



**HKA**  
**DECODING**  
**COMPLEXITY**  
INTERNATIONAL  
ARBITRATION

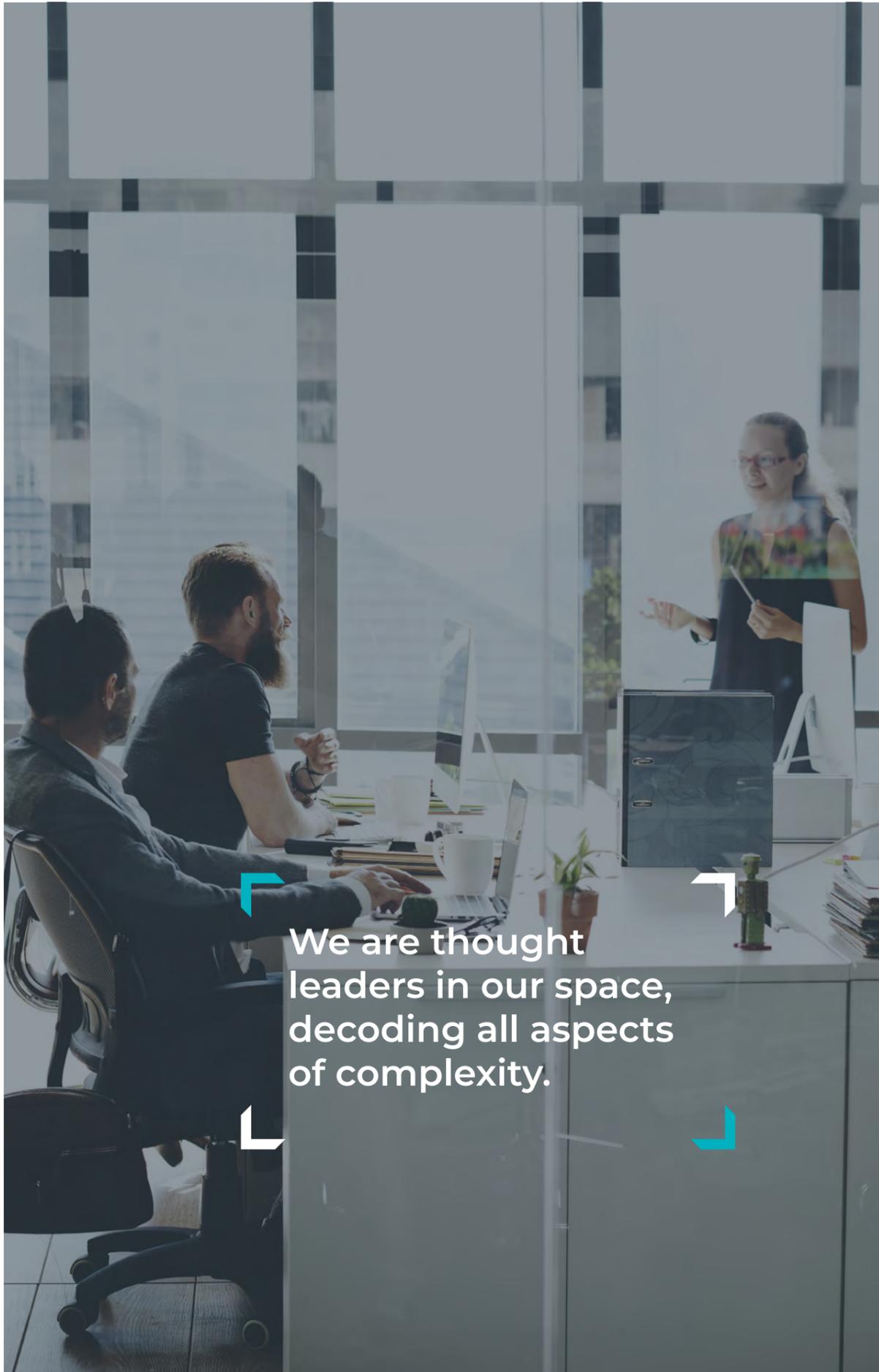
**HK>A**



**We Anticipate.  
We Investigate.  
We Resolve.**

# Contents

Who we are	1
HKA in numbers	2
Expert services	4
Selected international arbitration experience	6
Find your HKA expert	10
A multi-disciplinary approach to disputes	12
CRUX	14
Our people	16
Our values	18
Key contacts	20



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, across all industry sectors.

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.

HKA has in excess of 1,000 consultants, experts and advisors - across 40+ offices in 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.

This profile document highlights our experience of international arbitration. HKA has a long history of providing experts in support of litigation or international arbitration cases around the world, often on complex megaprojects.

Our experts have extensive experience of international arbitrations in all of the world's major arbitration centres for the resolution of disputes. We are also very familiar with working under the governance of major arbitral institutions and rules, including CIETAC, HKIAC, ICC, ICDR, ICSID, LCIA, SCC, SIAC and UNCITRAL.



**Renny Borhan**

Partner &  
Chief Executive Officer

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

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

# 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 and 2020. 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



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)

# Selected international arbitration experience

Clients and international law practices typically select and appoint our quantum, engineering, architecture and technical, delay, disruption and damages (QED+) experts either individually or as a coordinated team in support of international arbitration cases for a wide range of industries and issues.



## Auto Industry Dispute

United States

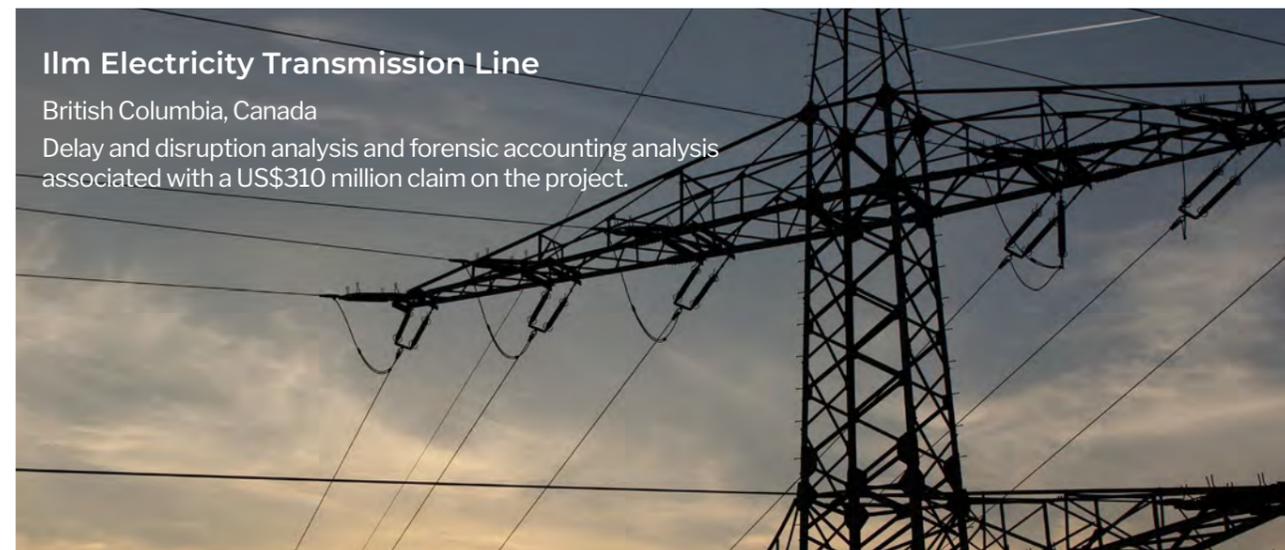
Valuation of option exercise price pursuant to the joint venture agreement.



## Jaguar Energy Power Plant

Porto Quetzal, United States

Analysing claims as well as analysis and rebuttal of adverse party delay and disruption claims.



## 11m Electricity Transmission Line

British Columbia, Canada

Delay and disruption analysis and forensic accounting analysis associated with a US\$310 million claim on the project.



## South American Oil Refinery

South America

Assessing claims for increased costs related to purported delay and disruption.



## Nuclear Power Plant

Europe

Preparing several reports including the analysis of large volumes of data to provide expert opinions in connection with the construction of this plant.



## Longview Power Plant

Maidsville, United States

Analysing claims arising out of the design and construction of the Longview Power Plant.



## Liquefied Natural Gas (LNG) Project

Australia

Expert forensic analysis of delay events including causation, quantum and evidential requirements for use in strategic review.



### Business Interruption

South America  
Quantifying business interruption claims arising from a fire at a hydroelectric power plant.

### M&A Dispute

Europe  
Valuation of electricity distribution and retail companies in a dispute relating to a breach of share purchase agreement.

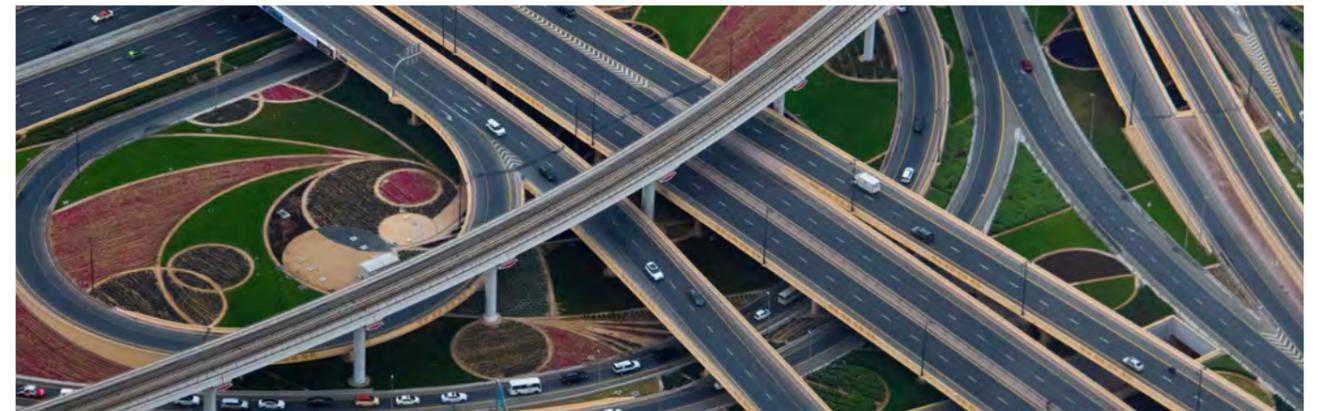
### Bilateral Investment Treaty

South Asia  
Valuation of an LPG import terminal for a BIT case relating to alleged expropriation of the business.



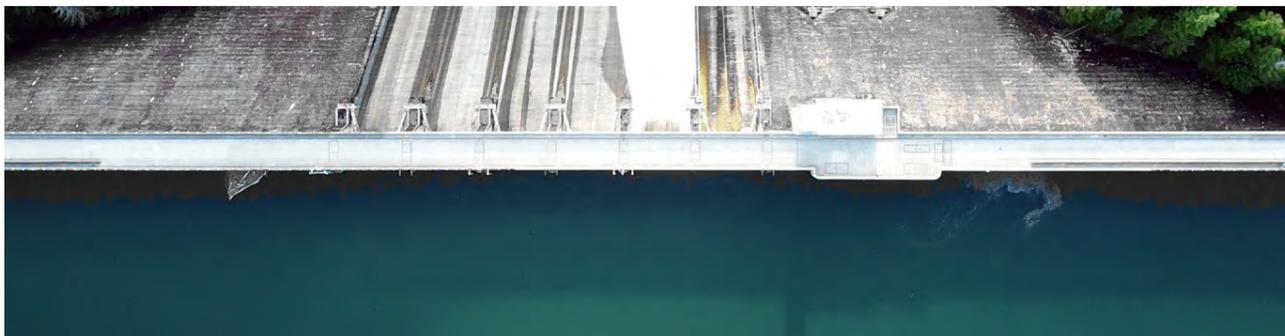
### Loss Of Profits

Middle East  
Quantification of losses arising from the delayed completion of a residential and commercial development.



### Investment Dispute

West Asia  
Preparation of independent expert reports in relation to matters of delay, quantum and commercial damages and provision of expert witness services on an ICSID arbitration.



### Joint Venture Dispute

MIDDLE EAST  
Quantification of damages relating to the construction of a strategic water storage and recovery facility.



### Post-Acquisition Dispute

ASIA  
Valuation of broadcasting and media companies as a consequence of claims of business misappropriation.



### Claim for Incurred Costs

New Zealand  
Assessing the value of additions costs incurred in the manufacture, installation and commissioning of turbines and condensers for a power plant.



# Find your HKA Expert at

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

ENQUIRIES@HKA.COM

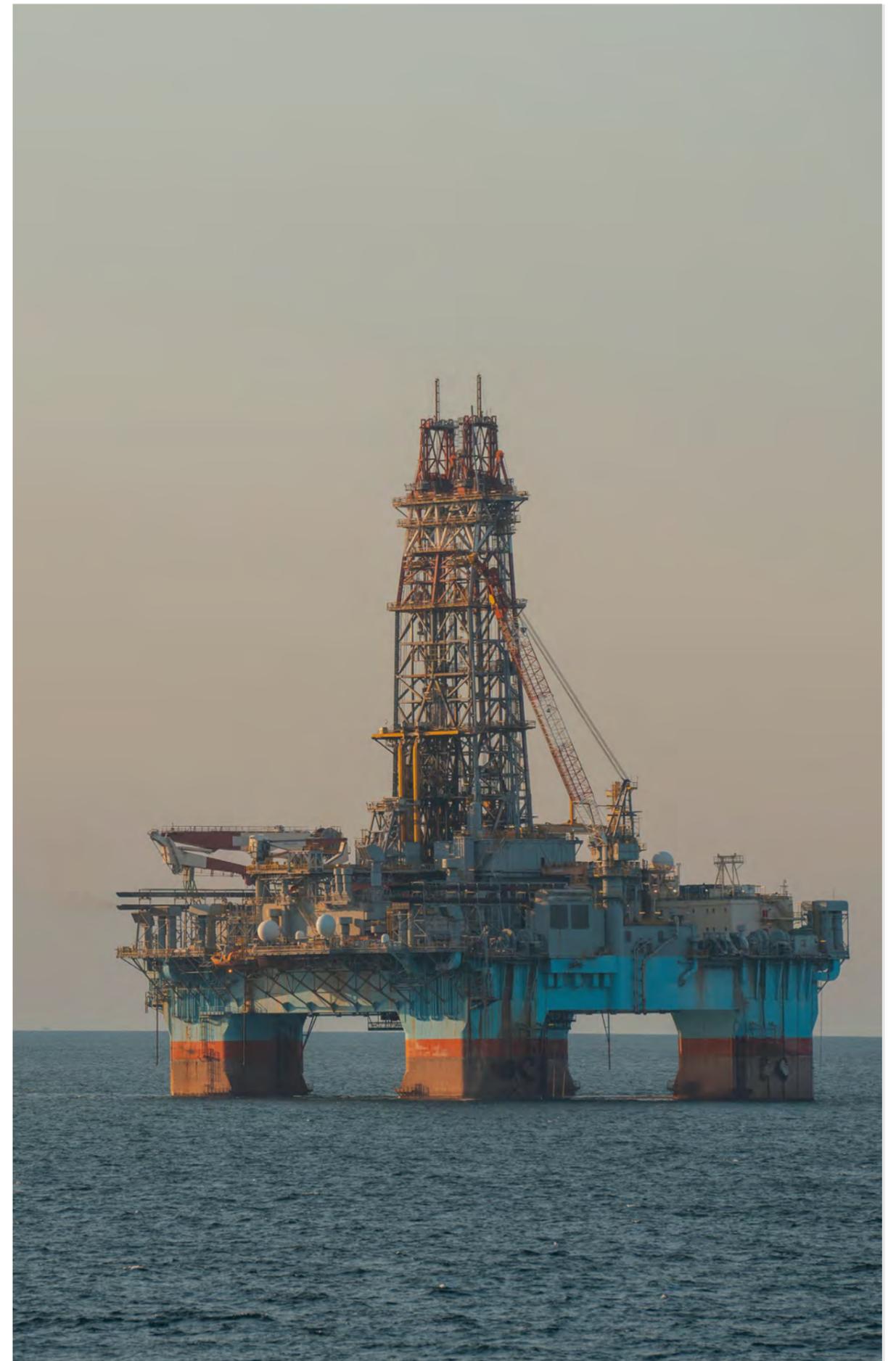
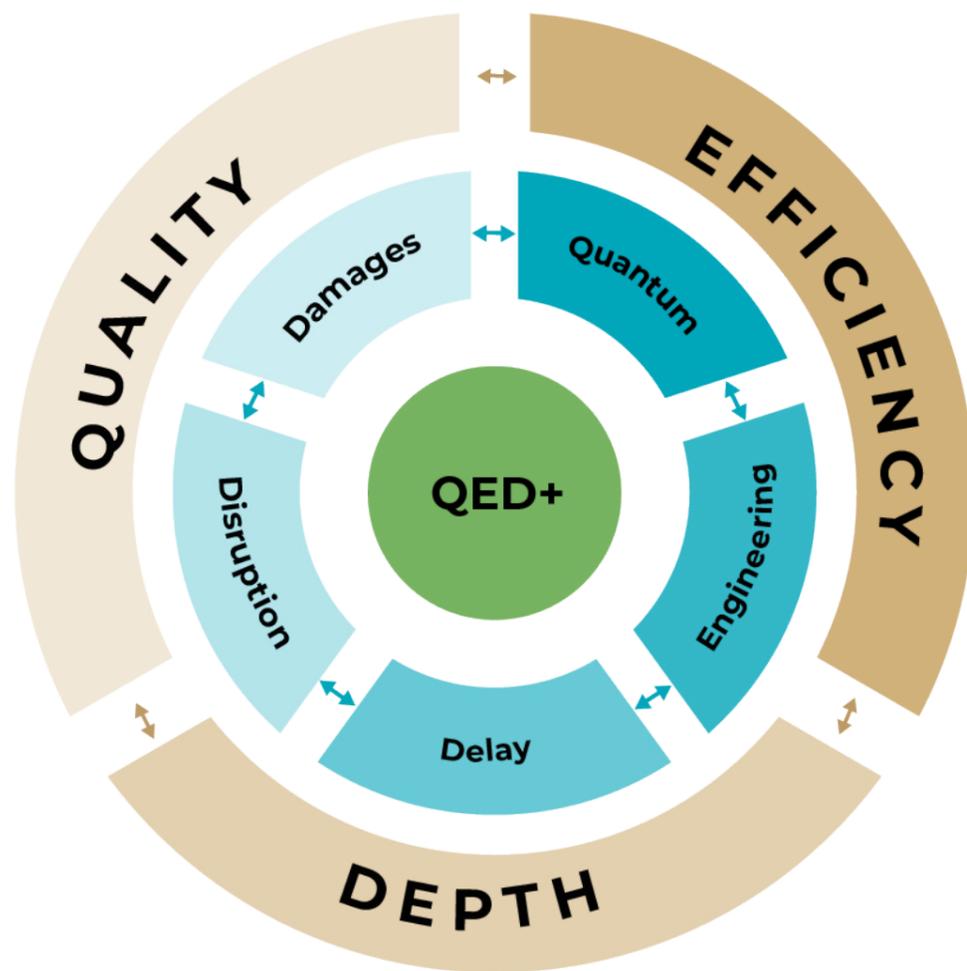
# A multi-disciplinary approach to disputes

It takes a clear understanding of the often-complex web of causes and effects to achieve the best possible outcome.

Quantifying the cost and time impacts, investigating engineering issues, assessing the effectiveness of project management, and analysing delay, disruption and damages – all require specialist expertise.

HKA's multidisciplinary expert service streamlines and improves the entire dispute resolution process. Expert teams are assembled to embody the most comprehensive experience from our global network, and deployed rapidly.

Clients tell us that this coordinated approach delivers significant added value. They deal with an experienced Expert Lead, who is responsible for managing the assignment and maximising the benefits of collaboration by HKA experts from multiple disciplines.



# CRUX

HKA's integrated research programme, CRUX, draws on our unprecedented bank of knowledge to provide valuable insights into the most common causes of claims and disputes on engineering and construction projects where our experts have provided claims consulting and dispute resolution services across multiple sectors around the world.

As the world's leading construction claims and dispute resolution firm in the industry, we have access to a rich resource of major project data from over 1400 projects with a combined value of US\$2 trillion. All decision-makers on projects can profit from a clearer understanding of the recurring causes of claims and disputes. We encourage governments and professional bodies to engage with the CRUX research programme's findings and its implication for planning, procurement, project governance and controls. 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)



## 2021 CRUX INSIGHT

### Engineering & construction

### A regional analysis of claims and dispute causation

### Operating in uncertain times



[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.**



# Key contacts

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