

REVVAY



Project
Management
Services

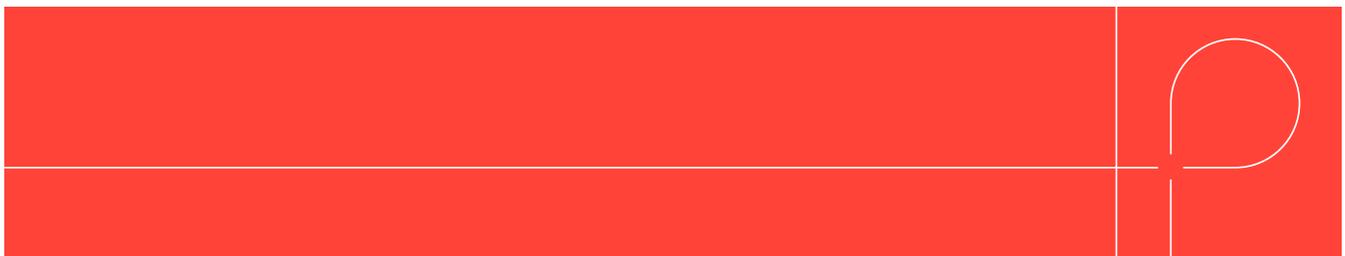
We help eliminate conflicts before
they even happen

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.

As a leading construction consulting firm, we help our clients anticipate, navigate, avoid, and resolve conflicts and issues on their construction projects.

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.



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.

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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.

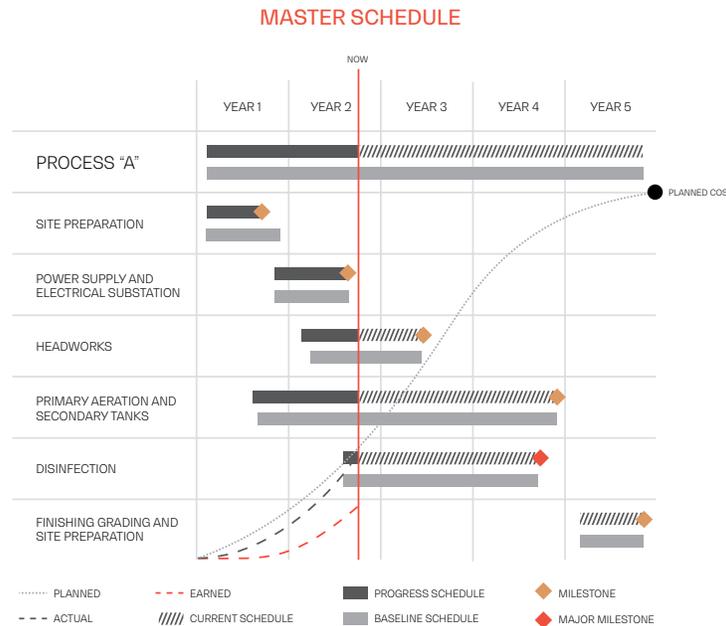
Our experience supporting this range of clients in resolving complex construction issues through our core business of dispute resolution provides us with unique insights and a 360-degree perspective on causes of disputes.

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

At Revay, we believe it is important that project schedules represent realistic plans and tell the truth. It is also important that actual progress be measured against what was planned throughout a project in order to identify problems and apply corrective measures. Reliable plans are necessary to avoid, mitigate, or identify delays as early as possible.

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

Revay has successfully performed contract administration work on projects ranging from \$100 million to more than \$8 billion. Clients have typically integrated Revay into project teams, where we've provided a level of service and a skill set that helped improve project performance.



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.

OUR TEAM

Honest and Impartial Consultants

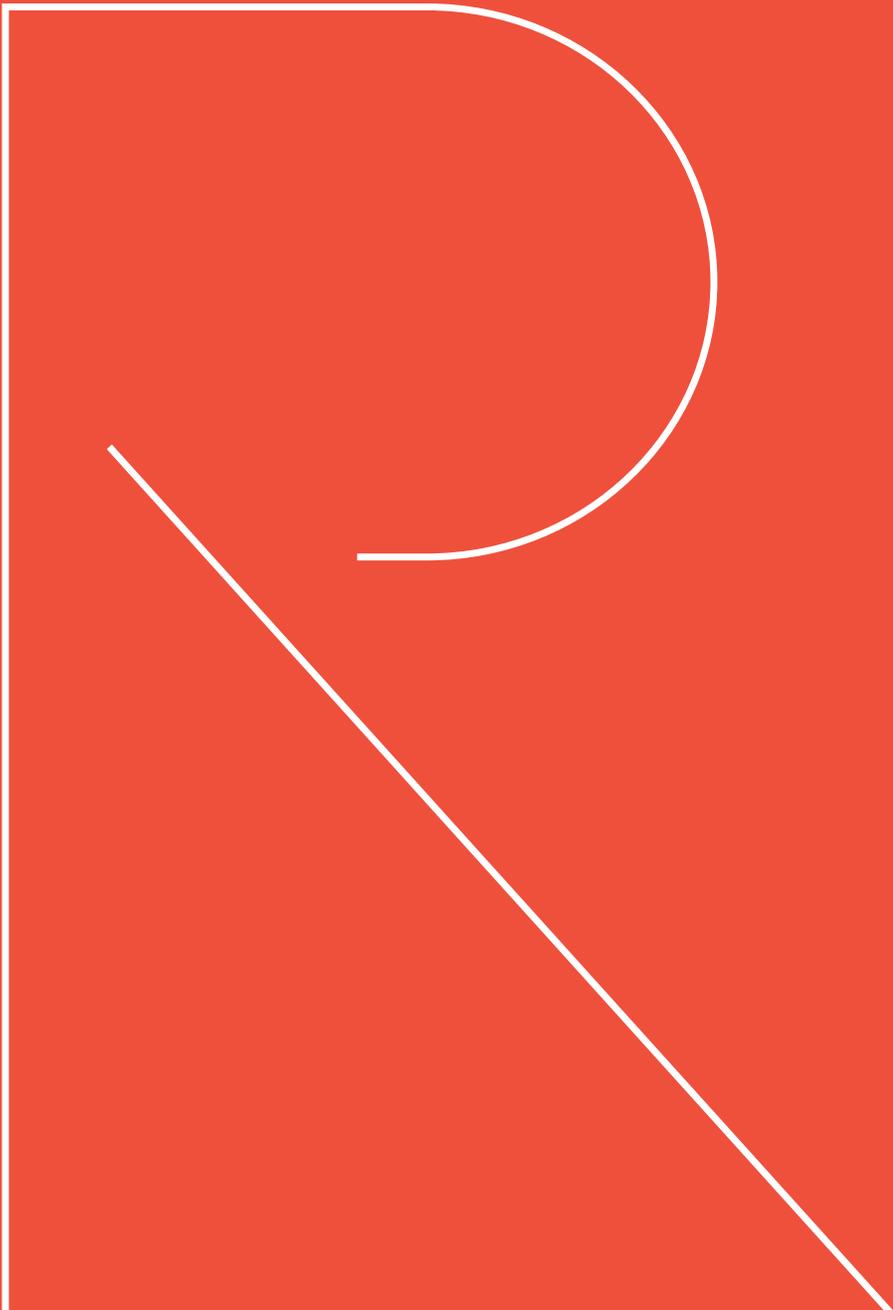
Our greatest asset is our people. We're dedicated to supporting our clients and to making the construction industry better. Revay takes pride in the diverse backgrounds, abilities and skill sets of our team, who share a commitment to the highest standards and ethics of our profession, and many of whom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

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.



Experts and Testifying Experience

We're often engaged to prepare expert reports. All of our consultants have actively participated in the development of such reports. Many of our consultants have been accepted to testify as experts in arbitration or litigation and have acted as adjudicators or presented in mediations and in front of Dispute Resolution Boards (DRBs).



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