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**To:** [Committee, Nuclear Energy \(REPS\)](#)  
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Dear Mr Clements,

Good morning from Ottawa. In reply to your email of 27 November placing a question on notice with us, we answer as follows.

We were not previously familiar with the HKA Tech's Annual Insight report referenced in the question.

We note that the report states that the Middle East is the world's most challenging region for realizing construction projects, with frequent schedule delays and disputes about money. In particular, one statement in the report seems to capture the essence, i.e. "Many of the dominant causes of claims and disputes in the region are design-centric and stem from lower levels of maturity in the construction and engineering industry."

The report is relevant to the questions asked by the Committee members about whether local conditions in the UAE explain the speed of construction of the Barakah nuclear power plant. The report tends to negate these questions and reinforces Mr Grant's testimony that the main factors enabling the successful completion of the Barakah plant included government policy leadership, effective management of the project, and selection of a mature design and experienced vendor, which would be reproducible in Australia.

Respectfully submitted,

Mr. Ian Grant  
Dr. Robert Ion