

REVAY



Our focus —
Making
construction
better

ABOUT REVAY

Founded in 1970 and headquartered in Montreal, Revay is Canada's largest construction claims consulting firm. Today, we have upwards of 50 consultants, primarily engineers, architects, senior technologists and other related professionals, across five offices in Canada.

Through our long history, we've seen a wide range of construction issues. This allows us to provide our clients and the construction community with valuable insights. Today, our client base embraces the full spectrum of the construction industry, including private and public sector owners, all levels of government, general contractors, trade contractors, architects, engineers, legal firms, financial institutions, as well as a variety of industry associations.

Projects are becoming larger and more complicated. As such, the construction industry often suffers from delays and cost overruns. We lighten the load that conflicts put on our clients. We work to find solutions and bring clarity to complex issues, so that contractors and owners can concentrate on creating cost-efficient, on-time projects that benefit society. We go one step further, by offering dispute avoidance, risk management and numerous other project management and advisory services to help eliminate conflicts before they even happen.

Revay's team across Canada works together with the goal of helping our clients and improving the industry that we all cherish.



OUR TEAM

Our greatest asset is our people. We're dedicated to supporting our clients and to making the construction industry better. Revay takes pride in the diverse backgrounds, abilities and skill sets of our team, who share a commitment to the highest standards and ethics of our profession, and many of whom are industry-recognized in their respective areas of practice.

A number of our consultants have been with Revay for decades, gaining extensive experience and know-how, and bringing to the table a consistency and quality that our clients can count on. Their knowledge is now being passed down to our future experts and leaders, allowing for continuity in delivering high-quality products and services, and maintaining Revay's commitment to improving the construction industry as a whole. Our bench strength is one of Revay's differentiators. Our clients benefit from Revay's diverse team, who have a 360-degree view of construction projects and issues that can arise, having worked for consultants, contractors, owners, and engineering or design firms in both the public and private sectors.



INDUSTRY SECTORS

Revay's client base covers the entire spectrum of the construction industry, including all levels of government, public and private sector owners, contractors, subcontractors and suppliers, architectural and engineering firms including Engineering, Procurement and Construction/Construction Management (EPC/EPCM) firms, law firms, financial institutions and industry associations. Our assignments comprise all sectors of the construction industry. We're currently involved, or have been involved, in most of the mega-projects across Canada.

The sectors within the construction industry where Revay provides services are:

- ✓ Infrastructure and transportation
- ✓ Institutional
- ✓ Industrial, mining, and oil and gas
- ✓ Power
- ✓ Commercial
- ✓ Military facilities and government buildings
- ✓ Sports, recreation and cultural facilities
- ✓ Specialty construction projects

Revay's diverse project experience allows us to take the relevant best practices from one industry or region and apply them to the benefit of other projects, bringing further value to our clients.



OUR SERVICES

Dispute Resolution Services

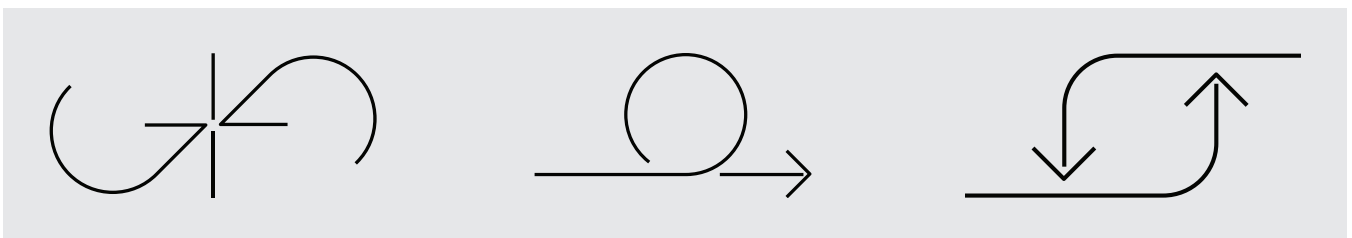
Dispute resolution is Revay's core business. Over the years we've supported our clients through nearly every type of construction issue and dispute, earning our firm's reputation as honest, reliable and impartial. Today, we are Canada's leading consultant in the field of claims management and dispute resolution.

Project Management Services

Through Revay's experience in the resolution of thousands of construction disputes, our experts and consultants have helped our clients eliminate problems and conflicts before they arise through a variety of project management support services.

Advisory Services

Many of our clients turn to Revay as a trusted advisor to assist in the review of contracts, tender and commercial packages, schedules and progress measurement systems, among other services. One of Revay's well-known advisory services is risk management. Revay's end-to-end advisory services help our clients attain predictable and repeatable delivery of their construction projects.





DISPUTE RESOLUTION SERVICES

After more than 50 years in the construction industry, Revay has established a reputation as Canada's leading consultant in the field of claims and dispute resolution. Our commitment to impartiality has earned us our standing as an "honest broker". Our high level of client satisfaction is a result of Revay's professional competence, along with the specialized knowledge and unique analytical approaches we've developed for evaluating claims and presenting our work product. Throughout our more than 50-year history, we've been involved in the resolution of more than 7,000 construction disputes ranging from \$10,000 to over \$1 billion in value.

The claims and dispute resolution services Revay provides include:

- ✓ Claim preparation
- ✓ Claim evaluation
- ✓ Expert reports and testimony
- ✓ Assistance to legal counsel
- ✓ Alternative dispute resolution (ADR)

Revay's expertise in the area of forensic analysis is essential to perform:

- ✓ Schedule delay analysis
- ✓ Loss of productivity analysis
- ✓ Change order analyses
- ✓ Damage quantification
- ✓ Preparation of graphics for expert reports and testimony



Claim Preparation

When clients do not have the required expertise or resources to prepare their claims in-house, Revay can help present their claims in clear, concise and persuasive ways. We undertake comprehensive investigations in order to build highly defensible claims for our clients. This typically includes developing a detailed chronology of events, delay and productivity analyses, issue analysis, a demonstration of the cause and effect relationships of the dispute issues, a costing rationale and the preparation of graphical illustrations. Our clients benefit from the quality of our work and the reliability of our work product.

Claim Evaluation

As with claim preparation, our clients may not always have the required in-house expertise or resources to evaluate claims in the timely manner required by most contracts. Revay approaches claim evaluation by first reviewing claim documents for validity, then verifying the analyses performed and the assertions made.

Expert Reports and Testimony

Triers of fact who are charged with determining the outcome of construction disputes may rely heavily on evidence presented in the form of testimony or expert reports. Many of Revay's professionals have been accepted as experts in cases involving construction scheduling, schedule and delay analysis, loss of productivity analysis and damage quantification.

In order to assist triers of fact in better understanding complex issues, Revay focuses on the following:

- ✓ Providing a strong appreciation of the facts
- ✓ Using proven, industry-accepted and appropriate analyses
- ✓ Presenting findings in a straightforward report that incorporates clear visual representations

Assistance to Legal Counsel

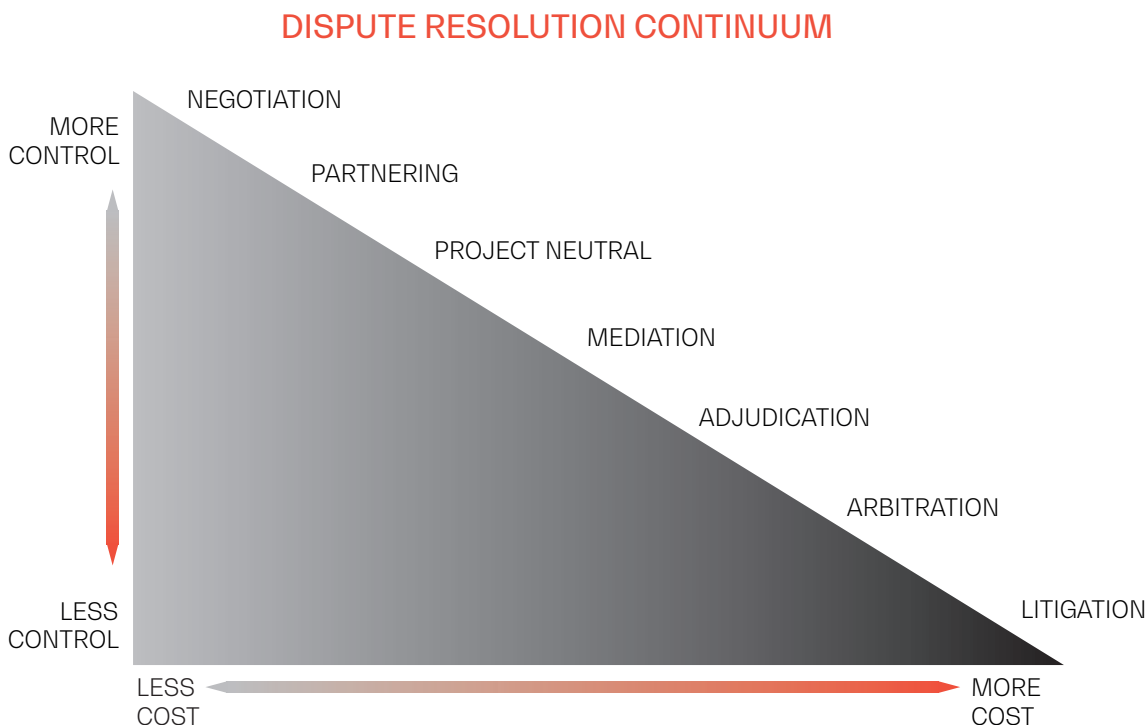
When not being retained as experts on a dispute, Revay's professionals are able to provide technical assistance to legal counsel in preparing case strategies. In the past, this assistance has included briefings about complex technical questions, as well as more direct involvement including collecting information, evaluating arguments, recommending questions for discovery and cross examination, as well as preparing exhibits.

Alternative Dispute Resolution (ADR)

Disputes over delay and extension of time claims often interfere with the collaboration project teams need for the timely completion of the project. Having been involved in lengthy arbitration and litigation proceedings, we understand that significant time and money can be expended when disputes persist. To help our clients resolve disputes more quickly and with less resources, we've been advocating the use of alternative forms of dispute resolution.

Revay's professionals have hands-on experience in all methods of alternative dispute resolution and have acted as arbitrators, mediators, third-party project neutrals or dispute resolution board (DRB) panelists in a wide range of disputes. Revay has led negotiations which amicably resolved multi-million dollar claims on projects that used various types of project delivery methods.

Revay can either take the lead and be directly involved in negotiations, or work in the background, providing negotiating strategy and advice.



INDUSTRY-LEADING EXPERTISE

Whatever form of analysis Revay performs as part of our forensic work, we always focus on establishing the causal link between issues and our findings in order to develop analyses and reports that our clients and triers of fact can rely on.

Loss of Productivity Analysis

Changes to project design, introduction of additional work or unexpected site conditions can all result in impacts to productivity levels. Evaluating and resolving productivity-related disputes requires an understanding of the causes of loss of productivity and an ability to measure impacts. Revay has developed specialized expertise in all these areas, particularly the cumulative impact of changes.

Forensic Schedule Analysis

Delay, disruption or acceleration in the project schedule are almost always factors in construction disputes. There are a number of accepted analytical methods, and Revay has spent years researching and applying the most appropriate methods for each unique mandate we perform. We're always looking for ways to innovate and improve their application.



Change Order Analysis

Change orders are common on most projects, particularly fast-track projects. Revay has developed a method of analyzing change orders on a case-by-case basis to evaluate their impacts on projects.

Damage Quantification

Central to dispute resolution is determining the amount of money parties may be owed. It is crucial to understand the circumstances under which damages are incurred. Revay's intimate knowledge of the construction process and cost categories allow us to credibly evaluate and quantify damages.

Preparation of Graphics for Expert Reports and Testimony

To aid triers of fact, Revay has established effective ways to present our analytical results into easy-to-understand visuals. This facilitates the communication of complex technical issues. These visuals support Revay's written or oral testimony.





PROJECT MANAGEMENT SERVICES

Anticipating and avoiding disputes will set you up for greater success. Through a variety of ongoing project management support services, including scheduling, project controls, contract administration, and other life-cycle services that start at project inception and follow through to project completion, we can help eliminate problems and conflicts before they arise.

In order to bring projects to successful completion, a wide range of highly specialized skills is required. Revay understands that our clients' in-house resources are often stretched thin with their day-to-day responsibilities. Therefore, we can supplement our clients' teams by providing a variety of project management services.

Revay approaches project management mandates with a view to helping clients avoid disputes. Some of the project management services that we can provide to owners, contractors and design firms are:

- ✔ Planning and scheduling
- ✔ Contract administration and oversight
- ✔ Change and claims management, including review, analysis and assessment
- ✔ Project monitoring and reporting, including life cycle cost, schedule and progress control

We've provided these services to different types of clients, including owners, owners' representatives, contractors, subcontractors and suppliers.

Our experience supporting this range of clients in resolving complex construction issues through our core business of dispute resolution provides us with unique insights and a 360-degree perspective on causes of disputes.

These insights are invaluable to us when performing project management mandates, as we are driven by the principles of dispute avoidance to help eliminate conflicts before they even happen.

Planning and Scheduling

We can provide both owner and contractor clients with sound advice regarding scheduling specifications, schedule development, updating schedules and a wide range of other schedule-related matters.

We've provided services such as the following to both owners and contractors on thousands of construction projects:

Owners:

- ✔ Project plan and schedule development
- ✔ Third-party master scheduler
- ✔ Contractor schedule reviews
- ✔ Schedule risk management
- ✔ Contractor and/or master schedule monitoring

Contractors:

- ✔ Preliminary project schedule development
- ✔ Comprehensive project schedule development
- ✔ Schedule management – reviews and updates
- ✔ Custom schedule presentations

Revay has first-hand experience in dealing with the issues and challenges that consistently result in claims. Therefore, we can assist in maintaining the records required for quantifying and demonstrating the impacts of delays.

Contract Administration and Oversight

The expertise Revay has acquired through our core business of dispute resolution is directly integrated into our contract administration mandates, with an aim to avoid or minimize disputes.

In Revay's experience, the primary purpose of contract administration is to validate that the contractual requirements are being met by all parties. This requires detailed tracking and management of the different parties' deliverables throughout the life of the project.

Revay focuses on other important aspects when providing ongoing contract administration services such as:

- ✔ **Front-end planning:** Establishing the path to ensure owners' cost, schedule and quality objectives are being met
- ✔ **Documentation:** Accurate and timely reporting, in the appropriate format

- ✔ **Invoicing and tracking:** Using various project controls techniques that help streamline the payment process
- ✔ **Communication between all parties:** Effective relationship building between all project stakeholders in support of dispute avoidance or effective negotiation

Change Management

Change orders can often lead to claims. We assist our clients in addressing and managing changes. To do so, we focus on the avoidance, management and tracking of changes, as well as change order approval.

Avoidance: Dispute avoidance starts at the contract preparation stage and includes comprehensive scope definition, the development of realistic schedules and budgets, and well-defined change management procedures. Revay works with our clients to assist with the early identification of problems, delays and other deviations.

Management and Tracking: To minimize the impact of changes and maximize control of the change approval process, Revay helps clients set up workflow management systems. Tracking of past, present and potential future changes is an area of focus for Revay, which provides our clients with accurate forecasts and trends for projects.

Change Order Approval: The approval of change orders requires an in-depth understanding of each change, as well as an appreciation of the best approach to achieve approval or resolution. The cost of resolving any dispute increases the longer it takes to resolve. Revay works with our clients to focus on quickly arriving at approvals or negotiated settlements.

Project Monitoring and Reporting

Revay is particularly skilled at presenting complex information in a simple format for the benefit of all parties. In our experience, a graphical presentation integrates large volumes of information and facilitates the comprehension of complex subject matter.

Our consultants are experienced in preparing written reports, either on an ad hoc basis or as part of regular progress reporting. Progress reports developed and maintained by Revay for our clients include:

- ✔ Design and construction progress
- ✔ Schedule review and analysis
- ✔ Change and variation reporting
- ✔ Key issues and potential problems
- ✔ Dashboard of Key Performance Indicators (KPIs)
- ✔ Risk registers
- ✔ Consolidation of information from multiple stakeholder groups

Revay works with our clients to develop monitoring tools required for their specific projects, such that the information can be easily incorporated into a global report.



ADVISORY SERVICES

Many of our clients turn to Revay as a trusted advisor. We bring reliable expertise and a unique perspective to assist in a number of different areas, from project inception to completion. At any stage of a project's lifecycle, Revay can provide support, advice or consultation to our clients. Our advisory services include the following:

- ✓ Risk management
- ✓ Contract and commercial reviews
- ✓ Surveys and studies
- ✓ Seminars and training
- ✓ Independent project audits, such as project health checks, or ad hoc schedule and cost performance reviews
- ✓ Facilitation and development of lessons learned at the end of projects

Revay's end-to-end advisory services help our clients achieve the predictable and repeatable delivery of their construction projects.

Advisory Service Spotlight – Risk Management

Revay has a keen understanding that the successful management of uncertainty is fundamental to avoiding disputes and achieving project success. That is why one of Revay's well-known advisory services is risk management.

Revay's risk management services start at the concept phase, where we work with our clients to identify the uncertainties around the overall goals and the project environment, and to develop an appropriate implementation strategy. Then, during the planning phase, Revay helps our clients identify and quantify systematic and event-driven uncertainties within project plans. Risk analyses are performed at this stage, resulting in more precise baseline estimates and schedules for our clients. Revay also helps our clients develop and maintain risk registers throughout their projects in order to support accountability for the management of risks.

The Revay Report

INSIGHTS

Revay seeks to give back to our clients and the construction community by providing thought leadership in construction claims and dispute resolution, among other construction-related topics. Many of our consultants frequently share their expertise and knowledge through conferences, seminars/webinars for associations and at numerous post-secondary institutions across Canada, as well as in *The Revay Report*.

The Revay Report is our hallmark publication, where our consultants love to share their knowledge with the greater construction community.

Our clients and the construction community often turn to our *Revay Reports*, which provide relevant and practical thought leadership and advice for owners and contractors alike.

Check our website to keep up to date with our latest insights.





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