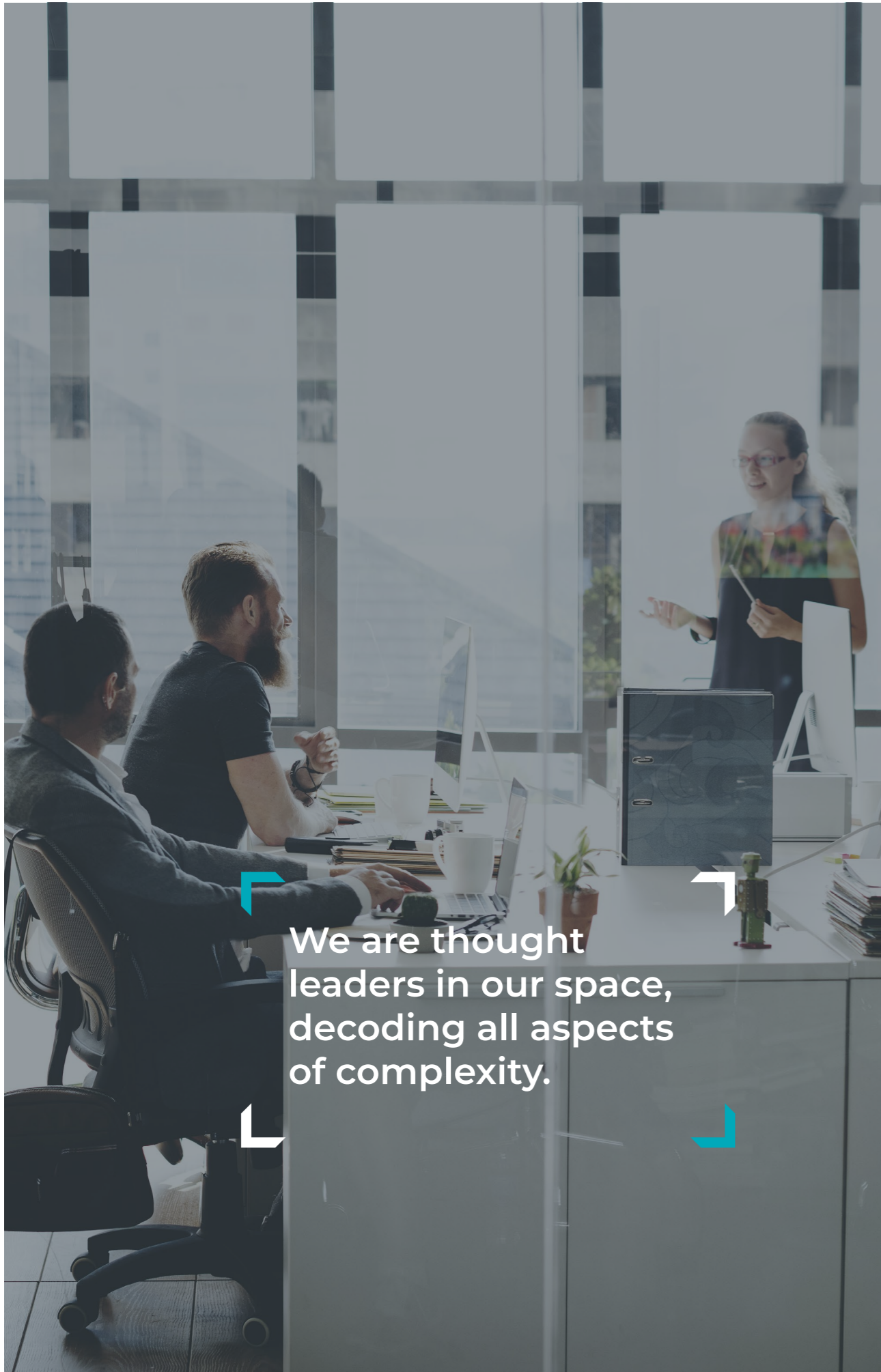


# HKA DECODING COMPLEXITY NUCLEAR





We are thought leaders in our space, decoding all aspects of complexity.

# Who we are

HKA is the world’s leading consultancy of choice for multi-disciplinary expert and specialist services in risk mitigation and dispute resolution within the capital projects and infrastructure sector.

We also have extensive experience advising clients on the economic impact of commercial and investment treaty disputes and in forensic accounting matters.

In addition, HKA supports companies that conduct business with the US Federal Government, providing them with consulting services on complex government contracting matters.

We bring a proud record of excellent service and high achievement – established over more than 40 years – to bear on today’s challenges.

As trusted independent consultants, experts and advisers, we deliver solutions amid uncertainty, dispute and overrun, and provide the insights that make the best possible outcomes a reality for public and private sector clients worldwide.

As well as more than 500 expert witnesses, HKA now has in excess of 500 advisors and consultants – in over 40 offices across 18 countries – with the skills and experience that are essential to get to the heart of even the most complex issues.

Our people have vast first-hand experience spanning all major industries and the world’s most complex megaprojects, as well as an international track record of achieving successful outcomes. HKA’s global portfolio includes prestigious projects on every continent and in market sectors that include buildings, industrial, infrastructure, oil and gas, power and utilities, and technology.

Clients have access to proven leaders and problem-solvers who decode complexity through collaborative working and innovative thinking.

Our forensic accounting and commercial damages teams specialise in areas such as valuations, economic damages, investigations, bankruptcy and intellectual property.

HKA experts’ experience in government contracting is profound and covers contract disputes, investigating allegations of false claims and defective pricing, compliance reviews and audit services as well as other tailored support.

This profile document highlights our extensive experience of worldwide nuclear projects.



“Clients have access to thought leaders with diverse skills and the ability to anticipate, investigate and resolve complex challenges.”

**Renny Borhan**  
Partner &  
Chief Executive Officer

people



**1,000+**  
people

including

**500+**

consultants & advisors

**500+**

quantum, engineering,  
architecture and technical,  
delay, disruption, damages and  
government contracts experts

reach



**40+**  
offices

across

**18**

countries

experience in

**100+**

countries on all

**7**

continents

clients



**6,500+**  
clients worldwide

including government agencies, local  
authorities, investors, developers, owners,  
operators, architects, engineers, project  
& construction managers, contractors,  
specialist suppliers, manufacturers, banks,  
lawyers and insurers

Instructed by

**100%**

of the world's

**top 20**

law firms (by revenue)

impact



**100,000+**  
project disputes  
resolved

valued in excess of

**\$250bn**

**2,000+**

engagements per year

**40+** years' experience

**30+** of the world's most spoken languages

**250+** first-of-a-kind global megaprojects

# Consulting services

HKA has developed an international reputation for innovative approaches to preventing and resolving time and cost overruns on major construction projects worldwide.

Our highly experienced professionals — comprising commercial and contracts managers, quantity surveyors, cost engineers, contract administrators, planners and schedulers as well as technical engineering specialists — are available to support client teams at any stage of a project's life cycle.

Many of our consultants are multi-qualified, holding both technical and legal qualifications. Our experience covers bespoke and standard forms of contract used in the procurement of major projects in various jurisdictions around the world.

Our professionals are highly experienced in providing authoritative advice and assistance in selecting, drafting and reviewing construction contracts and establishing effective contract management procedures to reduce the likelihood of disputes arising.

We have unrivalled knowledge and experience in the preparation, appraisal, defence, negotiation and management of claims for extensions of time, prolongation, disruption, acceleration, loss and expense, changes in legislation and variations.

Our claims specialists investigate and analyse the cause and effect of events, prepare submissions and present cases. Our skills and experience are invaluable when analysing contractual entitlement and causation, and quantifying the effects in pursuing or defending claims. This thorough evaluation leads to the best solutions for our clients.

HKA is widely experienced in all forms of dispute resolution and in managing the dispute resolution process, including representing parties in mediation, conciliation and adjudication, and providing support in arbitration and litigation.

**Our international reputation for resolving time and cost overruns is hard-earned. Credible, objective analysis and innovative approaches to dispute resolution save our clients time and money. Clients who rely on our pragmatic advice know they have the world's most experienced claims consultancy on their side.**



## Our services

### Adjudication

- Issue evaluation and advice
- Preparation of applications for adjudication
- Preparation of responses to adjudication
- Provision of adjudicators

### Arbitration and litigation

- Strategy and advice
- Provision of arbitrators

### Dispute avoidance

- Dispute avoidance and management
- Project audits and 'health checks'
- Dispute review board appointments

### Mediation and conciliation

- Strategy and advice
- Technical and commercial position papers
- Provision of mediators and conciliators

### Preparation and evaluation of contract claims

- Complex and major variations
- Extension of time
- Delay and disruption
- Acceleration
- Prolongation costs
- Forensic data analytics
- Claims visualisation
- System dynamics

### Seminars and training

- Contractual awareness
- Forms of contract
- Claims for time and money
- Adjudication and dispute resolution
- Bespoke in-house courses

# Expert services

HKA is the world's leading expert witness firm in the engineering and construction industries. Our teams draw on hundreds of experts and vast experience in every major industry sector and discipline. They have the commercial, financial, planning, scheduling, technical and language skills to get quickly to the heart of the most complex issues.

Our experts also quantify various types of damages involving lost profits, business valuation, business interruption, bankruptcy, class action or intellectual property, as well as leading fraud and regulatory investigations; and we have a similarly strong track record supporting contractors to the federal government.

Whether providing expert advisory, expert determination or expert witness services, HKA provides the unique, multidisciplinary service that combines quantum, engineering, delay, disruption, damages, and government contracts.

With over 500 experts, including more than 350 engineering and technical experts, HKA has a footprint on every continent. Our engineering experts operate in many disciplines, including architectural and building services; civil and structural; geotechnical; health, safety and environmental; instrumentation and control systems; marine; mechanical and electrical; metallurgy and materials; and process and energy.

Clients have seamless access to stand-alone experts or an integrated multidisciplinary expert team of problem-solvers, who thrive on decoding complexity.

Our multidisciplinary expert service streamlines and improves the entire dispute resolution process. Expert teams with the most comprehensive experience from our global network are assembled and deployed rapidly. This approach promotes greater

collaboration and provides better value for money.

HKA experts help to resolve disputes in expert determination, mediation, adjudication, arbitration and litigation. Experienced as party- or tribunal-appointed experts, we are able to advise and, if needed, give evidence under cross-examination – including concurrent 'hottubbing' – in every jurisdiction.

HKA was awarded Who's Who Legal's (WWL) Construction Expert Witness Firm of the Year in 2018, 2020, and 2022. We have ranked as the top firm in WWL's Construction Expert Witnesses analysis for several years, with our leading quantum, engineering and delay experts being recognised for their skills and reputation

Our expert witnesses also feature in WWL's Arbitration, Litigation, Quantum of Damages, Forensic Accounting, and Investigations analysis, selected for their excellence across a wide range of matters in dispute.

We share this unparalleled expert knowledge with industry stakeholders. HKA has long hosted knowledge forums, seminars and workshops in association with leading QCs, barristers, lawyers and trade associations around the world.



## Recognition and professional standing



WWL Construction Expert Firm of the Year, 2018, 2020, and 2022



Ranked #1 in WWL Construction Expert Witnesses analysis for six consecutive years (2017-2022)



Consistently Ranked Highly in the GAR TOP 100



HKA is the world's largest Corporate Provider to The Academy of Experts

HKA employs some of the world's foremost experts in many disciplines, including:

- Architectural
- Forensic accounting
- Commercial damages
- Business valuation
- Business interruption
- Insurance claims
- Construction management
- Delay and disruption
- Financial quantum
- Planning and scheduling
- Project management
- Project monitoring
- Civil engineering
- Electrical engineering
- Fire engineering
- Health, safety and environmental
- Instrumentation and control systems
- Marine engineering
- Mechanical engineering
- Metallurgy and materials
- Power engineering
- Process engineering
- Structural engineering
- Systems engineering
- Buildings defects
- Construction failure
- Professional competence
- Standard of care

Browse our Expert Centre to find the expertise that matches your needs



[www.hka.com/expert-centre](http://www.hka.com/expert-centre)

# Advisory services

## Prevention is better than cure

The best strategic advice is informed by real experience. Having established, procured, and delivered some of the world's largest infrastructure projects, in line with global best practice, we know how to set up projects and asset-intensive organisations for success.

HKA provides end-to-end services across the entire infrastructure lifecycle – from strategic planning, development and delivery to claims and disputes. This unique 360° insight means we understand the causes of project overruns and disputes better than anyone, so we know how to make sure that projects go right from the outset.

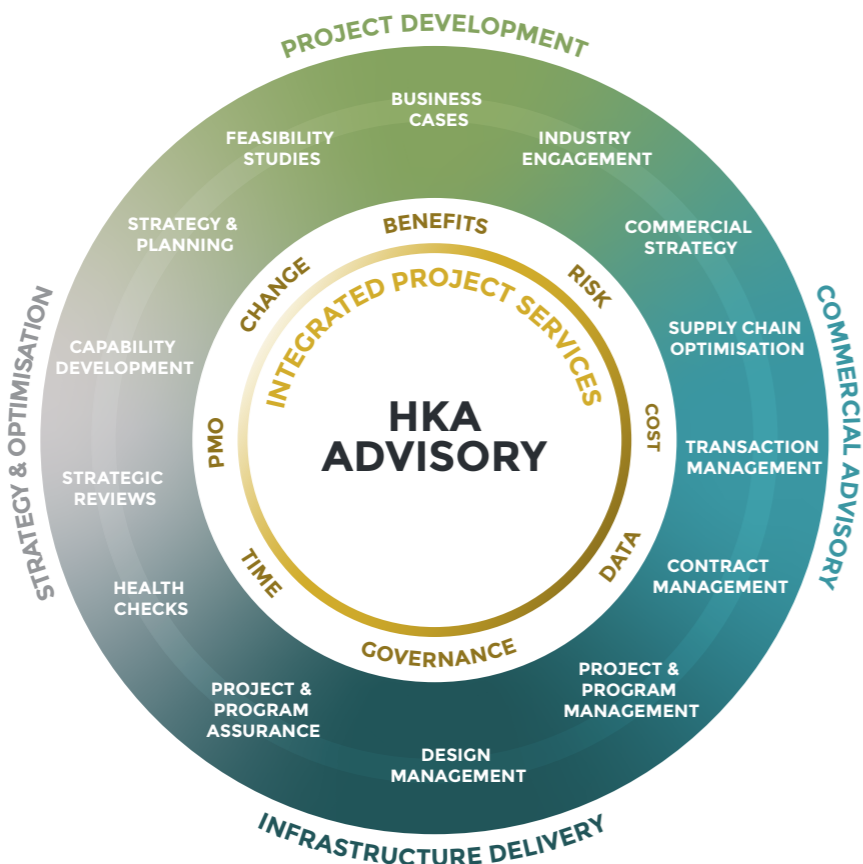
HKA provides advisory services at every level, from project to enterprise, to help clients achieve desired outcomes with more clarity and certainty.

Our role is to provide incisive and timely support at critical stages in your asset's development or investment lifecycle. We do this through our integrated services, working as your partner on portfolios, programmes, and complex projects, or we can provide discrete elements of these services as a specialist advisor.

Creative and analytical problem-solvers, HKA advisors bring a holistic perspective and a track record of achievement to solve the complex challenges facing our clients.

These insights are underpinned by CRUX, our integrated research programme that tracks common causes of claims and disputes on engineering and construction projects worldwide. HKA colleagues have analysed and resolved these problems on live projects.

Drawing on our unmatched knowledge of the critical factors in projects' distress or success, we can help steer your project to the best possible outcome.



### Project development

We work closely with our clients to select the investment choices best aligned to their strategic goals.

- Business Case Development
- Industry Engagement and Market Sounding
- Feasibility Studies
- Project and Delivery Strategy Development
- Project Establishment, Planning and Management
- Project Governance
- Project Assurance

### Commercial advisory

We deliver services across the commercial life cycle of projects and programmes to help you procure more efficiently and effectively.

- Delivery Strategy Development
- Transaction Strategy and Management
- Contract Strategy
- Commercial and Contract Management
- Commercial Due Diligence
- Supply Chain Review and Optimisation

### Infrastructure delivery

We ensure that programmes and projects are completed safely and efficiently and achieve planned outcomes.

- Project Management
- Programme Management
- Portfolio Management
- Design Management
- Construction Management
- Product Assurance

### Strategy and optimisation

We help our clients to optimise the value of their assets through active project, programme and portfolio management and operational excellence.

- Strategic Review and Health Checks
- Maturity and Capability Assessment
- Project, Programme and Portfolio Frameworks and processes
- Strategic Asset Management
- Change management, including organisational design, stakeholder engagement and communications
- Mobilisation of collaborative arrangements
- Delivery readiness
- Innovation and Legacy frameworks for industry-wide programmes

### Integrated project services

We help you manage the information value chain and eliminate uncertainty so you remain in control of project and programme performance.

- Review, development, establishment and implementation of P3M controls
- Project management office start-up (PMO) and operations
- Risk management
- Scheduling and planning management
- Management of information and reporting
- Cost management
- Document control
- Change control and baseline management

# Nuclear

Experience > Global

HKA has provided a wide spectrum of consulting and dispute resolution services on some of the largest nuclear plants in the world, having been engaged on both new build and decommissioning projects.

The following is a representative selection of projects where HKA has provided a range of consulting, expert and advisory services.



**SEABROOK POWER PLANT**  
SEABROOK, NEW HAMPSHIRE, USA



**GRAND GULF NUCLEAR STATION**  
CLAIBORNE COUNTY, MISSISSIPPI, USA



**BYRON AND BRAIDWOOD NUCLEAR POWER PLANTS**  
OGLE COUNTY, ILLINOIS, USA



**PLANT VOGTLE UNITS 3 + 4**  
WAYNESBORO, GEORGIA, USA



**UPRATE OF FOUR NUCLEAR POWER PLANT REACTORS**  
FLORIDA AND WISCONSIN, USA



**WOLF CREEK NUCLEAR POWER PLANT**  
BURLINGTON, KANSAS, USA

# Nuclear

Experience > Global



**CLINTON POWER PLANT**  
CLINTON, ILLINOIS, USA



**CALLAWAY NUCLEAR PLANT**  
CALLAWAY COUNTY, MISSOURI, USA



**CONNECTICUT YANKEE NUCLEAR PLANT**  
MIDDLESEX COUNTY, CONNECTICUT, USA



**MILLSTONE & CONNECTICUT YANKEE POWER PLANTS**  
NEW LONDON COUNTY, CONNECTICUT, USA



**STEAM GENERATOR REPLACEMENT MODELS**  
PENNSYLVANIA, USA



**KEWAUNEE NUCLEAR POWER PLANT**  
WISCONSIN, USA



**SAN ONOFRE NUCLEAR POWER PLANT**  
PENDLETON, CALIFORNIA, USA



# Nuclear

Experience > Global



**SIZEWELL B NUCLEAR POWER STATION**  
SUFFOLK, ENGLAND, UK



**ITER, WORLD'S LARGEST NUCLEAR FUSION EXPERIMENTAL PROJECT**  
FRANCE



**SELLAFIELD NUCLEAR REPROCESSING & STORAGE PLANT**  
CUMBRIA, ENGLAND, UK



**BERKLEY POWER STATION**  
GLOUCESTERSHIRE, ENGLAND, UK



**DOUNREAY NUCLEAR POWER STATION**  
CAITHNESS, SCOTLAND, UK



**DUNGENESS POWER STATION**  
KENT, ENGLAND, UK

# Nuclear

Experience > Global



**BRADWELL POWER STATION**  
SOUTHMINSTER, ENGLAND, UK



**OLKILUOTO 3 NUCLEAR POWER PLANT**  
OLKILUOTO, FINLAND



**LUNGMEN NUCLEAR POWER PLANT**  
NEW TAIPEI CITY, TAIWAN



**THE BATAAN NUCLEAR POWER PLANT**  
PHILIPPINES

# CRUX

HKA's Fifth Annual CRUX Insight Report reveals how global headwinds threaten further damaging overruns in costs and delivery of construction and engineering projects.

Claims and disputes on 1,602 projects in 100 countries were investigated by expert consultants for the latest CRUX Insight report, published by HKA, the world's leading risk mitigation and dispute resolution consultancy. The combined CAPEX of these projects amounted to more than US\$2.13 trillion.

The analysis reveals that major capital projects are facing significant overruns in costs and delivery. Total claims analysed exceeded \$80 billion in value, while the cumulative overruns total a staggering 840 years.

Please feel free to contact a member of the CRUX team should you be interested in collaborating with us.

Find out more about our CRUX research



[www.hka.com/crux](http://www.hka.com/crux)



## CRUX INSIGHT

### Battling the Headwinds

A regional analysis of claims and dispute causation



[www.hka.com/crux-reports](http://www.hka.com/crux-reports)

# Our people

**We employ the best people with diverse skills and the insight to anticipate, investigate and resolve project challenges.**

Our greatest strength is our people. Their knowledge and expertise repeatedly deliver the best possible outcomes for our clients.

We attract, retain and develop the leading talent from across the industry and a wide spectrum of disciplines. They are knowledgeable people with strong skills and experience, many of them multi-qualified in technical and legal professions.

As part of the world's pre-eminent consultancy in the field, our people get to work on the most challenging and exciting projects with a rich variety of clients. HKA people live and breathe complex projects, and commit to our core principles.

At HKA, we have honed highly effective ways of working, which we always follow. Whether we are providing consulting, expert or advisory services, our people will:

- Focus on your organisation's business imperatives
- Challenge conventional thinking and approaches
- Work with you and your team to shape shared solutions
- Work relentlessly in pursuit of the best outcomes
- Use inventive thinking to deliver practical and innovative answers
- Implement and carry through change, if required, as well as propose it
- Act with integrity and respect to earn our place as your trusted independent advisor

**Our people are leaders and problem-solvers, who thrive on complexity. By collaborative practices and innovative thinking, our clients receive an offering that is constantly evolving and improving in response to their needs.**



# Our values

**When we engage with our clients, our success revolves around individual relationships and trust.**

We convey a message of careful thinking and planning, offering a steady hand to our clients. At the same time, we deliver a responsive service with an ability to bring out our values and knowledge to bear on any situations that arise throughout the life cycle of projects, programmes and portfolios.

Our brand values and core principles help shape our behaviour and actions, ensuring we remain on the right path and fulfil our goals to our stakeholders. We continuously strive to add value, create solutions, deliver excellence and exceed expectations.

## Agile

We embrace and adapt rapidly to change, challenges, events and opportunities. We are very clear about what we stand for. We look to the future.

## Innovative

We know what we are doing and how to innovate. We encourage different thinking and are open to the potential of new ideas, methods and technologies.

## Collaborative

We embrace the principles, practices and processes of collaborative organisational structure that enhance communications and the exchange of ideas, and foster teamwork.

## Passionate

We are inspiring and distinctive, and our professional commitment earns the most interest and authority in our space, both on-and off-line.

## Confident

We inspire clients to trust us with their business and business-critical projects and decision-making.

**We foster a culture that encourages a collaborative environment where ideas are shared and opinions are openly discussed in pursuit of the best outcomes for our clients, people and other key stakeholders.**



