

Suffolk Construction - John Fish - Mass General Brigham

Public-record investigation and evidence packet

Coverage: Suffolk history from 1982 to present; MGB / Partners relationships located in public records; intensive payment and governance review for FY2010-FY2024; project review through 2026.

Bottom line

The public record confirms a long-running Suffolk-MGB relationship that began before the earliest located John Fish trustee date. The earliest located payment is \$8,457,616 to Suffolk by Brigham and Women's Hospital in FY2008, when the filing described a relationship through trustee Gretchen Fish. A FY2016 Partners group filing records John F. Fish as a trustee starting 07/01/2016. Fish became chair of the Brigham Health Board on January 17, 2018 and is currently listed as MGB vice chair and BWH chair. The Hale / Brigham Building for the Future is explicitly identified as a Suffolk project. The Ragon Building is explicitly identified as a Turner-Walsh joint venture. The reviewed public evidence does not allocate the annual Suffolk Schedule L amounts to individual projects, show bids or recusals, or prove that Fish caused any award.

Status key: confirmed = primary source names the fact; corroborated = multiple reliable sources; lead only = indirect public evidence; not publicly determinable = the public record did not establish the requested fact.

1. Executive summary

For a young public advocate: MGB and Suffolk have a documented vendor relationship, and John Fish occupies senior governance roles at the same hospital system. That is a legitimate accountability question, not proof of a rigged contract. The strongest public evidence is temporal and structural: Suffolk work and payments predate Fish's documented trustee start; payments spike in FY2016 and rise again in the modern parent-return series; MGB's filings identify Fish as the related director; and public project pages show Suffolk on some MGB work while naming competing contractors on other major projects. The public evidence supports asking for project-by-project procurement and conflict records, not declaring corruption.

Key confirmed facts

Finding	Evidence-supported result
Earliest located relationship	\$8,457,616 BWH payment to Suffolk in FY2008; filing describes Gretchen Fish family relationship (S1).
Fish governance	Trustee start 07/01/2016 (S4); BWH board chair appointed 01/17/2018 (S17); current MGB vice chair / BWH chair (S11, S16).
Named Suffolk project	Brigham Building for the Future / Hale Building, 680,000 SF, owner BWH (S12-S14).
Named counterexample	Lunder Building: Turner; Ragon Building: Turner-Walsh JV (S19-S22).
Modern parent-return total	\$112,869,116 FY2021-FY2024; do not add to group or Form PC totals (S7-S9).
Unresolved core question	No public project-by-project reconciliation of Suffolk payments, bids, recusals, change orders or final costs.

Legal-safe conclusion

Confirmed: related-party construction payments and overlapping governance. Reconciled: parent, group and Form PC totals are different reporting boundaries. Not publicly determinable: whether any contract was preferential, whether Fish participated in a specific award, and which projects account for each annual payment.

2. Suffolk corporate history and scale

Suffolk is privately held. Public information is therefore strongest on history, locations and rankings, and weaker on audited revenue, ownership percentages, backlog and net worth. Do not convert private-company estimates into verified financial statements.

Year	Event	Evidence / classification
1982	John Fish founded Suffolk with one greater-Boston project	Suffolk company history (S10); confirmed company-origin statement
1993	Understanding with carpenters opened downtown work while non-union work continued elsewhere	ENR historical account (S25); corroborated
1994	Florida expansion	S10; confirmed company statement
1998	West Coast expansion	S10; confirmed company statement
1999	Giving Circle founded	S10; company community history
2004	Career Start rotational program	S10; company history
2006	John Fish bought out father's minority interest	ENR / secondary public account (S25); corroborated, not a public cap-table filing
2009	Acquired William A. Berry & Son, a New England healthcare rival	ENR profile (S25); confirmed trade-report account
2010	ENR national Top 400 rank No. 31; \$1.7B 2009 revenue	ENR (S25); confirmed ranking/revenue as ENR-reported
2011	Acquired ROEL to expand California	ENR (S25); confirmed trade-report account
2013-2025	Opened offices in New York, Texas, Maine, Virginia, Connecticut and Nevada	S10; company history
2019-2020	Suffolk Capital / Suffolk Technologies (2019); Suffolk Design (2020)	S10; company history
2020	ENR/ABC national Top 400 summary lists Suffolk No. 23	S26; secondary summary of ENR list
2024	ENR New England Top Contractors No. 1; current company page reports \$10B annual revenue	S25; S11; regional ranking and company-reported revenue
2026	Suffolk website reports 16 national office locations and \$10B annual revenue	S11; company-reported, not audited

ENR caveat

ENR ranks construction contracting revenue, not net worth, profit or quality. Suffolk's current \$10B figure is company-reported. No public audited revenue series or backlog schedule was located.

3. John Fish governance timeline

The exact historical board roster is fragmented across Form 990 Schedule O, appointment announcements and current pages. The strongest dates are below.

Date	Role / body	Classification	Evidence and limit
Pre-2016	BWH campaign chair / active supporter	confirmed	Official BWH fundraising articles describe Fish as campaign chair and long-time supporter; earliest trustee start not located.
07/01/2016	BWHC / BWH trustee	confirmed	FY2016 group Form 990 Schedule O gives John F Fish trustee ON 07/01/2016 (S4).
01/17/2018	Chair, Brigham Health Board of Trustees	confirmed	BWH Bulletin says Fish was named chair and succeeded Scott Sperling, who moved to Partners board chair (S17).
07/18/2018	BWH / Brigham Health affiliate trustee entries	confirmed	FY2018 Schedule O lists Fish for BH, BRF, BWFH, BWH and BWHR from 07/18/18 (S6).
FY2021-FY2024	MGB director; Suffolk related-party relationship	confirmed	Parent Form 990 Part VII lists Fish as director; Schedule L uses DIRECTOR - FISH (S7).
Current	MGB vice chair; Executive Committee; BWH chair	confirmed	MGB leadership and Suffolk biography (S11, S16). Committee start date not located.

Independence

The reviewed public returns identify Fish as a director and disclose the relationship. They do not provide a complete person-by-person committee roster, transaction-specific recusal record, independent cost estimate or vote record. Therefore his Form 990 independence status and any procurement recusal are not publicly determinable from the reviewed sources.

4. Earliest Suffolk-MGB relationship and project universe

The earliest located relationship is a direct BWH Form 990 disclosure in FY2008, not a Schedule L record from the later MGB parent. The FY2008 filing says Suffolk provided construction services to BWH and records \$8,457,616; the related-person explanation identifies Gretchen Fish, a BWH trustee, as having a family member who owned and was an officer of Suffolk (S1). FY2009 records a separate \$7,890,255 Fish-family construction-services amount (S2). This is evidence of a pre-John-Fish-trustee relationship, not proof John Fish personally received money.

Project ledger

ID	Project	Owner	Contractor	Class	Dates / scope	Source
PR-001	Brigham Building for the Future / Hale Building for Transformative Medicine	BWH	Suffolk Construction	confirmed	2013-2016; 680,000 SF; 13 stories; clinical, research, imaging, parking; later named Hale	S12; S13; S14
PR-002	Hale Building 4MW cogeneration plant	BWH	Suffolk Construction	confirmed	2016; 4MW plant beneath imaging suite; 400-space garage	S14
PR-003	Hale Building 7T MRI room and installation	BWH	Suffolk Construction	confirmed	2016; 25-ton 7T MRI installation and sensitive fit-out	S13; S14
PR-004	Boston Hope field hospital	MGH / MGB response	Suffolk Construction	confirmed	2020-04; Temporary field hospital built in seven days	S15
PR-005	Massachusetts General Hospital Lunder Building	MGH	Turner Construction	confirmed	2006-2011; 516,000-530,000 SF; inpatient, ED, OR, ICU, radiation oncology	S21; S22
PR-006	MGH Yawkey Center for Outpatient Care	MGH	Not publicly determinable	not publicly determinable	1990s-2000s; 400,000 SF outpatient center; contractor not established in reviewed primary sources	https://fms-corp.com/projects/yawkey-center
PR-007	MGH \$1B expansion announcement	MGH	Suffolk Construction (trade report says CM)	corroborated	2019 announcement; New clinical expansion described as 565,000 SF / 11 stories / 71 beds in trade report	S24
PR-008	Phillip and Susan Ragon Building	MGH	Turner Construction + Walsh Brothers JV	confirmed	2022-present; first opening expected 2027; 1.9M SF; 418 single rooms; 17/15 levels plus below-grade; \$1.9B public project context	S19; S20
PR-009	MGH Legacy Operating Rooms	MGH	Walsh Brothers	corroborated	multi-phase; public portfolio 2023; Renovation of 41 ORs into 33; five existing buildings	S23
PR-010	MGH Acute Psychiatric Service	MGH	Walsh Brothers	corroborated	completed; public portfolio 2023; 6,700 SF renovation in active ED; 20 private rooms	S23
PR-011	MGH West Ambulatory Surgery Center	MGH	Walsh Brothers	corroborated	public portfolio 2023; Ambulatory surgery renovation/project; cost and schedule NPD	S23
PR-012	Salem Hospital Campus Consolidation	Salem Hospital / MGB	Walsh Brothers	corroborated	constructed before 2020 award; ED, 24-room inpatient floor, 120-bed Epstein behavioral health center, utilities and roadway work	S23
PR-013	MGB Healthcare Center - Lynn	MGB	Walsh Brothers	lead only	public portfolio 2023; MGB healthcare center; public contractor portfolio page, limited owner documentation	S23
PR-014	1990-2010 MGB affiliate capital-project universe	MGB affiliates	Mixed / not publicly determinable	not publicly determinable	1990-2010; Annual reports, permits and DoN records were not complete enough to enumerate every project and contractor	Search log in packet

Completeness boundary

This is the complete named-project universe located in the public-source search matrix, not a claim that it is every MGB project built since 1990. The search found no single public MGB capital register covering all affiliates, permits, DoN filings, change orders and contractors. Rows marked not publicly determinable are intentional results.

5. Suffolk payment ledger and reconciliation

The same transaction can appear under different Form 990 entity boundaries and accounting tables. The parent, group and Massachusetts Form PC values must remain separate.

Year	Boundary	Amount	Description	Status
FY2008	BWH direct return	\$8,457,616	construction services	pre-Fish trustee evidence; BWH Form 990 identifies Gretchen Fish family relationship
FY2009	BWH direct return	\$7,890,255	construction services	pre-Fish trustee evidence; source names Fish family
FY2010	MGB/Partners group return	\$5,447,040	construction services - BWH	prompt anchor; group boundary
FY2016	MGB/Partners group return	\$142,480,498	construction services	prompt anchor; group boundary; John Fish ON 07/01/2016
FY2017	MGB/Partners group return	\$53,390,249	construction services	prompt anchor; group boundary
FY2018	MGB/Partners group return	\$13,389,724	construction services	prompt anchor; group boundary
FY2021	MGB parent Schedule L	\$12,391,839	CONSTR SVCS / DIRECTOR - FISH	parent return; not a project ledger
FY2022	MGB parent Schedule L	\$24,383,829	CONSTR SVCS / DIRECTOR - FISH	parent return; not a project ledger
FY2023	MGB parent Schedule L	\$27,128,876	CONSTR SVCS / DIRECTOR - FISH	parent return; not a project ledger
FY2024	MGB parent Schedule L	\$48,964,572	CONSTR SVCS / DIRECTOR - FISH	parent return; not a project ledger
FY2021	MGB group Schedule L	\$12,205,277	CONSTRUCTION SERVICES / FISH, TRU	group return; not additive to parent
FY2022	MGB group Schedule L	\$15,625,973	CONSTRUCTION SERVICES / FISH, TRU	group return; not additive to parent
FY2023	MGB group Schedule L	\$16,911,362	CONSTRUCTION SERVICES / FISH, TRU	group return; not additive to parent
FY2024	MGB group Schedule L	\$34,387,218	CONSTRUCTION SERVICES / FISH, TRU	group return; not additive to parent
FY2023	Massachusetts Form PC	\$37,887,847	related-party payments	affiliate/consolidated boundary; not additive

Reconciliation

Ledger	Included years	Total	Why it is separate
Historical group-return anchors	FY2010, FY2016-FY2018	\$214,707,511	MGB/Partners group boundary; prompt's deduplicated disclosed total.
Modern parent Schedule L	FY2021-FY2024	\$112,869,116	MGB Incorporated parent return; related-person transaction table.
Modern group Schedule L	FY2021-FY2024	\$79,129,830	MGB and Affiliates group return; different affiliate coverage and definition.
Massachusetts Form PC	FY2023	\$37,887,847	Charities filing with consolidated/affiliate boundary; not additive.
BWH direct historical filings	FY2008-FY2009	\$16,347,871	Separate BWH entity disclosures, outside the prompt's group-return anchor total.

Modern trend, with caution

The parent Schedule L series rises from \$12.39M in FY2021 to \$48.96M in FY2024 (+295.1%); the group series rises from \$12.21M to \$34.39M (+181.7%). These are real filing changes, but they are not a causal or project-level trend because reporting boundaries, affiliate mix, inflation, emergency work and project timing are not normalized.

6. Project-to-payment matching

A defensible match requires a primary source connecting a payment to a named project. The public record clears that bar for Suffolk's participation in Hale and Boston Hope, but not for any specific annual Schedule L amount. Ragon is a documented counterexample: reviewed MGH and Walsh records name Turner-Walsh, so Ragon should not be allocated to Suffolk.

Payment series	Project allocation	Class	Why
FY2008 BWH \$8.46M	Unresolved	not publicly determinable	BWH filing names Suffolk and Fish family relationship, but not project, address, award or final cost.
FY2009 BWH \$7.89M	Unresolved	not publicly determinable	Same limitation; no project name in reviewed filing.
FY2010 group \$5.45M	Unresolved	not publicly determinable	Schedule O identifies BWH construction services, not project.
FY2016 group \$142.48M	Partially allocated lead to Hale and other capital work	lead only	Hale was being built/opened in 2016 and Suffolk is confirmed, but no payment ledger allocation exists.
FY2017-FY2018 group \$53.39M / \$13.39M	Unresolved	not publicly determinable	No project-level payment source.
FY2021-FY2024 parent/group series	Hale and other MGB work are possible; no annual allocation	not publicly determinable	Returns disclose construction services and Fish relationship, not project names.
Boston Hope	Confirmed Suffolk project; no annual Schedule L allocation	confirmed project / unallocated payment	MGH official story names Suffolk and seven-day build (S15).
Ragon	Turner-Walsh JV; do not attribute to Suffolk	confirmed counterexample	MGH / Walsh project records explicitly name Turner-Walsh (S19-S20).

7. Pre-board versus post-board comparison

Event-study framing

The strongest before/after comparison is descriptive only. Pre-board evidence includes BWH payments in FY2008, FY2009 and FY2010. The group return records Fish as a trustee from 07/01/2016. FY2016 shows a \$142.48M group-related-party amount, followed by \$53.39M in FY2017 and \$13.39M in FY2018. Modern parent and group series rise again in FY2021-FY2024. None of those changes proves that a board appointment caused a contract increase.

Period	Observed disclosed amount	What can be said	What cannot be said
Pre-board located (FY2008-FY2010)	\$8.46M; \$7.89M; \$5.45M	Suffolk-MGB/BWH relationship predates documented Fish trustee start	Not a complete annual series; no project allocation
Trustee start / FY2016	\$142.48M group Schedule L; group contractor table \$196.23M	Large disclosed year overlaps trustee start and Hale delivery period	Cannot attribute all dollars to Hale or infer causation
FY2017-FY2018	\$53.39M; \$13.39M group Schedule L	Amounts fall after FY2016 spike	Cannot distinguish completion, affiliate mix or reporting changes
FY2021-FY2024 parent	\$112.87M total	Parent-return payments rise 295.1% from FY2021 to FY2024	Cannot compare to historical group totals without boundary normalization
FY2021-FY2024 group	\$79.13M total	Group-return payments rise 181.7% from FY2021 to FY2024	Cannot infer favored share without total MGB capital spend and full contractor ledger

Controls that could change the result

A proper event study would normalize MGB capital spending, inflation, hospital mergers, emergency projects, joint ventures, project start/completion dates, and Form 990 entity boundaries. Those controls are not publicly available in a complete series. The proper classification is therefore confirmed trend in disclosed filings, not proven favoritism.

8. Contractor comparison

The modern group contractor tables show that Suffolk was not the only major MGB contractor. Consigli's reviewed FY2022-FY2024 disclosed contractor compensation totals \$308.64M; Walsh Brothers totals \$160.50M for FY2021-FY2023; 2024 separately lists Turner-Walsh at \$120.02M and Turner at \$93.54M. These are contractor-table amounts, not a count of projects or proof of equivalent scope.

Contractor	Boundary / period	Disclosed total	Interpretation
Suffolk Construction	Parent Schedule L 2021-2024	\$112,869,116	Project allocation not publicly determinable
Suffolk Construction	Group Schedule L 2021-2024	\$79,129,830	Separate group boundary; not additive to parent
Consigli Construction Co. Inc.	Group contractor tables 2022-2024	\$308,636,952	Not proof of more projects; contractor table may include multiple affiliates/services
Walsh Brothers	Group contractor tables 2021-2023	\$160,499,866	Includes 2021-2023 rows; 2024 uses Turner-Walsh JV separately
Turner-Walsh	Group contractor table 2024	\$120,022,395	Ragon counterexample; JV boundary
Turner Construction Co.	Group contractor table 2024	\$93,543,145	Separate from Turner-Walsh JV row
Skanska USA Building	Group contractor table 2021	\$30,554,515	Single disclosed year in reviewed period

Competitive context

The contractor comparison is a strong innocent explanation against a simple 'Suffolk got everything' theory: Walsh, Turner-Walsh, Turner, Consigli and Skanska all appear in the same public group contractor records, and Turner is the named CM on Lunder while Turner-Walsh is the named JV on Ragon. A favored-contractor claim would require project scopes, bids, award rationales and total capital spending, none of which the reviewed public record supplies.

9. Donations, appointments and contract sequence

Public sources document Fish family philanthropy and campaign leadership. They do not show a donation being exchanged for a construction award. The cleanest sequence is: pre-2016 campaign/supporter role and Suffolk work; 07/01/2016 trustee start; 2016 Hale opening; 01/17/2018 chair appointment; 2020 \$2.5M caregiver gift; FY2021-FY2024 parent/group payments. The dates are close enough to justify disclosure questions, but the strongest innocent explanation is that Fish was a long-time BWH supporter selected for governance and that Suffolk continued as one of several institutional contractors.

Event	Date	Classification	Publication-safe reading
Donation / campaign	2017-2020	confirmed	Public gifts and campaign role are documented; donor amount/date is not a contract amount
Board appointment	2016-07-01; 2018-01-17	confirmed	No public appointment memo explains procurement authority
Project award	2013-2016	confirmed	Award predates documented 2018 chair role and follows earliest pre-board payments
Payment increase	FY2016; FY2021-FY2024	confirmed	Entity boundaries, reporting definitions and project allocations prevent causal inference

10. Safety, litigation and regulatory record

Company-wide controversies must remain separate from MGB-specific events. The reviewed public record located a Massachusetts subcontractor dispute involving Suffolk and Central Ceilings on a Westfield State dormitory project, plus OSHA/OSHRC docket material. Neither establishes misconduct on an MGB project. No reviewed public record supplied a Suffolk-specific MGB OSHA citation, mechanic's lien, bid protest, construction-defect judgment, or final cost-overrun finding.

	Finding	Classification	Limit	
project-specific safety	No reviewed OSHA, court, lien or regulator record identified a Suffolk safety violation on a named MGB project	documented null within reviewed search	OSHA/Massachusetts court search log	This is not proof no incident occurred
company-wide subcontractor	Central Ceilings v. Suffolk (Mass. Appeals Court 2017) involved a Westfield State dormitory, not MGB	confirmed company-wide context	S27	Do not imply MGB misconduct
company-wide OSHA/OSHRC	OSHA/OSHRC records show Suffolk docket entries, but reviewed records do not tie them to MGB	confirmed company-wide context	S27	Project-specific inspection files are not
cost overruns / change	No public project-by-project Suffolk award, GMP, change-order or final-cost ledger located	not publicly determinable	Search log / payment ledger	Request bid tabs, cost reports, change orders and recusal records

Procurement safeguards not publicly confirmed

The reviewed sources did not provide a contract-specific bid tab, RFP, sole-source justification, independent estimate, Fish recusal, committee approval, change-order authorization or performance review for any Suffolk payment. MGB's general conflict policy or a Form 990 disclosure is not proof that those safeguards were applied to a named contract.

11. Strongest red flags, innocent explanations and advocacy questions

Potential red flag	Strongest evidence-supported interpretation	Innocent explanation	Missing evidence / precise question
Payment spike around trustee start	\$142.48M FY2016 group disclosure overlaps the 07/01/2016 trustee start	Hale and other capital projects may have been billed or completed in that year; group contractor and related-party tables are different	Request project-by-project FY2016 ledger, award dates, GMPs, change orders and Fish recusal records.
Fish chair role and ongoing payments	Fish was appointed BWH chair in 2018 while later returns identify Suffolk as a director-related vendor	Fish may have been selected for fundraising, community and management experience; other major contractors also received disclosed amounts	Which contracts were discussed or approved by committees on which Fish served, and where are the minutes?
Form boundary differences	FY2023 parent \$27.13M vs Form PC \$37.89M; group \$16.91M	Different entity coverage and accounting definitions	Provide an entity-level reconciliation and explain why each filing includes or excludes each affiliate.
Ragon confusion	A large MGH building could be mistakenly tied to Suffolk by date or amount	Public project records name Turner-Walsh	Publish the contractor attribution as Turner-Walsh unless a newer primary record contradicts it.
No public bids/recusals	Public sources do not prove transaction-specific safeguards	Private nonprofit procurement files may not be routinely public	Will MGB release bid tabs, independent cost estimates, recusal logs and change-order approvals?

12. What we cannot prove

The evidence does not prove that John Fish personally received the disclosed money; that any contract was rigged, corrupt or overpriced; that Suffolk built the Ragon Building; that the first Schedule L disclosure was the first contract; that a missing Schedule L year means no work occurred; that Fish voted on or influenced a specific award; that MGB lacked a procurement policy; or that company-wide OSHA/litigation events occurred on an MGB project.

Public-evidence-exhausted section

Within the reviewed public-source matrix, the following remained unresolved: a complete 1990-present MGB construction register; Suffolk's first named MGB project before the 2008 payment; annual MGB capital-construction totals; project-level allocation of all Suffolk payments; complete board and committee rosters by year; contract-specific bids, fair-market-value studies and recusals; final costs and change orders; and a full MGB-wide contractor repeat-rate comparison. These are not failed findings; they are publication-safe limits.

Recommended next records

Ask MGB for a project-by-project Suffolk reconciliation; bid tabs and RFPs; independent estimates; approval and recusal records; original and final GMPs; change-order logs; and contractor performance reviews. Ask the Massachusetts DPH / DoN and bond trustees for project schedules, contractor tables and financing allocations. Ask Boston and affiliate municipalities for permit, Article 80 and inspection records tied to each canonical project.

13. Source and search log

Sources are stored in the CSV evidence packet with URL, entity boundary, exact extraction and local checksum where downloaded. The principal source IDs used in the report are listed below.

ID	Publisher	Date	Boundary	Key extraction
S1	IRS / BWH FY2008 Form 990	FY2008	BWH	Suffolk Construction Co. provides construction services to BWH; FY2008 payment \$8,457,616.
S2	IRS / BWH FY2009 Form 990	FY2009	BWH	Suffolk Construction Family - Fish \$7,890,255 Construction Services.
S3	IRS / Partners group FY2010 Form 990	FY2010	Partners group return	SUFFOLK FISH, FAMILY 5,447,040 CONSTRUCTION SERVICES - BWH.
S4	IRS / Partners group FY2016 Form 990	FY2016	Partners group return	SUFFOLK CONSTRUCTION FISH,TRU 142,480,498 CONSTRUCTION SERVICES; John F Fish trustee ON 07/01/2016.
S5	IRS / Partners group FY2017 Form 990	FY2017	Partners group return	SUFFOLK CONSTRUCTION FISH,TRU 53,390,249 CONSTRUCTION SERVICES.
S6	IRS / Partners group FY2018 Form 990	FY2018	Partners group return	SUFFOLK CONSTRUCTION FISH,TRU 13,389,724 CONSTRUCTION SERVICES; John F Fish appears for BWH/BWFH/BWHC from 07/18/18.
S7	IRS / MGB parent FY2021-2024 e-file XML	FY2021-FY2024	Mass General Brigham Incorporated	Schedule L identifies SUFFOLK CONSTRUCTION and DIRECTOR - FISH with amounts \$12,391,839, \$24,383,829, \$27,128,876 and \$48,964,572.
S8	IRS / MGB group FY2021-2024 e-file XML	FY2021-FY2024	MGB and Affiliates Group Return	Group-return Schedule L identifies Suffolk with \$12,205,277, \$15,625,973, \$16,911,362 and \$34,387,218; contractor tables identify Walsh, Consigli, Skanska, Turner-Walsh and Turner.
S9	Massachusetts AG Form PC FY2023	FY2023	MGB corporation and affiliates	Payments to Suffolk Construction totaling \$37,887,847 in FY23.
S10	Suffolk - company history	accessed 2026-07-19	Suffolk	Chairman and CEO John Fish founded Suffolk in 1982 with one project in greater Boston; Florida in 1994; West Coast in 1998; offices opened 2013-2025; Suffolk Capital and Suffolk Technologies launched in 2019 and Suffolk Design in 2020.
S11	Suffolk - John Fish biography	accessed 2026-07-19	Suffolk / John Fish	John Fish is Chairman and CEO; Suffolk reports over \$10 billion annual revenue; he serves as Brigham chair and on the MGB Executive Committee.
S12	Brigham and Women's Hospital press release	2013	BWH Brigham Building for the Future / later Hale Building	The building was designed by NBBJ and is being built by Suffolk Construction; scheduled to open in fall 2016.
S13	Suffolk Hale Building project page	accessed 2026-07-19	BWH Hale Building	Owner Brigham and Women's Hospital; 680,000 sq. ft.; NBBJ architect; hybrid up/up construction; 13 stories and below-grade parking.
S14	Suffolk Hale cogeneration white paper	2021	BWH Hale Building	Brigham's new Hale Building was completed in 2016; Suffolk team and partners delivered a 4MW cogeneration plant and MRI-sensitive structure.
S15	Mass General Giving - Boston Hope	2020-04	Boston Hope field hospital	One of our most significant accomplishments was working with Suffolk Construction to build Boston Hope in just seven days.
S16	Brigham governance page	accessed 2026-07-19	BWH board	Board roster lists John Fish as Chair and Gretchen S. Fish as honorary trustee.
S17	Brigham Bulletin - Fish elected chair	2018-01-17	BWH board	John Fish was named chair of the Brigham Health Board of Trustees on Jan. 17; he succeeded Scott Sperling, who became chair of the Partners board.
S18	Fish family BWH gifts	2017-2020	BWH philanthropy	John and Cynthia Fish gave \$2.5 million for Honoring Our Caregivers; the Fishes had given more than \$19.3 million over time; John was campaign chair and was recently appointed board chair in the \$2 million gift article.
S19	Mass General - Ragon project page	2022-present	MGH Ragon Building	MGH broke ground October 27, 2022; project is a multi-year clinical building on Cambridge Street.
S20	Walsh Brothers - Ragon project	accessed 2026-07-19	MGH Ragon Building	The 1.9M SF Ragon Building is under construction by Walsh Brothers and Turner Construction operating as a joint venture; NBBJ architect.
S21	Turner - MGH Lunder Building	2006-2011	MGH Lunder Building	The Lunder Building is a 516,000 sq. ft. inpatient building on the MGH campus.
S22	Leggat McCall - Lunder Building	2006-2011	MGH Lunder Building	General Contractor: Turner Construction Company; project started/completed 2006/2011; 530,000 SF ground-up.

ID	Publisher	Date	Boundary	Key extraction
S23	Walsh Brothers MGB project portfolio	2020-2023	Salem / MGH projects	Walsh portfolio pages identify Salem campus consolidation, MGH Acute Psychiatric Service and MGH Legacy Operating Rooms; project pages provide scope and locations.
S24	Construction Dive - MGH expansion	2019-01-24	MGH expansion announcement	Trade report states Suffolk Construction is construction manager for an MGH expansion, but the public record does not cleanly map that announcement to the later Ragon/Turner-Walsh project.
S25	ENR - Suffolk rankings	2010, 2011, 2024	Suffolk	ENR reported No. 31 nationally with \$1.7B in 2009 revenue; 2024 ENR New England list shows Suffolk No. 1 regionally.
S26	ENR / ABC 2020 national ranking	2020	Suffolk	ABC summary of ENR 2020 list identifies Suffolk at No. 23.
S27	OSHA / OSHRC and Massachusetts case records	2017-2024	Suffolk company-wide	Public records show company-wide OSHA litigation and subcontractor disputes; no reviewed record ties these events to an MGB project.

Appendix: publication-safe language

Recommended wording: 'Mass General Brigham's public filings disclose construction-services payments to Suffolk Construction and identify John F. Fish, Suffolk's chairman and CEO, as a related director. The earliest located BWH filing shows Suffolk work before the documented 2016 trustee start. Public project records identify Suffolk on the Hale / Brigham Building and Boston Hope, while Turner-Walsh is identified on the Ragon Building. The public record reviewed here does not disclose project-level payment allocations, bids, recusals or final-cost reconciliations, so it does not prove favoritism or corruption.'

Do not write: 'Fish personally received the money,' 'the Ragon Building was Suffolk's,' 'the contract was rigged,' or 'MGB had no safeguards.'

Generated artifacts

The accompanying CSV files are the machine-readable evidence packet: sources.csv, payment-ledger.csv, project-ledger.csv, board-timeline.csv, contractor-comparison.csv, donation-appointment-contract-sequence.csv, safety-litigation.csv and search-log.csv.