

# **2021 GII Summit Agenda**

**Montréal (Virtual) - April 6-8, 2021**

*(all times listed Eastern Daylight Time (UTC-4))*

## **Tuesday, April 6**

### **10:00-10:10 WELCOME AND FRAMING**

*Hosts:*

**Steffen Fuchs**, Senior Partner, McKinsey & Company; Co-chair, GII

**Shannon Peloquin**, Partner, McKinsey & Company; Co-chair, GII

### **10:10-10:45 DELIVERING THE PROJECT OF THE FUTURE**

Global industry trends—such as digitization, industrialization, vertical and horizontal consolidation, and rising technology investment—are poised to dramatically disrupt all stages of the project life cycle. Rather than having independent project stages, the project of the future could operate as a single production system where technology will be integrated from design, procurement and planning through to construction, commissioning and operations. In a post-COVID world, how do we prepare for the projects of the future and manage the inevitable disruption?

*Panelists:*

**Shaun Kenny**, President of Infrastructure, Bechtel

**Janno Lieber**, Chief Development Officer, New York MTA

**Mark Thurston**, Chief Executive Officer, HS2

*Moderator:* **Shannon Peloquin**, Partner, McKinsey & Company; Co-chair, GII

### **10:45–11:20 ACCELERATING TECHNOLOGY ADOPTION**

While most infrastructure owners and contractors recognize the potential for digital transformation, there are few examples of successful transformations at scale. Too often, organizations fail to progress further than individual pilot projects. Why is digital transformation in this sector so difficult and what can we do to accelerate adoption? What mechanisms are required to quantify, capture, and distribute the financial benefits? How do roles, skillsets, industry standards, and organizational cultures need to change to accelerate technology adoption?

*Panelists:*

**Greg Bentley**, Chief Executive Officer, Bentley Systems

**Heather Chalmers**, President & CEO, GE Canada

**Marie-Claude Dumas**, Global Director, Major Projects & Programs, WSP

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

- 11:20–11:55**    **RETHINKING ASSET MANAGEMENT FOR THE 21ST CENTURY**  
Global leaders are increasingly aware that the delivery and management of critical assets must include robust resilience and risk reduction planning, accounting for cybersecurity, resource scarcity, inequity, natural disasters, and extreme weather events. What should investors, owners, contractors, and operators be doing to manage these issues? How can we adapt economic models to address current and future vulnerabilities?  
*Panelists:*  
**Dr. Christine Altendorf**, Director of Military Programs, US Army Corps of Engineers  
**Charles Harrington**, Chairman & CEO, Parsons  
**Michael McGhee**, Founding Partner, Global Infrastructure Partners  
*Moderator: Aaron Bielenberg*, Partner, McKinsey & Company
- 11:55–12:25**    **KEYNOTE DISCUSSION**  
*Panelists:*  
**Charles Emond**, President and CEO, CDPQ  
**The Honorable Catherine McKenna**, Minister of Infrastructure and Communities, Canada  
*Moderator: Andrew Pickersgill*, Senior Partner, McKinsey & Company
- 12:25–12:30**    **CLOSE DAY 1**
- 12:30–13:00**    **NETWORKING**

### Wednesday, April 7

- 10:00-10:05**    **WELCOME BACK**  
*Hosts:*  
**Steffen Fuchs**, Senior Partner, McKinsey & Company; Co-chair, GII  
**Shannon Peloquin**, Partner, McKinsey & Company; Co-chair, GII
- 10:05–10:40**    **USING INFRASTRUCTURE INVESTMENT FOR ECONOMIC RECOVERY**  
Investing in infrastructure is a critical tool to create jobs, drive economic recovery, and position our economies for sustainable growth. Due to the immense COVID-19 fiscal burden, governments will need to prioritize infrastructure projects, deploy stimulus funding in an impactful way, and leverage other sources of funding—including private capital. What tangible steps can governments take to broaden their role and help catalyze projects? How will governments and the private sector ensure that projects deliver on both economic and community criteria? What lessons can be learned from public–private partnership financing?  
*Panelists:*  
**Gerrard Bushell**, Executive Chair, The New Terminal One at JFK  
**Lara Poloni**, President, AECOM  
**Sadek Wahba**, Chairman and Managing Partner, I Squared  
*Moderator: Rob Palter*, Senior Partner, McKinsey & Company

**10:40–10:50    INSPIRING IDEA: TAPPING INTO THE FUTURE OF TRANSPORT WITH THE HYPERLOOP**  
As cities grapple with the existential crises of population growth, climate change, and rapid urbanization, the case to embrace mass transit is clear. Delivering a sustainable system that converges the personalization of cars, with the capacity of mass transit, and the speed of air travel, could create the tipping point for mass adoption. This session explores the potential for hyperloop to transform cities by transporting tens of thousands of passengers per hour, on-demand, and directly to their destination, with no direct emissions.

*Presenter: Josh Giegel, CEO and Co-founder, Virgin Hyperloop*

**10:50–11:25    DEVELOPING A WORKFORCE FOR THE 21ST CENTURY**  
Shifts in digitization, industrialization, and consolidation are transforming the industry, requiring a renewed focus on leadership, culture, organizational structures, and talent. What new skills and capabilities will be essential to shape and safely deliver and operate the projects of the future? How should companies plan for knowledge management and apprenticeship? What are the new expectations for attracting and retaining talent, and how do you build a culture of continuous improvement?

*Panelists:*

**Ewan Drummond**, Senior Vice President Projects, BP

**Mark Reynolds**, Chief Executive Officer, Mace

**Lisa Wieland**, Chief Executive Officer, Massachusetts Port Authority

*Moderator: Hugh Thorneycroft, Co-Leader EMEA, Spencer Stuart*

**11:25–11:30    CLOSING**

**11:30–11:35    SWITCH BREAK**

**11:35–12:35    DISCUSSION SESSIONS**

*Participants select one of four concurrent pillar discussion sessions:*

**CREATING COMMON DIGITAL PLATFORMS**

Using advanced analytics to uncover critical insights from the vast amounts of data already being collected can improve both the quality and speed of infrastructure delivery and operations. To optimize these results, it is vital for all players to be able to collaborate on common digital platforms and to explore shared digital service business models. Should industry leaders come together to advance multi-ecosystem platforms and industry standards for digital collaboration? What can we learn from other industries that have done this successfully, and how do we quantify the ROI?

*Discussion Leaders:*

**Maria Manidaki**, Net Zero Lead, Mott MacDonald

**Rob Painter**, Chief Executive Officer, Trimble

**Amir Peleg**, Founder and CEO, TaKaDu

**Bill Ruh**, Chief Executive Officer - Digital, Lendlease

*Moderator: Jose Luis Blanco, Partner, McKinsey & Company*

## **CREATING THE CONDITIONS FOR COLLABORATION**

Realizing collaborative project delivery requires certain conditions to be in place and a clear implementation roadmap. How do we overcome industry barriers to implementing collaborative approaches? What does collaborative delivery look like across different contract archetypes and projects? What changes are required to the business model, and what specific skills and capabilities are required by project leaders?

*Discussion Leaders:*

**John Beck**, Executive Chairman, AECON

**Klaus Blachnik**, Chief Procurement Officer, OMV

**Tilly Chang**, Executive Director, San Francisco County Transportation Authority

**Kez Taylor**, Chief Executive Officer, ALEC

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

## **ATTRACTING AND DEVELOPING TALENT FOR THE PROJECT OF THE FUTURE**

Over the next decade, project teams will be required to deploy technology-based solutions, new materials, collaborative practices, and use agile ways of working to deliver resilient projects faster, at lower cost, and with improved schedule predictability. How will owners and contractors find, develop, and retain new skills for their project teams? What current models of successful teams, including agile teams, can be applied to the projects of the future? How can we use analytics and technology to improve team performance?

*Discussion Leaders:*

**Philip Hoare**, President, Atkins, Engineering, Design & Project Management, SNC-Lavalin

**Gord Johnston**, President & CEO, Stantec

**Andrea Rutledge**, President & CEO, Construction Management Association of America;

**Omar Shahzad**, Group Chief Executive Officer, Meinhardt Group

*Moderator: Antonio De Gregorio*, Partner, McKinsey & Company

## **PLANNING AND OPERATING INFRASTRUCTURE IN A CHANGING CLIMATE**

Over the past decade, storm events have cost the world nearly \$2 trillion and impacted almost 4 billion people, and the frequency and severity of these events will increase from climate change. Looking ahead, our new and existing infrastructure needs to be resilient to this changing environment while addressing the causes of climate change through decarbonization. How should we define climate-smart infrastructure and cities? What role can technology and new materials play to increase resilience and decarbonize the industry? How do we deal with critical infrastructure that cannot adapt and how do we finance all that needs to be done?

*Discussion Leaders:*

**Clare Burgess**, Partner, Clifford Chance

**James Chopty**, Deputy CEO International, EGIS

**Phil Duffy**, Chief Executive Officer, Woodwell Climate Research Center

**Scott Jacobs**, Chief Executive Officer, Generate Capital

*Moderator: Brodie Boland*, Partner, McKinsey & Company

**12:35-13:00 NETWORKING**

## Thursday, April 8

### 09:00–09:50 INFRASTRUCTURE SITE VISITS

Integral to the GII Summit program are three virtual infrastructure site visits. These will allow attendees to see first-hand how infrastructure is planned, financed, delivered, and operated at some of Montréal's leading major projects. Please note that availability is limited.

- **SAMUEL DE CHAMPLAIN BRIDGE**

The Samuel De Champlain Bridge is a 3.4 km twin cable-stayed bridge spanning the Saint Lawrence River between the Island of Montréal and the South Shore suburbs. Replacing the 57-year old original, the new bridge's two-lane rail corridor for the Réseau Express Métropolitain (REM), six-lane corridor for vehicles, and multi-use corridor for cyclists and pedestrians are expected to serve 40-60M vehicles annually for the next 125 years. This complex project was completed in just four years by employing modern construction technologies and methods. [www.newchamplain.ca](http://www.newchamplain.ca)

*McKinsey Host:* **Matthieu Dussud**, Partner, McKinsey & Company

*Speakers:* **Bob Alger**, President Infrastructure Projects, SNC-Lavalin; **Richard Munday**, Project Director, SNC-Lavalin

- **REM PROJECT**

Réseau express métropolitain (REM)—a new, 67-km integrated public transit network under construction in Greater Montréal—is the largest public transit project undertaken in Québec in the last fifty years. The fully automated electric light rail network will feature 26 stations and link downtown Montréal, universities, South Shore, West Island, North Shore, and Montréal-Trudeau International Airport. CDPQ Infra's innovative approach to this megaproject is characterized by fast and efficient execution, from planning to commissioning. <http://rem.info>

*McKinsey Host:* **Vince Bérubé**, Senior Partner, McKinsey & Company

*Speakers:* **Jean-Marc Arbaud**, President & CEO, CDPQ Infra; **Christian Ducharme**, Senior Director of Engineering; CDPQ Infra

- **TURCOT PROJECT**

The Turcot interchange connects three major highways and serves over 300,000 vehicles per day. This 10-year project has completely replaced 145 km of four interchanges and relocated the nearby CN railway tracks, while minimizing user disruption. As it nears completion, the logistically and technically complex project is still running on-time and on-budget. [www.turcot.transports.gouv.qc.ca](http://www.turcot.transports.gouv.qc.ca)

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

*Speakers:* **Eric Peissel**, Executive Vice President, WSP Canada; **Éric Vaillancourt**, Director of Alternative Projects – Transport Québec, WSP

## 10:00–11:30 SECTOR ROUNDTABLES

GII will host six concurrent sector roundtables, giving participants an opportunity for an in-depth interactive discussion in their chosen sector.

### **ENGINEERING, CONSTRUCTION, & BUILDING MATERIALS: DECARBONIZING THE CONSTRUCTION INDUSTRY**

The construction industry, encompassing real estate, infrastructure and industrial structures, is the largest industry in the global economy and accounts for 13 percent of the world's GDP. Due to its size and impact, this entire ecosystem has a major part to play in decarbonization and achieving sustainability goals. How do we establish a starting point and measure impact? Which specific decarbonization measures should we prioritize? How can stakeholders throughout the value chain collaborate to succeed?

*Panelists:*

**Amy Bunszel**, EVP of Architecture, Engineering and Construction Design Solutions Group, Autodesk

**Fernando Fajardo**, Chief Business Development Officer, Acciona

**Chris Griffin**, Chief Executive Officer, USG

*Hosts:* **Tom Brinded**, Partner, McKinsey & Company; **Focko Imhorst**, Associate Partner, McKinsey & Company; **Maria Joao Ribeirinho**, Partner, McKinsey & Company; **Erik Sjödin**, Partner, McKinsey & Company

### **ENERGY AND RESOURCES: REINVENTING CAPITAL PROJECT DELIVERY**

Over the past two decades, leading industries have slashed the cost and time of delivery by changing how they operate. Applying the same underlying principles to large capital projects in energy and resources could achieve a similar step change in performance, with the potential to reduce actual project cost and time by 30 to 50 percent. What changes are required to reinvent the project-delivery model in the energy and resources sector and how do we get started?

*Panelists:*

**Pratik Agarwal**, Managing Director, Sterlite Power

**Marcelo Castillo Agurto**, Head of Business Development, Global Infrastructure and Networks, Enel

**Patricia Moore**, Managing Director UK, Turner & Townsend

**René Morkos**, Chief Executive Officer, Alice Technologies / Adjunct Professor Stanford University

*Hosts:* **Koen Vermeltfoort**, Partner, McKinsey & Company; **Gerhard Nel**, Partner, McKinsey & Company; **Prakash Parbhoo**, Partner, McKinsey & Company

## **INFRASTRUCTURE INVESTMENT: INVESTING IN INFRASTRUCTURE IN A NET-ZERO REALITY**

With countries and companies committing to achieve net-zero by 2050 or earlier, there is an urgent need to invest to meet both the regulatory and other commitments. Concurrently, asset owners are striving to de-risk their asset base and supply chains, resulting in significant investment into clean energy, water and waste efficiency, digitalization, electric vehicles, and more. What steps do asset owners and investors need to take to manage risk and realize opportunities? How can investors incorporate climate intelligence into their decision-making? How can governments incentivize private capital to help them achieve their decarbonization agendas?

*Panelists:*

**Raj Agrawal**, Partner, Global Head of Infrastructure, KKR

**Ehren Cory**, Chief Executive Officer, Canada Infrastructure Bank

**Pooja Goyal**, Partner and Co-head of the Infrastructure Group, Carlyle

**Emmanuel Jaclot**, Executive Vice-President and Head of Infrastructure, CDPQ

*Hosts:* **Aaron Bielenberg**, Partner, McKinsey & Company; **Marcel Brinkman**, Partner, McKinsey & Company; **Alastair Green**, Partner, McKinsey & Company

## **REAL ESTATE: RESETTING REAL ESTATE POST-COVID-19**

Real estate has arguably been one of the hardest hit industrial sectors by COVID-19, with occupancies in certain assets dropping by up to 90 percent at the height of the crisis. Over a year into the pandemic, social distancing and lock downs continue to limit peoples' ability to access physical space and working from home has become the norm for large parts of the economy. How are cities, owners, tenants, and the sector responding, and what will it take to regain the customer and tenant confidence?

*Panelists:*

**David Arena**, Head of Global Real Estate, JP Morgan Chase

**Dan Labbad**, Chief Executive Officer, The Crown Estate

**Beverley Swaim-Staley**, President & CEO, Union Station Redevelopment Corporation

**Michael Turner**, President, Oxford Properties

*Hosts:* **Rob Palter**, Senior Partner, McKinsey & Company; **John Means**, Partner, McKinsey & Company

## **TRANSPORT: REIMAGINING TRANSIT IN A POST-COVID WORLD**

Over the past decades, urban mobility has seen significant challenges with the growth of cities, changing user preferences, decarbonization imperatives, and fiscal constraints. The COVID-19 pandemic has compounded these challenges for transit operators with ridership and fare revenue declining sharply, thereby imperiling their economic viability. What do the customers of the future want from transit and how do we get them into the system? How do we build agility into future transit systems and what are the investment implications?

*Panelists:*

**Marie-Ange Debon**, Group Executive Chairwoman, Keolis

**Arrigo Giana**, Chief Executive Officer, Azienda Trasporti Milanese

**David Reich**, Director, Head of Transit, Uber

**Guilherme Ramalho**, Chief Executive Officer, MetrôRio

*Hosts:* **Carsten Lotz**, Partner, McKinsey & Company; **Shannon Peloquin**, Partner, McKinsey & Company; **Jules Seeley**, Senior Partner, McKinsey & Company

## **URBAN MOBILITY: DEVELOPING THE INFRASTRUCTURE TO QUADRUPLE THE NUMBER OF EVs BY 2025**

Driven by policy, subsidies, and expanded consumer choice, the global electric vehicle (EV) market has seen incredible growth over the past decade, reaching a global fleet of over 11 million vehicles in 2020. EV infrastructure continues to be a bottleneck with the majority of the 7.3 million chargers (in 2019) being private light-duty vehicle slow chargers. What partnerships and actions are required now to quadruple the global EV fleet by 2025? This interactive session will explore tangible solutions related to policy, EV charging, production infrastructure, and financing.

*Panelists:*

**Tomas Björnsson**, VP of E-mobility and CEO of InCharge AB, Vattenfall Group

**Frank Mühlön**, President, E-Mobility Division, ABB

**Peter Mumford**, Executive Director, Major Projects & CPM, Highways England

**Cathy Zoi**, Chief Executive Officer, EVgo

*Hosts:* **Andreas Breiter**, Partner, McKinsey & Company; **Eric Hannon**, Partner, McKinsey & Company; **Raphael Rettig**, Associate Partner, McKinsey & Company

**11:30–12:30 NETWORKING**