

2018 GII Summit – Agenda

Landmark Hotel, London

October 29-31, 2018



Monday, October 29

07:00 **REGISTRATION OPENS**

10:00–14:00 **INFRASTRUCTURE SITE VISITS** (*various off-site locations*)

As an integral part of the Global Infrastructure Initiative (GII) program, we will be hosting six infrastructure and technology tours, learning how some of London's leading organizations are improving the way that infrastructure is planned, financed, delivered, and operated. Please note that availability is limited and Summit participants must sign-up to secure their place.

- **Battersea Power Station:** Battersea Power Station is one of central London's largest and eagerly anticipated regeneration projects. It will see a 42-acre former industrial brownfield site, which had been derelict for 30 years, transformed into a new town center for London. The £9 billion project will deliver thousands of new homes, offices, restaurants, retail space, and cultural venues. It will also include 18-acres of public space and major infrastructure improvements including a new Zone 1 London Underground Tube Station. Once completed in late 2020, over 40 million visitors are expected to visit the destination each year.
- **Crossrail:** Crossrail is Europe's largest infrastructure project and, when complete, will link four major London economic centers: Canary Wharf, the financial district, the West End, and Heathrow Airport. The project has broken the mold in UK construction by being the first organization to develop a strategy and process for managing innovation in mega projects. (*Due to time constraints, this site visit uniquely departs at 08:30—1.5hrs before the others*)
- **London Bridge Station:** London Bridge is the fourth busiest station in the country, bringing around 56 million passengers into the city each year. The Thameslink Programme has transformed London Bridge station to make it bigger, better and more accessible. Since opening in January 2018, passengers have benefitted from new platforms for more trains, a huge new concourse and better connections. The redevelopment of the station has made it a destination, optimizing the transit oriented development opportunities. Importantly, this development has expanded the capacity to 90 million passengers per year.
- **Queen Elizabeth Olympic Park:** Spread across 560 acres of parklands, Queen Elizabeth Olympic Park (QEOP) is home to landscaped gardens, historic waterways, famous sporting venues, and a vibrant arts and events program. QEOP opened in April 2014 following the 18-month transformation program of the London 2012 Olympic Park. The Park is still transforming and will soon provide additional homes, jobs, education and cultural facilities. The London Legacy Development Corporation (LLDC) is responsible for promoting and delivering the physical, social, economic and environmental regeneration in QEOP and Mace are the project management partner.

10:00–14:00 **INFRASTRUCTURE SITE VISITS** (*continued*)

- **Thames Tideway Tunnel:** Tideway is the organization delivering the Thames Tideway Tunnel, a 25km sewer tunnel needed to prevent an annual average of 20 million tons of untreated sewage discharge from entering the River Thames. The project will upgrade London's sewerage system to cope with the demands of the city well into the 22nd century. Built from three main construction drive sites in Fulham, Battersea and Southwark, the Thames Tideway Tunnel is expected to take up to seven years to build, at a cost of £4.2 billion. It will require the use of 24 construction sites, 11 of which are located along the river bank.
- **TfL's Network Management Control Centre:** Transport for London (TfL) is the integrated transport body that runs nearly all the transport in London. TfL operates London's transport system from two control centers in one location. Given the breadth and varying age of the services, a wide variety of technical tools are used to keep the city moving. The interface between highly automated systems and human intelligence deals with complex situations every day, from the routine challenges of peak demand to unusual situations such as terrorist attacks. The visit to the Network Management Control Center (NMCC) will demonstrate how these activities are brought together in a coordinated manner to provide seamless support for 27 million journeys every day.

15:30–15:45 **WELCOME AND FRAMING**

Speakers:

Stuart Shilson, Senior Partner, McKinsey & Company; Co-chair, GII

Gernot Strube, Senior Partner, McKinsey & Company; Co-chair, GII

15:45–16:15 **IMPROVING MAJOR PROJECT DELIVERY THROUGH DIGITAL TRANSFORMATION**

Digital innovations are disrupting industry structures and the way major capital projects are planned, financed, built, and operated around the world. McKinsey research suggests that, by using existing technology, companies can reduce project costs by up to 45 percent. Even bigger gains are possible for organizations that move first and fast. What are some of the most exciting solutions that have emerged in the past year?

Facilitators:

Stuart Shilson, Senior Partner, McKinsey & Company; Co-chair, GII

Gernot Strube, Senior Partner, McKinsey & Company; Co-chair, GII

16:15–16:50 **PLAN: STRUCTURING MAJOR PROJECTS FOR SUCCESS**

Major projects are continuously buffeted by strong forces—cost overruns, politics, complex regulations, and civic protests. Well-structured projects that clearly allocate risks and roles among all involved are more resilient to these inevitable stressors. What can owners and contractors do to improve stakeholder alignment, risk planning, and execution governance to maximize the chance of success? How do we create the capacity and necessary capabilities in the public sector? How can technology improve the odds?

Panelists:

Ann Bentley, Global Board Director, Rider Levett Bucknall

Bruce Grewcock, Chairman & CEO, Peter Kiewit Sons

Tony Meggs, Chief Executive, Infrastructure and Projects Authority

Moderator: **Michael Della Rocca**, Partner, McKinsey & Company

- 16:50–17:00 INSPIRING IDEAS: ACCELERATING DIGITAL INNOVATION**
 McKinsey analysis suggests that existing digital technologies, when applied comprehensively and efficiently, can reduce overall project costs dramatically. When viewed in the context of construction’s \$1.6 trillion productivity opportunity, digital solutions could produce more improvement than any other lever. This session will spotlight pockets of innovation across the industry, investment trends, and actions that can help organizations maintain their competitive advantage.
*Presenter: **Steffen Fuchs**, Senior Partner, McKinsey & Company*
- 17:00–17:35 FINANCE: RETHINKING THE ROLE OF THE INSTITUTIONAL INVESTOR**
 The infrastructure industry is experiencing one of the biggest shifts in infrastructure finance over the past decade. With brownfield assets hotly contested and in short supply, returns are considerably less favourable than they once were so institutional investors are going after greenfield projects. As institutional capital gets involved earlier in the project life cycle, what engineering, consulting, and other technical expertise will investors need to engage and manage the development risks? What new collaborations and business models will unfold? What technologies and approaches—such as data analytics and capex optimization—can improve the outcomes?
Panelists:
Laurie Mahon, Vice Chair, Global Investment Banking, CIBC World Markets
Andrew Rose, Chief Executive Officer, Global Infrastructure Investor Association
Michael Sabia, President and CEO, Caisse de dépôt et placement du Québec
*Moderator: **Robert Palter**, Senior Partner, McKinsey & Company*
- 17:35–17:45 INSPIRING IDEAS: USING TECHNOLOGY TO RADICALLY CHANGE HOW WE DESIGN AND COMMUNICATE PROJECTS**
 Imagine a future in which we design and experience a physical space before it is built, test spatial configurations to scale immediately, experience and compare spaces all over the world simultaneously, interact with collaborators in real time, and share 3D solutions with investors, regulators and the public. This session will explore how the latest virtual and augmented reality solutions are transforming our industry. This future is now!
*Presenter: **Jan Bunge**, Managing Director, Squint Opera*
- 18:00–19:00 WELCOME RECEPTION**
- 19:00–21:30 DINNER AND KEYNOTE DISCUSSION**
*Welcome: **Dame Vivian Hunt**, Senior Partner, McKinsey & Company*
*Speaker: **Sir John Armit CBE**, Chairman, National Infrastructure Commission*
*Moderator: **Kevin Sneader**, Global Managing Partner, McKinsey & Company*
- 21:30–22:30 NIGHTCAP**

Tuesday, October 30

08:30–09:30 DISCUSSION SESSION

Participants select one of four concurrent pillar discussion sessions

PLAN: PREPARING FOR THE FUTURE OF ENGINEERING

The engineering and construction industry is on the cusp of a new era, with novel applications and tools changing how companies design, plan, and deliver projects. As major projects increase in complexity and cost, how does the current approach need to change to ensure that projects benefit from digitization, automation, vertical integration, and solution selling? How will these innovations change project roles and execution? Who will capture the “technology dividend”?

Discussion Leaders:

Phillip Aiken, Chairman, Balfour Beatty

Leigh Jasper, Chief Executive Officer, Aconex

Joseph Pangalila, Chief Executive Officer, PT Tripatara

Tom Wolf, Chief Executive Officer, RIB Software

Facilitator: **Koen Vermeltoort**, Partner, McKinsey & Company

FINANCE: INNOVATING REVENUE MODELS FOR MAJOR PROJECTS

Given their complexity, long-term return profile, and delivery risks, a compelling and robust business case is essential to finance major capital projects. Beyond optimizing a project’s capital profile and reducing schedule risks, what creative new revenue models can maximize funds and improve bankability? How can technology create new value in project sourcing, evaluation, structuring, and risk allocation?

Discussion Leaders:

Pierre Lavallée, President & CEO, Canada Infrastructure Bank

Bruno Roy, Chief Financial Officer, WSP

Matthew Vickerstaff, Deputy CEO and Head of Project Finance, Infrastructure and Projects Authority

Michael Volkermann, Global Head of Project Finance, Deutsche Bank

Facilitator: **Aaron Bielenberg**, Expert Associate Principal, McKinsey & Company

BUILD: RECOVERING PROJECTS IN DISTRESS

Project leadership, transparency and team behaviours have an outsized impact on project performance and are often the root causes of schedule delays and cost overruns. With more than 90 percent of major projects facing such delays or overruns, what does it take to identify a distressed project early and fix it before the situation becomes unmanageable? What proven strategies can help owners and contractors reset a project? What is the role of technology in assisting this process?

Discussion Leaders:

David O’Connor, Head of Global Projects, BP

DK Sen, Whole Time Director & Senior EVP (Infrastructure), Larsen & Toubro

Chris Shephard, Vice President of Construction, Trimble

Jennifer Weitzel, Director Infrastructure Supply Chain, Microsoft

Facilitator: **Filipe Barbosa**, Senior Partner, McKinsey & Company

08:30–09:30 **DISCUSSION SESSION** (*continued*)

OPERATE: ADAPTING TO THE FUTURE OF MOBILITY

Every day, billions of people and tons of goods move by road, rail, air, and water but the consequences are significant—pollution, CO2 emissions, congestion, and a massive load on public budgets. However, new technologies and financing pressures are generating major shifts in mobility. How can mobility players adapt to a future that is increasingly autonomous, connected, electrified, and shared? How will future mobility patterns change the value pools in traditional asset classes? What will customers expect from operators to improve their experience?

Discussion Leaders:

Roy Brannen, Chief Executive, Transport Scotland,

Philip Hoare, Chief Executive Officer, Atkins

Amit Rikhy, President and CEO, Carlyle Airport Group

Tom Wright, President, Regional Plan Association

Facilitator: **Tyler Duvall**, Partner, McKinsey & Company

09:40–10:15 **BUILD: USING COLLABORATION TO IMPROVE PERFORMANCE**

The relationship between owners and contractors is broken. For years collaboration has been heralded as the answer, yet the theory is stronger than the practice. How do we overcome the barriers that prevent us from implementing collaborative approaches? What innovative risk-sharing and supply-chain solutions (with supporting contracts) could build trust and incentivize better performance? How do the roles and business models of owners, contractors, and investors need to shift?

Panelists:

Heinz Ehrbar, Head Competence Center Major Projects, Deutsche Bahn

Paul Gibbs, Regional Manager, UK Bechtel

Cressida Hogg, Chairman, Landsec

Moderator: **Jim Banaszak**, Partner, McKinsey & Company

10:15–10:25 **INSPIRING IDEAS: CREATING CITIZEN-CENTRIC CITIES**

Over the next decade, the current generation of smart city applications will impact cities across seven quality-of-life dimensions: safety, time/convenience, health, environmental quality, social connectedness, jobs, and cost of living. Reviewing progress in 50 smart cities, McKinsey Global Institute identified how smart applications can solve entrenched and emerging urbanization challenges. What are the insights for cities and how can these applications improve quality of life?

Presenter: **Jonathan Woetzel**, Senior Partner, McKinsey & Company; Director, McKinsey Global Institute

10:25–11:00 **OPERATE: DIGITIZING INFRASTRUCTURE ASSETS**

Digitization is inevitable and is varying states of maturity in different asset classes. As end-to-end optimization, IoT, and digital twins become mainstream, the way we design, deliver, operate, and maintain our infrastructure will be radically different—and customers will demand the same experience they receive from existing digitized sectors. What needs to be done to accelerate digitization across all asset classes? What are the individual and institutional capabilities needed to make persistent use of digital assets? Is the case for digital twins as strong as we have been led to believe?

Panelists:

Gregory Bentley, Chief Executive Officer, Bentley Systems

Greg Hodkinson, Chairman, Arup

Jens Holmboe, Director General, Danish Road

Moderator: **Gernot Strube**, Senior Partner, McKinsey & Company

11:00–11:30 NETWORKING BREAK

11:30–12:05 CROSS-CUTTING: CULTIVATING GREAT PROJECT LEADERS

Several studies indicate that the project leader is the primary driver of project performance but organizations have struggled to identify their peak performers and build these capabilities in-house. How can the industry bridge the talent gap and cultivate a skilled and diverse class of project leaders? How will the typical project leader role change in a digital environment?

Panelists:

Ian Davis, Chairman, Rolls-Royce

Nonyameko Mandindi, Chairman, Group Five

Terry Morgan, Chairman, Crossrail

Moderator: **Hugh Thorneycroft**, Consultant, Spencer Stuart

12:05–12:15 INSPIRING IDEAS: BUILDING BRIDGES TO PROSPERITY

Almost one billion people around the world don't have safe access to critical resources like health care, education, or employment due to an impassable river. Tackling this challenge through last mile infrastructure investments, Bridges to Prosperity has positively impacted the lives of over one million people in 22 countries. The program has demonstrated that investing in connecting rural populations significantly increases health care visits, school enrollment, household income, and economic opportunities. What is the potential for this community to broaden and accelerate basic infrastructure efforts such as this?

Presenter: **Avery Bang**, President and CEO, Bridges to Prosperity

12:15–12:50 CROSS-CUTTING: CONNECTING EURASIA

Multiple initiatives point to the growing importance of connecting countries in Europe and Asia—the Asian Infrastructure Investment Bank is a new multilateral development bank with members across the world; new investors and capital pools have emerged to help build out China's Belt and Road Initiative (BRI); and India, Russia, Turkey, and the European Union are working on improving connectivity. How are multinational projects being financed? What opportunities exist for international companies to engage in BRI projects? How can high standards and good governance be assured?

Panelists:

Danny Alexander, Vice-President & Corporate Secretary, Asian Infrastructure Investment Bank

Uwe Krueger, Senior Managing Director, Head Business Services, Temasek International

Nicholas Wong, Co-head of Worldwide Projects Group, Clifford Chance

Moderator: **Jonathan Woetzel**, Senior Partner, McKinsey & Company; Director, McKinsey Global Institute

12:50–14:15 LUNCH

14:15–15:15 SOLUTIONS SESSIONS

Participants will select one of four concurrent pillar solution sessions, each focusing on a major global project or infrastructure challenge. A senior executive from the organization will spend 10-minutes introducing the project and framing its biggest challenges. The participant group, representing deep expertise from around the world, will spend the remaining 50 minutes in a facilitated discussion, solving for these challenges.

PLAN: ACCELERATING HEATHROW'S EXPANSION

Expanding Heathrow is one of the largest and highest profile infrastructure developments in the United Kingdom. With final planning consent expected in 2020 and a new runway scheduled to open in mid-2020, the challenge is to ensure that a world class hub can be privately financed and sustainably delivered at an affordable airport charge. What would it take to reduce the timeline and bring more capacity on earlier? How should Heathrow manage the design complexity and boil it down to one coherent option? What stakeholder engagement techniques can help identify the right incentives, while managing the unknowns inherent in the planning process?

Discussion Leaders:

John Holland-Kaye, Chief Executive Officer, Heathrow Airport Holdings

Andrew Macmillan, Chief Strategy Officer, Heathrow Airport Holdings

Facilitators:

Dominic Maxwell, Associate Partner, McKinsey & Company

Michael Della Rocca, Partner, McKinsey & Company

FINANCE: THE BUSINESS CASE FOR THE DIGITAL RAILWAY

The “Digital Railway” is Network Rail’s planned major capital upgrade that will deliver increased capacity, reliability, and a 21st century transformation of how UK railways are managed, operated and maintained. However, the inherent complexities of an upgrade which touches many parts of the devolved industry structure, makes this challenging. Therefore, it is critical for the industry to come together and align on their approach to planning and delivering the upgrade. What are the best approaches to understanding the costs and benefits in such a complex system? How does Network Rail ensure that the program will be attractive to third party investment?

Discussion Leader:

Andrew Haines, Chief Executive Officer, Network Rail

Facilitators:

Stuart Shilson, Senior Partner, McKinsey & Company

Robert Palter, Senior Partner, McKinsey & Company

14:15–15:15 SOLUTION SESSIONS *(continued)*

BUILD: DELIVERING MAJOR PROJECTS IN URBAN DENSITY

Providing housing and infrastructure for an estimated 2.5 billion new urban residents by 2050 will require the delivery of major projects in large cities at scale. While the challenges are well recognized—regulation, economic disruption, supply chain, labor availability—the magnitude of their impacts have grown as cities become denser and buildings taller. What master planning and urbanization approaches can make a difference? How can we leverage technology, tools and process management to improve the outcomes? What new business models and financing approaches are working in this scenario?

Discussion Leader:

Dan McQuade, Group President, Construction Services, AECOM

Facilitators:

Gernot Strube, Senior Partner, McKinsey & Company

Jim Banaszak, Partner, McKinsey & Company

OPERATE: FUTUREPROOFING LONDON'S TRANSPORT SYSTEM

London is famous for excellent multimodal transport in a congested city, despite legacy systems that are tough to upgrade and connect. As London and other cities plan for the inevitable transport evolution over the next 30 years, how can we optimize journey flow with limited capital investment? How do we prepare for a future that will be autonomous, connected, electrified, and shared? What role does improving the customer experience play in this future reality?

Discussion Leader:

Shashi Verma, Chief Technology Officer & Director of Strategy, Transport for London

Facilitators:

Tyler Duvall, Partner, McKinsey & Company

Nick Bertram, Associate Partner, McKinsey & Company

15:25–16:25 DISCUSSION SESSIONS

Participants select one of four concurrent pillar discussion sessions:

PLAN: CREATING RESILIENT AND CLIMATE-SMART INFRASTRUCTURE

Increasing coastal urbanization, coupled with climate change and sea level rise, is dramatically intensifying the impact and cost of major storms. In the United States, the cost of weather and climate related disasters in 2017 alone reached \$310 billion. How do we adjust our economic model to address the current and likely future vulnerabilities in our infrastructure? Who is best positioned to develop a long-term, sustainable path forward? How can technology assist in increasing resilience and mitigating risk?

Discussion Leaders:

Clare Burgess, Partner, Clifford Chance

Scott Jacobs, Co-Founder & CEO, Generate Capital

Morgan Landy, Global Director, Infrastructure and Natural Resources, IFC

Nitesh Mistry, Head of Infrastructure Finance, Swiss Re

Rt Hon Claire Perry MP, Minister of State for Energy and Clean Growth, United Kingdom

Moderator: **Tim McManus**, Vice President, Major Projects, McKinsey & Company

15:25–16:25 DISCUSSION SESSIONS (continued)

FINANCE: WINNING IN A WORLD OF DIGITAL DISRUPTION

Technology is disrupting infrastructure investing by challenging the viability of certain assets and business models, while simultaneously opening new opportunities. This has resulted in a wave of new players competing for assets in this rapidly evolving space. How are these new infra investors identifying and engaging with the most transformative technologies? What can be done to accelerate technological adoption across the sector? How do the incumbent investors compete in this new era?

Discussion Leaders:

Darren Bechtel, Founder & Managing Director, Brick & Mortar Ventures

Patrick Charbonneau, Managing Director, PSP Investments

Ed Clarke, Co-founder & Director, Infracapital

Susan Gray, Global Head of Corporate & Infrastructure Ratings, S&P Global

Facilitator: **Alastair Green**, Partner, McKinsey & Company

BUILD: ADAPTING THE E&C BUSINESS MODEL

Completing projects on time and on budget under existing business models is increasingly difficult. Owners are taking on more ambitious and complex projects and expecting better productivity, stretching some contractors to the limit. Simultaneously, huge investments have poured into technology start-ups that are disrupting how traditional E&C activities create value. How do E&C companies adapt their business models to compete in this new world?

Discussion Leaders:

Eric Keen, Chief Executive Officer, HDR Engineering

Patricia Moore, Managing Director, UK, Turner Townsend

Omar Shahzad, Chief Executive Officer, Meinhardt Global

Burak Talu, Executive Board Member and CEO, Dogus Construction and Trade

Facilitator: **Prakash Parbhoo**, Partner, McKinsey & Company

OPERATE: MAKING THE MOST OF BROWNFIELD INVESTMENT

To improve capacity, it is imperative to optimize existing infrastructure through improved operations and additional investments. How do we identify the small investments that can have major impacts? What goes into deciding whether to upgrade, repurpose, or rebuild existing infrastructure? How do we redesign assets to be agile?

Discussion Leaders:

Bruce Hogg, Managing Director, Canada Pension Plan Investment Board (CPPIB)

Lincoln Leong, Chief Executive Officer, MTR Corporation

Gianluca Racana, Director, Zaha Hadid

Mark Reynolds, Chief Executive, Mace

Facilitator: **Maria João Ribeirinho**, Partner, McKinsey & Company

16:25–16:40 SWITCH BREAK

- 16:40–16:50** **INSPIRING IDEAS: DELIVERING INFRASTRUCTURE WITH DIVERSE GLOBAL TEAMS**
There is growing consensus that a robust inclusion and diversity strategy can attract talent, strengthen decision making, increase innovation, motivate employees, and improve a company’s license to operate. Organizations in the infrastructure industry can capture this opportunity by plotting a clear course of action to build competitive advantage, and tying outcomes closely to their strategic goals. Where do we start and what can we learn from the companies who have achieved both a best-in-class culture of inclusion and diversity, and a tangible improvement in performance?
Presenter: Dame Vivian Hunt, Managing Partner, UK and Ireland, McKinsey & Company
- 16:50–17:25** **KEYNOTE INTERVIEW**
Speaker: Sir John Parker, Chairman of Pennon Group and Laing O’Rourke; Lead non-executive director, UK Cabinet Office
Moderator: Rik Kirkland, Partner and Director of Publishing, McKinsey & Company
- 17:25–18:00** **THE BEST IDEAS**
Recap of the best ideas, insights, and actions from the Global Infrastructure Initiative
Presenter: Robert Palter, Senior Partner, McKinsey & Company
- 18:00–19:00** **BREAK**
- 19:00–21:30** **DINNER AND ENTERTAINMENT**
Madame Tussauds

Wednesday, October 31

09:00–12:00 SECTOR-SPECIFIC ROUNDTABLES

GII will be hosting three concurrent sector-specific roundtables covering Engineering & Construction, Energy & Resources, and Real Estate. These sessions will encourage participants to go deeper into the most exciting topics in specific sectors.

REAL ESTATE: THE FUTURE OF REAL ESTATE

The global real estate market has reached an inflection point with the changing buying patterns of millennial customers and the impact of technology. Taking place from 09:00-15:00, this interactive Real Estate roundtable will tackle the central theme of the **future of real estate**. Key topics will include:

- Understanding market forces creating opportunities and challenges in real estate investment today
- Anticipating millennials' behavior in residential, office and retail real estate
- Preparing for smart cities and districts of the future
- Adapting to the office of the future
- Embracing new construction technologies
- Addressing the affordable housing challenge

Speakers:

Méka Brunel, Chief Executive Officer, Gecina

DING LiYe, Chairman and CEO, SCPG

James Seppala, Senior Managing Director, Blackstone Group

Nick Walkley, Chief Executive, Homes England

Hosts:

Subbu Narayanswamy, Senior Partner, McKinsey & Company

Mukund Sridhar, Partner, McKinsey & Company

ENGINEERING AND CONSTRUCTION: BEYOND MODULAR: FROM PROJECTS TO PRODUCTS

McKinsey's research has demonstrated the significant productivity opportunities presented by modular construction, new materials and technology-based solutions. However, different asset classes need custom-designed solutions and the right combination is not always clear. Focusing on three core asset classes, participants will explore what it will take for the construction industry to go beyond modular, optimize the mix of new solutions, and collectively shape the projects of the future. What could success look like and what shifts are required to get there?

Speakers:

Mark Elliott, Chief Executive Officer, Northwest Rapid Transit

Tom Elvidge, General Manager, UK & Ireland, Uber

Simon Jenner, Chief Operating Officer, Battersea Power Station Development Company

Andrew Macmillan, Chief Strategy Officer, Heathrow Airport Limited

Bruno Balbinot, Chief Executive Officer, Ambar

Mark Reynolds, Chief Executive Officer, Mace

Hosts:

Jan Mischke, Partner, McKinsey & Company

Maria João Ribeirinho, Partner, McKinsey & Company

Nick Bertram, Associate Partner, McKinsey & Company

09:00–12:00 **SECTOR-SPECIFIC ROUNDTABLES** *(continued)*

ENERGY AND RESOURCES: DRIVING PRODUCTIVITY THROUGH DIGITAL TRANSFORMATION AND INNOVATIVE PROJECT LEADERSHIP

While energy and resources major projects have been growing in complexity and scale, schedule and cost performance has been stagnant for decades. However, increasing cost pressure in the industry is forcing market players to mitigate this productivity challenge and two enablers have risen as top contenders to address this challenge

- **Digitization of major projects** - with a plethora of new solutions emerging, navigating the digital landscape is difficult. How do we identify where technology can deliver the most value to our organizations and customers? What strategic decisions and capabilities are required to position an organization for market leadership?
- **The art of project leadership** - little attention has been paid to the “soft” organizational and leadership elements of major project delivery. Why do major projects continue to fall short of expectations despite so much experience, learning, discussion, and analysis? What are the unique success factors deployed by those who have managed to avoid significant time and cost deviations?

Speakers:

David O’Connor, Head of Global Projects, BP
Bhupinder Singh, Chief Product Officer, Bentley Systems
David Wilson, Chief Innovation Officer, Bechtel

Hosts:

Tom Brinded, Associate Partner, McKinsey & Company
Koen Vermeltfoort, Partner, McKinsey & Company
Joachen Latz, Partner, McKinsey & Company

12:00–13:00 **NETWORKING LUNCHEON**

13:00–15:00 **SECTOR-SPECIFIC ROUNDTABLES**

REAL ESTATE: THE FUTURE OF REAL ESTATE *(CONTINUED)*

Speakers:

Jan-Hendrik Goldbeck, Executive Partner, Goldbeck
Roelof Opperman, Principal and the Co-Head of Real Estate Technology Investment, Fifth Wall Ventures
Josh Sirefman, Chief Development Officer, Sidewalk Labs

Hosts:

Subbu Narayanswamy, Senior Partner, McKinsey & Company
Mukund Sridhar, Partner, McKinsey & Company