



NORTH AMERICAN CAPABILITY STATEMENT

2024

OUR EXPERTISE

WT IS ONE OF THE FASTEST GROWING ADVISORY FIRMS IN NORTH AMERICA. FOUNDED IN AUSTRALIA IN 1949, WT HAS BEEN BUILDING MARKET TRUST IN NORTH AMERICA SINCE 2010. A TRUSTED ADVISOR TO HIGHER EDUCATION, GOVERNMENT, OWNERS, DEVELOPERS AND PRIVATE SECTOR CLIENTS, WT CURRENTLY MANAGES BILLIONS OF DOLLARS OF ACTIVE MEGA PROJECTS ACROSS NORTH AMERICA. WHEN YOU WORK WITH WT, YOU ARE WORKING WITH THE COLLECTIVE THINKING OF OVER 2,000 OF THE PROFESSION'S LEADING PEOPLE.

OUR EXPERTISE covers the building, construction, and infrastructure sectors, as well as the management of facilities and the provision of consultancy services. WT provides integrated project services throughout the property/asset lifecycle, from developing initial funding strategies to procurement and project delivery.

OUR CLIENTS can draw on expertise from our **Cost Consulting, P3 Advisory and Project Delivery** consultancy services to ensure project goals are realized.

OUR GOAL is the achievement of our client's ultimate commercial objectives.

IF YOU WOULD LIKE TO FIND OUT MORE ABOUT WT...



PREMIUM CLIENT EXPERTISE

OUR TEAM HAS EXPERTLY ASSISTED THE FOLLOWING ORGANIZATIONS:



OUR CORPORATE EXPERIENCE





WE ARE CONFIDENT THAT WT BRINGS WORLD CLASS COST MANAGEMENT EXPERTISE TO OUR CLIENTS AND WE LOOK FORWARD TO THE OPPORTUNITY OF PARTNERING WITH YOU TO PROVIDE COST ADVICE, TARGET VALUE BUDGETING AND COST MANAGEMENT SERVICES, DELIVERING OPTIMUM SOLUTIONS ACROSS YOUR PORTFOLIO.

WHO WE ARE

			
74 YEARS YOUNG	8 YEARS IN THE US & CANADA	INDEPENDENTLY OWNED & OPERATED	2,000 STAFF GLOBALLY
			
66 LOCATIONS WORLDWIDE	50+ LOCAL TEAM MEMBERS	HIGHLY COLLABORATIVE WITH OTHER OFFICES	EMPLOYEE FOCUSED, PROGRESSIVE COMPANY CULTURE

SERVICE DIVERSITY

From our established roots as one of the largest Cost Consultancy providers in the Southern Hemisphere, WT continues to grow and expand across North America providing critical and valuable advice that helps shape the built environment.

			
\$50 BILLION OF COST CONSULTING SERVICES	\$18.4 BILLION OF LENDER'S DUE DILIGENCE SERVICES	\$18.3 BILLION OF CONSTRUCTION AUDIT SERVICES	\$7.5 BILLION OF GRANTOR/OWNER ADVISORY SERVICES

SECTOR EXPERTISE

WT'S PORTFOLIO OF WORLD CLASS PROJECTS INCLUDES EXPERIENCE COVERING THE SPORTS, CONVENTION & ENTERTAINMENT ENVIRONMENT.



OUR FOOTPRINT

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NORTH AMERICAN OFFICES

UNITED STATES

Austin, TX
Boston, MA
Cincinnati, OH
Denver, CO
Honolulu, HI
Los Angeles, CA
New York, NY
Phoenix, AZ
Raleigh, NC
Richmond, VA
San Francisco, CA
Seattle, WA

CANADA

Toronto, ON

MEXICO

Mexico City



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GLOBAL OFFICE LOCATIONS

OCEANIA

AUSTRALIA

Adelaide
Brisbane
Cairns
Canberra
Geelong
Gold coast
Hobart
Melbourne
Perth
Sydney

NEW ZEALAND

Auckland
Wellington
Christchurch

ASIA

CHINA

Beijing & Tianjin
Shanghai &
Hangzhou
Guangzhou &
Shenzhen
Chongqing &
Wuhan
Suzhou
Chengdu

HONG KONG

Jakarta
Jogjakarta
Bali

MACAU

Kuala Lumpur

SINGAPORE

Bangkok

VIETNAM

Ho Chi Minh City
Hanoi

UK & EUROPE

UK & CHANNEL ISLANDS

Belfast
Birmingham
Cambridge
Exeter
Guernsey
Leeds
London
Manchester
Nottingham
Sheffield
Southampton
Swansea

GERMANY

Stuttgart

ITALY

Milan

SPAIN

Madrid

SWEDEN

Stockholm

INDIA

Bangalore
Chennai
Delhi
Hyderabad
Mumbai
Pune

MIDDLE EAST

Abu Dhabi



OUR OFFERING

MANY KNOW US AS 'P3' PEOPLE, BUT WE'RE MUCH MORE THAN THAT.

We know how to manage the complex upfront process by working with you to distill your vision and turn that into an actionable strategy. We have experience translating a bold vision into tangible development plans that satisfy stakeholders and garner leadership support. Our service offering is summarized in the table below.

P3 PLANNING, DEVELOPMENT & TRANSACTION ADVISORY	REAL ESTATE ADVISORY	PROJECT DELIVERY	COST CONSULTING
<ul style="list-style-type: none"> Vision and Strategy Creation; PMO Establishment and Governance Analysis; Procurement Analysis and Management; Project Delivery & Business Case Analysis; Industry / Market Soundings; Procurement Development; (RFI, RFQ, RFP, Technical Requirements & Project Agreements); Technical Risk Assessments; Availability Payment; Structures/Payment Mechanisms; Collaborative Dialog Meetings; Technical Submittal and Evaluation; Space Planning; Programming; and Education / P-16 Expertise 	<ul style="list-style-type: none"> Strategic Real Estate Planning Market Fundamental Analysis Pre-entitlement and Due Diligence Services Monetization and Value-Capture Strategies and Implementation Full Procurement Services (RFI, RFQ, RFP) Developer Selection and Negotiations Public/Private Transaction Structuring Development/Economic Incentive Negotiations Community Benefits Agreements/Packages Reuse Strategies Site Development Strategies Downtown/Corridor Strategies Housing/TOD Sustainability Advisory Land Use Planning Tax increment financing districts Public/Business Improvement District Community Facility Districts 	<ul style="list-style-type: none"> Design Review; Project Management; Construction Management; Contract Management; Real Estate Development Strategy; Design Management / Review; Document Management; Project Controls; Schedule Review and Analytics; Stakeholder Management; Permitting, 3rd Party Approvals and Inspections; Schedule Management; Change Order Management; Technical Conflict Management; Communication Management and Website maintenance; Dispute Resolution; and Claims Management 	<ul style="list-style-type: none"> Cost Estimating; Budget Establishment and Management; Cost Planning and Management; Operations and Maintenance Phase Cost Planning and Analysis; Lifecycle Cost Planning and Analysis; Change Order Pricing, Negotiation and Settlement; Capital Budget / Financing Strategies; Cost Reporting; Drawdown Management; Cashflow Analysis (S-Curve); Bidder Price Analytics and Value Management / Engineering and Initial Financing Options

THE DETAIL

P3 ADVISORY

We work with conventionally funded capital projects every day of the year. We also work with existing assets and have advised clients on various strategies to support their objectives. Public Private Partnerships (P3) is one approach that can be very effective – or very costly without good advice and guidance. That's where WT comes in.

Focusing on strong client relationships, we've developed our service offering into the more peripheral areas of quantity surveying, assisting clients in achieving the best commercial outcome. Our technical advisory benefits are rewarded with a significant source of repeat business, as clients know they're in safe hands.

WT has successfully supported clients through each phase of the project development lifecycle. From developing the commercial foundations of a robust and bankable bid, through management of construction, operational commencement and even asset disposal, our highly experienced team comprehensively guides clients to their best commercial outcome.

PROJECT DELIVERY

WE PROVIDE LEADERSHIP AND INDEPENDENT REPRESENTATION, FULFILLING ROLES SUCH AS OWNER'S REPRESENTATIVE, INDEPENDENT CERTIFIER, AND CM FOR FEE.



Our project delivery team supports clients during construction to help deliver projects that meet their corporate objectives. We provide leadership and independent representation, fulfilling roles such as Project Manager, Superintendent, Independent Assessor, Independent Certifier, and Owners Representative.

DELIVERING PROJECTS TO MEET YOUR OBJECTIVES

Current market conditions, evolving procurement methods and dynamic client requirements emphasize the need for agile, multi-skilled managers and cost control professionals on projects rather than traditional reactive management and cost reporting. We provide a flexible, innovative, and highly professional service with a bench of qualified Project and Cost Managers to meet this need. We pride ourselves on our ability to deliver excellence across the board, and our services are diverse and flexible. Our Project Delivery services can be deployed individually or collectively with another WT advisor service, allowing us to tailor our approach perfectly to suit our client's requirements, delivering a truly bespoke approach to each client's needs.

REAL ESTATE ADVISORY

Working closely with the more technical and performance-based P3 offerings, WT's Real Estate Advisory Services offers public and private clients a wide range of analytics, due diligence and pre-entitlement, market outreach, and procurement options to help clients maximize the value of real estate holdings. An integral part of any real estate strategy, our Real Estate Advisory team identifies and develops 'best value' monetization strategies for our clients through detailed real estate market analyses. We assist our clients with strategic real estate and site development planning, pre-

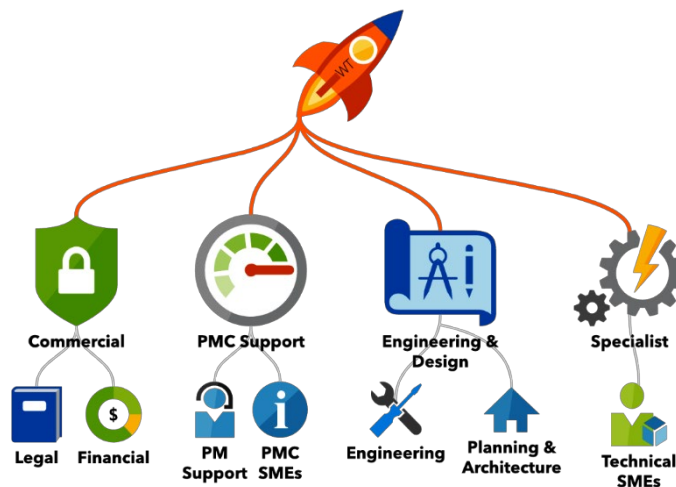
entitlement and due diligence services, monetization, and value-capture strategies through procurement, developer selection, and negotiation.

WT's unique service provision in the project delivery, P3, and cost consulting markets offer our Real Estate Advisory team direct access to senior-level subject matter experts, allowing us to provide a more robust set of recommendations and market-driven options to position real estate opportunities for the greatest chance of development. Our Real Estate Advisory Team offers public-private transaction structuring, development/economic incentive negotiations, and community benefits agreements/packages. Having worked in the real estate market from both public and private perspectives, our Real Estate Advisory team is highly versed in the full spectrum of real estate consulting, ranging from land use planning and pre-entitlement analyses through selecting a developer for new ground-up projects or redevelopment of existing assets. Given these experiences, our team of experts employs innovative methods in approaching, evaluating, and tailoring real estate advice customized to our client's goals and objectives.

MAXIMIZING MONETIZATION OPPORTUNITIES

Our Real Estate Advisory team constantly evaluates trends, zoning, and relevant factors influencing the current and forecasted real estate market landscape. Our Real Estate Advisory practice supports and guides clients to leverage market shifts and exploit economically advantageous real estate opportunities. From conception to market outreach and through procurement and developer selection, WT takes great pride in assisting our clients in optimizing the value of their real estate holdings through careful due diligence, market studies, trends, reports, and extensive strategic planning and market positioning.

PROJECT MANAGEMENT OFFICE WORKSTREAMS



PROJECT AND QUALITY CONTROLS

We have actively leveraged our team's combined experience working on major client portfolios to streamline our processes and maximize efficiencies across capital development programs, master services agreements and indefinite delivery indefinite quantity (IDIQ) commissions.

COLLABORATION

Monthly Client Account Team Sync Meetings
Workflow Management Software
Cloud-Based 24/7 Mobile Communication Technology



STANDARDS

Fully Developed Client Account On-Boarding
Account Specific Service Training – PSR & Key Processes
Account Service Delivery Guidance, Documents & Templates



OVERSIGHT

QA Oversight by National Executive Team
One Unified Account Team, Regardless of Location
Cost Benchmarking Data & Design Analytics

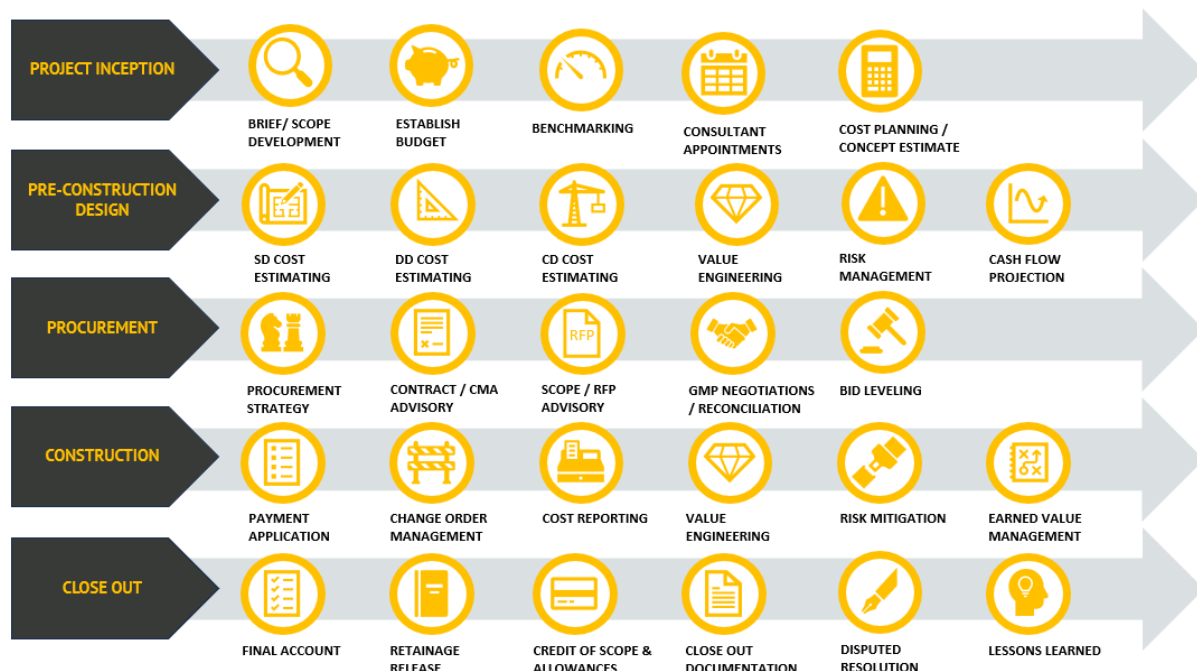


COST CONSULTING

CONSTRUCTION COST MANAGEMENT IS WHERE THE WT STORY BEGAN OVER 70 YEARS AGO...

Today, Cost Management remains a core discipline for our business and our team. It doesn't matter the size or scale of the project, or the procurement method, we have the processes and expertise to provide clear, consistent and accurate advice. Active engagement throughout the design process is a hallmark of cost management and cost control, as opposed to merely cost reporting. We maintain an open and continuous dialogue with owners, designers and contractors to identify and monitor cost drivers and identify potential risks before they become real threats to project success.

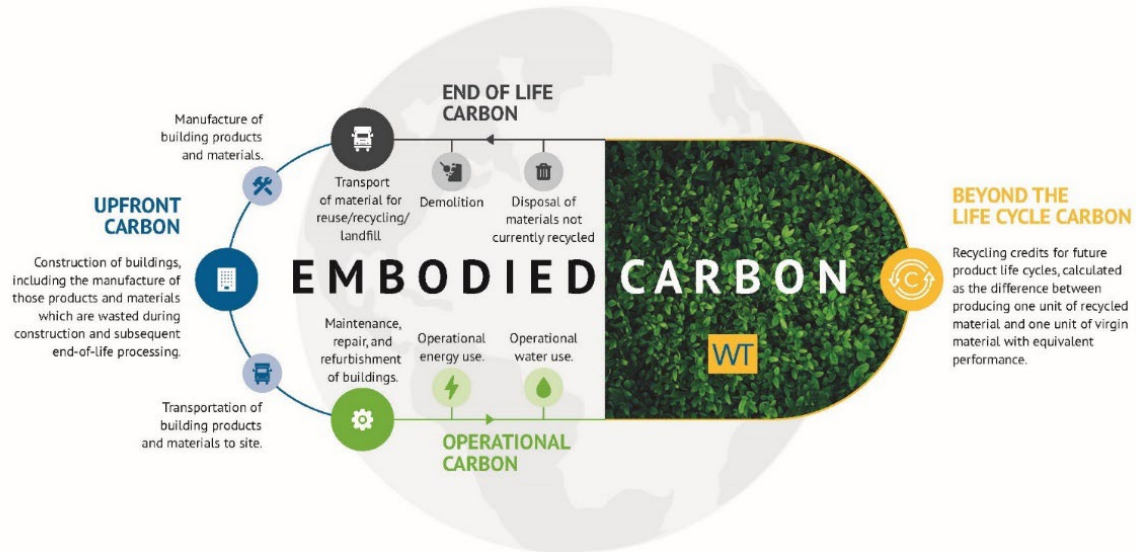
OUR COST MANAGEMENT METHODOLOGY AND PROCESSES ARE SCALABLE: AS APPLICABLE TO A MULTI-MILLION-DOLLAR NEW TOWER, AS THEY ARE TO A NEW RENOVATION WITHIN A LIVE ASSET.



ADDITIONAL SERVICES

EMBODIED CARBON COST MANAGEMENT

WT provides cost planning and quantification of materials for buildings, construction, and infrastructure projects. It lends itself directly to calculating Upfront Carbon emissions and, more importantly, the Embodied Carbon Cost Management process. For more information, please visit <https://wtpartnership.com.au/embodied-carbon>.



OUR EXPERIENCE

WORLD-CLASS EXPERTS DELIVERING OPTIMUM SOLUTIONS ACROSS YOUR PORTFOLIO. OUR TEAM HAS BEEN A CENTRAL PART OF DELIVERING OVER 300 SPORTS, RECREATION AND ENTERTAINMENT VENUE PROJECTS GLOBALLY.

SPECIALISTS IN CONVENTION SPORTS & ENTERTAINMENT VENUES

Our Advisory and Sports Group's experience ranges from multi-billion-dollar professional football stadiums to renovations of community baseball fields. WT's roots are in the profession of quantity surveying, which in a word means ASSURANCE. We ascertain, confirm and monitor budgets, we build procurement strategies and technical specifications, we manage contracts and we smooth communications – all with the aim of achieving the best commercial outcome for our clients. We build the bridge between owners, contractors and designers as a 'technical translator' who can ensure an equitable balance is maintained.

VENUE FACILITY TYPES / FEATURES



**STADIUMS, ARENAS
AND GROUNDS**



**PROFESSIONAL SPORTS
TRAINING FACILITIES**



**CONVENTION &
ENTERTAINMENT CENTERS**



**CASINOS, HOTELS,
BARS &
RESTAURANTS**



**CONFERENCE
CENTERS**



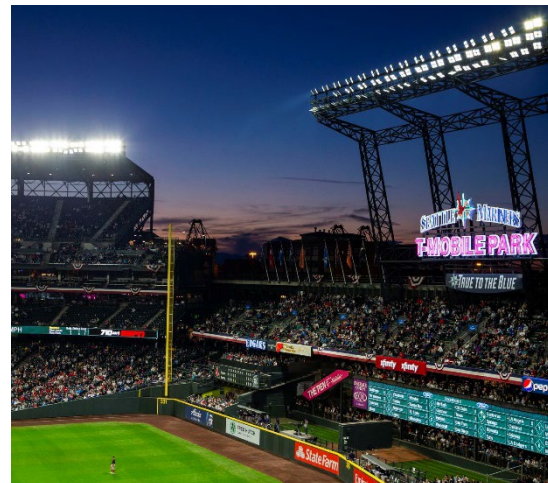
**LIVE ENTERTAINMENT
VENUES**



**THEMED
ENTERTAINMENT**



**RETROFIT &
REHABILITATION**



COMMERCIAL PORTFOLIOS

WE HAVE THE CAPABILITY AND EXPERIENCE TO PROVIDE THE SCOPE OF SERVICES REQUIRED. THE FOLLOWING ENGAGEMENTS DEMONSTRATE OUR EXPERIENCE ACROSS A BROAD RANGE OF PROJECTS.



CRYPTO.COM ARENA



ALOHA STADIUM



HONDA CENTER



LOWER.COM FIELD



ROSE BOWL



MULLET ARENA



KRAKEN COMMUNITY ICEPLEX



CALGARY EVENT CENTRE



AVENIR CENTRE



CRYPTO.COM ARENA

LOS ANGELES, CALIFORNIA



PROJECT DETAILS

CLIENT

Legends

PROJECT VALUE

\$1.8 Billion

SERVICES

Construction Cost Management

DESIGN

AECOM

COMPLETION DATE

2024

PROJECT SUMMARY

18,000-seat state of the art professional basketball arena including a practice facility, sports medicine clinic, team offices, retail space and a large outdoor plaza with basketball courts.

Construction on the new facility will began in Summer 2021 and will become the new home of the LA Clippers for the 2024-25 season. WT provided a full suite of capital plan cost management services.



LOWER.COM FIELD

COLUMBUS, OHIO



PROJECT DETAILS

CLIENT

Legends

PROJECT VALUE

\$314 Million

SERVICES

Construction Cost Management

DESIGN

HNTB

COMPLETION DATE

2021

PROJECT SUMMARY

The Columbus Crew's New Crew Stadium is a 20,000-seat, natural grass playing surface professional soccer stadium, inclusive of 30 suites and 1,900 club seats. Opened in 2021, the stadium replaced the Crew's longtime home of MAPFRE Stadium, which opened in 1999 as the first MLS soccer-specific stadium. WT provided a full suite of capital plan cost management services.



HONDA CENTER

ANAHEIM, CALIFORNIA



PROJECT DETAILS

CLIENT

Populous

PROJECT VALUE

\$Confidential

SERVICES

Construction Cost Management

COMPLETION DATE

2020

PROJECT SUMMARY

A Master plan study was carried out examining the current conditions of the Honda Center for future development, including NBA minimum requirements, ROI Concepts, and Olympic Overlay opportunities for discussion with the Honda Center Client Team.

The conceptual overlay included the minimum necessary requirements for an 18,000 seat NHL arena to accommodate NBA Basketball.

WT provided cost estimating services based on the Architect's conceptual design.



ROSE BOWL MASTER PLAN STUDY

PASADENA, CALIFORNIA

wtpartnership.co



PROJECT DETAILS

CLIENT

Gensler

PROJECT VALUE

\$Confidential

SERVICES

Construction Cost Management

COMPLETION DATE

2021

PROJECT SUMMARY

WT was engaged to provide a single design stage estimate and cost consulting services. Deliverables included itemized costs for several potential renovations and improvements as prepared by Gensler Sports within the existing stadium footprint.

Renovations and improvements included bowl modification, tower modification, operations building, Rose Plaza modifications, Amphitheater, Skybar Club, and Loge Boxes.



UNIVERSITY OF NEVADA, RENO SOCCER FACILITY

RENO, NEVADA



PROJECT DETAILS

CLIENT

HOK

PROJECT VALUE

\$Confidential

SERVICES

Construction Cost Management

COMPLETION DATE

2019

PROJECT SUMMARY

WT was selected to lead the delivery of pre-schematic cost consulting services on the new construction of a natural grass field along with at grade locker and spectator amenities. Additional site development and parking was also included in the project scope.

The new facility is adjacent Mackay Stadium on the campus of the University of Nevada, Reno. It is the university's venue for football and women's soccer for the Nevada Wolf Pack of the Mountain West Conference.



NEW ALOHA STADIUM ENTERTAINMENT DISTRICT

HONOLULU, HAWAII



PROJECT DETAILS

CLIENT

State of Hawaii

PROJECT VALUE

\$1 Billion

SERVICES

Development Advisory Services &
Construction Cost Management

COMPLETION DATE

2018 – Present

CLIENT CONTACT

Chris Kinimaka,
State of Hawai'i
Department of Accounting and
General Services
(chris.kinimaka@hawaii.gov)

PROJECT SUMMARY

WT is engaged as Development Advisors to the State of Hawaii in support of a consortium team which includes Callison RTKL and AHL in the investigation, definition and implementation of repositioned Aloha Stadium (home to the University of Hawaii Football Team), as part of a system-wide review of state-owned land assets at best and highest value/use. The project will entail the remediation and construction of a world-class mixed-use development across 98 acres. Central to the plan will be delivery of a new build stadium for approximately 25,000 seats alongside complimentary commercial developments including hotels, restaurants, retail, public realm, residential, as well as connectivity to a newly constructed transit-oriented development node. WT most recently led the market outreach effort surrounding the real estate development portion of the project



UC MERCED 2020: RECREATION FIELDS

MERCED, CALIFORNIA



PROJECT DETAILS

CLIENT

University of California, Merced

PROJECT VALUE

\$1.3 Billion

SERVICES

Owner's Representation,
Organizational Change
Management, Construction
Cost & Schedule Management

DESIGN / CONTRACTOR

Crawford Architects
Webcor Builders & Johnson
Controls

COMPLETION DATE

2015-2020

PROJECT SUMMARY

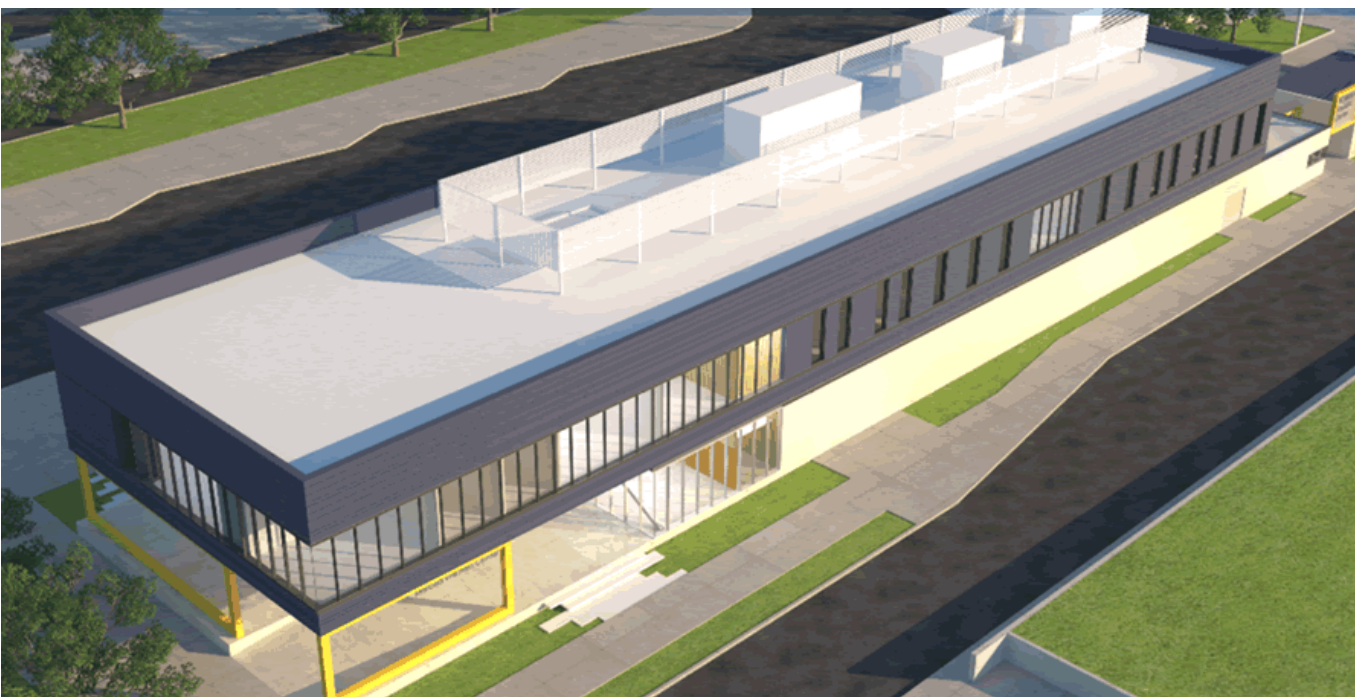
As one of the largest, most complex social infrastructure projects undertaken in the US to date, The UCM 2020 project saw the Merced campus expand to support a significant increase in student intake including; enhancements to academic, administrative, research, recreational, student residence and student services buildings, utilities and infrastructure, outdoor recreation and open space areas, and associated roadways, parking and landscaping.

The WT Team was engaged from Developer Proposals through to Operational Handover across the campus expansion, including the development of Outdoor Recreation Fields located adjacent to the competition soccer field and competition swimming pool. The fields border Scholars Lane on the north and have the ability to be combined for large campus events.



UC MERCED 2020: HEALTH AND ATHLETIC CENTER

MERCED, CALIFORNIA



PROJECT DETAILS

CLIENT

University of California, Merced

PROJECT VALUE

\$1.3 Billion

SERVICES

Owner's Representation,
Organizational Change
Management, Construction
Cost & Schedule Management

DESIGN / CONTRACTOR

HOK
Webcor Builders & Johnson
Controls

COMPLETION DATE

2015-2020

PROJECT SUMMARY

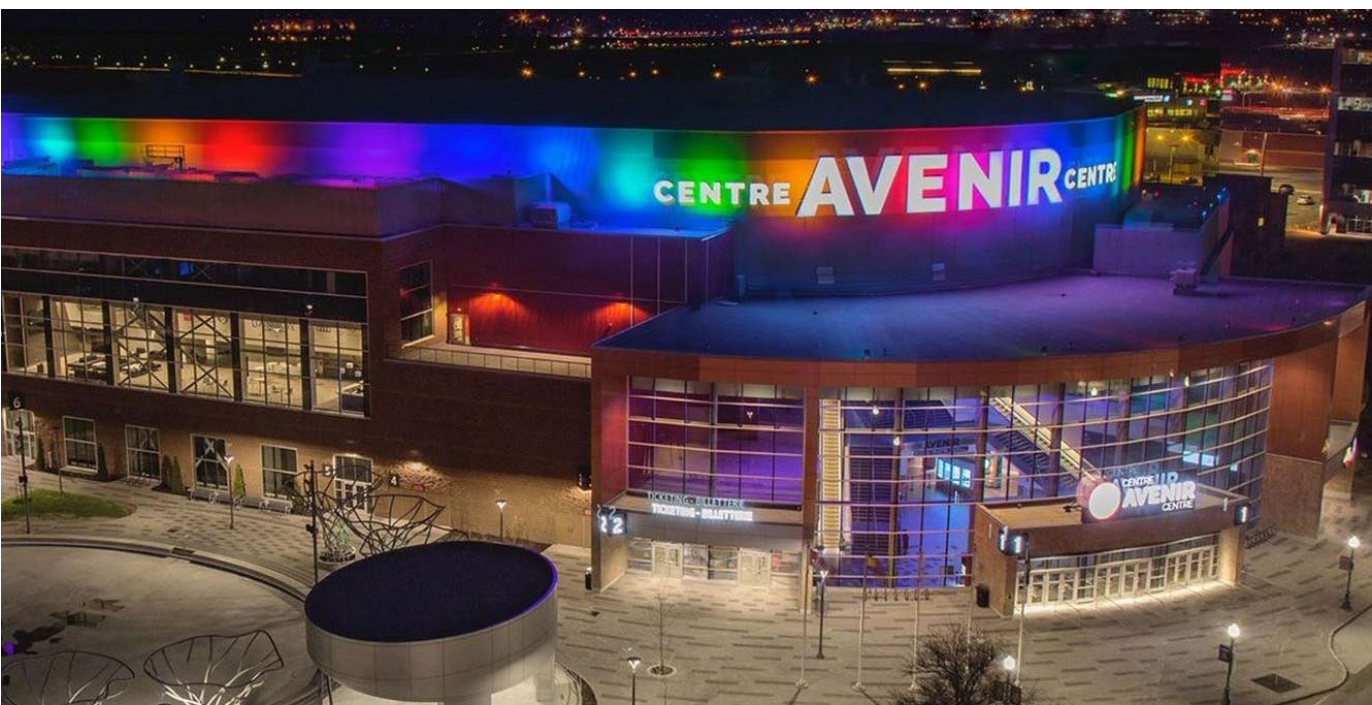
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The WT Team was engaged from Developer Proposals through to Operational Handover across the campus expansion, including the development of athletics and recreational facilities which are part of a campus precinct dedicated to health and wellness. Anchoring that precinct is a 31,000 GSF Wellness and Counseling Center that includes facilities for medical services and psychological counseling.



AVENIR CENTRE

MONCTON, NEW BRUNSWICK



PROJECT DETAILS

CLIENT

City of Moncton and Bird
Capital MDC Project Co Inc.

PROJECT VALUE

\$91.5 Million (CAD)

SERVICES

Independent Certifier & Project
Delivery

COMPLETION DATE

2019

PROJECT SUMMARY

The Avenir Centre project is a multi-use sport and entertainment facility which includes a single NHL-sized ice rink with permanent seating for 9,000 with additional seating available to accommodate other events. The center includes a range of hospitality and multi-purpose space, a club lounge, private boxes and plaza. A DBF model was utilized on the project.

WT was jointly appointed by the City and Project Co to provide Independent Certifier services during the construction phase of the project which reached Final Completion in 2018.



CALGARY EVENT CENTRE

CALGARY, ALBERTA



PROJECT DETAILS

CLIENT

The Calgary Municipal Land Corporation

PROJECT VALUE

\$550 Million

SERVICES

Construction Cost Management

DESIGN

Dialog / HOK

CONTRACTOR

CANA Construction / Mortenson Construction

COMPLETION DATE

May 2024

PROJECT SUMMARY

WT was selected to lead the delivery of cost consulting services on the development of a multi-purpose, state of the art facility designed to host concerts, assemblies, and festivals, as well as serve as the future home to the NHL's Calgary Flames, WHL's Calgary Hitmen and NLL's Calgary Roughnecks.

Considered a catalytic city-building project and outlined in the Rivers District Master Plan, Calgary's estimated \$550 million Event Centre will be key to realizing the vision of the City's emerging Culture & Entertainment District, creating a new center point in the community at the entry to Stampede Park and with the goal of injecting new energy into the Victoria Park neighborhood.

OTHER MAJOR CLIENTS IN THE SECTOR

WT'S EXPERIENCE IS SIGNIFICANTLY COMPLIMENTED BY OUR EXPERT TEAM'S WORK IN THE SECTOR. WE ARE COMMITTED TO GENUINE, LONG-TERM AND CREATIVE PARTNERSHIPS. IT'S IN OUR NAME.

WT STAFF & GLOBAL PROJECTS

Austin FC Stadium P3 – Austin, TX
Century Link Field Plaza – Seattle, WA
Saints Pelicans Practice Facility – New Orleans, LA
Seattle Seahawks Practice Facility – Seattle, WA
Wrigley Field – Chicago, IL, WA
Penn State Field Hockey – Centre County, PA
University of Pennsylvania Presidential Suite – Philadelphia, PA
Eastern Washington University Stadium – Cheney, WA
UNR Cashell Field House – Reno, NV
USC Soccer Lacrosse – Los Angeles, CA
Gretzky Golf Course – Brantford, ON
Marvel Stadium – Perth, Australia
Ethiad Stadium – Victoria, Australia
Canberra Stadium - Australia
AAMI Park – Melbourne, Australia
Western Sydney Stadium - Australia
Western Australia State Netball – Perth, Australia
Melbourne Cricket Ground – Melbourne, Australia
Melbourne & Olympic Parks Master Plan - Australia
University of Canberra Sports Common – Canberra, Australia
Kardinia Park – Victory, Australia
Campbelltown Stadium – Sydney, Australia
Aurora Stadium Launceston - Australia
Sydney Cricket Ground Northern Stand – Sydney, Australia
Simonds Stadium Redevelopment – Geelong, Australia
Princes Park Redevelopment – Melbourne, Australia
Victoria Racing Club - Australia
Vector Indoor Arena – Auckland NZ
Eden Park – Auckland, NZ
London Fields Lido – Hackney, UK
O2 Arena – London, UK
Singapore Sports Hub - SG
Zhongshan Convention Center - China

WT IS AN AWARD-WINNING INTERNATIONAL CONSULTANCY FIRM THAT SUPPORTS CLIENTS ACROSS THE INFRASTRUCTURE INVESTMENT, BUILDING, CONSTRUCTION AND ASSET MANAGEMENT SECTORS.

WT was founded in Australia back in 1949 and has been a force in North America since 2010. A trusted advisor to Owners, Developers, and Government and Private sector clients, WT currently manages billions of dollars of active mega projects across North America.

WT draws on the collective experience, knowledge and capability of our professional staff in North America and globally to provide our clients with the right advice on all aspects of cost, value and risk to achieve optimum commercial outcomes.

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