping create.

Thomas F. Gilbane, Jr.  
Chairman and CEO  
Gilbane, Inc.

## Mission

We are recognized as a global provider of facility solutions, operating as One Company, effectively integrating and leveraging all of Gilbane's expertise.

We embrace the historical family culture and live the core values of Gilbane.

Client advocacy and superior execution serve as the foundation for exceptional customer satisfaction.

Leadership embraces entrepreneurship and fosters a culture of innovation throughout the company.

Gilbane is the recognized employer of choice.

We consistently achieve sustainable, profitable growth for the benefit of all stakeholders.

## 2015 HIGHLIGHTS

ROBUST PROFITS LED TO THE  
2ND HIGHEST RETURN EVER

5 LIVES SAVED THANKS TO  
FALL PREVENTION PROTOCOLS

12 YEARS ON TRAINING  
MAGAZINE'S TOP 125 LIST

RECORD SALES OF \$6.9 BILLION

CONSTRUCTION USERS  
ROUNDTABLE SAFETY  
AWARD WINNER

MIKE McKELVY NAMED CEO

## TABLE OF CONTENTS

A Letter From Our CEO | 3-4  
Exceeding Expectations | 5-6  
High Performance | 7-8  
Caring Helps Guide Our Actions | 9-10  
Individual Efforts = Collective Excellence | 11-12  
The Future | 13  
All of Our Employees Are  
Gilbane Family Members | 14  
Board of Directors | Back Cover

**Gilbane**

Cover Photo: South Street Landing project, Providence, RI



## A LETTER FROM OUR CEO

### OUR CORE VALUES



INTEGRITY



TOUGHMINDEDNESS



TEAMWORK



DEDICATION TO EXCELLENCE



LOYALTY



DISCIPLINE



CARING



## Communication + Core Values = Our Success

2015 was a good year for our company on many counts. First and foremost, safety continues to be our number one value through *Gilbane Cares*. Our results and programs have achieved industry accolades and awards, but we still have room for improvement. Most of our offices performed better in reducing lost-time injuries and recordable incidents. We still have a couple of locations, however, that went the other way and we will focus on them during 2016. Secondly, we performed well for our clients around the globe successfully completing and advancing hundreds of challenging projects. Lastly, we met our business goals for the year in terms of both sales and profits. All of our teams deserve congratulations for their hard work and dedication in meeting these goals.

Our success last year was in many ways a reflection of our new long-term plan for the future. In 2015, we implemented a new five-year plan for the company that we're calling *Vision 2020*. As you can imagine, this name has sparked more than a few jokes about seeing things clearly, but in many ways our plan has helped us do just that. Strong communication at all levels is bringing us together as one company and driving this plan through greater accountability and understanding of how everyone can play their part.

The first element of our plan puts people first in everything we do. We want to continue to grow and develop our employees and be a great place to work.

Another critical effort that we're working on is delivering superior execution on all our projects. We're raising the bar in everything that we do. We're passionate about helping our clients achieve their goals.

We are also working tirelessly to strengthen all of our operations and drive the long-term profitability and growth of our company. To meet our vision we're bringing an entrepreneurial, innovative approach to our work. This means advancing processes, embracing Lean methods and sharing break-throughs that create better ways of doing our work across our entire footprint.

After 143 years, we're proud of our family ownership and continue to live Gilbane's time-tested core values. Our vision is really just a continuation of the growth and success this company has enjoyed for generations with a lot more technology added in. While change is abundant here, the values established by our founders – *Integrity, Toughmindedness, Teamwork, Dedication to Excellence, Loyalty, Discipline* and *Caring* – still guide our every move.

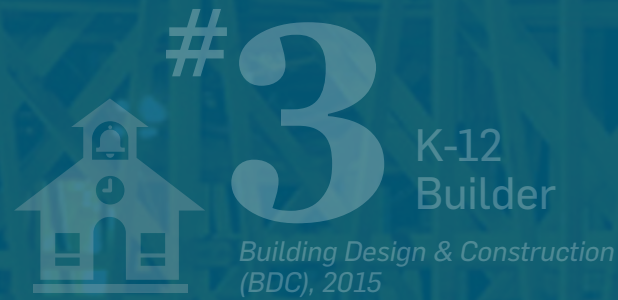
It is an honor to be leading this talented team.

Michael E. McKelvy  
President and CEO  
Gilbane Building Company

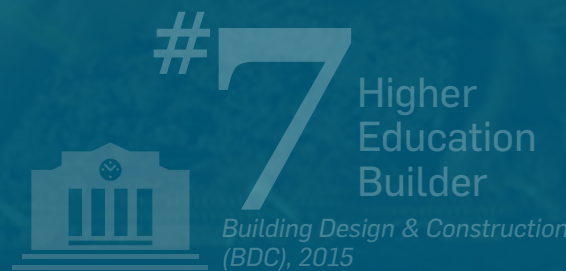
"While change is abundant here, the values established by our founders – *Integrity, Toughmindedness, Teamwork, Dedication to Excellence, Loyalty, Discipline* and *Caring* – still guide our every move."







# Exceeding Expectations



Over the last decade and a half, Gilbane has been committed to measuring our performance on all our projects. As this process has evolved, it has allowed us to make remarkable progress in serving our clients.

The concept is quite simple. We survey our clients at the start, mid-point and end of a project. We ask questions that provide us with a clear overview of where we stand and, more importantly, what areas need to be improved. Action steps are immediately put into place upon receiving the results. The project team, as well as upper management, review the survey's findings then reach out to the client providing ways to improve on areas that the client felt did not measure up to their expectations.

**William J. Gilbane, Jr., Vice Chairman**, helped lead the revolution on how best to use feedback to fuel excellence. From the very beginning of this effort, he stood by and has always promoted 'if you measure it, you can improve it.' We have received great and informative feedback through the thousands of surveys that have been completed and every one of them has helped us learn not only what we're doing well, but how we can do it even better. If we know our client's needs and understand what their expectations are, we can overcome just about any challenge and create a client for life.



**98.6%** of our 2015  
client surveys

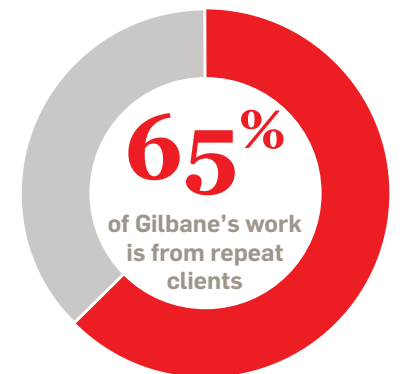
**MET or EXCEEDED EXPECTATIONS**

**The results speak for themselves.**

In 2015, Gilbane received 905 completed surveys from our clients and architects/engineers. In total, 98.6% of them reported that we had either met their expectations, 39%, or exceeded them, 59.6%. Delivering these high levels of client satisfaction has led to securing our repeat business.

In essence Gilbane has been able to create a cycle of constant improvement and increased client satisfaction that is fueled by continuous feedback.

Perhaps the most impressive result of this entire effort is the 1,300+ clients and architects/engineers that recommend Gilbane to others.



**"I am proud of our client focused culture. Gilbane is built on a platform of exceeding our clients' expectations and I see this commitment in each of our people every day." – Vice Chairman, William J. Gilbane, Jr.**





# HIGH Performance

The name Gilbane has been synonymous with quality since the company's founding. The core values that have made us successful through five generations of Gilbane family leadership live on in our project teams today. What makes our teams high performing? We gathered the answers from some of our Iver Johnson Builders of the Year Award winning teams.

## TEAMWORK



**Gilbane Senior Vice President Adam Jelen – Kerry Foods Global Technology and Innovation Centre, Ireland**

### PROJECT HIGHLIGHTS

- > Design-Build for a four-building complex in Naas, Ireland
- > Gilbane incorporated a new company in Ireland
- > Integrated Lean project delivery approach that completed work three months ahead of schedule

"Teamwork was instrumental on this job. We held principals' meetings on a regular basis both from a leadership perspective and at the job level. Having the right team in place was essential for the successful completion of this project. The right team requires the right sense of humility and the ability for the team to come together and work as one unit with well-established trust and core values."

"While working in a new market with unfamiliar parameters, we managed to create one seamless integrated team that unified their processes to produce an amazing outcome."

## TRAINING/ EXPERTISE



**Gilbane Senior Project Manager Jeff Ferriss – Zebulon Data Center, North Carolina**

### PROJECT HIGHLIGHTS

- > Tier 3 – 150,000 SF enterprise data center
- > Joint Venture with Barnhill Contracting
- > Successfully met every schedule milestone
- > 650,000 man-hours with only one minor injury
- > Resulted in repeat business

"This job was about training and efficiency. We used some of our most powerful software systems: iBuild, BIM360 Field, Bluebeam, CMiC and Textura. We consistently involved our Joint Venture partner in our training sessions. Our primary focus during preconstruction was elevating everyone to the same caliber of expertise in productivity software so we were able to hit the ground running when we started construction on this highly complex project."

"One of the strengths of having a Joint Venture team is that everyone brings their own expertise to a project. We were able to assign the right folks to each task without duplicating efforts."

## DISCIPLINE



**Gilbane Vice President James Springer – ExxonMobil Project, Houston Texas**

### PROJECT HIGHLIGHTS

- > 23 buildings and infrastructure constructed over a five-year period
- > 17 million man hours without a lost-time incident
- > 3 million SF of exterior wall and imported stone materials
- > Over 5,500 workers/day at peak
- > Design assist coordination with one of the most complex structures ever built by Gilbane

"Executing the largest project in the Company's history brings about excellence in all aspects of our business. When you stand back and look at the sheer volume and complexity of constructing this small city of buildings, it's clear our core value of 'Discipline' played a huge role. The performance of more than 300 management team members and the continuous focus on 'doing it right the first time' guided us throughout the project."

"It was the rigor with which our team worked our processes into the day-to-day activities that made this project such a resounding success in the eyes of this Fortune 500 client."

## PLANNING



**Gilbane Project Executive Mike Sousa – Afghan Ministry of Defense Complex, Afghanistan**

### PROJECT HIGHLIGHTS

- > Houses Afghan National Army leadership
- > Earned "Exceptional" performance ratings which exceeded expectations
- > Turned over three months ahead of schedule
- > Recorded 4 million safe hours worked

"This project involved a massive, unfinished structure left open to the elements for 18 months. With a focus on finishing early, we identified the variables and challenges and developed an execution plan that brought us to completion three months ahead of schedule. We were able to meet an aggressive schedule to the exact day because we had a team of one mind with one common goal. By having daily meetings and keeping everyone engaged, despite the obvious distractions that come with working in Kabul, we managed to break this massive project down into small tasks and successfully complete each one."

"There were challenges and many variables to overcome on this project. We revised and adjusted the plan constantly. We stayed flexible, but always kept our focus on the overall goal."

## SAFETY



**A Client's View from LeeTran Transit Director Steve Myers – LeeTran Transportation Facility, Florida**

### PROJECT HIGHLIGHTS

- > New LEED Silver public transit headquarters
- > Entry's signature cast-in-place, cantilevered walls a focal point
- > Homeland Security video monitoring
- > 22 service bays and more than \$3 million in shop equipment

"We're in the bus industry where safety is of the highest regard. Gilbane understands safety and knows why it is so important. We were impressed from the onset of this project that Gilbane displayed and enforced such a high level of safety awareness to all workers and visitors on this job site."

"Gilbane enforced high standards for safety on our job site. That produced a safety record that made us both happy and extremely proud."

## CARING



**Gilbane Superintendent and fifth generation family member Ben Cole – North Reading Middle School, Massachusetts**

### PROJECT HIGHLIGHTS

- > Completed a 42-month, four-phase construction and renovation project
- > High school features a gym, kitchen/cafeteria, state-of-the-art performing arts center and library/media center

"What made this team high performing was how much everyone cared about each other. North Reading is a small town. The people in the community are deeply invested, financially and emotionally. Their children will play on these ballfields. They'll perform on this stage. They'll prepare for the future in these classrooms. Safety was our top priority. There were students and faculty nearby during every phase of construction. We maintained constant communication with our partners and the community to make sure everyone knew what was happening here at all times."

"Our team recognized the school's importance to residents immediately, and we've worked exceptionally hard to show we care about it as much as they do."



# Caring Helps Guide Our Actions

EXAMPLES OF GILBANE'S NEWEST VALUE IN ACTION INCLUDE:



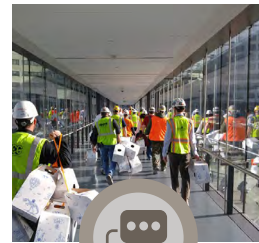
Safety

We're committed to ensuring that every tradesperson on our jobsites goes home safe to their families every night. In the past 5 years, Gilbane's commitment to beyond-OSHA fall protection standards has saved 19 lives. In 2015, the Construction Users Roundtable (CURT) awarded Gilbane Building Company the Construction Industry Safety Excellence (CISE) Award. CISE is considered the most prestigious safety award in the construction industry.



Taking Care Of Others

In 2015, **Sam Brown** returned to work with Gilbane. Sam suffered a serious spinal injury in 2013 when he dove into a lake while on vacation. A young project engineer, Sam has gotten back to work with the help of therapists, relatives and his family at Gilbane. Since the time of his accident, Gilbane employees have held fundraisers and assisted Sam in a multitude of ways as he works to regain his mobility.



Community Involvement

In ways large and small, Gilbane employees give back to the community. Our University of Iowa Children's Hospital team spread holiday cheer while working with project subcontractors and hospital staff on a Build-A-Bear® Workshop "Stuffing Event." They spent time crafting each teddy bear then hand-delivered those bears to grateful young patients. The event was just one of a multitude of special projects Gilbane and UICH partnered on to make a difference for these young patients and their families.



True Partners

Gilbane works to enjoy shared success with all of our partners. In Milwaukee, Gilbane partnered with CG Schmidt, Benson Industries, Duwe Metal Products, WRTP/Big Step, and Milwaukee Building & Construction Trades to hire and train 30 return-to-work candidates as window glazers. The team has produced remarkable results and has already turned out over 70,000 square feet of glass curtain wall. We care about everyone on our project teams and strive to provide the training, support and mentoring that will elevate their performance. This holds true with our minority and women-owned business enterprises (MWBES) partnerships that have created positive outcomes on projects both large and small.



Environment and Beyond

Gilbane strives to build sustainable buildings and use Lean principles to maximize efficiencies, all while making a positive impact on the environment now and for generations to come. One way we make a difference is through our sustainable waste management. In 2015, Gilbane diverted 233,132 tons of construction waste from landfills. That's roughly the tonnage of an average aircraft carrier.

**"Gilbane has always been a people-focused company that is guided by our core values. Our caring philosophy has unleashed new and impressive efforts within our company to help others in all the communities where we live and work," explained Gilbane, Inc.'s Chairman and CEO, Thomas F. Gilbane, Jr.**

*Gilbane Cares* is more than a slogan. We're committed to act with compassion, integrity, honesty and high ethics in all situations; to listen with respect to others; and to value differences.

For us, Caring starts with safety. On average, more than 25,000 tradespeople and construction professionals work on Gilbane sites every day. Gilbane has long nurtured a safety culture that empowers every one of our employees and partners to promote safe practices on and off the job site. In the last year, Gilbane has worked to expand our efforts beyond safety by making Caring our seventh and newest core value.

"Just picture about 45 team members in steel-toed boots and reflective vests, all in a line picking Build-A-Bear® animals (some with glitter), dressing them, making their birth certificate, and kissing the little heart (a Build-A-Bear® tradition) that gets placed inside the bear before they stitch it up. I was impressed," said Edgar Soto, Project Engineer on University of Iowa Children's Hospital project. "Seeing the kids' faces light up is a great reminder of what we are building, and I believe it is a testament to Gilbane's motto of *Building More Than Buildings*."



## Gilbane Cares Project Safety Milestones 2008-2015

- 11 projects ..... 1 million Safe Hours
- 3 projects ..... 2 million Safe Hours
- 2 projects ..... 5 million Safe Hours
- 1 project ..... 17 million Safe Hours





# INDIVIDUAL EFFORTS = Collective Excellence



Gilbane employees across America and around the globe are driving our company forward in a myriad of ways. Here we highlight a few of the individuals who have helped contribute to our collective success.

**Linda Graves**, VP Director of Community Affairs, helps form new partnerships with minority/women, small and locally-owned subcontractors across the country. "Teamwork is one of our core values and playing a part in forming new partnerships that help firms continually grow and prosper is my mission."



**Gabe Page**, a Superintendent in Columbus, Ohio, unselfishly dove into a rain-swollen river last summer when he witnessed a canoe being dragged under the deadly current. His instincts and military training guided his successful rescue efforts while his CPR training is credited for bringing the victim back to life. "There was no time to think. I just reacted, and I'm so glad she was safely reunited with her family."



**Sayed Harris**, Local Authority Liaison at Gilbane Federal's Dubai Office, donates his free time and energy as a "motor sports racing coach" to help UAE young people "get off the couch and away from video games." Sayed even bucked cultural traditions and has added a young lady to his team. "Kids like to race and they like to drive," he explains. "Racing develops problem solving skills in the real world under strict time constraints, responsibility and the willpower to excel without violating the rights of others."

**Jonathan Fischer**, Project Manager, is being praised for developing an ongoing relationship with international food flavors powerhouse, Mane, Inc. During Mane's Dayton, Ohio facility expansion, Gilbane won seven projects back-to-back by meeting the highest safety and quality goals. Brad Kelley, Mane Chief Operating Officer, stated "The Gilbane team demonstrated a level of commitment to safety that goes well beyond what the metrics show. They really care about the well being of the people working our jobs. For this, they have my utmost in respect and gratitude."

**Nancy Libardoni**, VP Director of Enterprise Learning and Development, recently announced that Gilbane ranked number 29 on *Training Magazine's* Top 125 list. "Our award-winning Gilbane University platform ensures our employees have the opportunity to expand their careers and meet and exceed our customer's expectations."



**Tad Hilgendorf**, Project Safety Manager at the NorthWestern Mutual Tower project in Milwaukee, saw Gilbane's unrelenting focus on fall protection pay off in late 2015 when an apprentice ironworker fell from a beam and was caught by his harness and lanyard. Ironworkers on that job site have a newfound appreciation for all the safety protocols and equipment that Gilbane enforces on each and every one of our job sites.

**Brian Goldberger**, Senior Business Consultant, has been hard at work bringing Gilbane's new project management platform, iBuild X2, on-line. "This software package allows us to capture and share data faster, more accurately, with improved mobility and less effort. Buildings will go up faster and more efficiently thanks to this software. That's meaningful innovation."



**Billy Choi**, Gilbane's Senior Fuels Engineer in Korea, was recently singled out by the DLA-Energy Commander, LTC Santiago, and presented with an Outstanding Service Award. Billy has worked tirelessly to support our DoD clients in Korea, and has developed strong relationships with key client personnel.

**Mexico's Gilbane/Alberici Team:** On May 25, 2015, Ciudad Acuna was hit hard by a tornado. The town is about 50 miles north of our project site near Del Rio, Mexico. The Gilbane/Alberici team collected donations and worked closely with the people in the town to determine how to best use the funds. James Bransom, who led Gilbane's efforts, ensured the delivery of 60 pairs of shoes, 200 notebooks and other school supplies to this hard-hit community.

**Tony Strickroth**, Project Manager, received a Very Good/Exceptional CPARS recognition from AFCED for his outstanding leadership ability. He managed change on unforeseen circumstances without compromising client expectations on the multi-million dollar Vandenberg Air Force Base demolition and renovation projects.

**Mike Chowaniec**, Project Manager in Houston, Texas, led a *Rebuilding Together* team of volunteers who completed much needed home repairs on a local family's home. Gilbane was a Super Impact 17 participant that joined efforts with our client ExxonMobil on this community outreach effort. The team worked long and tireless hours over the course of two weekends to complete all the necessary repairs to this home. The combined efforts with our valued client ensured this family's home was transformed into a safe and sound structure.





# The Future

*Throughout our long history, Gilbane has been constantly evolving and adapting to changing times. From experimenting with the first metal concrete forms in the 1950's to harnessing the power of big data today – we're driven leaders in the construction industry providing our clients with cutting-edge information to make fact-based decisions.*

## Looking Forward

Looking forward to 2016 and the outlook for the construction industry, we believe activity in our industry will be extremely robust. Our own *Gilbane Construction Economics Report* predicts that 2014, 2015 and 2016 will go in the record books as the highest three-year span of construction activity in recent history. Economists are keeping a close eye on the growth of China, the decline in oil and gas prices and the presidential election as potential barriers to growth, but the overall non-residential construction arena is very active. Right now, we are predicting total construction in 2016 will grow 9% and growth in the non-residential market could reach up to 11%. This means more prospects and continued growth for our company. With a gain of over a half million new jobs being added to meet the demand, retaining and attracting people will be paramount to Gilbane. Want to know more on our economic outlook? View our entire Economic Report available on our website at [www.gilbaneco.com](http://www.gilbaneco.com).

## Scanning the Horizon. What's Next?

You can feel it. Something new and innovative is always happening at Gilbane. Over the past few years, Gilbane has been investing in laser scanning equipment so our teams have the necessary tools to make highly-accurate laser mapping of facilities a standard practice. This ability is an added value that continuously provides our clients and construction partners with internet accessible panoramic images with rotational controls, point cloud walkthroughs or final design visualizations with precision far beyond what others can provide. Gilbane is focused on advancing all of our technologies, as well as creating more innovative and Lean practices that better service our clients' needs now and into the future.

## Our Leadership Journey

Gilbane has always considered our people as our greatest asset. They are the backbone to our company's success and maintaining a position of leadership for our future growth and prosperity. Our President and CEO, **Mike McKelvy**, has clear expectations for our group and stated, "I anticipate Gilbane's journey to advance considerably in 2016 with the implementation of a Lean Practitioner Certification Program, extensive training that will focus on high-performance project team collaboration for results and advanced planning, and the transition of our policies into playbooks."

## A New Reality

With the launch of iBuild X2, a Gilbane client located anywhere in the world can check on the status of their project in real-time, 360-degree virtual reality with just their smartphone or tablet. This is all possible through our new project management software platform that was designed to house high definition, 360-degree images that recreate our projects in virtual reality. With a Google cardboard or other virtual reality viewing device, anyone can easily step onto an active construction site without requiring a plane ticket or a hardhat. "Our clients can check the status of their project and even move forward and backward in time to watch the work unfold all around them. Only iBuild X2 places this kind of experience at your fingertips," says Gilbane's CIO, **Jason Pelkey**. Our teams are using new technologies to create interactive experiences within the built environment to communicate and collaborate in ways that once seemed impossible. Since iBuild X2's inception in October 2015, Gilbane has over 100 job sites now utilizing this software with new projects being added to the list of users each month.

## Perfecting Prefab

The use of prefabrication/modularization is drastically reducing project schedules and increasing safety. VP Director of Operational Excellence and Planning, **Sue Klawans**, reinforces that prefabrication increases quality. "When we use BIM and prefabrication, we are testing our designs more and doing more work in controlled environments. That 'build it before you build it' approach improves quality and significantly reduces the punch list at the end of a project." Our project team on the complex Cleveland Clinic Avon Hospital job took advantage of incorporating many prefabrication opportunities that provided schedule benefits including increased efficiencies and less rework stemming from the repetitive process of prefabrication.

*With the global construction industry poised for rapid growth, more than ever companies need to stay at the forefront of developing people, advancing with technology and rapidly scaling innovations. Gilbane is positioning our teams for success by developing clear expectations and delivering high performance outcomes that continue to differentiate how we serve our clients.*

# All of Our Employees Are Gilbane Family Members

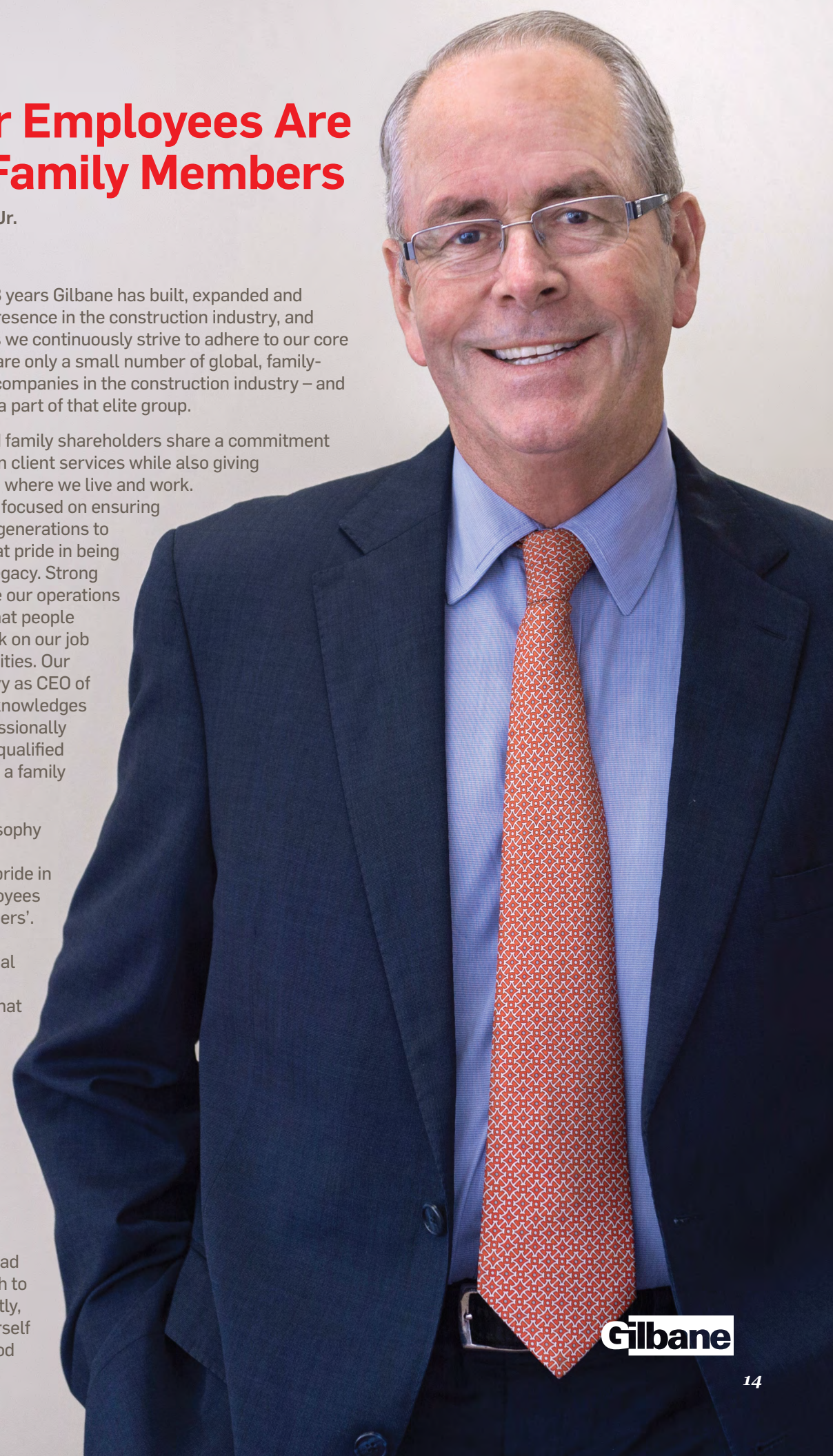
By Thomas F. Gilbane, Jr.  
Chairman and CEO  
Gilbane, Inc.

I'm very proud of the 143 years Gilbane has built, expanded and maintained our strong presence in the construction industry, and how after all those years we continuously strive to adhere to our core values. Presently, there are only a small number of global, family-owned, private building companies in the construction industry – and Gilbane is pleased to be a part of that elite group.

Our leadership team and family shareholders share a commitment to providing the utmost in client services while also giving back to the communities where we live and work. Family shareholders are focused on ensuring the company is here for generations to come, and they take great pride in being stewards of our family legacy. Strong leadership teams ensure our operations are well managed and that people continue to do great work on our job sites and in our communities. Our selection of Mike McKelvy as CEO of our company further acknowledges that we want to be professionally managed with the most qualified leadership – whether it's a family member or not.

The Gilbane Cares philosophy applies equally to all our employees. I take great pride in referring to all our employees as 'Gilbane family members'. We are hopeful our employees share a special bond that comes from working for a company that promotes both safety and family. We want them to feel empowered to do what's right for our customers knowing that our leadership team is behind them 100%.

It takes years to build up your reputation and just moments to destroy it. Taking the ethical highroad is always the easiest path to take and, most importantly, it allows you to look yourself in the mirror and feel good about yourself.



**Gilbane**



## BOARD OF DIRECTORS

Gilbane's Board of Directors presently consists of eleven members – four internal and seven external directors. Full biographies on each director can be found on the company's website at [www.gilbaneco.com/inc](http://www.gilbaneco.com/inc).

**FRANZ F. COLLOREDO-MANSFELD**  
*Chief Executive Officer and Co-Founder  
Cabot Properties*

As CEO of Cabot Properties, Franz has raised four private equity funds, committed approximately \$2.7 billion in capital and completed 200 transactions in the U.S., Canada and the United Kingdom.

**JOHN P. FOWLER**  
*Co-Founder and  
Executive Managing Director  
Holliday Fenoglio Fowler LP and HFF Inc.*

John is responsible for overseeing major commercial financing, equity and sales transactions as the Executive Managing Director at HFF LP and HFF Inc.

**JOHN GALVIN**  
*Executive Vice President  
AAA Northeast*

The former CFO for Collette Vacations and current EVP of AAA Northeast, John contributes keen insight to the Board's business, strategic and financial planning efforts.

**ROBERT V. GILBANE**  
*Chairman and Chief Executive Officer  
Gilbane Development Company*

As Chairman and CEO of Gilbane Development Company, Bob is responsible for the overall strategic direction and profitability of Gilbane's development company.

**THOMAS F. GILBANE, JR.**  
*Chairman and Chief Executive Officer  
Gilbane, Inc.*

*Chairman  
Gilbane Building Company*

As Chairman and CEO of Gilbane, Inc. and Chairman of Gilbane Building Company, Tom sets the strategies and goals for Gilbane and directs the organization's growth through acquisitions and investments. He oversees Gilbane Building Company to ensure profitable operation and continued growth.

**THOMAS F. GILBANE, III**  
*Managing Member  
Rockpoint Group LLC*

Tom is a managing partner of Rockpoint Group LLC, a global real estate investment management firm. His leadership is concentrated on their Eastern United States and European investment and asset management activities.

**WILLIAM J. GILBANE, JR.**  
*Vice Chairman  
Gilbane Building Company*

Bill leads the company's focus on exceeding client expectations and achieving operational excellence. He serves as principal on major projects and champions Gilbane's diversity efforts and Lean construction initiatives. His current executive responsibility is directed to overseeing Gilbane's Florida operations.

**FRANK T. MACINNIS**  
*Former Chairman and Chief Executive Officer  
EMCOR Group, Inc.*

Frank is a former chairman and CEO of a Fortune 500 company that was a global leader in mechanical and electrical construction services, industrial and energy infrastructure and building services.

**J. BONNIE NEWMAN**  
*Chancellor Emeritus  
Community College System of  
New Hampshire*

Bonnie provides the Board with a broad-base of higher educational knowledge and experience from her leadership roles at the Community College System of New Hampshire, the University of New Hampshire and Harvard University's John F. Kennedy School of Government.

**RONALD L. SKATES**  
*Private Investor*

A former president and CEO of Data General Corporation, a computer manufacturer and software development company, and a Certified Public Accountant (CPA), Ron contributes an abundance of technology and financial background and experience to the Board.

**DIRECTOR EMERITUS  
PAUL J. CHOQUETTE, JR.**  
*Vice Chairman  
Gilbane, Inc.*

Paul was the sixth consecutive family member to lead Gilbane since its founding in 1873. A graduate of Brown University, Paul is currently Vice Chairman of Gilbane, Inc.

### GILBANE ANNUAL REPORT STEERING COMMITTEE

Dennis Cornick  
Daniel Gilbane  
Wes Cotter  
Diane Rutledge  
Jennifer Twining  
Timothy Grace  
Karen Medeiros  
Michele Callahan  
Sarah Olson