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Sunshine Insurance headquarters, Beijing, by Woods Bagot.

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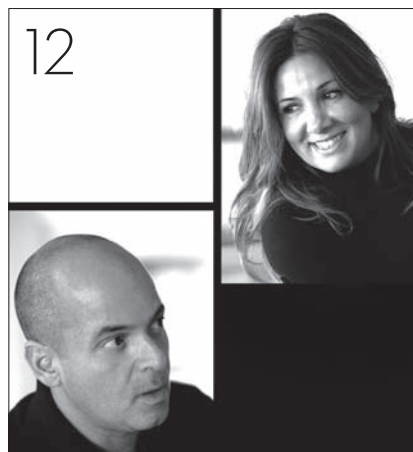
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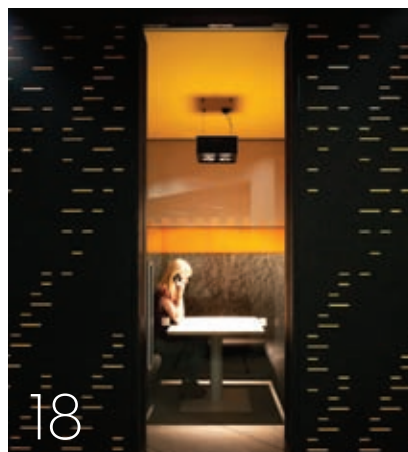
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South Australian Health And Medical Research Institute (SAHMRI), Adelaide, Australia.



AROUND THE WORLD IN 100 PRACTICES

The route out of recession will not be quick, but there are big gains to be made by those architects willing to broaden their geographical horizons

Positive news for global construction is always welcome, but for 2014 it comes with a health warning. After a bruising six years when economic woes and political instability have destabilised even the best-laid plans, the sensible architect treads cautiously.

But solid growth and upbeat economic forecasts have not only given the world's largest practices the confidence to say they expect the recovery to continue; they're also in a hiring mood again (page 8).

This doesn't mean a return to golden hellos and six-figure salaries. While almost all firms say they will be recruiting next year, salaries are not about to rocket because fee levels remain flat. More interesting is where fees are being earned.

Africa, a market that global firms have been eyeing hungrily for some time, is starting to come good (page 62). Total income from the 10 highest earners in the region is up from \$71.6 million in 2012 to \$104.3 million in 2013.

It was also a better year for those working in central Asia. Gensler, this year's number one, earned \$38 million in that region alone, while fee income in

South and Central America remains flat, not helped by Brazil's sluggish economy.

Aecom, pushed down to second place this year, says Brazil remains challenging and partnering local firms is a must (page 59).

But the country has bigger issues to deal with, namely a chronic lack of infrastructure that could hamper its ability to deliver the 2014 World Cup.

The Chinese challenge

China continues to offer the best prospects for global practices; some even predict that by 2025 it will account for 25% of all construction output (page 63). But as David Cameron discovered on a recent visit, foreign business will only prosper if it has something unique to offer at the right price.

But it's prosperity that has allowed China to slow down and this is reflected in its new "grands projects". Gensler's soon-to-be-completed Shanghai Tower, the second-tallest building in the world, suggests that ambitious design and green credentials now count for more than freakish vanity projects.

No WA100 survey would be complete without a mention of



PROSPERITY HAS ALLOWED CHINA TO SLOW DOWN, AND AMBITIOUS DESIGN NOW COUNTS FOR MORE THAN FREAKISH VANITY PROJECTS

AMANDA BAILLIEU

the UAE, and particularly Dubai's re-emergence into the global spotlight. This was given an added boost with the announcement that Dubai will hold the 2020 World Expo. Hungry architects will be lining up for a slice of that action, which includes a massive airport expansion.

The mantra, though, for firms working in the UAE is "responsible growth". But this is beginning to be overshadowed by another concern: the plight of the construction industry's labourers, particularly those in Qatar's capital, Doha.

This is part of a bigger reputational issue for Qatar linked to its controversial hosting of the World Cup in 2022, and the reason it has courted well-known practices such as Zaha Hadid Architects (rank 49), Foster & Partners (14) and OMA (32=).

Hadid's Al Wakrah Stadium, in association with Aecom, will need to tame the fierce summer sun to make the tournament bearable for players and spectators alike.

But as architects contemplate what 2014 might bring, many will be hoping that a project as complex and life-changing as this one will be among the mix.

HOW THE CHARTS WERE COMPILED

The data for the rankings and tables in this publication was gathered by UK communications agency Camargue on behalf of BD. Details and listings are based on the results of a survey completed by 1,400 architecture practices worldwide in October 2013 and analysed the following month. The listings contained within this publication are therefore based on declarations from the practices themselves.

2015 survey

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HOW TO ACCESS THE WA100 2014 SURVEY

ONLINE

BD subscribers will be able to access the survey at worldarchitecture100.com

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A downloadable pdf of WA100 2014 is available to purchase online for £29 + VAT. Go to bdonline.co.uk/wa-100/DIGITAL

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Yes, that's Piers Gough. Sarah was busy in Tokyo – a great project, by the sound of it.

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BUILDING UP MOMENTUM

The outlook is definitely brighter for the global construction sector but, as **Denise Chevin** discovers, most practices are taking measured steps forward

Architects are in business again. Dubai is bouncing back, North America is looking up and China's pipeline is plentiful. The glimmers of optimism that began to emerge in last year's WA100 survey were well founded. The recovery picked up pace in the second half of 2013 and workloads and opportunities are higher across the board.

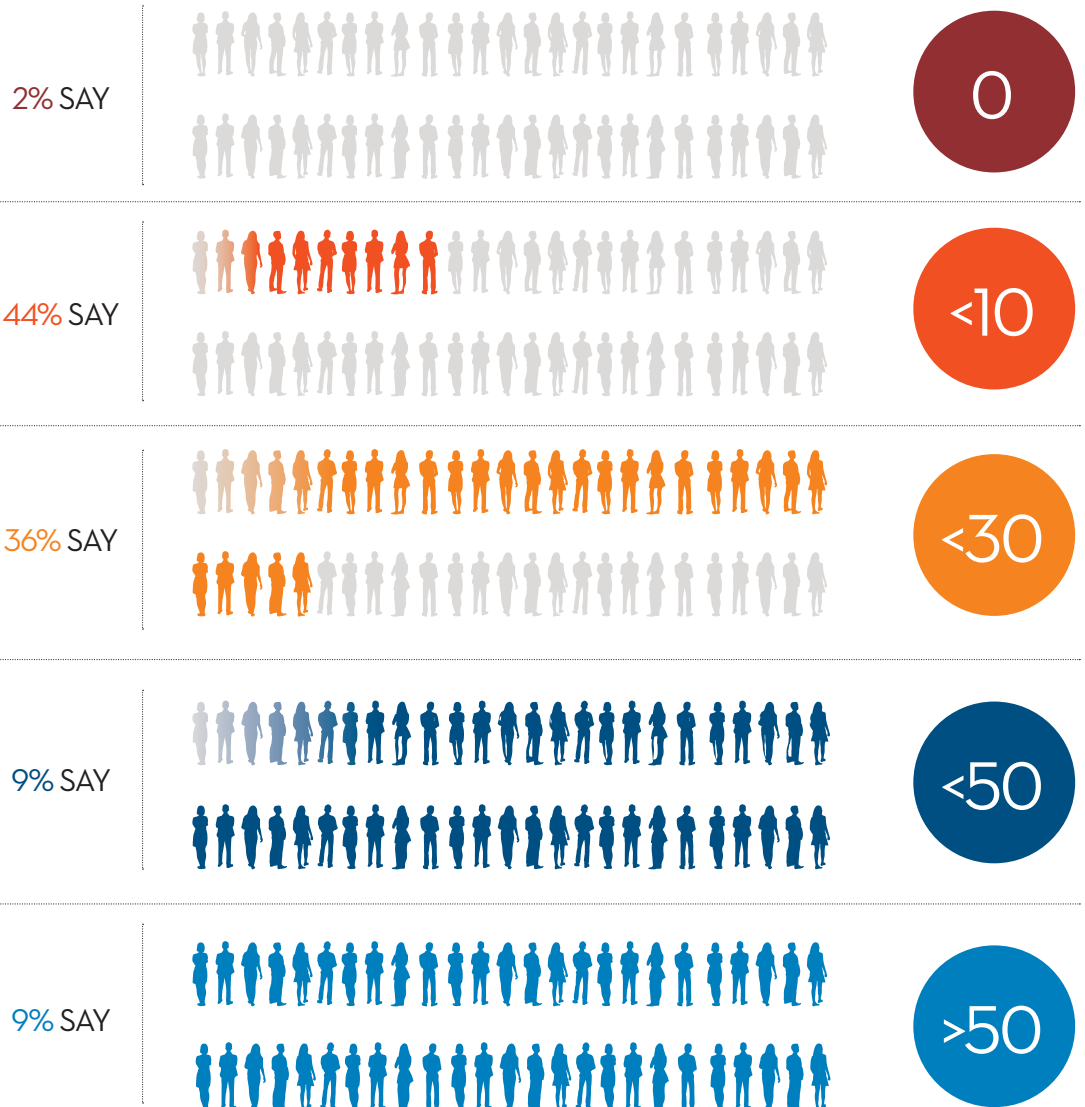
Increased demand is yet to be reflected in staffing levels, with numbers of architects employed marginally edging up from 32,882 in 2013 to 33,101 currently at the top 100 practices.

But in 2014 we can expect a global recruitment drive. According to the latest WA100 survey, 98% of firms expect to take on staff during the next 12 months, and nearly one in 10 firms are set to hire more than 50 people. Underlying this recruitment drive is the confidence that architects have in the market — eight out of 10 expect growth or strong growth in the global construction economy in 2014.

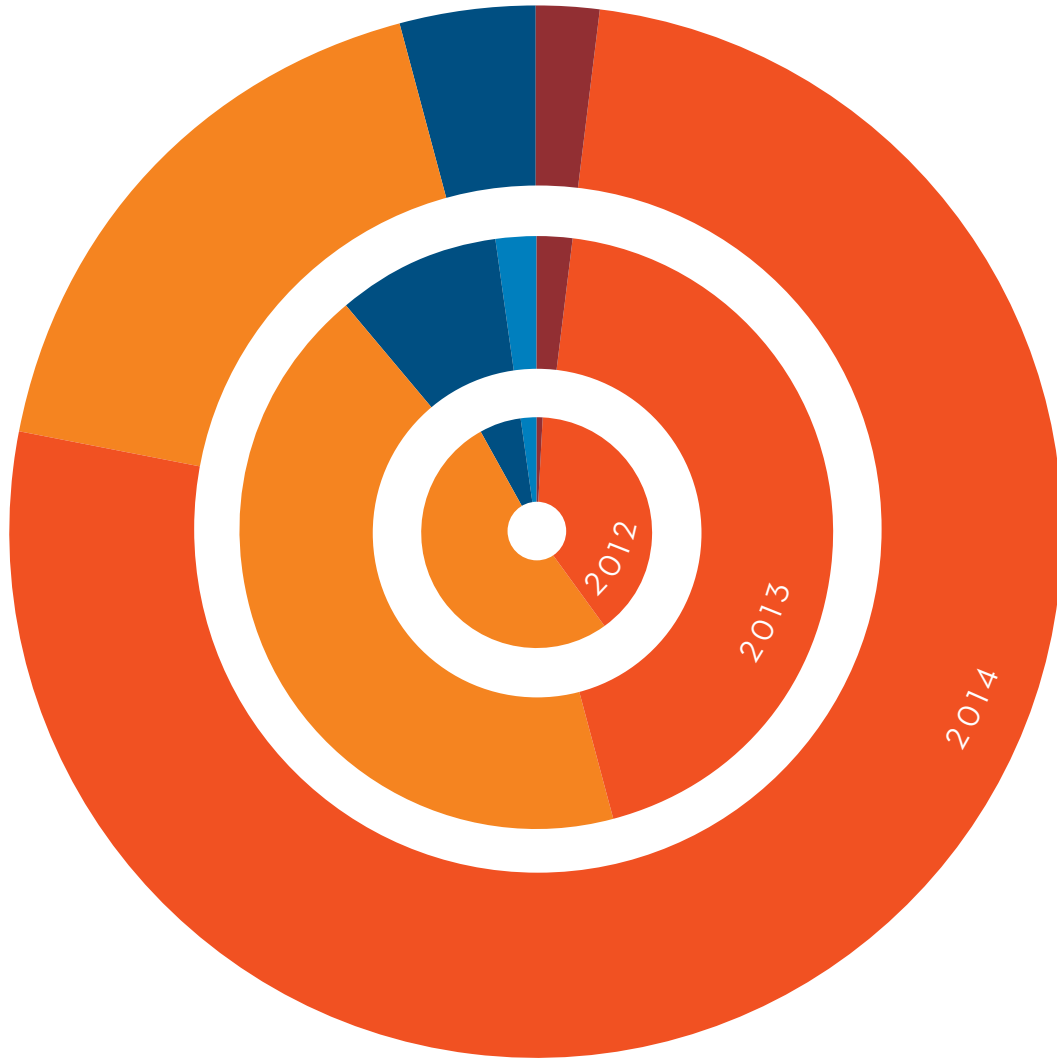
Phil Harrison, president and CEO of Perkins & Will (rank 6), reflects the general sentiment of the big global players when he says: "2013 has been a year of two halves. In the second half we saw a real acceleration in new project opportunities and we expect that to continue in the year ahead.

"We saw increased activity across

HOW MANY ARCHITECTS DO YOU EXPECT TO BE HIRING IN THE NEXT 12 MONTHS?



WHAT ARE YOUR FEELINGS ABOUT THE HEALTH OF THE GLOBAL CONSTRUCTION ECONOMY IN THE NEXT 12 MONTHS?



STRONG GROWTH

GROWTH

STAGNATION

DECLINE

STRONG DECLINE

2012

● Strong growth	1%
● Growth	39%
● Stagnation	52%
● Decline	6%
● Strong decline	2%

2013

● Strong growth	2%
● Growth	44%
● Stagnation	43%
● Decline	9%
● Strong decline	2%

2014

● Strong growth	2%
● Growth	77%
● Stagnation	18%
● Decline	4%
● Strong decline	0%

'WE HAVE ONLY BEEN IN NORTH AMERICA FOR FIVE YEARS, BUT OUR OPERATION IN THE US IS NOW THE SIZE THE ENTIRE FIRM WAS IN 2004/05'

ROSS DONALDSON, WOODS BAGOT



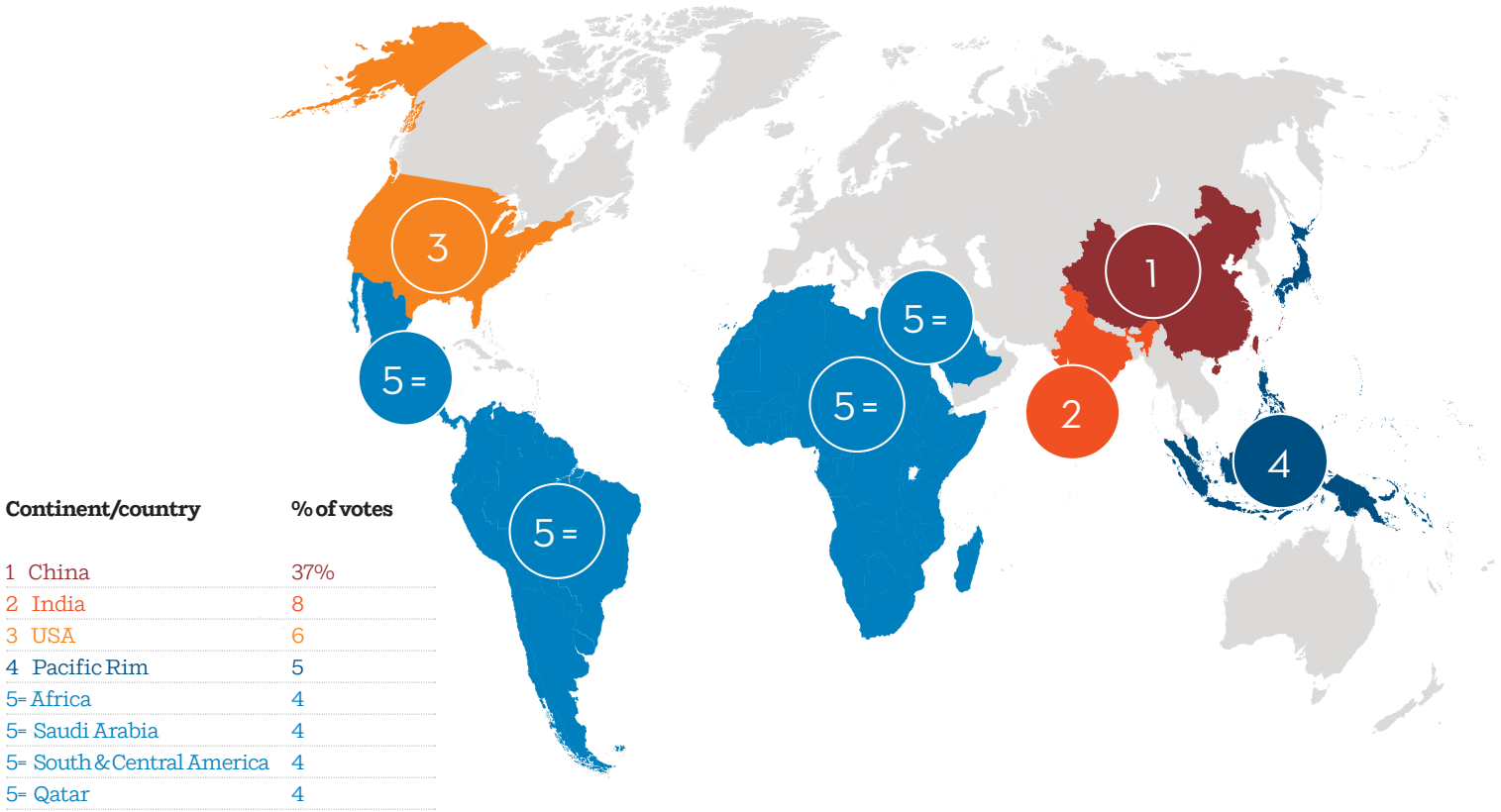
the CIS countries, Turkey, the Middle East, the US, Latin America and Canada. Asia and China have been steady but they were already strong markets, and there has been growth in the UK.

"2014 won't be a market of winners and losers. We see general upturn across the board: all markets are on the up. No place is booming like Dubai in 2006 or China a few years ago. We're not seeing frenetic activity, just solid growth. I would say there's a sober and cautious approach leading to more responsible development. Fee levels aren't going up but it's not a race to the bottom either."

Architects who took part in our survey said China, the Middle East and South America were the regions where they expected to see the strongest growth, and they said China offered the biggest growth potential — a sentiment backed by economic forecasts.

Graham Robinson of Global Construction Perspectives says: "We forecast that the volume of construction output will grow by 70%, from \$8.7 trillion in 2012 to \$15 trillion by 2025. Almost 60% of all growth in construction will be in just three countries: China, India and the USA. By 2025, we forecast that China will represent over a quarter of all construction output." The company also ▶

TOP COUNTRIES FOR GROWTH 2014



forecasts that the North American market will be nearly 40% larger by 2025.

Ross Donaldson, group managing director of Woods Bagot, one of the fastest-growing international firms (rank 7), says he expects to capitalise on growth there: "We have only been there five years, but our operation in the US is now the size the entire firm was in 2004/05."

Stabilisation in western Europe

is one of the main drivers of renewed global growth in construction, says Robinson, but Europe itself will be flat with the UK the only bright spot.

Magnus Meyer, chief executive of Stockholm-based Tengbom (rank 27), adds: "It's been a tough year. We have really felt the effect of the European crisis — not that there's much less work in Sweden, just far more competition from architects in northern Europe.



Skanska's Väla Gärd office in Helsingborg, Sweden, designed by Tengbom.

Hopefully things will get better when the US market picks up, as we can expect less focus from US firms on Europe."

The market in the UK is expected to grow at more than double the average rate in western Europe and will rival Germany by 2025, according to Global Construction Perspectives.

Robinson also points to sub-Saharan Africa as a huge growth region, with Nigeria being the biggest market. Perkins & Will's Harrison also says he sees huge potential there: "We're working in Ghana, South Africa, Kenya and Uganda and hoping to win work in Nigeria and Sudan."

UK architects are certainly noticing the upturn at home. BDP (rank 34) chairman David Cash says: "It's better than 12 months ago in the UK as well as internationally. Growth in London is rippling through the south-east, and we're doing far more in retail and mixed-use. The workload has dropped on the school side, but university work is up. We expected

healthcare to be stronger but, as we head towards the 2015 election, it might be rekindled.

"Overseas, Ireland is picking up again after a long period in the doldrums and in the future we expect both Libya and Iraq to be strong markets."

Like a lot of western practices BDP got a foothold in China during the recession, and its office in Shanghai has grown to 40 staff. But with growth in home markets to contend with, it's not aggressively going for expansion there.

Traditionally, when markets are buoyant at home, architects are less likely to go hunting abroad. However, though they may be able to be choosier in the projects they sign up to, no one is expecting the clock to be rolled back.

Andy von Bradsky, chairman of PRP Architects (rank 79), says the firm has expanded in the recession to both Russia and China, and international work accounts for 15% of the practice.

"We're not as reliant on overseas income as we were two to three

years ago," he says. "But an international component is an essential part of a large practice these days. The London market is peppered with large international players. China is investing heavily in the UK market. Making links and establishing work in different cultures is essential if you want to get larger projects in the UK."

Andy Cohen, executive director at top-ranking Gensler, which has 4,000 people working in more than 100 countries, says 35% of Gensler's work is now global.

"As home markets get busier, architects might not want to travel so far, but we've seen globalisation of the market and firms will still tend to follow their clients — including following Asian clients back to Europe," he predicts.



Ramping it up: Shanghai Natural History Museum by Perkins & Will.

MOVING WITH THE TIMES

Denise Chevin finds out how practices are adapting to thrive in the post-recession world

Flying around the world has been the name of the game during these straitened times, but global diversification is only one thread of the survival story.

Architectural practices have restructured, cut salaries and staff, adopted building information modelling (bim) and boosted their marketing budgets. And despite things looking brighter, architects are unlikely to turn back the clock on a more commercial way of working as fee levels remain competitive and client expectations high.

"There's now not much fat," says Andy von Bradsky of PRP. "In the past architects might have been more experimental. The adoption of bim is drawing us closer to the contractor, which changes the relationship with the client. Fees certainly won't return to pre-2008 levels."

Phil Harrison of Perkins & Will agrees: "The market still puts a lot of attention on commercial terms — and clients still want more for less. What we would hope for is

that projects speed up again. If we can get back to crisper, speedier development, then lower fees make more sense.

"We've reorganised internally so we can operate in a more agile way by creating smaller, more integrated teams, and we've put a stronger focus on clients' needs, offering a more customised approach, which is analogous to rapid prototyping.

"We also find that clients have greater expectations about what's included. They want sustainable options and much more modelling to do with energy and operational performance. Good clients will pay more for those services, but we have to demonstrate value of design."

"Adding value" is a key phrase used by Andy Cohen of Gensler, who says the challenge is on to demonstrate how design enhances business performance or productivity. Integrated working is again a common theme, in terms of mixing up specialities (such as interior



'WE'VE REORGANISED SO WE CAN OPERATE IN A MORE AGILE WAY BY CREATING SMALLER, INTEGRATED TEAMS OFFERING A MORE CUSTOMISED APPROACH'

PHIL HARRISON, PERKINS & WILL

designers), training architects to perform more tasks (like business development) and then working more closely with other firms, such as contractors.

"We've learnt to do more with less and work in integrated teams," says Jason Prior, chief

executive for buildings and places at Aecom (rank 2).

Barton Willmore has put into place better business planning and training for staff at all levels and upped its marketing spend. Similarly, the Buchan Group in Australia says it's focused on "strengthening relationships with 'top-tier clients' as a client retention strategy and invested in training to ensure our staff can perform multiple roles".

Other Australian firms point to off-shoring to reduce costs. "We're doing documentation in Vietnam because we can't afford the wage structure that's been established here," says Cox Architecture founder Philip Cox.

Woods Bagot's group managing director Ross Donaldson says the key to his firm's recovery has been its approach to risk: "We took a severe hit in 2008 and halved our size in six months. Now we've recovered but we're staying focused on markets where we're strong and where we feel clients are more secure."

JUST THE WOMAN FOR THE JOB

As more and more women take on executive positions, the gender gap is slowly closing. **Denise Chevin** discovers what it takes for women to reach the top in architecture

For the first time this year we've asked practices for a gender breakdown of their architects. Of the firms that supplied this information, less than a third are women.

The good news is that there are usually women in a senior position; the firms actively promote flexible working and are more family-friendly; and their numbers are boosted by a higher proportion of landscape or interior design work.

But there is no magic bullet when it comes to climbing the career ladder as a female architect. Even in Scandinavia, where childcare is more affordable and family-friendly policies are in the political DNA, the nature of the job and the often strong maternal bond mean women struggle to combine family life and career progression.

Lone Wiggers became a partner at CF Møller, now Denmark's largest architectural practice, when she was 30. At 33 she became a mother and was back working six months later. Her daughter is now 16 and, despite being a single mother for most of that time, she managed to walk the tightrope between parenthood and a highly successful architectural career with help from her former husband and grandparents. "There were times when I didn't see my daughter, but I managed," she says.

Back then there were far fewer women in the practice than there

are now. The ratio is roughly 50:50 thanks in part to a surge in women training as architects in Denmark. Wiggers says that, despite being just as talented, many women at the firm don't want to "do what it takes" to reach the top.

"It doesn't necessarily mean working 16-hour days, but you still have to be ambitious," she says. "And sometimes women come back and see that there's more to life than work, or maybe their partner is ambitious and they have to compromise. It really comes down to personality. But there are lots of ambitious women and I think it is changing."

Swede success

Over the border in Sweden, Tengbom, the country's largest practice, also boasts a 50:50 split — again partly a reflection of the fact there are more women graduating. It says: "Last year we had a strong focus on hiring female managers, so at middle-ranking level the split is now 50:50. At senior level the majority are still men, though the firm expects this to be very different in 10 years' time."

The British firm PRP has one of the highest percentages of women architects — 42% compared with, on average, 25% in the UK. Two of the eight partners are female, as are three of the 22 directors. PRP promotes flexible working part-time opportunities and, according to Anne-Marie Nicholson, one of the firm's female partners, a friendly and supportive



May Poon, senior design director at Wilson Associates in Dallas, Texas.



PRP partner Anne-Marie Nicholson.



Lone Wiggers, partner
at Denmark's CF Møller.

environment. The mother of three is proud of the fact that, within the specialist housing group she runs, five of the 12 managers are women.

Nicholson accepts that it helps to combine family with a career if you've got a very supportive partner or round-the-clock childcare. But, like Wiggers, she says that if women want to get on, they have to have the appetite for progression.

"I've had a good experience of having babies, but I've had to prove myself — that I could get good childcare support and always turn up for meetings. But it's essential women overcome barriers. They need to be clear about their abilities and their rights."

GMP in Germany, which

employs 225 male and 215 female architects, also emphasises the need to cut those with young families some slack: "As a general principle, any company needs to create working conditions in which staff can feel content with their work-life balance, including personalised working hours, breaks and down-time. Also within the core weekly working hours, support for childcare and/or access to a company-run crèche (as far as organisationally possible) can make a real difference."

Like in the UK, almost 25% of architects in Turkey are women, but in the firm Tabanlıoğlu the percentage rises to almost 60%. The practice says it doesn't know why but it could well be due to

'THERE WERE TIMES WHEN I DIDN'T SEE MY DAUGHTER, BUT I MANAGED. IT DOESN'T NECESSARILY MEAN WORKING 16-HOUR DAYS, BUT YOU STILL HAVE TO BE AMBITIOUS'

LONE WIGGERS, CF MØLLER

the fact that one of the partners is Melkan Gursel Tabanlıoğlu, the best-known female architect in Turkey. The firm says it offers flexible working hours and there are lots of married couples within the practice.

American matriarchs

Over in the US, there are several high-profile women at the top in the large commercial firms. Diane Hoskins is one of three executive directors at Gensler, which can also boast a growing number of women principals — 50 women to 141 men — while Aecom has also promoted several senior women to head up architecture operations and even has a Global Women's Council to promote women within the group.

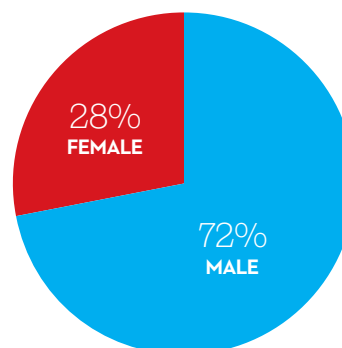
Like in the UK, women in architecture is becoming more of a talking point in America, according to May Poon, senior design director at Wilson Associates in Dallas, Texas, which has a 50:50 split. She says that being a woman in a male-dominated industry has its challenges: "Most executives at Wilson are men. However, the company was founded by Trisha Wilson, a design guru. From personal experience, it is still difficult for women to reach top executive level as an architect.

"However, having worked full-time in the UK for eight years, and in the US for 12 years, the glass ceiling is a little easier to break in the US, but it certainly still exists.

"I am married but we don't have children. My husband is an architect at another firm. We both travel a lot for work. The long hours are part of the lifestyle of an architect. I would imagine it would be very difficult if we had kids."

Poon adds that there is much more talk about equality in the industry, which has to be a good thing for women everywhere. At the very least it will help to boost confidence and convince the doubters — sometimes women themselves.

Top 100 architects: the gender gap



Of the 24,991 architects from the Top 100 practices that responded to this survey question, 6,997 are women, compared with 17,994 men



The big list WA100 is BD's annual survey of the world's largest practices ranked by the number of fee-earning architects they employ. There has been a reshuffle among the practices in the top 10 — and a new number one for 2014

RANK 2014	RANK 2013	NEW	PRACTICE NAME	COUNTRY	ARCHITECTS EMPLOYED	ARCHITECTS PREVIOUS YEAR	FEE INCOME (US \$MILLION)
1	2		Gensler	USA	1,468	1,346	Over \$600m
2	1		Aecom	USA	1,410	1,370	\$400-499m
3	4		Nikken Sekkei	Japan	1,053	1,109	\$500-599m
4	3		IBI Group	Canada	1,035	1,129	\$190-199m
5	5		Aedas	China/UK	919	1,078	\$210-219m
6	6		Perkins & Will	USA	888	771	\$210-219m
7	17		Woods Bagot	Australia	792	565	\$140-149m
8	9		Samoo Architects & Engineers	South Korea	765	712	\$270-279m
9	7		DP Architects	Singapore	756	726	\$90-99m
10	14		P+T Architects and Engineers	China (Hong Kong)	750	624	\$150-159m
11	12=		HDR Architecture	USA	715	640	\$240-249m
12	8		HOK	USA	669	715	\$260-269m
13	36		White Arkitekter	Sweden	637	306	
14	10		Foster & Partners	UK	630	646	\$180-189m
15	19		Skidmore Owings & Merrill	USA	619	543	
16	15		Sweco	Sweden	600	600	
17	18		Jacobs	UK/USA	546	547	\$230-239m
18	20		Cannon Design	USA	542	539	\$140-149m
19	21		Heerim Architects	South Korea	506	470	\$180-189m
20	22		Perkins Eastman	USA	485	455	\$150-159m
21=	23		GMP	Germany	440	445	\$70-79m
21=	25		Nihon Sekkei	Japan	440	426	\$190-199m
23	28= (2012)		Callison	USA	427	400 (2012)	\$130-139m
24	11		Stantec	Canada	426	643	\$210-219m
25	37=		HKS	USA	423	300	\$150-159m
26	29=		NBBJ	USA	414	405	\$180-189m
27	28		Tengbomgruppen	Sweden	410	420	\$70-79m
28	33		Kume Sekkei	Japan	396	376	\$100-109m
29		•	Haeahn Architecture	South Korea	390		\$70-79m
30	29=		Kohn Pedersen Fox	USA	378	405	\$120-129m
31	24		Leo A Daly	USA	362	436	\$170-179m
32=	31		Hassell	Australia	350	395	\$120-129m
32=		•	OMA	Netherlands	350		
34	32		BDP	UK	347	382	\$90-99m
35	34=		ATP Architects	Austria	340	320	\$70-79m
36	26=		SmithGroupJJR	USA	337	421	\$110-119m
37	57		Gansam Architects	South Korea	325	191	\$90-99m
38	40		Leigh & Orange	China (Hong Kong)	320	288	\$50-59m
39	37=		DLR Group	USA	314	300	\$110-119m
40	34=		Mitsubishi Jisho Sekkei	Japan	309	320	\$160-169m
41		•	Sunjin Engineering & Architecture	South Korea	300		
42	43		RTKL Associates	USA	286	269	\$200-209m
43	42		HBO+EMTB	Australia	279	279	\$90-99m
44	41		Henn	Germany	270	280	\$60-69m
45	44		KEO	Kuwait	261	256	\$100-109m
46	39		Cox Architecture	Australia	260	289	\$60-69m
47	58		B+H Architects	Canada	254	190	\$50-59m

RANK 2014	RANK 2013	NEW	PRACTICE NAME	COUNTRY	ARCHITECTS EMPLOYED	ARCHITECTS PREVIOUS YEAR	FEE INCOME (US \$MILLION)
48	46		ZGF Architects	USA	249	245	\$60-69m
49	45		Zaha Hadid Architects	UK	246	246	
50=	64		CF Møller Architects	Denmark	230	164	\$40-49m
50=	49		Dewan Architects & Engineers	UAE	230	220	\$70-79m
52	62		Ronald Lu & Partners	China (Hong Kong)	223	169	\$40-49m
53	52=		Valode & Pistre	France	220	200	\$50-59m
54	56		Chapman Taylor	UK	213	196	\$30-39m
55	50		ACXT-IDOM	Spain	203	215	\$40-49m
56	52=		Wong Tung & Partners	China	200	200	\$40-49m
57	59		Ishimoto Architectural & Engineering	Japan	197	188	\$60-69m
58	60		Link Arkitektur	Norway	180	177	\$50-59m
59	69=		AXS Satow	Japan	178	158	\$50-59m
60	75= (2012)		The Buchan Group	Australia	171	135 (2012)	\$40-49m
61	51		DWP	Thailand	170	205	\$40-49m
62	69=		Archetype Group	Vietnam	166	158	\$10-19m
63=	80		Aidea Philippines	Philippines	164	131	\$5-9m
63=	63		Broadway Malyan	UK	164	165	\$60-69m
63=	26=		Kunwon Architects & Engineers	South Korea	164	421	\$80-89m
66	84 (2011)		Tabanlıoğlu	Turkey	163	112 (2011)	\$100-109m
67=	73=		AS Architecture-Studio	France	160	150	\$20-29m
67=	65=		GVA & Asociados	Mexico	160	160	\$20-29m
67=	73=		Jaspers-Eyers Architects	Belgium	160	150	\$20-29m
67=	73=		Wilson Associates	USA	160	150	\$50-59m
71=	52=		Architect Hafeez Contractor	India	159	200	\$20-29m
71=	91		Aukett Fitzroy Robinson	UK	159	114	\$10-19m
73	72		Langdon Wilson International	USA	150	153	\$40-49m
74=	86=		Populous	UK/USA	149	121	\$80-89m
74=	76		Wilmotte & Associés	France	149	149	\$30-39m
76	83=		Sinclair Knight Merz	Australia	142	125	\$30-39m
77	88=		Space Matrix International	Singapore	140	120	\$10-19m
78	61		Capita	UK	135	170	
79	90		PRP	UK	131	119	\$20-29m
80	83=		Page Southerland Page	USA	130	125	\$90-99m
81	86=		PBK	USA	121	121	\$40-49m
82	81		CP Kukreja	India	120	130	\$5-9m
83	65=		Allies & Morrison	UK	118	160	\$20-29m
84	71		Henning Larsen Architects	Denmark	117	155	\$30-39m
85	86= (2012)		SHW Group	USA	111	102 (2012)	\$40-49m
86=	99=		10 Design	UK	110	96	\$20-29m
86=	93=		Morphogenesis	India	110	110	\$5-9m
88	79		Sheppard Robson	UK	108	139	\$20-29m
89	96		Thomson Adsett Architects	Australia	107	103	\$20-29m
90	99 (2011)		Schmidt Hammer Lassen	Denmark	106	81 (2011)	\$10-19m
91	88=		TP Bennett	UK	103	120	\$30-39m
92=	77		Showa Sekkei	Japan	102	141	Under \$5m
92=	58 (2011)		WATG / Wimberly Interiors	USA	102	172 (2011)	\$20-29m
94	85		Progetto CMR	Italy	101	124	\$5-9m
95		•	SSH	Kuwait	100		\$40-49m
96	96 (2012)		Richez Associés	France	94	91 (2012)	\$10-19m
97	100= (2011)		Niles Bolton Associates	USA	92	79 (2011)	\$20-29m
98		•	BIG - Bjarke Ingels Group	Denmark	91		\$20-29m
99=		•	Ayers Saint Gross	USA	90		\$10-19m
99=		•	Mulvanny G2 Architecture	USA	90		\$50-59m

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Ones to watch The practices hovering just outside this year's Top 100 include well-known names such as Squire & Partners, 3DReid and Feilden Clegg Bradley Studios, plus a host of others who will be hoping to make their next big step in time for 2015

RANK 2014	RANK 2013	PRACTICE NAME	COUNTRY	ARCHITECTS EMPLOYED	ARCHITECTS PREVIOUS YEAR	FEE INCOME (US \$MILLION)
101		Gulf Consult	Kuwait	87		\$30-39m
102	99-	Diamond Schmitt Architects	Canada	86	96	\$20-29m
103	97-	3DReid	UK	84	100	\$10-19m
104		Smallwood, Reynolds, Stewart, Stewart	USA	81		\$20-29m
105-		Devereux Architects	UK	80		\$10-19m
105-		National Engineering Bureau	UAE	80		\$30-39m
107		Feilden Clegg Bradley Studios	UK	78		\$10-19m
108-		APA Wojciechowski	Poland	75		\$5-9m
108-		PG Patki Architects	India	75		Under \$5m
110-		EPR Architects	UK	73		\$10-19m
110-		Squire & Partners	UK	73		\$10-19m
112-		HLM Architects	UK	70		\$10-19m
112-	97-	UN Studio	Netherlands	70	100	\$10-19m
114		Junglim Architecture	South Korea	69		\$10-19m
115-		Hayball	Australia	68		\$10-19m
115-		Scott Brownrigg	UK	68		\$10-19m
117-		Boogertman & Partners	South Africa	66		\$10-19m
117-		Swanke Hayden Connell Architects	UK	66		\$30-39m
119		ADP	UK	65		\$10-19m
120		Palafox Associates	Philippines	64		Under \$5m
121		Sanjay Puri Architects	India	63		Under \$5m
122		Saraiva & Associados	Portugal	62		\$10-19m
123-		Arte Charpentier Architectes	France	60		\$10-19m
123-		WDG	USA	60		\$20-29m
125		FX Fowle Architects	USA	57		\$20-29m

Most admired Foster & Partners is again the practice that most others look up to

One of the questions we ask every year in the WA100 survey is which architects are most admired by respondents. The answers are usually a fairly predictable list of starchitects. But this year saw a trend towards more commercial names.

Foster & Partners came out top of the list with 30% of the votes — no real surprise as Foster has dominated the top spot in this ranking for years now. The lion's share of the remaining votes went to Herzog & de Meuron and new entry BIG.

The public images of these practices couldn't be more different. H&dM is serious, reserved and very cautious when it comes

MOST ADMIRED TOP 5

RANK	PRACTICE
1	Foster & Partners
2	Herzog & de Meuron
3	BIG
4	Gensler
5	AHMM

to seeking publicity, while BIG is filled with dynamic and opinionated personalities.

Filling out the top five are Gensler and AHMM, while Aecom and KPF also make it into the top 10. But Zaha Hadid Architects — fifth last year — doesn't.



Fosters' refurb of the Imperial War Museum, London.

GROWING (OLD) GRACEFULLY

A crisis-proof policy of steady expansion has seen veteran US practice Gensler return to the top of the listings as the world's biggest architectural practice. BD looks at all the firms in the WA100 and their recent work

1 GENSLER

COUNTRY	USA
LAST RANKING	2
ARCHITECTS EMPLOYED	1,468

The world's biggest architect. It's a highly prized title, which is this year reclaimed by Gensler.

Since losing the crown it previously held in 2009, the US giant has always been somewhere in the top three. But the practice founded back in 1965 has had to wait patiently while young guns jostled for glory.

Gensler's ambition remains undimmed but it says it prefers to expand organically rather than by mergers and acquisitions. Growth has been steady. In 2009 it made it to the top spot with 1,360 architects; now it has 1,468. Significantly, it also has the biggest billings in this year's WA100 by some margin: it took more than \$600 million of fee income last year.

Unlike some of its biggest rivals, Gensler remains a private company and architecture remains its principal activity. Its specialisms range from cultural buildings to aviation — it has been one of the key players pushing for work on the UK's future hub airport.

This year the practice will complete work on China's tallest building — the twisting 632m Shanghai Tower will be the second-tallest in the world — and it will open its first office in Australia, adding to last year's new studios in Philadelphia and Mexico City. Major projects kicking off include a corporate headquarters for Nvidia, the Silicon Valley visual-computing pioneer, which asked for a building that is a "physical manifestation of the soul of the company".

David Gensler, one of three executive directors at the firm and son of its founders, said it had been a great year. "We've put a lot of emphasis on design innovation across the board, and we believe our focus on continuing to drive innovation to all of our clients around the world will open up even more new opportunities for us in 2014," he said.

His parents, Art and Drue, will this year have a building named after them at the Buck Institute for Research on Aging in California, which they funded to the tune of \$5 million. Art, who is approaching 80 and still shows up for work every day, once admitted his first business plan was: "Feed my family!"

Not long ago he was asked about the secrets of the practice's success. He spoke about good client service and communicating well across 45 offices in 15 countries, but there was one pearl that stood out: "We've counted the cash every Friday afternoon for more than 35 years, so we know how much we have in the bank. All of our offices are profitable, and we're pretty much recession-proof"



Gensler's planned new headquarters for Nvidia in Silicon Valley.



Gensler's Shanghai Tower has already topped out as China's tallest.



Aecom's Governor George Deukmejian Courthouse, Long Beach, California.

2 AECOM

COUNTRY	USA
LAST RANKING	1
ARCHITECTS EMPLOYED	1,410

Aecom's name is attached to big-ticket projects around the world that lend a glamour to this otherwise rather faceless multi-disciplinary corporation. It is both masterplanner and in charge of the preliminary design for seven venues for the Rio 2016 Olympics, and is helping Zaha Hadid Architects design the first 2022 World Cup stadium in Qatar.

Last year it beat stiff competition to land the job of designing a new basketball stadium for the Sacramento Kings, while this year it will finish work on the Otkritie Arena, the first custom-designed venue for FC Spartak Moscow in the club's long history.

And just to show its range goes beyond sport, Aecom has been working on enhancements at Los Angeles International Airport and a new courthouse in Long Beach, California.

The practice, which returned to profit last year, recently appointed Ross Wimer to lead its architecture practice in the Americas. Wimer spent the past 18 years with SOM, where he was design director in the firm's Chicago office.

3 NIKKEN SEKKEI

COUNTRY	JAPAN
LAST RANKING	4
ARCHITECTS EMPLOYED	1,053

Nikken Sekkei remains Japan's largest architecture firm by quite some way and the practice has continued its rise up the world rankings, moving up one place to claim a spot in the top three.

Japan remains the firm's prime source of projects. Last year it completed major office schemes in Tokyo and Kawasaki and next year it is due to complete a headquarters building for the Toa Road Corporation, also in the capital.

But the practice is also expanding its international reach. A new office was opened in Singapore in 2013, part of the firm's efforts to increase its workload in south-east Asia, and another in Russia.



Nikken Sekkei's Yaesu development at Tokyo's main railway station.

4 IBI GROUP

COUNTRY	CANADA
LAST RANKING	3
ARCHITECTS EMPLOYED	1,035

IBI Group may have dropped a place in the world rankings but it retains its position as Canada's largest practice by far. Projects in North America remain the firm's key focus: its largest last year was the \$85 million Sandy High School in Oregon.

The firm has reduced staff numbers in the US and closed several small offices in favour of larger regional hubs. However, it has doubled the size of its UK business in two years and will this year complete the £840 million Southern General Hospital in Glasgow. Plans for 2014 also include the opening of an office in Riyadh to capitalise on the practice's recent success in Saudi Arabia.



IBI Group's 88 Scott Street, a 53-storey residential tower in Toronto.



The Star Performing Arts Centre in Singapore by Aedas.

5 AEDAS

COUNTRY	CHINA / UK
LAST RANKING	5
ARCHITECTS EMPLOYED	919

Aedas maintains its position after falling from the top spot last year, a result of the treacherous European economy. Since 2008 the practice's work in Europe has declined by more than 35%. China, on the other hand, is serving Aedas spectacularly well. More than 80% of its work is won in Asia, with 65% coming from China alone: the practice won more than 100 projects there last year and has said it may open more Chinese offices this year.

Projects completed in 2013 include Holland Park School in Kensington, which attracted controversy with its £80 million price tag. In China, Aedas finished the 376,800sq m Center 66 in Wuxi. This year the practice is set to complete the Hengqin International Financial Center in Zhuhai.

6 PERKINS & WILL

COUNTRY	USA
LAST RANKING	6
ARCHITECTS EMPLOYED	888

It has been a solid year for Perkins & Will, which maintains its position just outside the top five. The decision to merge with London-based Pringle Brandon in 2012 to create opportunities in Europe appears to have paid off.

Last year the practice secured planning permission for a 40-storey residential tower and theatre in Shoreditch, and also completed a major new research laboratory for Microsoft in Cambridge and a home for Google in Athens.

While there were no more takeovers last year, its international expansion continued with the establishment of an office in Hawaii, its 24th location.



Samoo's Buk Seoul Museum of Art is intended to bring culture and architectural variety to a "monotonous" area of the South Korean capital.

7 WOODS BAGOT

COUNTRY	AUSTRALIA
LAST RANKING	17
ARCHITECTS EMPLOYED	792

Woods Bagot shoots up 10 places to land well inside the top 10 in this year's survey. Australia's largest practice cites growth in North America as the biggest factor in its recent success, and in 2013 construction started on the firm's 200,000sq m Brookfield Towers project in Calgary, Canada.

Growth in Asia has also been a driver — the practice has a number of large mixed-use projects under way in China and Indonesia and opened a Singapore office last year.

That said, Woods Bagot's home market continues to be an important source of work: other notable projects include the Greenland Tower in Sydney and the expansion of Perth Airport.

8 SAMOO ARCHITECTS & ENGINEERS

COUNTRY	SOUTH KOREA
LAST RANKING	9
ARCHITECTS EMPLOYED	765

Founded in 1976, Samoo is South Korea's largest practice by some margin and looks likely to retain the title for some time despite increased competition in this year's survey. Based in Seoul, the practice also has overseas offices as far afield as Doha, Dubai, Abu Dhabi, New York, Hanoi and Shanghai.

The firm boasts a broad portfolio of projects in sectors as diverse as offices, healthcare, residential, biotechnology, education, transport and industrial.

Korean projects won by Samoo last year include the expansion of a science and technology research facility in Ulsan and an education and culture centre in Anseong.

9 DP ARCHITECTS

COUNTRY	SINGAPORE
LAST RANKING	7
ARCHITECTS EMPLOYED	756

Singapore's largest practice is once again in the WA100 survey's top 10. DP Architects has a portfolio of prestigious projects at home — it will this year complete the Singapore Sports Hub, winner of the leisure-led development category at the 2013 World Architecture Festival, and was recently awarded the 120,000sq m Tampines Town Hub assignment.

But China plays a large part in the firm's success and four of its 12 offices are based there. DP has been working in Burma since 2011 and has plans to open an office there this year, while also bidding for more work in Cambodia and the Philippines.



The Singapore Sports Hub by DP Architects.



King Saud Medical City, a hospital complex in Riyadh, Saudi Arabia, masterplanned by HDR Architecture.

10 P+T ARCHITECTS & ENGINEERS

COUNTRY	CHINA (HONG KONG)
LAST RANKING	14
ARCHITECTS EMPLOYED	750

The largest Chinese practice in this year's survey has been making the most of the construction boom in its home country to break into the top 10. But while China still provides the majority of P+T's work — with projects increasingly coming from the retail and commercial sectors as opposed to residential — international markets also provide a healthy proportion.

Last year offices were opened in Doha and Jakarta, and a Saudi Arabian outpost is expected to follow in 2014. The practice has projects as far afield as Nigeria, Uganda, Azerbaijan and Armenia.

Accordingly, growth is expected to come from Africa and the Middle East as well as Indonesia and Burma.

11 HDR ARCHITECTURE

COUNTRY	USA
LAST RANKING	12=
ARCHITECTS EMPLOYED	715

While HDR has historically concentrated its efforts in North America, the healthcare, technology and criminal justice specialist is increasingly ramping up its activity elsewhere. The practice estimates that 35% of its work will come from other regions in 2014, and it acquired two firms, both non-US, last year.

TMK Architekten is one of Germany's leading healthcare architecture firms and brought with it nearly 200 employees in six offices across the country. Another 120 came on board when HDR bought Sydney's Rice Daubney. The firm has identified Australia as a significant growth opportunity.



Realising Rio's bold **ambition**

Rio's Municipal Olympic Company has a bold ambition: to use the 2016 Olympic Games as the focus for city development. A delivery team has been built on local partnerships, with AECOM providing stadia concept design and designing venues with local architects, as well as engineering, cost and project management, landscape architecture and urban design.

Using 360 ingenuity, this team is helping Rio to see further and go further.



PHOTO: ÅKE ERIKSON/LINDMAN

White Arkitekter's Museum for the Visual Arts at Umeå, Sweden, was nominated for the 2013 Mies van der Rohe Award.

12 HOK

COUNTRY	USA
LAST RANKING	8
ARCHITECTS EMPLOYED	669

Infrastructure projects remain the focus for HOK, which says it expects to see growth in sectors including healthcare, aviation and science/research. More than a third of the practice's work is carried out in these sectors, while another 38% is for corporate clients.

Seventeen of the firm's 24 offices are located in North America but the practice also maintains a presence in London, China, India, Dubai and Singapore.

Last year HOK completed the interior fit-out of the BBC's new worldwide headquarters in London and won major projects in Bahrain, South Korea and Thailand.

13 WHITE ARKITEKTER

COUNTRY	SWEDEN
LAST RANKING	36
ARCHITECTS EMPLOYED	637

International demand for White Arkitekter's services continues to grow — and sees the Swedish practice move up 23 places in the top 100. The firm cites strong demand for its expertise in sustainability, healthcare and Scandinavian architecture. Projects won last year include masterplanning for an area of Queens in New York hit hard by Hurricane Sandy.

That said, White continues to put in a strong performance in the Scandinavian region and recently completed the 30,000-seat Tele2 Arena in Stockholm. The practice has 14 offices in all, spread across Sweden, Denmark, Norway and the UK. An Oslo office opened last year after the firm won several competitions in the region.



HOK's Central Park I and II mixed-use towers in New Songdo City, South Korea.

14 FOSTER & PARTNERS

COUNTRY	UK
LAST RANKING	10
ARCHITECTS EMPLOYED	630

Foster & Partners retains its position as Britain's largest practice — and despite slipping out of the top 10 in this year's survey, it has not been a bad year for the firm in terms of projects. Those completed in 2013 included Queen Alia International Airport in Jordan, the Me Hotel in London and the regeneration of Marseille's ancient port.

Meanwhile, construction got under way on a headquarters building for Bloomberg in the City of London, while the firm was appointed to work on the Battersea Power Station redevelopment and won a competition to design a tower at 425 Park Avenue in New York.

The North American market is described by the practice as "particularly strong", and at the time of writing the firm was waiting to find out if it had been successful in persuading the UK authorities of the need for a four-runway airport in the Thames Estuary.

15 SOM

COUNTRY	USA
LAST RANKING	19
ARCHITECTS EMPLOYED	619

Skidmore, Owings & Merrill has had the eyes of the western world on its most high-profile project for years now, but in November it reached a milestone when One World Trade Center was officially pronounced the tallest building in the USA.

It was a strong year for the practice at home and abroad. SOM won a slew of awards from the American Institute of Architects, started work on the \$4.5 billion Manhattan West scheme in New York and unveiled its plan for redeveloping the city's Penn Station and Madison Square Garden.

Abroad, it scooped a 158,000sq m project with developer GuocoLand in Singapore, which will include the city state's tallest building. And in August the practice announced that it was designing a 32-storey building for the Mashreq Bank in Dubai.



IMAGE: FOSTER & PARTNERS

Ronald Lu & Partners is an award-winning architecture and interior design firm founded in 1976, dedicated to the delivery of world-class projects and sustainable built environment across the globe.

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16 SWECO

COUNTRY	SWEDEN
LAST RANKING	15
ARCHITECTS EMPLOYED	600

Sweco has been knocked off the top spot as Scandinavia's largest practice, a result of fellow Swedish firm White Arkitekter's meteoric rise. But that's not to say Sweco has been standing still: the firm now employs more than 9,000 people. In August it bought transport architecture firm Vectura, an acquisition that was swiftly followed by an appointment to design five railway stations in Norway. In November it went on to buy Finnish consulting firm Tocoman Services.

The firm is working on projects across Scandinavia as well as Russia and Rwanda. It could be a close-run thing for the Swedish top spot next year.

18 CANNON DESIGN

COUNTRY	USA
LAST RANKING	20
ARCHITECTS EMPLOYED	542

Cannon Design maintains its position as one of the US's leading practices with specialities including healthcare, science/technology and education. The firm has expanded in recent years, having joined forces with Peter Ellis New Cities in 2012.

In the process it acquired a New Delhi office and went on to win a commission to design "India's most modern and sustainable city" for 1.2 million people on the edge of Delhi. But one of its most prestigious recent projects was the completion of a two-year renovation and restoration of St Louis Public Library, which reopened early last year.

17 JACOBS

COUNTRY	UK / USA
LAST RANKING	18
ARCHITECTS EMPLOYED	546

The architecture work conducted by Jacobs reflects the company's status as a world engineering giant and tends to involve transport and infrastructure. 2013 saw the completion of the £2 billion Blackfriars Station project in London, for which Jacobs conducted the detailed design. However, the firm has also shown it is capable of cultural buildings and last year also completed a new headquarters for Northern Ballet in Leeds.

Jacobs has 20 offices in North America and several in the UK, India and the UAE, plus others in Singapore, Paris, Madrid and Milan, and its clients most commonly work in the industrial, commercial and government sectors.

19 HEERIM ARCHITECTS

COUNTRY	SOUTH KOREA
LAST RANKING	21
ARCHITECTS EMPLOYED	506

South Korea's second-largest architecture practice is set on expansion. Having opened a Beijing office last year, the company plans to establish a Jakarta office in 2014 and has set out its intentions to become number one in Asia — and fifth in the ranks of the world's architecture practices — by 2022.

It's got a long way to go to hit that target but it does have a major source of work in the 2018 Winter Olympics, to be held in Pyeongchang. The practice was recently appointed to design the figure-skating stadium off the back of its work on the main stadium for the 2014 Asian Games, being held in Incheon.

Heerim's main stadium for the 2014 Asian Games in Incheon, designed with Populous.





PHOTO: GERRY O'LEARY

Perkins Eastman's Sheikh Khalifa Specialist Hospital in the UAE.

20 PERKINS EASTMAN

COUNTRY	USA
LAST RANKING	22
ARCHITECTS EMPLOYED	485

Perkins Eastman started work on two major projects in New York last year: the world's largest ferris wheel on Staten Island and a 16-storey building for the Memorial Sloan-Kettering Cancer Center. But the firm says it is overseas work that will be crucial to maintaining its position in the global rankings.

"The recession has made it clear to all major firms that they need to make a commitment to international practice — too many of the best projects are now overseas," says chief executive Bradford Perkins. Projects won last year include Bhutan University and the Cairo International Medical Center.

21- GMP

COUNTRY	GERMANY
LAST RANKING	23
ARCHITECTS EMPLOYED	440

German giant GMP said last year that it had its sights set on Qatar and Australia, but it has been its core markets in China and at home that have helped it maintain a solid performance over the last 12 months. Completed projects include the state archive of the Evangelical Lutheran Church of Bavaria in Nuremberg, which took three years to build.

The practice fared well in competitions and was appointed to design both the Elbbrücken underground station in Hamburg and the National Convention and Exhibition Centre in Tianjin.

21- NIHON SEKKEI

COUNTRY	JAPAN
LAST RANKING	25
ARCHITECTS EMPLOYED	440

Japan's second-largest practice is increasingly focusing on international growth. Nihon Sekkei last year opened the 40-storey, 170,000sq m Agribank headquarters in Hanoi, and completion of that sizeable project will no doubt provide a boost to the firm's ongoing efforts to secure work in Vietnam, Indonesia, Burma and India.

That's not to say it isn't also winning work at home — this year the practice will complete the massive Toranomom Hills project, a 52-storey, 250,000sq m mixed-use tower in Tokyo containing offices, homes and a six-storey hotel.

23 CALLISON

COUNTRY	USA
LAST RANKING	28= (2012)
ARCHITECTS EMPLOYED	427

US architect Callison has historically shown a strong performance at home, where five of its 11 offices are based. Last year the practice completed projects including the Intergate Manhattan data centre and technology tower for Sabey and a series of retail stores across the States for AT&T.

But the firm is increasingly focusing its efforts on China. In 2013 it opened a Guangzhou office, its third in the country after Beijing and Shanghai. Notable Chinese projects last year including a Kids Cavern store in Macau, and this year Callison will complete Sea World in Shenzhen.

Sustainable solution



Crucial to the attainment of a coveted BREEAM rating for Ronald McDonald House, Manchester are insulated aluminium façade, window and door systems from Schueco UK. Designed by AEW Architects for Ronald McDonald House Charities, the Manchester House provides free 'home-away-from-home' accommodation for parents with children in hospital. Specified with a Schueco FW 60*SG structurally glazed façade, AWS 60 windows and ADS 65.HD doors, all delivering high levels of energy-efficiency and low 'U_f' values, the building will act as the template for a series of other Ronald McDonald Houses across the UK. It's another example of Schueco's sustainable Energy³ concept in practice. www.schueco.co.uk



Green Technology for the Blue Planet
Clean Energy from Solar and Windows

SCHÜCO

24 STANTEC

COUNTRY	CANADA
LAST RANKING	11
ARCHITECTS EMPLOYED	426

With 34 offices across Canada and the USA, Stantec is a behemoth of the North American architecture industry. The practice is most active in the commercial sector in Canada and healthcare in the US, although in 2014 it intends to pursue more commercial work in the States as well.

While the majority of the practice's work takes place in these two territories, it does have six overseas offices in South America, India, the UK and the Middle East. Stantec didn't open any new offices in 2013 but it did acquire Ashley Pryce Interior Design and has signalled that further acquisitions could be on the cards.

26 NBBJ

COUNTRY	USA
LAST RANKING	29-
ARCHITECTS EMPLOYED	414

Widely known as a healthcare specialist, NBBJ has been turning its attentions elsewhere in the last 12 months. Managing partner Scott Wyatt says corporate offices are playing an increasingly important role in providing the company's business, as clients from the high-tech sector in North America, Europe and Asia begin to truly appreciate the importance of high-quality headquarters design.

Permission was granted for Amazon's headquarters in Seattle in October last year, while the practice is also working on a North American headquarters for Samsung in California's Silicon Valley.



The redeveloped Lynden Pindling International Airport at Nassau, the Bahamas, designed by Stantec.

25 HKS

COUNTRY	USA
LAST RANKING	37-
ARCHITECTS EMPLOYED	423

HKS may work on a wide range of projects but healthcare continues to contribute a considerable proportion of the practice's fee income on both sides of the Atlantic. Notable projects include the expansion of the Benjamin Russell Hospital for Children in Alabama, which was one of the first medical facilities in the US to achieve a LEED Gold sustainability rating.

In May last year it was awarded the job to design a £335 million redevelopment of the Royal Liverpool University Hospital, in partnership with NBBJ, which is due for completion in 2017. Planning permission was secured in September. The firm has offices in the US and the UK but also in Mexico, the UAE, India, China and Brazil.

27 TENGBOMGRUPPEN

COUNTRY	SWEDEN
LAST RANKING	28
ARCHITECTS EMPLOYED	410

Swedish practice Tengbom continues to perform well at home but has its sights set on increasing its foothold across the Scandinavian region. The practice has 11 Swedish offices and last year gained a Helsinki base through the acquisition of Eriksson Architects. Plans are afoot for a Norwegian office in 2014.

Further afield, Tengbom works in co-operation with The Room Design Studio in Cambodia and is hoping to expand its portfolio in Asia in the coming year, particularly in China. This year the practice is set to complete the 25,000sq m Stockholm Central Station, which will deal with more than 250,000 passengers a day.



NBBJ's design for a new Amazon headquarters in Seattle includes three giant biospheres.

28 KUME SEKKEI

COUNTRY	JAPAN
LAST RANKING	33
ARCHITECTS EMPLOYED	396

Japan's third-largest architecture practice was founded in 1932 by Gonkuro Kume, whose academic research into earthquake-resistant wooden structures led to the establishment of a firm of specialists combining traditional Japanese and modern western architectural ideas. In the second half of the 20th century, Kume Sekkei went on to pioneer standardised designs for public housing which had a profound impact on urban planning across Japan.

The firm now has 10 offices located in Japan, China and Vietnam. It rises five places in this year's top 100.

29 HAEAHN ARCHITECTURE

COUNTRY	SOUTH KOREA
LAST RANKING	NEW
ARCHITECTS EMPLOYED	390

South Korean firm Haeahn Architecture is a new entry to the top 100 this year and lands only 10 places behind the country's second-largest practice, Heerim Architects. Most of the firm's work is won at home and in the Middle East, but the practice also has a New York office. It concentrates largely on the commercial and residential sectors but has revealed ambitions to win more healthcare projects.

Haeahn has designed the 86,000sq m G-Tower office building in Incheon and will this year complete several more South Korean projects including a 120,000sq m office-led mixed-use scheme in Sejong.



Tengbom's 10sq m Smart Student Unit, currently on display in Sweden.



Haeahn Architecture's G-Tower office building in Incheon, South Korea.



KPF's South Bank Tower proposal, central London.

30 KOHN PEDERSEN FOX

COUNTRY	USA
LAST RANKING	29=
ARCHITECTS EMPLOYED	378

KPF has an impressive global reach with six offices and projects in more than 35 countries. The majority of the practice's work in 2013 was the design of mixed-use schemes, with examples including the 30-storey office and residential South Bank Tower and the masterplan for the redevelopment of Earls Court, both in London.

China has proven to be a rich seam of work and KPF will this year complete several projects in Shanghai, including the Oriental Financial Centre.

In 2014 the practice intends to maintain its focus on mixed-use buildings while pursuing residential opportunities in the Pacific Rim and North America.

31 LEO A DALY

COUNTRY	USA
LAST RANKING	24
ARCHITECTS EMPLOYED	362

Diversity is the backbone of US practice Leo A Daly's business. The firm works on a broad spectrum of projects in sectors ranging from aviation to libraries and religious buildings.

In 2013 the practice started construction on its \$100 million expansion of the Winn Army Community Hospital at Fort Stewart, Georgia, while completed projects included a high school in Los Angeles.

Leo A Daly is also working with Atkins on the long-term development of New Orleans International Airport, an appointment it won back in 2012. The practice has signalled its intentions to concentrate on international expansion, particularly in the Middle East.

32= HASSELL

COUNTRY	AUSTRALIA
LAST RANKING	31
ARCHITECTS EMPLOYED	350

Despite opening offices in London and Cardiff in recent years, the bulk of Australian practice Hassell's work continues to be found at home and in Asia — largely in the office and transport fields. The practice says the Australian education sector is shrinking but it hopes to win transport, health and education work in Asia this year.

Managing director Robert Backhouse says: "Competition gets hotter every year, as do the opportunities in what is now a truly international market." Major projects won by the practice last year include Darling Harbour Live in Sydney, where the practice is working with Populous, and the Fangshan Tangshan National Geopark Museum in Nanjing.



Hassell's Palm Island project is a series of five "floating islands" at the Palm Springs International Garden complex in northern Chongqing, China.

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De Rotterdam by OMA alongside Ben van Berkel's Erasmus Bridge.

32= OMA

COUNTRY	NETHERLANDS
LAST RANKING	NEW
ARCHITECTS EMPLOYED	350

With offices now open in Rotterdam, New York, Hong Kong, Beijing and Doha, it's been a very busy year for OMA. Rounding off the year with the opening of the 162,000sq m mixed-use De Rotterdam development, the practice also completed work on the Shenzhen stock exchange and began construction on major projects in Denmark and France.

OMA has won a phenomenal amount of new work over the past 12 months, ranging from residential projects in Stockholm to airport masterplanning in Qatar, a new precinct in Sydney and an administrative complex in Bogotá. And with founding partner Rem Koolhaas curating the Venice Architecture Biennale, 2014 is likely to be frenetic.

34 BDP

COUNTRY	UK
LAST RANKING	32
ARCHITECTS EMPLOYED	347

After declaring the UK climate "hostile" last year, optimism is the prevailing mood at BDP, which now says: "Generally the mood is brighter." The UK accounts for around two-thirds of fee income. Projects completed last year include the £200 million redevelopment of Lancashire County Cricket Club.

That said, the practice is truly international and worked in 37 countries in 2013. Projects in the Middle East now account for 15% of the firm's work and both China and India show strong potential for growth, with projects due for completion this year including a shopping mall in Wuxi.

BDP chief executive Peter Drummond says: "Work continues to be won in new countries against increasingly tough competition."

PHOTO: MARCO JACOBS



BDP's Atria seven-storey office development in Edinburgh.



ATP designed the Savica shopping and residential district in Zagreb.

35 ATP ARCHITECTS

COUNTRY	AUSTRIA
LAST RANKING	34=
ARCHITECTS EMPLOYED	340

The only Austrian practice in the WA100, ATP is also one of the largest architecture practices based in mainland Europe and its work takes place mostly within the continent. In 2013 it was appointed to design a new district in the Croatian capital Zagreb comprising more than 100,000sq m of offices, houses, shops, hotels and a medical centre.

Not all its commissions are so glamorous: other projects include a bakery and meat production facility for a Tyrolean supermarket chain. But this willingness to take on work in a wide range of sectors — including industrial, retail, offices and masterplanning — means it has maintained a steady position in the survey for several years.

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36 SMITHGROUPJJR

COUNTRY	USA
LAST RANKING	26-
ARCHITECTS EMPLOYED	337

Last year saw SmithGroup open an office in Shanghai, the first time the practice has established a foothold outside the USA. The company says that, while growth slowed slightly in China, the market still remains much stronger than at home.

Nevertheless, there have been some important wins in the US. In 2013 the group completed construction of a \$135 million facility at the National Renewable Energy Laboratory in Colorado which will house the most powerful data centre in the world dedicated to research in energy-efficiency. The practice will this year start construction of another green project, the Brock Environmental Center in Virginia.

37 GANSAM ARCHITECTS

COUNTRY	SOUTH KOREA
LAST RANKING	57
ARCHITECTS EMPLOYED	325

A raft of major projects completed last year has helped South Korean architect Gansam to rise an impressive 20 places in the WA100 table. Those recent projects included remodelling the LG Twin Towers in Yeouido to retrofit sustainable features plus construction of the Wonju Campus open-air theatre and the Gangwon Creation Centre.

As this list suggests, much of the practice's fee income is made at home, though outposts in Vietnam, Kazakhstan and the UAE have also played a part. Offices and education form the bulk of the company's workload but cultural projects have also contributed to its success.



SmithGroup's Brock Environmental Center, Virginia Beach.

38 LEIGH & ORANGE

COUNTRY	CHINA (HONG KONG)
LAST RANKING	40
ARCHITECTS EMPLOYED	320

Leigh & Orange has an impressive history — the Hong Kong-based practice was founded in 1874 and has grown to become one of the largest architects working across Asia and the Middle East. China provides the bulk of the firm's work.

Notable projects to be completed in 2014 include the 500,000sqm Tianjin Kerry Centre, a mixed-use scheme that includes shops, offices, apartments and a hotel connected to Qi Jing Lu train station. The practice also has offices spread around south-east Asia and the Middle East.

39 DLR GROUP

COUNTRY	USA
LAST RANKING	37-
ARCHITECTS EMPLOYED	314

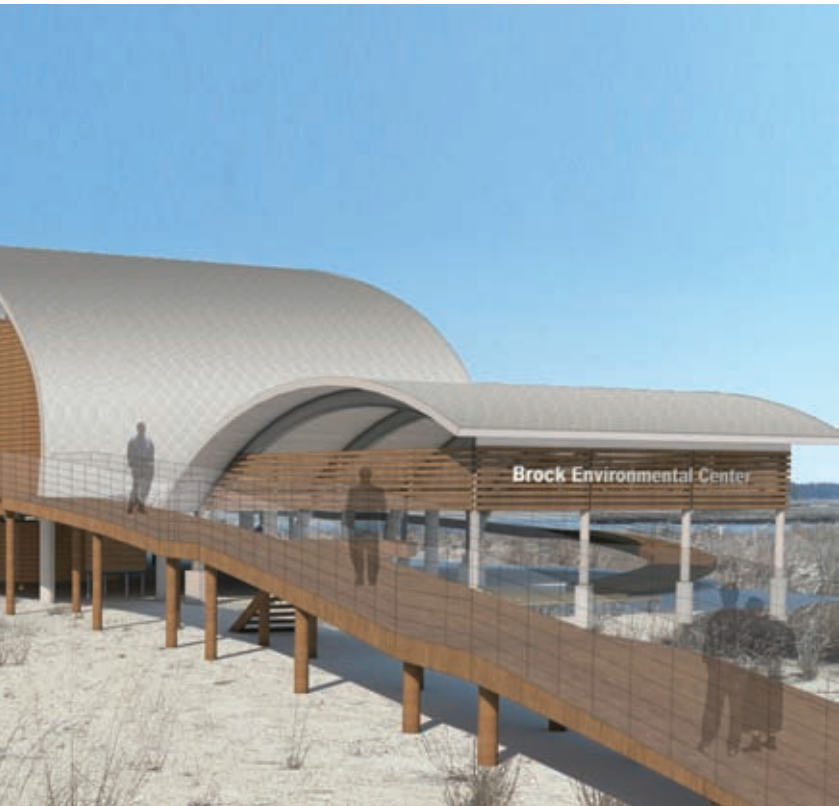
Education and criminal justice specialist DLR Group has maintained its dominance across the USA in these two markets. Managing principal Griff Davenport cites "sustained growth" in the firm's key sectors and locations, evidenced by wins last year including two high schools in Texas. But the practice is also seeing expansion in other areas, in particular the corporate office market, where it won a commission to expand Google's campus in Kirkland, Washington.

With 19 of its 20 offices located in the USA, the firm's home market looks likely to remain its core focus for the foreseeable future; but the Shanghai outpost won its first education project in 2013, suggesting China could be a further source of good fortune.



PHOTO: JASON FENDLEY

L'Avenue Shanghai, an office and retail development by Leigh & Orange.



41 SUNJIN ENGINEERING & ARCHITECTURE

COUNTRY	SOUTH KOREA
LAST RANKING	NEW
ARCHITECTS EMPLOYED	300

As the full name suggests, Sunjin Engineering & Architecture offers a broad range of services alongside design — but this South Korean firm still employs 300 dedicated architects, more than enough to propel it into the top half of this year’s survey.

A new entry to the WA100, Seoul-based Sunjin joins at number 41, a full 22 places above fellow South Korean practice Kunwon. The firm’s architecture projects have included the Korea National College of Agriculture and Fisheries.

40 MITSUBISHI JISHO SEKKEI

COUNTRY	JAPAN
LAST RANKING	34 ⁺
ARCHITECTS EMPLOYED	309

Mitsubishi Jisho Sekkei started life as the Marunouchi Architectural Office but is now part of the Mitsubishi Group, alongside other subsidiaries in the fields of cars, aeroplanes and beer. The architecture firm has six offices in Japan, one in Shanghai and, as of last year, an eighth in Singapore. Most of its work is still conducted in Japan.

In February 2013 it completed the Kabukiza Tower, a 93,000sq m 29-storey building containing a theatre and offices.

While the Japanese economy has been turbulent in recent months, the practice is hoping for a significant boon from the 2020 Tokyo Olympics.



Mitsubishi Jisho Sekkei’s Kabukiza Tower, Tokyo.



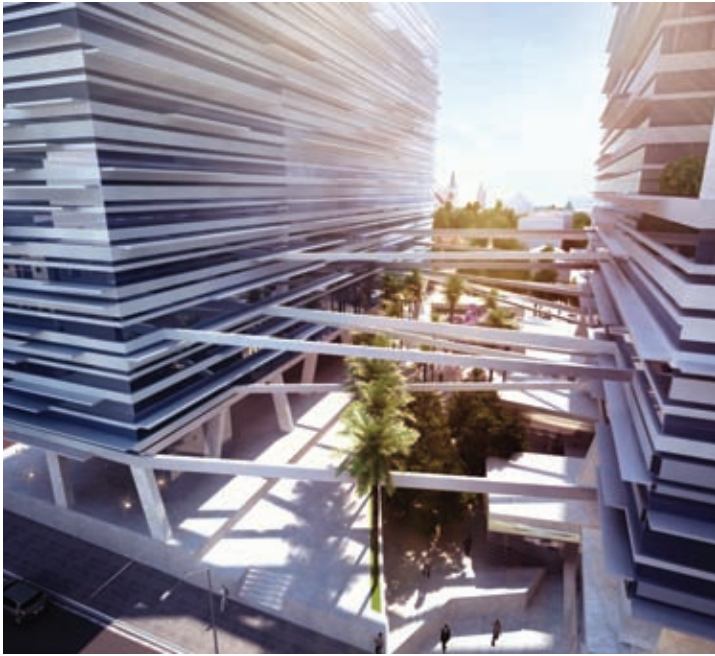
DLR Group’s Calaveras County Courthouse in San Andreas, California.

42 RTKL ASSOCIATES

COUNTRY	USA
LAST RANKING	43
ARCHITECTS EMPLOYED	286

Since launching in 1946 as a two-man firm, RTKL has grown to employ more than 900 people. In its early years the practice carved out a niche in masterplanning and design for government clients. More recently it is the commercial office division that has been the star of the show — not least in the area of high-rise design, where the firm has been particularly prolific in recent years. Notable projects include the Ciputra World Tower in Jakarta.

Despite being based in the USA, RTKL targets work in regions including Russia, eastern Europe and the Middle East as well as working extensively in China and the rest of Asia.



HBO+EMTB's hotel and office scheme for FESA House, Perth, Australia.

43 HBO+EMTB

COUNTRY	AUSTRALIA
LAST RANKING	42
ARCHITECTS EMPLOYED	279

"Our move into Asia has proven a fillip in maintaining our core team in Australia during the post-'mineral boom' period," says HBO+EMTB managing director Kevin Fitzgerald. Projects for government agencies both at home and in New Zealand are a mainstay of the company's business but the practice is increasingly focused on Asia as it seeks to reduce its reliance on the domestic market.

Corporate interiors provide a significant portion of the practice's commissions abroad and the company opened offices in Jakarta and Kuala Lumpur last year. But HBO+EMTB hasn't given up on Australia just yet — the practice won more than \$1.5 billion of infrastructure projects at home in 2013.

44 HENN

COUNTRY	GERMANY
LAST RANKING	41
ARCHITECTS EMPLOYED	270

Henn has spent the past few years establishing a reputation for beating architectural heavyweights in international competitions. In 2012 the German practice beat Hopkins to the 50,000sq m Nantong Sports Centre near Shanghai — a year after pipping Zaha Hadid, Will Alsop, Wilkinson Eyre and Broadway Malyan to the 450m Haikou Tower, also in China.

Away from these high-profile commissions, the practice continues to win commissions in Germany and recently started work on a research and development centre for Siemens in Forchheim.

45 KEO

COUNTRY	KUWAIT
LAST RANKING	44
ARCHITECTS EMPLOYED	261

KEO is joined in the WA100 this year by fellow Kuwaiti practice SSH (rank 95), but it needn't worry, the newcomer has some 50 places to make up before it can make a challenge for the country's top spot.

In addition, KEO can take comfort in its position as the top fee-earner across the whole of the Middle East (see page 63).

Much of the practice's income is derived from the masterplanning and planning sectors but it also takes on some more unusual projects. Last year it was appointed to design the new Doha Zoo, which will house around 3,000 animals when it opens in 2017.

46 COX ARCHITECTURE

COUNTRY	AUSTRALIA
LAST RANKING	39
ARCHITECTS EMPLOYED	260

Australia's fourth-largest practice has been focusing its attention closer to home in recent years.

While Cox Architecture maintains a presence in the UAE, the practice has recently been pursuing more work in countries including Indonesia, Malaysia and China, and has declared India "the world's new market".

Rebuilding efforts in New Zealand after the 2011 Christchurch earthquake have provided another source of work while the practice's five offices across Australia ensure a steady supply of homegrown projects.



Cox's Sunshine Construction Futures training centre in Melbourne.

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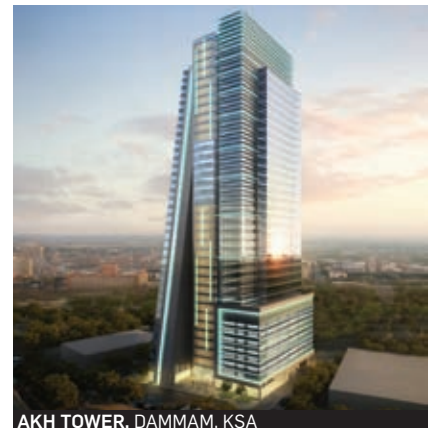
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47 B+H ARCHITECTS

COUNTRY	CANADA
LAST RANKING	58
ARCHITECTS EMPLOYED	254

B+H Architects jumps 11 places in this year's survey, another impressive showing after climbing 13 in last year's rankings. The firm attributes its success to "international, sector-focused growth" and last year opened offices in Seattle and Hong Kong, bringing its total roster to 12.

Opening in Seattle reflects the practice's intention to win work across North America, while the addition of a Hong Kong outpost to sit alongside Beijing and Shanghai points to the increasing importance of China. This year it will look to South America for opportunities. While still Canada's third-largest practice, another year's growth at the same pace could see it start to worry the likes of SmithGroup and IBI.

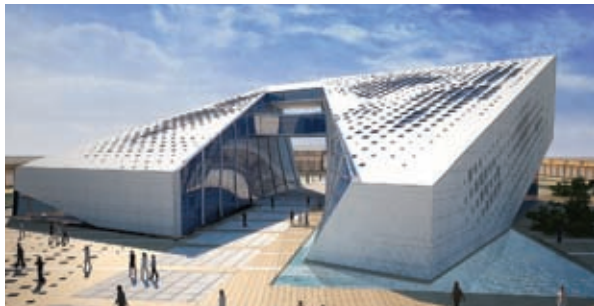
48 ZGF ARCHITECTS

COUNTRY	USA
LAST RANKING	46
ARCHITECTS EMPLOYED	249

The healthcare and education sectors have continued to pay dividends for ZGF, which stays steady in the world rankings. Projects completed in 2013 included the £38 million Emory University Health Sciences Research Building in Atlanta and the £88 million Cancer and Cardiovascular Research Building at the University of Minnesota.

It also completed the Pearl Izumi headquarters in Louisville, showing it can turn its hand to other sectors as well, but for the most part it's health and education that keep the money rolling in. Completions due this year include a £70 million extension at the Providence Alaska Medical Center.

Dewan's library building for Samarra University in Iraq.



50 DEWAN ARCHITECTS & ENGINEERS

COUNTRY	UAE
LAST RANKING	49
ARCHITECTS EMPLOYED	230

While the UAE's burgeoning construction industry is targeted by firms around the globe, Dewan is the only practice from the Emirates to make this year's top 100. The company has six offices in the UAE, Saudi Arabia and Iraq, and will open a Doha office this year.

Iraq has proved to be a major source of work since Dewan returned to the country in 2010. Work won last year included the \$60 million Basra Cultural Centre and a masterplanning contract for Madinat Al Nakheel — a 14,500ha new city. Dewan is also hoping to increase its market share in Saudi Arabia.

49 ZAHA HADID ARCHITECTS

COUNTRY	UK
LAST RANKING	45
ARCHITECTS EMPLOYED	246

The past 12 months have been a rollercoaster ride of the best kind for ZHA. With the temporary wings finally coming off the practice's London 2012 Aquatics Centre and the opening of the high-profile Serpentine Sackler Gallery in Hyde Park, the practice is thriving at home. And its public profile is growing ever stronger. In May it scooped the European Museum of the Year Award for the Riverside Museum in Glasgow.

This year doesn't look as though it's going to be any slower: the recently unveiled design for the first Qatar World Cup stadium and the Tokyo Olympic Stadium for 2020 are just two in a long list of major projects on the go.



CF Møller's student housing plans for the University of Southern Denmark.

50 CF MØLLER ARCHITECTS

COUNTRY	DENMARK
LAST RANKING	64
ARCHITECTS EMPLOYED	230

It has been a stable year for Scandinavian practice CF Møller, which maintains a healthy workload in its core markets. The practice reports increased levels of work in areas including healthcare, education and residential. Last year it started work on the £450 million new Køge University Hospital as well as a major housing scheme in the Aarhus docklands and a student accommodation project at the University of Southern Denmark.

In Stockholm, its Alvik Tower residential project has topped out and is on track for completion around the end of the year.

52 RONALD LU & PARTNERS

COUNTRY	CHINA
LAST RANKING	62
ARCHITECTS EMPLOYED	223

Ronald Lu & Partners has gained 10 places on last year's survey, a result of a wealth of projects in China and Hong Kong, where the practice is based. Projects completed last year include a Maggie's cancer centre in Hong Kong designed in collaboration with Frank Gehry, the first to be built in Asia.

The practice also started work on the Xiqu Centre at Hong Kong's emerging West Kowloon Cultural District, which it expects to complete in 2016, and in 2014 will finish work on the Ko Shan Theatre Annex, China's first purpose-built opera venue.

Alongside these high-profile arts projects, the practice maintains a healthy amount of work in sectors including offices and residential.

53 VALODE & PISTRE

COUNTRY	FRANCE
LAST RANKING	52-
ARCHITECTS EMPLOYED	220

French practice Valode & Pistre continues to mine a rich seam of work in China in addition to a healthy portfolio at home. In 2013 the firm completed the mixed-use 90,000sq m Shimao Tower in Fuzhou and won another 68,000sq m office high-rise in Beijing.

Offices form a large part of the practice's work — one of the largest projects won last year was a 32,000sq m building for the Ministry of the Interior in Paris. But it also works in sectors such as housing, retail, hotels, education and health across Europe, Russia and the Middle East.

54 CHAPMAN TAYLOR

COUNTRY	UK
LAST RANKING	56
ARCHITECTS EMPLOYED	213

Chapman Taylor had a busy year in 2013, which included opening the £165 million Trinity Leeds shopping centre, submitting plans for a £450 million mixed-use scheme in Brent Cross, and winning the £500 million Mall of Qatar project in Doha — a retail, leisure and hotel scheme being built alongside the 2022 World Cup stadiums.

The practice says it is concentrating on "slow but steady growth and a focus on our key strengths", by which it means retail and leisure.

Director Adrian Griffiths adds: "Our long-established commitment to growing the international side of our business will continue throughout 2014, with particular emphasis on Russia and Asia."

Academic 3 building,
City University of
Hong Kong, by
Ronald Lu & Partners.



Cenec, the headquarters of the Costa Rican energy institute, by ACXT-IDOM.



56 WONG TUNG & PARTNERS

COUNTRY	CHINA
LAST RANKING	52=
ARCHITECTS EMPLOYED	200

Wong Tung & Partners' architectural staff are split almost evenly between Hong Kong and mainland China, and most of its projects are located in one or the other. The company expects to concentrate on expanding its portfolio of commercial projects in the coming few years but other specialisms include major residential projects, shopping centres, hotels and high-tech industrial developments.

Most of the firm's work will continue to be found in Hong Kong and China — perhaps unsurprisingly when much of the rest of the world is also turning its attention to these burgeoning regions.

57 ISHIMOTO ARCHITECTURAL

COUNTRY	JAPAN
LAST RANKING	59
ARCHITECTS EMPLOYED	197

Japanese practice Ishimoto Architectural & Engineering Firm's most significant project last year was the £53 million Media Ship office building in Niigata, described by the practice as a 35,000sq m eco-landmark. This year it will complete the similarly sized student housing project Waseda University Nakano International Community Plaza.

Japanese projects like these represent the bulk of the practice's workload, and while it cites a desire to work almost everywhere else in the world, it has no plans for new offices or takeovers in the near future.



Link's Norwegian School of Economics in Bergen.

55 ACXT-IDOM

COUNTRY	SPAIN
LAST RANKING	50
ARCHITECTS EMPLOYED	203

ACXT-IDOM is the only Spanish practice in the top 100. Its most significant completed projects last year were in Chile and Senegal. But despite a strong performance in Africa, the practice believes Latin America has the most potential for future returns.

While maintaining its focus there, the practice has not neglected its home turf and last year won projects including the University Clinic of Navarra in Madrid — and will this year complete the San Mamés Stadium in Bilbao. Buoyed by its results in South America, the practice has ambitions to conquer other emerging markets and intends to expand into India.

58 LINK ARKITEKTUR

COUNTRY	NORWAY
LAST RANKING	60
ARCHITECTS EMPLOYED	180

Two thirds of Link's work is found at home in Norway and most of the remainder in Sweden, with the occasional project further afield. Projects completed last year include the £30 million Norwegian School of Economics in Bergen and a £40 million housing project named Koksabukta in Oslo.

However, 2013 also marked its first venture outside those two core markets with the opening of a Copenhagen office, from which it intends to establish a portfolio of Danish projects in 2014. The practice is also planning an office in Tromsø and has identified the Middle East as a further source of opportunities.



LINK ARKITEKTUR

www.linkarkitektur.no

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59 AXS SATOW

COUNTRY	JAPAN
LAST RANKING	69=
ARCHITECTS EMPLOYED	178

AXS Satow vice president Masaharu Hosoda last year described a state of “stagnation” in Japan, but the same could not be said for his practice — which has jumped 10 places since the previous survey.

Most of its work continues to be won in Asia, with Japan the largest market but China also playing an important role.

The firm specialises in public sector projects, particularly education, although its largest projects last year spanned sectors which also included residential, offices and cultural facilities.

Projects won in 2013 include the Yamaguchi University Hospital and a student centre at the Tokyo University of Agriculture.

61 DWP

COUNTRY	THAILAND
LAST RANKING	51
ARCHITECTS EMPLOYED	170

Asia Pacific and the Middle East have remained the strongholds of DWP, although the practice has maintained a partnership with Australian practice Suters that gives the firm a total of 15 offices in 10 countries.

The Middle East is the firm's most buoyant market and it is particularly active in the hospitality sector. This year work is due to be completed for Marriott on a 300-room hotel in Jeddah, Saudi Arabia. Residential is another strong area for DWP and the practice is working on projects including the high-rise Saraya Towers apartments in Abu Dhabi.



DWP's Saraya Towers, a 41-storey luxury residential scheme in Abu Dhabi.

60 THE BUCHAN GROUP

COUNTRY	AUSTRALIA
LAST RANKING	75= (2012)
ARCHITECTS EMPLOYED	171

Retail specialist the Buchan Group is riding a wave of shopping-centre development across the globe. Typical projects include the £335 million expansion of Eastland Shopping Centre in Melbourne, which was due to be completed at the end of last year. The practice opened an Istanbul office in 2013 to add to its operations in London, Shanghai, Dubai, and its seven Australian offices.

While it says markets such as the UK and Japan remain tough, retail continues to be a growth area in Australia, China, Russia and south-east Asia. The company also works on hotel, residential and office schemes and is set to work on a number of redevelopment projects in Christchurch, New Zealand.



Archetype Group's Jakarta headquarters for pharmaceutical firm Sanofi.

62 ARCHETYPE GROUP

COUNTRY	VIETNAM
LAST RANKING	69=
ARCHITECTS EMPLOYED	166

This Vietnamese practice has spent the last year capitalising on its access to emerging Asian markets as well as expanding elsewhere. The decision to open a Rangoon office in 2012 is starting to look prescient as Burma opens up to dealings with the outside world; offices in Laos, Thailand and Mongolia also contributed to the firm's seven-place rise in this year's survey.

However, new markets have also played a major part in Archetype Group's gains. These include Sri Lanka, where the practice won its first project last year — a 200-room Marriott hotel — and Kazakhstan, where it opened an office in Almaty and won its first commission designing the Burabay Villas golf resort.

63= AIDEA PHILIPPINES

COUNTRY	PHILIPPINES
LAST RANKING	80
ARCHITECTS EMPLOYED	164

The only Filipino practice in the top 100 capitalised on the country's booming economy last year to shoot up 17 places. Aidea is a dominant presence in the Philippines' architecture market, where 80% of its work is sourced — mostly in the high-rise residential and office sectors.

Last year it undertook design work on vast projects such as the 220,000sq m Makati North Gateway and the 110,000sq m Bonifacio Global City Stopover. The practice also has offices in Malaysia and Denmark and this year intends to focus on these markets as well as seeking to win work in Australia, Scandinavia and the Middle East.

63= KUNWON ARCHITECTS

COUNTRY	SOUTH KOREA
LAST RANKING	26=
ARCHITECTS EMPLOYED	164

Kunwon Architects, Planners & Engineers plummets 37 places in this year's survey, a result it blames on poor conditions in the South Korean residential market. The practice is now only the sixth-largest in the country, overtaken by rivals Gansam, Sunjin and Haeahn.

"Crisis is the best opportunity to revolutionise our system and spirit, not only to survive but also to thrive out of difficult situations," says the practice.

Kunwon has at least won a series of projects in the last 12 months — and has avoided the need to close any offices. The practice even has plans to open new outposts in Africa and south-east Asia this year.



Kunwon's planned Environmental Disease Clinic in Jeju, South Korea.

Bodrum International Airport, Turkey, by Tabanlıoğlu.



63= BROADWAY MALYAN

COUNTRY	UK
LAST RANKING	63
ARCHITECTS EMPLOYED	164

Broadway Malyan continued its global expansion in 2013, acquiring Chilean practice Antonio Prado Arquitectura Comercial to create a studio in Santiago. The move followed its 2012 decision to establish a base in Azerbaijan, and that ever-increasing reach enabled the practice to work in 41 countries last year.

Despite this, Broadway Malyan stresses that it still sees Britain as a core market. Managing director Gary Whittle says: "We remain fully committed to our home market and see an emerging wider confidence in the UK." Highlights from 2013 included winning both the Everton Park Destination Hub project in Liverpool and the Bandar Malaysia masterplan.

66 TABANLIOĞLU ARCHITECTS

COUNTRY	TURKEY
LAST RANKING	84 (2011)
ARCHITECTS EMPLOYED	163

Most of this Turkish practice's work takes place in its home country, but it has increasingly been working on commercial projects in the Middle East and cultural and public buildings in Africa. The practice has two offices in Turkey and others in Dubai, Libya, Georgia, Ukraine and Kazakhstan.

It established a Qatar office in 2013 and is this year planning a further expansion into Europe, maintaining its focus on the same core sectors but with the intention of winning more work in North Africa and the Commonwealth. Projects won last year include the Dakar International Congress Centre in Senegal.



67= JASPERS-EYERS

COUNTRY	BELGIUM
LAST RANKING	73=
ARCHITECTS EMPLOYED	160

Jaspers-Eyers has studios in Brussels, Leuven and Hasselt and a growing presence in eastern Europe. The practice recently won a competition for the design of the Tsesnabank Tower in Kazakhstan and started work on the headquarters of Nongfu Spring, China's largest mineral water producer.

The firm's portfolio includes projects ranging from private lofts to "total city reshaping". It cites its objective as "to achieve excellence in design, perfectly in balance to both cost and time and in the most ecological way".



Jaspers-Eyers' Le Toison d'Or, a 25,000sq m mixed-use scheme, is under construction in Brussels.

67= AS ARCHITECTURE-STUDIO

COUNTRY	FRANCE
LAST RANKING	73=
ARCHITECTS EMPLOYED	160

French practice AS Architecture-Studio has a host of high-profile projects under its belt. They include some completed at home, such as the Novancia Business School and Arab World Institute in Paris; across the continent, such as the European Parliament in Strasbourg; and further afield, like the National Theatre of Bahrain in Manama.

Public and cultural projects form a large proportion of the firm's work, which comes largely from Europe, China and the Middle East. However, the practice is also hoping to increase its presence in African markets.

67= GVA & ASOCIADOS

COUNTRY	MEXICO
LAST RANKING	65=
ARCHITECTS EMPLOYED	160

GVA & Asociados remains the only Mexican practice in the top 100. Efforts to break into the North American market with an office in Texas are yet to bring major dividends but the practice has nonetheless continued to win prestigious projects further south. GVA opened a Colombian office in 2013 and has been rewarded with an appointment to design a new World Trade Center in Bogotá.

At home it continues to do well and will this year complete construction of a 21,000sq m "communication and cultural palace" in Guadalajara. The practice hopes to expand its presence in the healthcare market next year.

67= WILSON ASSOCIATES

COUNTRY	USA
LAST RANKING	73=
ARCHITECTS EMPLOYED	160

Though the practice is based in Texas, Asia provides the largest amount of Wilson Associates' work — luxury hotel design being much more in demand in these booming economies. The practice completed hotels for Marriott in New Delhi and Seoul last year. Hotel interior projects won in 2013 include the Lotte World Tower in Seoul and the St Regis Jeddah in Saudi Arabia.

Wilson's headquarters are in Dallas and it has further offices in Los Angeles, New York, Kochi, Singapore and Shanghai. An office in Abu Dhabi will be relocated to Dubai this year, and there are plans to follow up on previously stated ambitions with a European office.



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71= ARCHITECT HAFEEZ CONTRACTOR

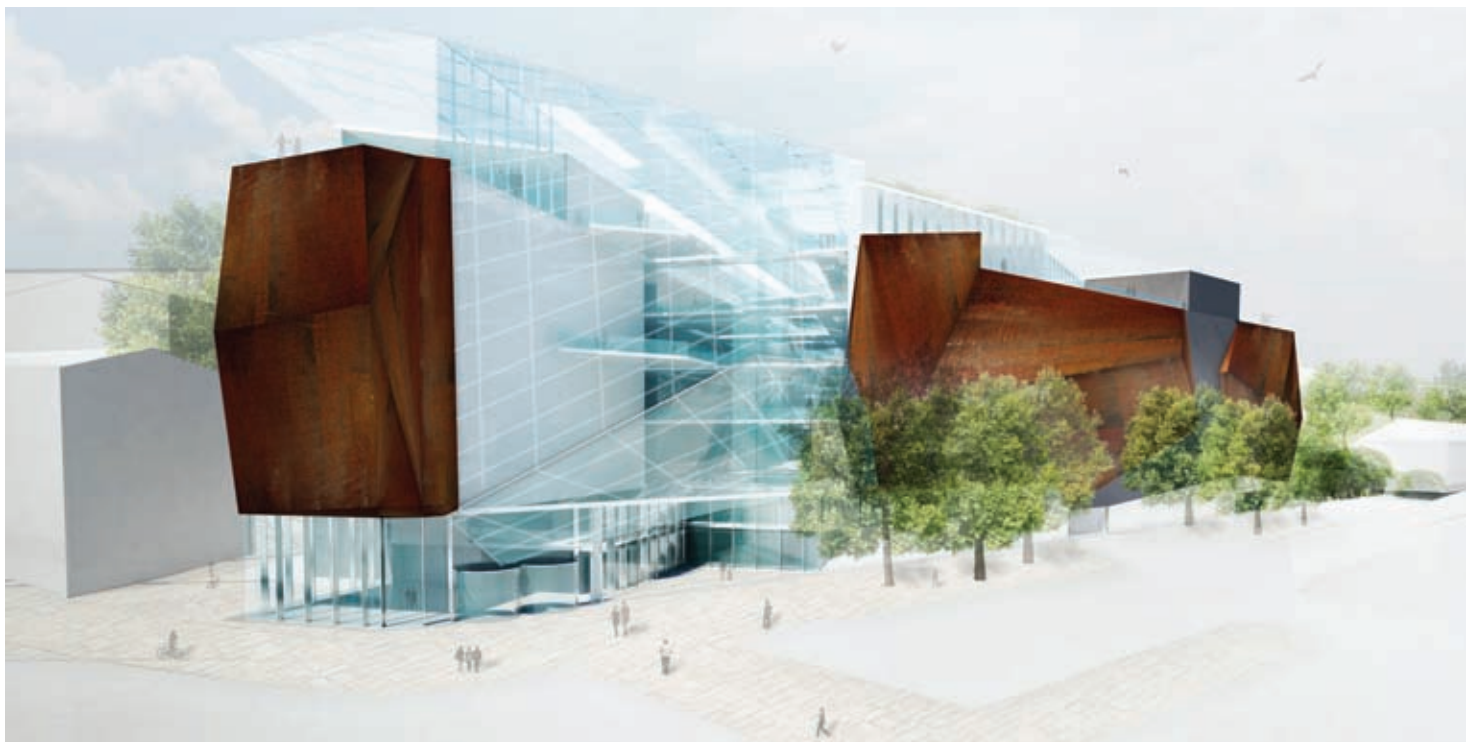
COUNTRY	INDIA
LAST RANKING	52=
ARCHITECTS EMPLOYED	159

The ailing Indian economy has caused the country's largest practice to fall 19 places in the top 100. Still, Hafeez Contractor is nothing if not resilient. The practice's colourful founder was once suspended for a year after taking out adverts in the national press proclaiming himself 'India's favourite architect'. Architects are not permitted to advertise their services, but his practice carried on untroubled.

Much of the firm's work comes from the residential sector and it has said it intends to concentrate on affordable housing, an area with considerable scope for growth in India. Hafeez will this year complete projects including the residential Minerva Tower in Mumbai.



Architect Hafeez Contractor's proposed IT campus in Mumbai.



Aukett Fitzroy Robinson's competition-winning entry to design a retail regeneration project for an anonymous client in eastern Europe.

71= AUKETT FITZROY ROBINSON

COUNTRY	UK
LAST RANKING	91
ARCHITECTS EMPLOYED	159

Increased activity in the London residential market has contributed to a good year for Aukett Fitzroy Robinson. The UK capital is the practice's main area of activity, helping it rise 20 places in this year's survey. Aukett Fitzroy Robinson's other main offices are located in Russia and the Middle East; and while Russia is unlikely to help the practice's prospects in the coming year, a Dubai office opened in 2013 will no doubt help win more work in the region.

But offices and residential in London will likely remain the core of its work. Last year the practice won an appointment as executive architect on a £200 million project to develop 97 luxury apartments in Kensington.

73 LANGDON WILSON INT'L

COUNTRY	USA
LAST RANKING	72
ARCHITECTS EMPLOYED	150

Founded in Los Angeles in 1951, Langdon Wilson International has worked in 22 countries over the years but its largest markets have traditionally been the US and Asia. Alongside its two offices in southern California the practice also has outposts in Pakistan and Kuwait, which have each contributed an increasing proportion of the projects in the Langdon Wilson portfolio in recent years.

Notable projects have included a \$500 million cancer centre in Kuwait to which it was appointed in 2012. Much closer to home, the firm is currently one of three practices in the running to oversee an overhaul of West Hollywood Park.

Estadio de Fútbol
Monterrey, Mexico,
designed by
Populous.



74= POPULOUS

COUNTRY	UK/USA
LAST RANKING	86=
ARCHITECTS EMPLOYED	149

Populous climbs 12 places in this year's survey, little surprise given the practice's emerging reputation as the world's go-to firm for sports stadiums. Despite missing out on what was thought to be a shoo-in for Britain's most prestigious architectural award, the Stirling Prize, the Olympic Stadium for London 2012 served more importantly as a highly visible example of Populous's capabilities.

Last year the firm completed the First Direct Arena in Leeds and won the £220 million Las Vegas Arena plus the Istanbul Arena in Turkey. Current projects include the £135 million Philippine Arena in Manila.

74= WILMOTTE & ASSOCIÉS

COUNTRY	FRANCE
LAST RANKING	76
ARCHITECTS EMPLOYED	149

In contrast to most other practices in the top 100 this year, Wilmotte & Associés cites Russia as an increasing source of new projects while the market in the Middle East is described as shrinking. In 2013 the practice won a commission to design an educational building at the European University of Saint Petersburg.

The firm still works largely in France, where it has four offices in Paris and one in Nice. Internationally it has bases in Seoul, Venice, Rio and London, and it will this year complete an £85 million office building at the King's Cross development. It has also outlined ambitions to work more in Africa, specifically Gabon and the Democratic Republic of Congo.

76 SINCLAIR KNIGHT MERZ

COUNTRY	AUSTRALIA
LAST RANKING	83=
ARCHITECTS EMPLOYED	142

Architecture remains a small part of Australian multi-disciplinary giant Sinclair Knight Merz's overall business — its 40-plus offices employ around 7,500 people worldwide. Nonetheless, as it celebrates 50 years in business, the firm's contribution in the design sphere is still significant by anyone's standards.

The practice's most significant projects were all at home last year. They included the Nambour Hospital in Queensland plus a school of science and engineering at the University of Ballarat and a home for Agilent Technologies, both in Victoria.

77 SPACE MATRIX

COUNTRY	SINGAPORE
LAST RANKING	88=
ARCHITECTS EMPLOYED	140

Only founded in 2001, Space Matrix International continues to rise up the ranks of the top 100, sitting 11 places higher than last year. The Singapore practice finds most of its work in China and India, but also has a Vietnam presence after its takeover of TDL Architects & Associates in 2012.

Space Matrix offers masterplanning, sustainable design, interior design and architecture across sectors including offices, commercial, hotels, education, transport and residential. The practice says it believes it will grow by 30% annually for the next five years. Ambitious, perhaps, but the series of high-end Indian residential projects it won last year will certainly help.



78 CAPITA

COUNTRY	UK
LAST RANKING	61
ARCHITECTS EMPLOYED	135

Like many other big UK practices, Capita Property & Infrastructure (previously Capita Symonds) is once again concentrating on developing work at home after years of international growth. The company has been focusing largely on tightening up its performance across its 15 UK offices and is planning significant growth for its Birmingham base in 2014, as well as additions to its Manchester and London offices.

This is part of a drive to bring in work in the commercial and education sectors in the north of the UK, although the practice is also looking at a wider push for education projects across the country. Its experience with national school-building schemes will stand it in good stead for this — it has just completed work on a four-year delivery programme for 26 new secondary schools in Wolverhampton as well as St Silas Primary School in Blackburn, which scooped a RIBA national award.

79 PRP

COUNTRY	UK
LAST RANKING	90
ARCHITECTS EMPLOYED	131

Increased activity in the UK housing sector has meant a good year for PRP — the firm jumps 11 places in this year’s survey. Developing a specialism in homes for the elderly appears to be paying off both at home and abroad. Last year PRP was appointed to design a £300 million scheme comprising 900 apartments for elderly people in north Tyneside. It also opened an office in Shanghai which has gone on to win several projects for retirement communities in China.

Sustainability-related projects are another growth area. PRP chairman Andy von Bradsky says: “With a shortfall in housing, our expertise and a rising tide of confidence, PRP is optimistic about future prospects in the UK.”



South Wolverhampton and Bilston Academy by Capita.



AUSTIN PHOTO: CASEY DUNN; CAPITA; DENNIS GILBERT

Page Southerland Page’s VA Outpatient Clinic in Austin, Texas.

80 PAGE SOUTHERLAND PAGE

COUNTRY	USA
LAST RANKING	83=
ARCHITECTS EMPLOYED	130

Texas-based Page Southerland Page maintains its reputation as the pre-eminent designer of US embassies. The practice recently completed the Dakar embassy in Senegal and is this year expected to complete the Islamabad embassy in Pakistan.

Needless to say government work is one of Page Southerland Page’s strongest sectors, but healthcare and education are also major contributors to the firm’s bottom line. Notable projects won last year include a bioengineering and sciences building at the University of Texas. Other growth areas include data centres and building systems commissioning.

81 PBK

COUNTRY	USA
LAST RANKING	86=
ARCHITECTS EMPLOYED	121

Schools remain the bread and butter of PBK's business. The practice completed a host of education facilities in 2013, mostly in Texas, and 2014 looks likely to be a similar story with a series of elementary school projects under way. Sectors such as healthcare and sport are also key markets: in 2013 the practice completed Pirate Stadium and was commissioned to design the HISD Delmar Arena, both also in Texas.

The Southern states provide the bulk of the firm's work; it is based in Houston and has offices in Dallas, Fort Worth, San Antonio, Austin, McAllen and Tulsa.

82 CP KUKREJA

COUNTRY	INDIA
LAST RANKING	81
ARCHITECTS EMPLOYED	120

Faced with a lack of projects in the commercial and industrial sectors, CP Kukreja has been focusing its efforts on education buildings. Last year the practice completed the £250 million Gautam Buddha University and submitted for planning the £185 million Central University of Kashmir.

Residential and public sector projects also provide significant amounts of work and the firm is poised to take advantage of a potential development boom. Principal Dikshu Kukreja says: "India stands at the cusp of development in both the urban and rural areas. A sensible policy framework needs to be made by the government, which can play a vital role in catalysing this development process."

83 ALLIES & MORRISON

COUNTRY	UK
LAST RANKING	65=
ARCHITECTS EMPLOYED	118

Allies & Morrison has had a battle on its hands in London, with its proposed 41-storey residential tower at Elephant & Castle held up by protests from a local nightclub. Hopefully 2014 will finally deliver a decision on the scheme from mayor Boris Johnson. Elsewhere, the picture is more rosy. The practice has become more selective in the leads it pursues and has had a number of major wins, including the first homes on the London 2012 Olympic site and a £1 billion shopping centre for Westfield in Croydon.

Retail has been a strong sector for the practice, which has also started on site with the £6 million overhaul of another shopping centre in Ealing, west London. And in August the practice's Charles Street building in Sheffield came third in a competition to find the world's top 10 coolest car parks.

84 HENNING LARSEN

COUNTRY	DENMARK
LAST RANKING	71
ARCHITECTS EMPLOYED	117

"2013 included both considerable wins and losses," says Mette Kynne Frandsen, chief executive of Henning Larsen Architects. While the practice was awarded the prestigious Mies van der Rohe Award, it also had to deal with the death of its founder, Henning Larsen.

The practice has vowed to continue Larsen's legacy and has won a number of significant projects. They include Microsoft's new Danish headquarters in Copenhagen and the Frankfurt School of Finance and Management. The practice opened an office on the Faroe Islands last year and is focusing on growth in Turkey after opening an Istanbul outpost in 2012.



Henning Larsen's 16,000sq m Moesgaard Museum in Aarhus, Denmark, will open to the public in October 2014.

PHOTO: JØRGEN WEBER

85 SHW GROUP

COUNTRY	USA
LAST RANKING	86= (2012)
ARCHITECTS EMPLOYED	111

Public education projects in the USA provide the vast majority of SHW Group's work — and have propelled the practice into this year's top 100. The firm has eight offices across the USA in Austin, Baltimore, Charlottesville, Dallas, Detroit, Houston, San Antonio and Washington DC.

Projects won last year include a £55 million new school in Kansas, and this year the practice will complete the £67 million rebuild of a high school in Texas. While projects across the USA continue to be the group's focus — in Virginia and Texas in particular — it also sees growth in China plus Central and South America.



10 Design's Chongqing Danzishi business district is under construction.

86= 10 DESIGN

COUNTRY	UK
LAST RANKING	99=
ARCHITECTS EMPLOYED	110

10 Design rises 13 places in this year's survey, the result of a rapidly growing global portfolio acquired on the back of an aggressive expansion strategy. The practice opened a new office in Dubai in 2013, following the establishment of outposts in Istanbul, Edinburgh and Shanghai in the last couple of years.

The tactic is clearly paying off: last year the practice won several large projects in Turkey, including a 325,000sq m residential project in Mavisehir, and a marina masterplan for Dubai developer Maraas. In 2014 the practice has plans to move into North Africa.

86= MORPHOGENESIS

COUNTRY	INDIA
LAST RANKING	93=
ARCHITECTS EMPLOYED	110

While still the smallest of the three Indian practices in the top 100, the 17-year-old Morphogenesis has big plans this year. Based in New Delhi, the firm will open offices in Mumbai and Bangalore during 2014 despite the poorly performing Indian economy.

While work in the commercial sector has been slow, Morphogenesis has maintained its market position by shifting its efforts to the residential and masterplanning sectors for clients including Tata Housing. The practice will this year complete projects including the British School and the British Council Library, both in New Delhi.



Bombay Sweets office complex in Dhaka, Bangladesh, by Morphogenesis.

88 SHEPPARD ROBSON

COUNTRY	UK
LAST RANKING	79
ARCHITECTS EMPLOYED	108

Sheppard Robson responded to the economic storm with a restructuring, and it seems to be paying off. "This year we have seen more work overseas and a much greater demand in the residential sector in London," said creative director Tim Evans. "These are still challenging but exciting times."

The practice has just completed work on a revamp of the Channel 4 headquarters in London as well as the £44 million first phase of the Barking Riverside residential development. It is now considering creating a new office in China, focusing on hotels and healthcare.

89 THOMSON ADSETT

COUNTRY	AUSTRALIA
LAST RANKING	96
ARCHITECTS EMPLOYED	107

Despite five of the practice's seven offices being in Australia, Thomson Adsett sees the overseas market as providing the greatest potential for growth. Group managing director Chris Straw says: "The strength of our opportunities in the Asian, South Pacific and African regions will underpin our expansion."

The practice is most active in the commercial, education, health and retirement home sectors but is growing in hospitality and residential while setting its sights on defence work in the future. A diverse range of projects won this year include a shopping centre in Papua New Guinea, a hotel resort in Fiji and a care home in Beijing.

90 SCHMIDT HAMMER LASSEN

COUNTRY	DENMARK
LAST RANKING	99 (2011)
ARCHITECTS EMPLOYED	106

Danish practice Schmidt Hammer Lassen Architects has two offices in Denmark — at Aarhus and Copenhagen — in addition to those in London and Shanghai. A Singapore office is scheduled to open in 2014.

Despite citing tough conditions in western Europe, the firm has won some prestigious projects close to home. It is working on the £135 million Cathedral of the Northern Lights in Norway and Dokk1 in Aarhus, which will be Scandinavia's largest public library. The practice is hoping to win more work in the health and cultural sectors in the coming year.



Schmidt Hammer Lassen's Helsingborg Hospital extension, Sweden.

91 TP BENNETT

COUNTRY	UK
LAST RANKING	88=
ARCHITECTS EMPLOYED	103

It has been a strong year for TP Bennett in the commercial sector, with major office projects for PwC, Skype, TSB and Nationwide completing in London alone. The practice also completed work on the Ghana District Hospitals Scheme, one of its most significant healthcare projects to date.

"The market seems to be growing in confidence again and 2013 has been a busy year for TP Bennett across all sectors," says principal Richard Beastall. The next 12 months are likely to be equally busy, with at least as many commercial office projects due for completion on top of big residential projects in the UK and Ghana.



Showa Sekkei's Abeno Pedestrian Bridge in Osaka opened in 2013.

92= SHOWA SEKKEI

COUNTRY	JAPAN
LAST RANKING	77
ARCHITECTS EMPLOYED	102

Japanese practice Showa Sekkei says it is optimistic about the future, and has moved its Tokyo office to facilitate an expansion.

Last year Showa Sekkei completed the Abeno Pedestrian Bridge, which links the main station in Osaka with the surrounding commercial development.

The practice has also been working to support those affected by the tsunami in 2011 by developing replacement housing.

In 2014 the firm will seek to maintain its business within Japan while strengthening its position in China.

92= WATG/WIMBERLY INTERIORS

COUNTRY	USA
LAST RANKING	58 (2011)
ARCHITECTS EMPLOYED	102

Hotel and resort specialist WATG makes its return to the top 100. Asia and specifically China have been providing the bulk of the practice's work in the last year, although it did also open an office in Istanbul and its completed projects included two Ritz Carlton hotels in Florida and Bangalore.

The practice will this year complete two resort projects in Bali but says it has seen a downturn in the amount of this kind of work. Instead it will be focusing on urban hotels and mixed-use schemes, particularly in Africa and the Middle East.

94 PROGETTO CMR

COUNTRY	ITALY
LAST RANKING	85
ARCHITECTS EMPLOYED	101

Little has changed for Milan-based Progetto CMR, which last year outlined its plans to chase work in India and Turkey. The practice is still intent on doing so but currently finds most of its projects in Europe and China. One of the largest is its ongoing appointment on a 600,000sq m "sustainable urbanisation park" in Shenyang, China, which includes residential, office and light industrial uses.

Bases in Singapore and Shanghai were opened in 2012, making it easier to chase Asian opportunities. Office work in Italy remains a staple of the firm's portfolio — it recently completed a 35,000sq m office scheme in Milan.

95 SSH

COUNTRY	KUWAIT
LAST RANKING	NEW
ARCHITECTS EMPLOYED	100

SSH may be one of Kuwait's oldest design firms but it makes its debut into the top 100 this year after appointing a new management team and announcing plans to triple in size.

Chief executive Bob Hope, who joined the firm in 2012, says: "I could see an opportunity to take an international top team and blend it with a much more efficient, cost-effective local business that's not carrying the big overheads, and produce this sort of hybrid that was also located in all of the key markets."

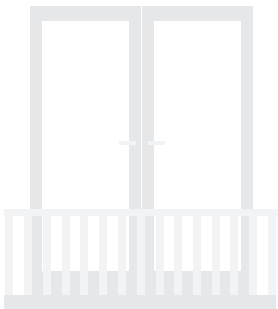
The practice now has offices in Kuwait, Muscat Oman, Abu Dhabi, Algeria, South Africa and most recently Qatar and Erbil, Kurdistan.



SSH's competition-winning scheme for a new Gulf Bank headquarters in Algiers.

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96 RICHEZ ASSOCIÉS

COUNTRY	FRANCE
LAST RANKING	96 (2012)
ARCHITECTS EMPLOYED	94

Richez Associés re-enters the top 100 having temporarily dropped out of the rankings following its debut appearance in 2012. The Paris-based practice also has an office in Kuala Lumpur but most of its work takes place in Europe and China.

Last year the practice completed the £165 million Jinan Grand Theatre in Shandong in collaboration with Paul Andreu, and this year it will design a £375 million project comprising two stations and a depot for the Grand Paris Express, a new rapid transit scheme for the Parisian suburbs. Also in 2014, the company hopes to extend its reach to South America.

97 NILES BOLTON ASSOCIATES

COUNTRY	USA
LAST RANKING	100= (2011)
ARCHITECTS EMPLOYED	92

Niles Bolton re-enters the top 100 this year after a turbulent time that saw it fall 36 places in 2011 before dropping out of the rankings for two years. Now evidently back on the up, the practice has amassed an impressive portfolio of completed projects across the US in its 38-year history, having worked in 47 states across the country.

Residential has traditionally been the firm's core market but it also works across other sectors including offices, retail, hospitality and education.

98 BJARKE INGELS GROUP

COUNTRY	DENMARK
LAST RANKING	NEW
ARCHITECTS EMPLOYED	91

Practice founder Bjarke Ingels may have cultivated a sizeable public profile — last year he met David Cameron to discuss design of the public realm — but his firm, too, can boast some notable projects. It recently completed the £25 million Danish Maritime Museum in Copenhagen and has started work on the Amager Resource Centre, a massive waste-to-energy plant with a ski slope on the roof.

BIG is increasingly asked to bid for work all over the world and has supplemented its Copenhagen headquarters with offices in New York and Beijing in recent years.

BIG's viewing platform for Pier 6 in Brooklyn Bridge Park, New York.



99= AYERS SAINT GROSS

COUNTRY	USA
LAST RANKING	NEW
ARCHITECTS EMPLOYED	90

It may have taken the firm more than 100 years but Ayers Saint Gross finally makes its debut in the top 100 this year. Founded as Sill, Buckler & Fenhagen by three young architects from Baltimore in 1912, the practice has since evolved into a higher education specialist with offices across the USA.

The firm still works largely in North America on education projects but is increasingly picking up work in areas such as cultural facilities and in locations as far afield as Saudi Arabia.

Recently completed projects include the close-to-home University of Baltimore Law School and the National Library for the Study of George Washington in Mount Vernon, Virginia.



MulvannyG2's Suning Chengdu Plaza, Chengdu, China.

99= MULVANNY G2

COUNTRY	USA
LAST RANKING	NEW
ARCHITECTS EMPLOYED	90

MulvannyG2 Architecture makes the top 100 this year helped by repeat work for major clients such as Costco, for whom the practice designed more than 70 warehouses last year around the world, and H+M for whom it designed a series of shops across North America.

MulvannyG2 will continue its work for Costco and H+M next year while working on prestigious projects in China such as the Wuxi Chong'an Temple and the central business district in Hangzhou.

The practice sees both China and the retail sector as continuing sources of work into 2014.

Foster + Partners

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WHEN IN RIO

As Aecom's 2016 Rio Olympics masterplan becomes a reality, the firm explains the benefits it has gained from partnering with a local Brazilian architect

Being a global firm is one thing. Being local too is quite another. Local reputation is only as good as a firm's presence on the ground. Increasingly, global consultancies appointed to deliver projects away from one of their own hubs will work in partnership with local firms to unlock issues in the field and smooth the path to delivery.

Aecom is known for its ability to apply its global expertise hand in hand with local understanding. But that's a big promise to make,

even for a company with over 45,000 employees. Peter Flint, Aecom's head of buildings and places in Europe, Middle East and Africa (EMEA), agrees. He believes that local partnering is at times a necessary route to successful project delivery, even for firms that have most technical capabilities covered.

"A partnership solution is an enhanced offering to the client — one that benefits all sitting around the table," says Flint. So, when it comes to partnering with a big

global organisation, what's in it for the small local firm? "A massive gain in experience and knowledge, enhanced local credibility, and the opportunity to work on major projects," explains Flint.

"When partnering everything is based upon relationships. It is important for a global firm to build a trust with the local firm. No small firm will contract with a big faceless organisation. Legal contracts fall out of these relationships as a necessary evil, obviously."

Flint continues: "Successful local partnering comes with understanding what the client really wants. For the team Aecom created to deliver the 2016 Rio Olympics, we looked at what the client wanted and then reviewed our own capability."

Co-ordinated by Rio's Municipal Olympic Company, the competition to deliver the 2016 Rio Olympics was held in partnership with the Institute of Architects of Brazil (IAB) and ▶



Aecom's masterplan for the Rio 2016 Games.

IT'S IMPORTANT TO BE RESPECTFUL, TO REALLY KNOW WHAT 'LOCAL' MEANS, HOW PEOPLE DO BUSINESS WITH EACH OTHER, AND HOW THEY SOCIALISE

PETER FLINT, AECOM

was Brazil's first international architecture contest. Aecom's competition-winning masterplan for the Olympic and Paralympic Games is now becoming a reality.

Created by an international team of economists, planners, landscape architects and stadium architects, the masterplan grew from the idea of a new urban ecology, deeply rooted in Brazilian culture. The goal is a contextual solution for the specific challenges in Rio, developing a new relationship between built form and environment based on sport, recreation, sustainability and ecology. The Aecom-led team included Daniel Gusmão Architecture, Rio de Janeiro; Wilkinson Eyre Architects, London; Pujol Barcelona Architects, Barcelona; IMG Worldwide; and Expedition, London.

"Although Aecom had been working in Brazil for 15 years and we did have local registration, our technical record in delivering architecture and planning locally was not strong," says Flint. "We knew we needed to work in partnership with a local firm to give us enhanced local credibility.

We needed to establish a trusted relationship with a Rio-based firm who understood local approval regulations, was already well-connected with the local authority and understood the planning processes."

The relationship the design team has built with Rio-based architect Daniel Gusmão Architecture is pivotal to the project's successful delivery. "Although a small practice, Gusmão is a great cultural fit with us," says Flint. "They have a passionate commitment to delivering these Olympics successfully and we found their willingness to collaborate almost electric. What's more, the Gusmão guiding corporate principles are the same as ours."

Flint was part of a team that designed Aecom's global approach to delivering the 2016 Rio Olympics strategically. "We have built a delivery function in tandem with the team on the ground, drawing on our global resources. We are aware of the potential issues that can arise should the larger partnering firm swamp the smaller. But we're not out to consume them."

Flint emphasises the need to be culturally aware of the client's desires when establishing an in-country partnering relationship: "It's important to be respectful, to really know what 'local' means, how people do business with each other, and how they socialise."

BEST PARTNERS

Surveyed architects give their verdicts on their favourite professional associates

BUILDING CONTRACTORS

RANK	PRACTICE
2014	
1=	Kier
1=	Samsung
1=	Sir Robert McAlpine
4=	Bouygues
4=	Bovis Lend Lease
4=	Carillion
4=	Clark Construction
4=	Gilbane
4=	Larsen & Toubro
4=	Leighton Holdings
4=	Vinci

COST CONSULTANTS

RANK	PRACTICE
2014	
1	Aecom (formerly Davis Langdon)
2	River Levett Bucknall
3	Gardiner & Theobald
4	EC Harris
5	Sweett Group

PROJECT MANAGERS

RANK	PRACTICE
2014	
1=	Hill International
1=	Turner & Townsend
3=	Gardiner & Theobald
3=	Mace
3=	Turner International

SERVICE ENGINEERS

RANK	PRACTICE
2014	
1	Buro Happold
2	Arup
3=	Meinhardt
3=	WSP
5	Max Fordham

STRUCTURAL ENGINEERS

RANK	PRACTICE
2014	
1	Arup
2	Buro Happold
3	Thornton Tomasetti
4	AKT
5	Mott MacDonald

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REGIONAL TOP 10

Where in the world?

The top architectural firms in each global region ranked by fee income



Australia: The Buchan Group's redevelopment of Adelaide Casino.



India: IIT Building, Chennai, by Architect Hafeez Contractor.

AFRICA

RANK	PRACTICE	COUNTRY	FEE INCOME US \$MILLION
2014			
1	Tabanlıoğlu Architects	Turkey	20
2	Boogertman + Partners	South Africa	16
3	Page Southerland Page	USA	14
4	Gensler	USA	12
5	Saraiva + Associados	Portugal	10
6	Perkins Eastman	USA	8.5
7	ACXT-IDOM	Spain	8
8	Saota	South Africa	6
9	FX Fowle Architects	USA	3.8
10=	Dewan Architects & Engineers	UAE	3
10=	Nihon Sekkei	Japan	3

CENTRAL & EASTERN EUROPE

RANK	PRACTICE	COUNTRY	FEE INCOME US \$MILLION
2014			
1	Heerim Architects & Planners	South Korea	51
2	Gensler	USA	29
3	Tabanlıoğlu Architects	Turkey	25
4	HDR Architecture	USA	15.2
5	ATP Architects	Austria	15
6	EPR Architects	UK	14.5
7	Broadway Malyan	UK	12
8	Foster & Partners	UK	8
9	APA Wojciechowski	Poland	7
10=	Jaspers-Eyers Architects	Belgium	5
10=	Jacobs	UK/USA	5

AUSTRALASIA

RANK	PRACTICE	COUNTRY	FEE INCOME US \$MILLION
2014			
1	Hassell	Australia	99
2	Woods Bagot	Australia	74
3	Cox Architecture	Australia	51
4	The Buchan Group	Australia	42
5	HBO+EMTB	Australia	37
6	Sinclair Knight Merz	Australia	23
7	Warren & Mahoney Architects	New Zealand	17.5
8	ThomsonAdsett Architects	Australia	16
9	HDR Architecture	USA	13.5
10	DWP	Thailand	13

CENTRAL ASIA (inc India)

RANK	PRACTICE	COUNTRY	FEE INCOME US \$MILLION
2014			
1	Gensler	USA	38
2	Architect Hafeez Contractor	India	24
3	Tabanlıoğlu Architects	Turkey	20
4	HBO+EMTB	Australia	16.1
5	Page Southerland Page	USA	16
6	Jacobs	UK/USA	15
7	P&T Architects and Engineers	China	12.5
8	Foster & Partners	UK	9
9=	CP Kukreja	India	8
9=	Steelman Partners	USA	8

MIDDLE EAST

RANK			FEE INCOME
2014	PRACTICE	COUNTRY	US \$MILLION
1	KEO	Kuwait	107
2	Gensler	USA	69
3	Dewan Architects & Engineers	UAE	68
4	SSH	Kuwait	48
5	Tabanlıoğlu Architects	Turkey	40
6	Gulf Consult	Kuwait	32
7	National Engineering Bureau	UAE	28
8	Perkins Eastman	USA	24.5
9	Stantec	Canada	24
10	RTKL Associates	USA	23

NORTH AMERICA

RANK			FEE INCOME
2014	PRACTICE	COUNTRY	US \$MILLION
1	Gensler	USA	411
2	HDR Architecture	USA	199
3	Stantec	Canada	186
4	Perkins & Will	USA	185.5
5	Jacobs	UK/USA	178
6	HOK	USA	175
7	Leo A Daly	USA	159
8	NBBJ	USA	146
9	IBI Group	Canada	142
10	Cannon Design	USA	135



Mexico: GVA & Asociados designed this mixed-use project in Queretaro.

SOUTH AND CENTRAL AMERICA

RANK			FEE INCOME
2014	PRACTICE	COUNTRY	US \$MILLION
1	Gensler	USA	18
2	GVA & Asociados	Mexico	16
3	Foster + Partners	UK	14.5
4	HKS	USA	9.5
5	Ishimoto Architectural	Japan	6
6	RTKL Associates	USA	5.6
7	FRCH Design Worldwide	USA	5.1
8	Stantec	Canada	3.5
9	Callison	USA	3.2
10	Kohn Pedersen Fox	USA	3

PACIFIC RIM (inc China)

RANK			FEE INCOME
2014	PRACTICE	COUNTRY	US \$MILLION
1	Nikken Sekkei	Japan	562.5
2	Samoo Architects & Engineers	South Korea	259
3	Nihon Sekkei	Japan	180
4	Gensler	USA	175
5	Mitsubishi Jisho Sekkei	Japan	160
6	Aedas	China/UK	156
7	P&T Architects and Engineers	China	130
8	Heerim Architects & Planners	South Korea	124
9	Kume Sekkei Co	Japan	107
10	Gansam Architects & Partners	South Korea	98

WESTERN EUROPE

RANK			FEE INCOME
2014	PRACTICE	COUNTRY	US \$MILLION
1	Tengbomgruppen	Sweden	70
2	BDP	UK	68
3	ATP Architects	Austria	62
4	Henn	Germany	57
5	Link Arkitektur	Norway	54
6	Gensler	USA	47
7	CF Møller Architects	Denmark	43
8	Barton Willmore	UK	40
9	IBI Group	Canada	39
10	Wilmotte & Associés	France	37.5

MARKET SECTORS TOP 10

Project types

The top architecture practices in each market sector ranked by fee income



PHOTO: YOUNG CHAE PARK

Samoo's National Library of Sejong City, South Korea.

Sangren Hall at Western Michigan University by SHW.

CULTURE

RANK	PRACTICE	COUNTRY	FEE INCOME
2014			\$US MILLION
1	Samoo Architects and Engineers	South Korea	28
2	Tabanlıoğlu	Turkey	25
3	Gensler	USA	19
4	Nikken Sekkei	Japan	15.3
5	Foster + Partners	UK	15
6	Cambridge Seven Associates	USA	14.5
7	SSH	Kuwait	13.2
8	AXS Satow	Japan	12.1
9=	AS Architecture-Studio	France	9
9=	Kume Sekkei	Japan	9

EDUCATION

RANK	PRACTICE	COUNTRY	FEE INCOME
2014			\$US MILLION
1	Samoo Architects & Engineers	South Korea	57
2	DLR Group	USA	56.4
3	Nikken Sekkei	Japan	54.8
4	SHW Group	USA	45.6
5	Perkins + Will	USA	45
6	Cannon Design	USA	44
7	PBK	USA	35
8	Stantec	Canada	32.4
9	BDP	UK	31
10	Gensler	USA	27

ELDERLY LIVING

RANK	PRACTICE	COUNTRY	FEE INCOME
2014			\$US MILLION
1	Perkins Eastman	USA	26.4
2	Thomson Adsett Architects	Australia	6.5
3	Nihon Sekkei	Japan	5.8
4	PRP	UK	4.23
5	Perkins + Will	USA	4.20
6	Ishimoto Architectural & Engineering	Japan	3.5
7	P+T Architects and Engineers	China (Hong Kong)	3
8	HBO+EMTB	Australia	2.2
9=	Gensler	USA	2
9=	ATP Architects	Austria	2

GOVERNMENT

RANK	PRACTICE	COUNTRY	FEE INCOME
2014			\$US MILLION
1	Jacobs	UK/USA	89
2	Samoo Architects & Engineers	South Korea	54
3	Heerim Architects	South Korea	44
4	HDR Architecture	USA	38.8
5	Page Southerland Page	USA	38.3
6	Gensler	USA	38
7	IBI Group	Canada	36
8	Leo A Daly	USA	29
9	HOK	USA	26
10	Nihon Sekkei	Japan	25.4

HEALTHCARE

RANK 2014	PRACTICE	COUNTRY	FEE INCOME \$US MILLION
1	HDR Architecture	USA	141.4
2	NBBJ	USA	93
3	Cannon Design	USA	75
4	HKS	USA	69.9
5	Stantec	Canada	67
6	Perkins + Will	USA	61.8
7	RTKL Associates	USA	51.9
8	HOK	USA	44
9	Perkins Eastman	USA	43.4
10	Nikken Sekkei	Japan	40.1



Stantec's UCSF Medical Center Mission Bay, San Francisco.

HERITAGE

RANK 2014	PRACTICE	COUNTRY	FEE INCOME \$US MILLION
1	Gensler	USA	7
2	P&T Architects and Engineers	China(Hong Kong)	6
3	Dewan Architects & Engineers	UAE	5
4	Allies & Morrison	UK	2.3
5-	Wilmotte & Associés	France	2
5-	Tabanlıoğlu	Turkey	2
7	Goettsch Partners	USA	1.7
8-	Jacobs	UK/USA	1
8-	Cox Architecture	Australia	1
8-	National Engineering Bureau	UAE	1



Woods Bagot's 1 William Street office tower in Brisbane, Australia.

HOSPITALITY

RANK 2014	PRACTICE	COUNTRY	FEE INCOME \$US MILLION
1	Gensler	USA	108
2	Aedas	China/UK	45.1
3-	P+T Architects and Engineers	China (Hong Kong)	23
3-	Leigh & Orange	China (Hong Kong)	23
3-	Dewan Architects & Engineers	UAE	23
6	WATG/Wimberly Interiors	USA	20.9
7	HKS	USA	20.6
8	Leo A Daly	USA	20
9	RTKL Associates	USA	17.8
10	Steelman Partners	USA	16

INFRASTRUCTURE

RANK 2014	PRACTICE	COUNTRY	FEE INCOME \$US MILLION
1	HBO+EMTB	Australia	16.1
2	Leo A Daly	USA	14
3	SSH	Kuwait	12.4
4	Stantec	Canada	10.5
5	KEO	Kuwait	7.3
6	Gulf Consult	Kuwait	7.04
7	Jacobs	UK/USA	7
8	IBI Group	Canada	6
9	Nikken Sekkei	Japan	4.7
10	Gansam Architects	South Korea	4.2

MASTERPLANNING

RANK 2014	PRACTICE	COUNTRY	FEE INCOME \$US MILLION
1	Nikken Sekkei	Japan	77.4
2	Gensler	USA	36
3	KEO	Kuwait	26.6
4	RTKL Associates	USA	18.3
5	Nihon Sekkei	Japan	14.5
6	ACXT-IDOM	Spain	11
7	Tabanlıoğlu	Turkey	10
8	KPF	USA	8.8
9	Smith Group JJR	USA	8.7
10	Hassell	Australia	8.6

OFFICES

RANK 2014	PRACTICE	COUNTRY	FEE INCOME \$US MILLION
1	Gensler	USA	378
2	Nikken Sekkei	Japan	221.6
3	HOK	USA	101
4	Mitsubishi Jisho Sekkei	Japan	93
5	Woods Bagot	Australia	79
6	Foster & Partners	UK	71.5
7	Nihon Sekkei	Japan	64
8	NBBJ	USA	62
9	Jacobs	UK/USA	54
10	Heerim Architects	South Korea	43



Callison's Kid's Cavern, a 35,000sq ft toy and candy store, opened in Macau in 2012.

RESIDENTIAL

RANK	PRACTICE	COUNTRY	FEE INCOME
2014			\$US MILLION
1=	P+T Architects and Engineers	China(Hong Kong)	40
1=	IBI Group	Canada	40
3	Barton Willmore	UK	33.5
4	Broadway Malyan	UK	28.9
5	Kunwon Architects + Engineers	South Korea	27.6
6	Heerim Architects	South Korea	27
7	Haeahn Architecture	South Korea	26.3
8	PRP	UK	24.3
9	Ronald Lu + Partners	China(Hong Kong)	23.9
10	Nikken Sekkei	Japan	23.6

RETAIL

RANK	PRACTICE	COUNTRY	FEE INCOME
2014			\$US MILLION
1	Gensler	USA	96
2	RTKL Associates	USA	54.5
3	Callison	USA	54.1
4	Stantec	Canada	37.4
5	The Buchan Group	Australia	37.1
6	Nikken Sekkei	Japan	35.4
7	Mulvanny G2 Architecture	USA	33.9
8	Aedas	China/UK	31.8
9	Woods Bagot	Australia	26
10	Mitsubishi Jisho Sekkei	Japan	24.2

SCIENCE

RANK	PRACTICE	COUNTRY	FEE INCOME
2014			\$US MILLION
1	Samoo Architects and Engineers	South Korea	66
2	HDR Architecture	USA	52.7
3	Henn	Germany	33
4	Perkins + Will	USA	29.5
5	ATP Architects	Austria	28
6	Nikken Sekkei	Japan	27.6
7	HOK	USA	25
8	Gansam Architects	South Korea	23.4
9	Stantec	Canada	20.4
10	Page Southerland Page	USA	16.5



Mitsubishi Jisho Sekkei's Nanshan retail plaza, Taipei.

SPORT

RANK	PRACTICE	COUNTRY	FEE INCOME
2014			\$US MILLION
1	Populous	UK/USA	69
2	Heerim Architects	South Korea	41
3	HKS	USA	20.6
4	Gensler	USA	18
5	DLR Group	USA	11.3
6	Tabanlıoğlu	Turkey	8
7	Nikken Sekkei	Japan	7.1
8	Cox Architecture	Australia	7
9=	PBK	USA	6
9=	GMP	Germany	6

TRANSPORT

RANK	PRACTICE	COUNTRY	FEE INCOME
2014			\$US MILLION
1	Leo A Daly	USA	45
2	Gensler	USA	37
3	Aedas	China/UK	36.2
4	Nikken Sekkei	Japan	31
5	HOK	USA	24
6	Hassell	Australia	21.9
7	Foster & Partners	UK	17.5
8	GMP	Germany	14
9	Stantec	Canada	13.6
10	IBI Group	Canada	12

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SPECIALISMS TOP 10

Areas of expertise
The top architectural firms in each specialism ranked by fee income

ARCHITECTURAL SERVICES

RANK 2014	PRACTICE	COUNTRY	FEE INCOME US \$MILLION
1	Nikken Sekkei	Japan	424
2	Gensler	USA	402
3	Jacobs	UK/USA	210
4	Samoo	South Korea	200
5	IBI Group	Canada	190
6	Perkins + Will	USA	180
7	Aedas	China/UK	179
8	Nihon Sekkei	Japan	167
9	Stantec	Canada	153
10	Heerim	South Korea	140

CONSTRUCTION MANAGEMENT

RANK 2014	PRACTICE	COUNTRY	FEE INCOME US \$MILLION
1	Jacobs	UK/USA	95
2	Samoo	South Korea	70
3	KEO	Kuwait	58
4	Sinclair Knight Merz	Australia	50
5	Kunwon	South Korea	43
6	Heerim	South Korea	40
7	Nikken Sekkei	Japan	37
8	Henn	Germany	13.7
9	Gansam	South Korea	13.3
10	NEB	UAE	12

ENGINEERING

RANK 2014	PRACTICE	COUNTRY	FEE INCOME US \$MILLION
1	Stantec	Canada	\$1billion
2	Sinclair Knight Merz	Australia	\$300m
3	Jacobs	UK/USA	266
4	HDR Architecture	USA	73.7
5	Leo A Daly	USA	50
6	IBI Group	Canada	37
7	Page Southerland Page	USA	29.5
8	SmithGroupJJR	USA	29
9	DLR Group	USA	27.5
10	Cannon Design	USA	27

ENVIRONMENT

RANK 2014	PRACTICE	COUNTRY	FEE INCOME US \$MILLION
1	Stantec	Canada	335.6
2	Sinclair Knight Merz	Australia	248
3	Jacobs	UK/USA	20
4	Perkins Eastman	USA	3
5=	Cox Architecture	Australia	2
5=	HOK	USA	2
7	PRP	UK	1.85
8	Gulf Consult	Kuwait	1.75
9	Nihon Sekkei	Japan	1.5
10=	ATP Architects	Australia	1
10=	IBI Group	Canada	1

FACILITIES MANAGEMENT

RANK 2014	PRACTICE	COUNTRY	FEE INCOME US \$MILLION
1	Jacobs	UK/USA	50
2	Sinclair Knight Merz	Australia	20
3	HOK	USA	7
4	Gensler	USA	2
5	Nikken Sekkei	Japan	1.98
6	SSH	Kuwait	0.91

LANDSCAPE ARCHITECTURE

RANK 2014	PRACTICE	COUNTRY	FEE INCOME US \$MILLION
1	Hassell	Australia	20
2	SmithGroupJJR	USA	12.7
3	IBI Group	Canada	10
4	HOK	USA	6
5	KEO	Kuwait	5.4
6=	GVA & Asociados	Mexico	5
6=	Jacobs	UK/USA	5
8	HDR Architecture	USA	4.9
9	LINK Architectur	Norway	4.8
10	BDP	UK	4.5

INTERIOR DESIGN

RANK 2014	PRACTICE	COUNTRY	FEE INCOME US \$MILLION
1	Gensler	USA	320
2	Jacobs	UK/USA	111
3	Stantec	Canada	65.7
4	NBBJ	USA	54
5	HOK	USA	51
6	Perkins+Will	USA	37
7	HBO+EMTB	Australia	36.5
8	Callison	USA	33
9	Tabanlıoğlu	Turkey	26
10	Woods Bagot	Australia	25

PLANNING

RANK 2014	PRACTICE	COUNTRY	FEE INCOME US \$MILLION
1	Nikken Sekkei	Japan	64
2	IBI Group	Canada	30
3	Barton Willmore	UK	26.5
4	KEO	Kuwait	23
5	Gensler	USA	18
6	Jacobs	UK/USA	10
7	KPF	USA	8.8
8	HOK	USA	6
9	Sinclair Knight Merz	Australia	5
10	WATG	USA	4

CONSULTING

RANK 2014	PRACTICE	COUNTRY	FEE INCOME US \$MILLION
1	Gensler	USA	34
2	Jacobs	UK/USA	28
3	Nikken Sekkei	Japan	18
4	HDR Architecture	USA	12
5	Sinclair Knight Merz	Australia	10
6	Woods Bagot	Australia	7
7	HOK	USA	6
8	Page Southerland Page	USA	4.9
9	Nihon Sekkei	Japan	4.1
10	NBBJ	USA	4

PRODUCT DESIGN

RANK 2014	PRACTICE	COUNTRY	FEE INCOME US \$MILLION
1	RTKL	USA	12
2	Gensler	USA	3
3	HDR Architecture	USA	2
4	Nikken Sekkei	Japan	1.4
5	Wilmutte & Associés	France	1.3
6	UNStudio	Netherlands	1
7=	CF Møller Architects	Denmark	0.3
7=	Henning Larsen	Denmark	0.3
9=	Progetto CMR	Italy	0.2
9=	Schmidt Hammer Lassen	Denmark	0.2

SURVEYING

RANK 2014	PRACTICE	COUNTRY	FEE INCOME US \$MILLION
1	Stantec	Canada	26.6
2=	IBI Group	Canada	10
2=	Jacobs	UK/USA	10
4	Nikken Sekkei	Japan	9
5	Aedas	China/UK	7
6=	ATP Architects	Austria	5
6=	Sinclair Knight Merz	Australia	5
8	Gulf Consult	Kuwait	0.4
9	Haeahn Architecture	South Korea	0.1

URBAN DESIGN

RANK 2014	PRACTICE	COUNTRY	FEE INCOME US \$MILLION
1	Stantec	Canada	188
2	IBI Group	Canada	32
3	Jacobs	UK/USA	25
4	Gensler	USA	18
5	RTKL	USA	17
6	Tabanlıoğlu	Turkey	15
7	Woods Bagot	Australia	14
8	Nihon Sekkei	Japan	13.6
9	HBO+EMTB	Australia	13.5
10	Dewan	UAE	11



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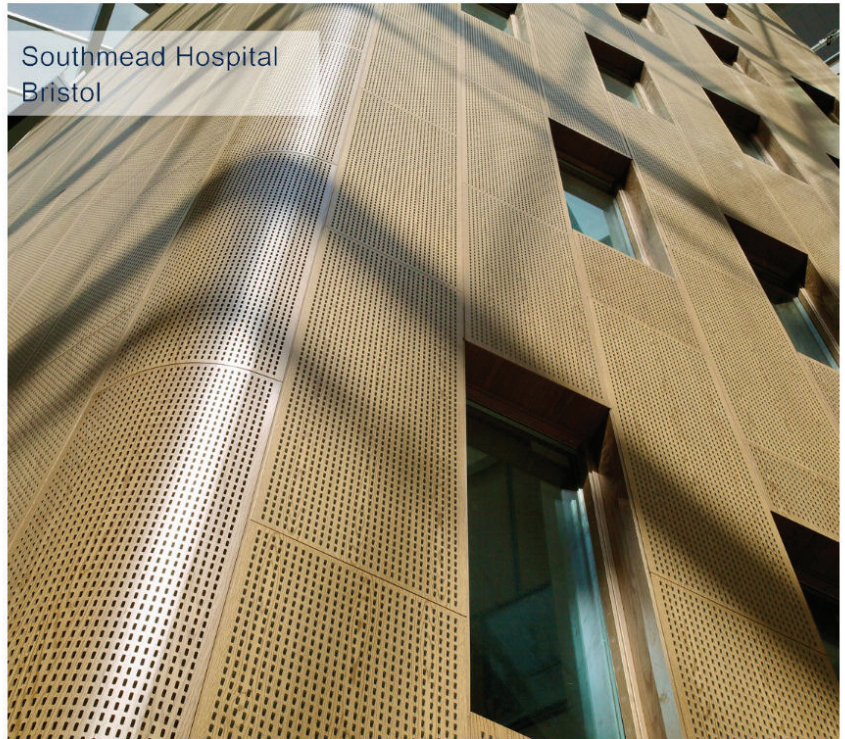
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ARCHETYPE GROUP	62	COX ARCHITECTURE	46	HENN	44
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The Lefo Mall Shopping Centre, China—opened 2013 (top);
Lisbon International Airport, Portugal—opened 2013 (left);
Health City Novena, Singapore—launched 2013 (right)

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