



Sue Kim

BSc (Hons), MSc, PGDip in adjudication, arbitration and law, FRICS, FCIArb, MAE, RICS Registered Expert Witness

Senior Director

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PERSONAL

Introduction:

Sue is a Chartered Quantity Surveyor and practising member of the Academy of Experts with over 20 years of experience working internationally on a wide range of distressed projects in the construction and engineering industries. She specialises in matters of quantity surveying practice including the valuation of variations and claims for prolongation, disruption, defective works and termination.

Sue has experience in all aspects of quantity surveying, contract administration and dispute resolution. She has been appointed as a Single Joint Quantum Expert Witness and as a party appointed Quantum Expert Witness in litigation, international arbitration and adjudication.

She has provided commercial advice, prepared and defended construction claims and submitted expert witness reports in relation to projects in the United Kingdom, Europe, the Middle East, Asia, Africa, South America and Australia. She has worked on projects in a wide range of sectors. This combination of skills in all aspects of the quantity surveying profession constitutes a sound basis for her primary role as a quantum expert.

Sue holds a MSc in Construction Law and Dispute Resolution, a BSc (Hons) degree in Quantity Surveying, a post-graduate diploma in Law, Bar Professional Training Course, International Arbitration and Adjudication. She is a Fellow of the Chartered Institute of Arbitrators (FCIArb), Fellow of the Royal Institution of Chartered Surveyors (FRICS), and practicing Member of the Academy of Experts (MAE).

Sue is also an adjudicator, arbitrator, non-practising barrister and qualified architectural engineer. She has been appointed as adjudicator by the CIArb, CEDR, CIC, the RICS (Consumer Dispute) and UK Adjudicators. She is also an arbitrator panel member for many international arbitral institutions. She is a Committee Member of the CIArb (London), SCL (UK), SCL (Korea), Adjudication Society and ICE Dispute Resolution.

Sue has been consistently recommended in the [Lexology Index](#). She has received the following praise and recognition from her fellow experts, legal and in-house client teams:

"Sue Kim is a highly regarded quantum expert who regularly advises on complex construction disputes and is lauded by sources for her goal-driven attitude and excellent management style."

"Sue Kim is a highly skilled expert who adopts a meticulous approach to fact-finding in order to thoroughly understand the circumstances throughout her work."

"Few in the market match Sue's unique combination of experience, cultural insight and expertise."

"She is very skillful in decoding complex quantum problems and very good at interpreting them into a plain language."

- Qualifications:* BSc (Hons) Quantity Surveying, University of Reading
BSc Architectural Engineering
MSc Construction Law and Dispute Resolution, King's College London
PGDip in Bar Professional Training Course, City Law School, London
Graduate Diploma in Law, BPP University School of Law, London
PGDip in International Arbitration, Chartered Institute of Arbitrators
RICS Expert Determination Certificate
RICS, Diploma in Adjudication
- Accreditations:* Fellow of Royal Institution of Chartered Surveyors (FRICS)
Fellow of Chartered Institute of Arbitrators (FCIArb)
Practising member of the Academy of Experts (MAE)
CIArb London Branch Committee Member
Council Member of Society of Construction Law (UK) and (Korea)
Member, Honourable Society of the Middle Temple
Adjudicator of CIArb, TECSA (LVD), CIC, RICS (CHIDS), CEDR and UK Adjudicators
Liveryman, Worshipful Company of Arbitrators
Arbitrator of LCIA, SIAC, AIAC, KCAB, SCCA, VIAC, THAC, AIADR, QICCA, CIArb (BAS)
Accredited Civil and Commercial Mediator, International Mediation Panel of KCAB International and Civil Mediation Council
- Languages:* English, Korean

RELEVANT EXPERIENCE

- Generally:* 2025 to present; Senior Director at SOCOTEC Advisory Ltd
2024 to 2025; Director at Secretariat
2018 to 2024; Director (Quantum Expert Services) at HKA
2015 to 2018; Associate Director at Gleeds
2013 to 2015; Managing Consultant at Navigant
2004 to 2013; Senior Quantity Surveyor/Contract Administrator/Commercial Lead

Dispute resolution: **Quantum Expert or Advisory**

Oil & Gas, Process Plant, Energy

Gas field expansion (Qatar) – Quantum Expert Witness appointed on behalf of a contractor in an ICC arbitration to evaluate a subcontractor's claims concerning costs associated with unforeseen subsoil conditions, delay costs and costs relating to additional works performed, and to evaluate a contractor's counterclaims concerning additional costs allegedly incurred by procuring alternative facilities and providing resources due to the subcontractor's delayed and deficient works.

Oil Refinery (Aruba) – Quantum Expert Witness appointed on behalf of a contractor in a LCIA arbitration to evaluate its claims concerning damages for alleged wrongful termination of an Engineering, Procurement and Construction (EPC) contract in relation to an abandoned oil refinery project in Aruba, South America.

Power Plant and Substation (Israel) – Quantum Expert appointed to provide project monitoring and commercial advice in relation to contractor’s claims relating to disputed variations, prolongation, acceleration and disruption in relation to substation projects under the EPC contract.

Nuclear Power Plant (UK) – Expert Advisor engaged on behalf of a prospective Special Purpose Vehicle (SPV) to provide quantum advice relating to procurement, contract and commercial management under the NEC ECC contracts. This included risk assessment related to Strike Price, and review of Value-For-Money assessment criteria to set a Contract for Difference (CfD).

Nuclear Power Plant (UAE) – Lead assistant to the appointed Quantum Expert Witness in connection with the design, procurement, construction and commission of nuclear power plant units in the UAE. Appointed to provide quantum expert opinion in relation to its upstream claims concerning disputed variations, prolongation and disruption.

Refinery Plant (Egypt) – Lead assistant to the appointed Quantum Expert Witness in an ICC arbitration in connection with the construction of a petroleum plant in Egypt. Appointed on behalf of the South Korean main contractor to provide expert opinion in relation to its claims concerning disputed variations, prolongation, disruption and damages arising out of defects.

LNG Reception and Regasification Facility (Bahrain) – Lead assistant to the appointed Quantum Expert Witness on behalf of a South Korean contractor in an ICC arbitration in relation to the Bahrain LNG Import Terminal. Disputes concerned variations, prolongation, disruption, defective works and liquidated damages under the EPC contract.

Power Plant (Finland) – Lead assistant to the Quantum Expert Witness in an FAI arbitration in relation to the engineering, procurement and construction of a power plant in Finland. Disputes concerned the cost of defective works and liquidated damages under FIDIC Silver Book.

LNG Plant (Nigeria) – Assisted the appointed Quantum and Engineering Expert Witnesses on behalf of the Respondent (a Global LNG plant equipment specialist) in an AAA/ICDR arbitration relating to the construction of an LNG liquefaction facility in Nigeria. Disputes relate to quantum, delay, engineering and financial damages in the amount of circa USD 600 million. The role included management and coordination of multi-discipline experts and analysis of claims.

LNG Pipeline (Australia) – Assisted in preparation of an independent review of the contractor’s position statement in relation to quantification of additional payment including review of valuation methodology and mitigation measures for submission to a Dispute Resolution Board.

FPSO unit (Nigeria) – Conducted a quantum audit including reviewing Change Orders for works carried out by a joint venture of French and South Korean contractors in relation to the engineering, procurement, supply, construction and commissioning of a floating, production, storage and offloading unit for a gas development offshore in Nigeria.

LNG Terminal (Yemen) – Assisted in reviewing quantum claims and drafting an advisory report for South Korean joint venture subcontractors in relation to disputed variations, delay and disruption claims under a bespoke EPC contract.

Buildings including Retail, Industrial and Residential

Hotel Development (Abu Dhabi) – Quantum Expert Witness appointed for a Korean contractor in respect of disputed variations and prolongation costs claims relating to a five-star hotel in Abu Dhabi. The case went before the Abu Dhabi Court of First Instance and the Court of Appeal.

Residential (UK) – Quantum Expert Advisor in UK litigation as part of the pre-action protocol Appointed on behalf of the Claimants in relation to the cost of repair and remedial works as a result of extensive structural and aesthetic damage caused by the Defendant’s construction works in neighbouring properties.

Residential (UK) – Joint appointment by the parties as an independent Quantum Expert Witness to provide quantum expert reports for submission to the High Court in England and Wales in connection with the costs of the remedial works and alleged losses incurred by the developer.

Residential (UK) – Joint appointment by the parties as an independent Quantum Expert Witness to provide quantum expert reports for submission to the Clerkenwell and Shoreditch County Court in England and Wales in connection with the cost of the works carried out and alleged losses incurred by a Management Company against a former leaseholder.

Hospital (UK) – Quantum Expert Witness for NHS practice (Responding Party), to evaluate disputed variations (including MEP services) and loss and expense claims in adjudication.

Residential (UK) – Quantum Expert Witness in UK adjudication concerning evaluation of Compensation Events under the NEC 3 ECC Option C contract. Appointed by a main contractor in relation to the construction of a residential property in London.

Office Refurbishment (UK) – Quantum Expert Witness for the responding party to evaluate variations and loss and expense claims in adjudication in relation to the office fit-out development.

Residential and commercial (UK) – Quantum Expert Witness in adjudication concerning evaluation of variations and loss and expense claims in relation to a mixed-use development.

Residential (UK) – Quantum Expert Witness appointed in contemplation of litigation for lenders in relation to a dispute concerning professional negligence claims against a contract administrator.

Sports Stadium (Georgia) – Lead assistant to the Quantum Expert Witness appointed for ICC arbitration. Assessment of quantum disputes and preparation of quantum expert reports for a contractor against a sovereign state, Georgia, in relation to three Sports Palaces in Georgia. The dispute concerned variations, delay and disruption as a result of termination of the contract.

Hotel (UK) – Lead assistant to the Quantum Expert Witness concerning assessment of the costs of the remedial works including service recovery costs, betterment, lost profit and interest.

Exhibition Centre (Abu Dhabi) – Lead assistant to the Quantum Expert Witness concerning review and evaluation of the contractor’s claims for disputed variations under the FIDIC forms of contract and prepared a quantum expert report for submission to arbitration.

Warehouse Insurance Claim (UK) – Lead assistant to the Quantum Expert Witness appointed on behalf of an insurance company exercising its subrogation right in adjudication concerning the financial impact of fire damages. Preparation of a quantum expert report in relation to the estimated costs of reinstating the damaged building and equipment as a result of fire.

Foreign Embassy (UK) – Lead assistant to the Quantum Expert Witness concerning the costs of the construction works to remedy structural problems arising from subsidence.

Sports Complex (UK) – Lead commercial manager on the Queen Elizabeth Olympic Park redevelopment, the Aquatics Centre let under NEC3 ECC Options A (Lump Sum) and C (Target Cost). Responsibilities included post-contract commercial management, project monitoring and control, change control including assessment of compensation events arising from a live project.

Church Remedial Works (Australia) – Evaluation of the cost of proposed remedial works to church buildings following damages caused by neighbouring construction sites.

Various projects (UK and Australia) – Lead commercial manager, providing services, ranging from preparation of preliminary and detailed cost estimates and Bills of Quantities, procurement of Tier 1/ Tier 2 contractors, post-contract commercial management and final account settlement.

Infrastructure Works including Transportation, Road and Bridge

Telecommunication (UK) – Quantum Expert Witness for the responding party in adjudication to evaluate a contractor’s claims concerning damages following the alleged wrongful repudiation of the Framework Agreement and relevant Work Orders in relation to the contractor’s services to provide resources to build telecommunication networks in the UK.

Bridge, Road (Denmark) – Assisted the appointed Quantum Expert in an arbitration in relation to quantum disputes concerning variations, prolongation and disruption in relation to a road and bridge project valued circa DKK 2.2 billion in Denmark. Prepared a quantum expert report for submission to the Danish Building and Construction Arbitration Board.

Tunnel Link (Denmark and Germany) – Prepared a Quantum Expert report for JV contractors on the evaluation of financial impacts of Covid-19 and Ukraine war between the owner and JV contractors, relating to the costs associated with termination of a shipbuilding contract in relation to construction of immerse tunnels, tunnel portal and ramps under bespoke FIDIC contracts between Denmark and Germany.

Suspension Bridge (Qatar) – Lead assistant to the Quantum Expert Witness in Qatari High Court proceedings. Appointed on behalf of the main contractor to provide expert opinion in relation to its claims relating to alleged design defects in marine bridges and for counterclaims relating to nonpayment, loss of profit and damages under Civil Codes. Value in dispute over QAR 200m.

Crossrail (UK) – Conducted a review of seven major Crossrail contracts and project delivery issues to identify contractual and commercial risks associated with delivery of Network Rail’s Crossrail projects under the bespoke ICE and ICC Forms of Target Cost Contracts. Responsibilities included provision of contract and commercial awareness training to the client’s project team and the UK’s Tier 1 contractors.

Rail (UK) – Appointed as a procurement manager on the Southeast Platform Lengthening Programme procured under ICE form of Target Cost Contracts. Reviewed all tender and contract documentation from PQQ through ITT to Contract Award, commercial evaluation of tenders, and negotiation with tenderers in full compliance with EU Public Procurement legislation.

Rail (Israel) – Provided pre-contract commercial advice relating to budgets for delivery of rail tracks, stations, civil and tunnel works in Israel.

Mining (Australia) – Assisted in preparation of a Quantum Expert report in relation to evaluation of disputed variations, disruption and acceleration, and drafting an expert report in connection with the construction of mining facilities in Australia.

Adjudicator, Arbitrator

Adjudicator appointed by the President of the Chartered Institute of Arbitrators (CI Arb) concerning the alleged sum due in respect of a payment application in the absence of payment notice and/or pay less notice.

Adjudicator appointed by the President of the CI Arb concerning the Referring Party's alleged entitlement to liquidated damages, the sum due to be re-paid and contractual interest.

Adjudicator appointed by the President of the CI Arb to determine on a monetary basis the contractor's entitlement to Loss of Profit (OH&P) and Fixed Operating Costs under a Work Order and a Framework Agreement (£140k in dispute).

Adjudicator appointed by the President of the CI Arb concerning a subcontractor's entitlement to damages of £80k, following the contractor's repudiatory breach of contract.

Adjudicator appointed by the President of the CI Arb concerning a subcontractor's entitlement to damages of £35k, following the contractor's repudiatory breach of contract.

Adjudicator appointed by the Technology and Construction Solicitors' Association (TECSA) concerning the alleged sum due in respect of a payment application in the absence of payment notice and/or pay less notice.

Adjudicator appointed by the Royal Institution of the Chartered Surveyors (RICS) Consumer Home Improvements Dispute Service concerning a dispute about damages/losses as a result of alleged defective workmanship and remedial work.

Adjudicator appointed by Construction Industry Council (CIC) concerning a construction contract payment dispute. Key issues in dispute included 1) a valid Payment Application, 2) entitlement to payment, 3) entitlement to set-off, and 4) true value of the amount due.

Adjudicator appointed by CIC concerning a construction contract payment dispute. Key issues in dispute include 1) battle of the forms, 2) the amount due on a smash and grab basis, and 3) the true value of the amount due.

Adjudicator appointed by UK Adjudicators concerning a payment dispute under a construction contract.

Sole Arbitrator in 10 (non-construction) cases under the ABTA Arbitration Scheme Rules 2018, and in 7 cases under the Chartered Institute of Arbitrators Business Arbitration Scheme Rules.

Lead Assistant to the Arbitrator appointed by NHBC. Assessed quantum disputes in relation to building defects and drafting an arbitral award.

Lead Assistant to the Adjudicators appointed by ICE and RICS under construction contracts concerning disputes in 5 discrete cases about: 1) assessing delay damages under the NEC4 Engineering and Construction Contract, Option A for works including the realignment of road, new bridges and new cycle routes; 2) non-payment; 3) alleged damages/losses for defective workmanship and remedial work; 4) non-payment together with jurisdictional challenges; 5) retention under the NEC4 Engineering and Construction Subcontract, Option A, in respect of civil and electrical works; and 6) an extension of time claim.

Other:

Recent Presentations and Speaking Engagements

Moderator for SCL International Conference in Seoul, South Korea, October 2025.

"Bias", the Adjudication Society 23rd Annual Conference, UK, November 2024.

"Commercial, Cultural and Legal Challenges in Cross-Border Construction Projects", Moderator, Society of Construction Law (Korea) & (Hong Kong), Korean Commercial Arbitration Board (KCAB) and Hong Kong International Arbitration Centre (HKIAC), October 2024.

"Quantum Claims and Expert Witness", inhouse training for a contractor, September 2024.

"Quantum Analysis", for a Korean contractor and Sungkyunkwan University (South Korea), December 2022 to present.

"Let's Discuss Adjudication", Chartered Institute of Arbitrators, October 2024.

"ADR & Construction Industry in Vietnam: Views from Vietnam & Korea", Society of Construction Law (Korea) & (Vietnam), Korean Commercial Arbitration Board (KCAB) and Vietnam International Arbitration Centre (VIAC) joint seminar, November 2023, Korea.

"Collaborative contracting – a necessary cultural shift to integrate ESG requirements", Society of Construction Law International Conference in Turkey, October 2023.

"Women in Adjudication", Adjudication Society in the UK, July 2023.

"Renewable Energy in Australia, Europe, the Middle East, Africa and the UK", Society of Construction Law Korea Conference, Co-moderator, June 2023.

"Risks and Opportunities of Third-Party Funding in International Arbitration", Asian Institute of Alternative Dispute Resolution Conference, February 2023.

"An overview of road, airport, marine & wind farm construction disputes", Society of Construction Law Ireland Conference, Ireland, November 2022.

"Global Construction Projects: Understanding Emerging Markets and Revisiting Dispute Resolution Methods", panel discussion with Singapore International Arbitration Centre and Korean Commercial Arbitration Board held during Seoul ADR Festival, November 2022.

"Construction Post Covid – Getting Back to Business?", Society of Construction Law Singapore Conference, October 2022.

"Key Legal Issues in the Middle East", Co-moderator, Society of Construction Law Korea and Gulf Conference, October 2022.

"SCL experiences and lessons from various jurisdictions - claims for time & money, FIDIC, joint venture contracting, conflict avoidance and appropriate dispute resolution post Covid-19", Co-moderator, Society of Construction Law Korea Conference, December 2021.

"The use of mediation for resolving construction disputes", panel discussion held during Society of Construction Law India Conference, December 2021.

"Collaborative contracting – are standard form contracts being crafted for change?", panel discussion held during Society of Construction Law International Conference, November 2021.

“How to enhance efficiency in international arbitration – from cradle to recovery”, panel discussion held during Seoul ADR Festival, with lawyers from Dubai, the UK and Korea, and Korean Commercial Arbitration Board, November 2021.

“An Introduction to Quantum”, Society of Construction Law UK training webinar, July 2021.

“What parties to long-term project contracts need to know about disputes”, in conjunction with UK Law Firm, March 2021.

“Key Construction Cases in 2020”, Society of Construction Law Korea Conference, February 2021.