

# The Amsterdam Engineering Procurement Construction Project Management Forum 2023 Virtual & In-Person event of the year

Leonardo Royal Amsterdam Hotel

27-28-29-30 November 2023



**François Thuault**  
Directeur - Contract & Claim Management



**Danny Stadler**  
Head of Project Management & Construction  
**BELECTRIC**



**Thomas Salitz**  
Branch Manager  
**AUCOTEC AG**



**Natale Pezzimenti**  
Civil engineer decommissioning projects  
**EniRewind**



**Kurt VanStappen**  
Senior Project Manager  
**Engie Tractebel**



**Zhafran Sulaiman**  
Head Decommissioning Abandonment  
**Petronas**



Ahmed S Alghamdi  
Water Operation Division  
**Aramco**



**Lidia Stepanyuk**  
Department Manager, Project Controls & Estimating  
**Fluor**



**Richard Vann**  
Managing Director  
**RVA Group**



**Marco Falconi**  
Contaminated sites expert and Researcher  
**ISPRA**



Mark Cowley  
Project Management Consultant  
Mark Cowley Services



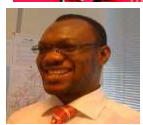
**Herve Baron**  
Senior Project Manager  
**Solvay**



**Daniel Hoffiz**  
Senior Counsel  
**TotalEnergies**



**Sherif El Nabawy**  
Engineering Manager,  
**Dragon Oil**



Akachidike Kanu  
Projects Leader  
**Repsol**



**Bert Rits**  
Head of Projects  
**OMV**



**Rudi Frederix**  
Project Manager Operational Excellence  
**Siemens Mobility**



**Jacob C. Jorgensen**  
Senior Legal Counsel  
**Maersk Supply**



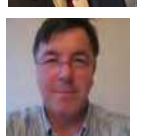
**Mashel Gonyora**  
Manager SHE:Enablement, Compliance and Assurance  
**Sasol**



**Kevin Danton**  
Group Director Procurement & Contract  
**Voltaia**



**Craig Thomson**  
Prof. Sustainability Built Environment  
**Glasgow Caledonian University**



**Heinz Janiec**  
Project Manager  
**Specialty Engineering**



**Mark Langerhorst**  
Project Manager  
**Worley**



Pepijn Docter  
Project director for offshore wind  
**BP**



**Thierry Linares**  
Senior Managing Director, Construction Solutions  
**FTI Consulting**



**Norman K McLennan**  
Managing Director & Consultant



**Robert Blundell**  
Senior Legal Counsel  
**Nordex UK**



**Kevin Danton**  
Group Director Procurement & Contract  
**Voltaia**



**Binny Bagga**  
Vice President - Energy Services Reserach  
**Rystard Energy**



**Renato Nazzini**  
Professor of Law  
**King' s College London**



**Naif S Al-Qahtani**  
Project Engineer  
**Sipchem**



**Waterman Legal Consultancy**



Fernando Pinto  
Contracting & Procurement Specialist  
**EDP**



**Vladislava Stefanova**  
"Head of Procurement Contracting"  
**Solar Montage Team**



**Mark Jones**  
Senior Project Manager  
**Morgan Sindall Construction & Infrastructure**



**Doina Dobre**  
Senior Cost Estimator  
**Emerald Cost Consulting Grant Morrison**



Alex Hadden  
Safety, Health & Environment Director  
**Brown & Mason**



Wouter Perry  
Business Development Manager  
**Stantec Group**



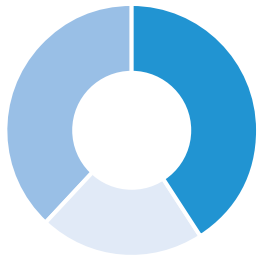
**Madhu P Pillai**  
Advisor - Oil & Gas Projects  
**Kentz (Kent)**



**Doina Dobre**  
Senior Cost Estimator  
**Emerald Cost Consulting Grant Morrison**

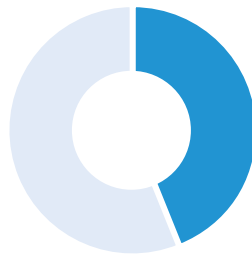
# Highlights

## Industry Breakdown

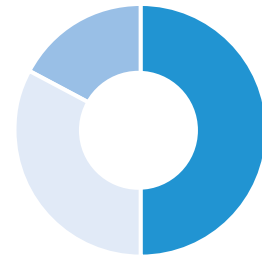


- 41% Oil, Gas & Chemical
- 21% Infrastructure & Others
- 38% Energy Utility

## Job Function Breakdown



- 44% Project Owners
- 56% EPC Contractors



- 50% C Level Executives
- 33% Project & Contract Management
- 17% Engineering & Procurement

## Key Focus:

- Industry growth post pandemic opportunities in 2022
- War in Ukraine: the construction impact on European and global economies The domino effect of the Ukraine crisis on gas and LNG Projects
- Stay ahead with forecast suggesting boost in market growth during the forecast period (2022-2023)
- Resolving restraining factors and navigating towards pre pandemic levels with rising oil & gas exploration activities
- Discover regional insights into driving factor towards rising EPC activities and further increasing the O&G footprint on the market.
- To what extent the project implementation schedule (including in particular the milestones and the final completion date), the procurement plan and the transportation study have to be revisited and, possibly, amended.
- Overcome supply chain disruption and sourcing challenges likely to affect project delivery and margins
- The role of effective relationship management in successful large oil and gas projects Monitoring Negotiations to Mitigate Risk in Multiple Party Contracts.
- Dealing with critical project drivers (time, cost, quality and scope) and how they are affected when Alert Levels change or are redefined.
- Mitigating the risk of delays in power plant projects: An EPC contractor's view on different contractual concepts

## Industry Focus

Project owners, EPC Contractors and Sub-contractors with activities in new construction, and expansion projects from:

- ✓ Oil and gas producers
- ✓ Pipeline owners
- ✓ LNG industry
- ✓ Terminals and storage
- ✓ Law Firms
- ✓ Infrastructure Companies
- ✓ Petrochemical refineries
- ✓ Mining
- ✓ Solar
- ✓ Energy Utility
- ✓ TSO

## 2023 Sponsors



## Who Will Attend

Heads, Vice Presidents, Directors, Managers and Senior executives from contracting companies involved in engineering, Procurement and Construction projects with disciplines including:

- Project Managers
- Project Planners
- Change Managers
- Program Managers
- Portfolio Managers
- Project control functions
- Project Sponsors
- Project Consultants
- Contracts Managers
- Claims Managers
- Compliance Officers
- HSE and HSEQ Managers
- EPC Realisation Managers
- Risk Managers
- Commercial Managers
- Supply Chain Managers
- Procurement Managers
- Sales Managers
- Legal Counsel
- Business Development Managers
- Business Analysts
- Sustainability Managers
- Operations
- Production
- Process



# AUCOTEC

**DAY 1****08:30 Registration (Tea / Coffee)****08:50 Opening address from the Chair****09:00 Project Execution - In search of excellence**

- Excellence in project execution realistic start
- Out of sequence execution - can we avoid it?
- Project predictability - from systems Benchmarks & Team maturity
- People @ the center What are we doing at Fluor BV

**Lidia Stepanyuk**, Department Manager, Project Controls & Estimating **Fluor****09:30 Energy Transition (ET) Projects how can EPC contractors smooth & accelerate the FEED to EPC process to meet the needs of ET customers?**

- As recently reported the energy transition to mitigate climate change is becoming more urgent if we are to limit temperature rise to 1.5oC avoid catastrophe ,
- How can EPC contractors adapt and support this?
- How can the FEED to EPC process be open fair and transparent commercially?
- What project execution strategies can be utilised to deliver such projects quickly and efficiently?
- How can the use of digital delivery tools across the project life cycle support accelerated delivery?

**Mark Cowley**, Vice President Operations, **Petrofac****10:00 Morning Coffee and Networking**

10:30

Alex Hadden HSE Director **Brown & Mason****11:00 Safety and sustainable D&D: Application of new technologies**

- Best-practice D&D Coal Power Plants
- Safety Culture. A real challenge for us. Anllares and La Robla Projects
- Case Study La Robla: Demolition of the Office building and works with a lift-platform-torch to separate the boiler from the turbine building

**Zhafran Sulaiman** Head Decommissioning & Abandonment **Petronas**

11:30 TBA

**Thomas Salitz** Branch Manager **AUCOTEC AG****12:00 Business Lunch****14:00 Optimizing costs and boosting profitability before, during and after decommissioning**

- Recycling and circular economy as a basis for profitable decommissioning and demolition
- Ensuring profitability by reusing the facilities
- Red flags: How not to turn the decommissioning process into an expensive failure
- Prospects for selling the site: What needs to be considered?
- An examination of budget planning: Why is it vital to have a financial reserve?

**Kurt Van Stappen** Senior Project Manager **Engie Tractabel****14:30 The missing link between maintenance and Project**

- People Management
- Maintenance Processes
- Project Management Process
- Reliability Process (link between M & P)

**Rudi Frederix** Project Manager Operational Excellence **Siemens Mobility****15:00 Coffee and Networking****15:30 Adjusting EPC Lump Sum contracting to market volatility climate : another Pandora box?**

Generating controlled exceptions to fixed pricing : provisional, adjustable or floating sums? The scheduling dimension of the inflationary fever : why Force Majeure will not cure the plague  
Between the threat of a renegotiation claim and the burden of a partnering approach, which option would YOU take?

**François THUAULT** Director- Contract Management, Major International EPC Contractor**16:00 Project Cost Increases & Mitigation Strategies**

- Insolvency
- Performance Excuses
- Foreseeability
- Price Adjustment
- Delay
- Increased Costs

**Daniel Hoffiz**, Senior Counsel, **TotalEnergies Distributed Generation****16:30 Project Challenges & Opportunities in the current environment****Bert Rits** Head of Projects **OMV**



### 09:00 Balancing Transactional Costs to Maximize Returns for EPC Contractors

- There has been revolutionary transformation in construction industry in last decade
- Growing competitiveness in the market mainly drove this
- Transaction costs have significant impact on bottom line and project success

**Madhu P Pillai**, Advisor - Oil & Gas Projects, **Kentz (Kent)**

### 09:30 DISPUTE CIRCUIT BREAKERS ON MEGA PROJECTS

Conflict avoidance – early-stage engagement and contracting approaches  
Appropriate ADR and managing the escalation of disputes  
Checkpoints in arbitration – staying creative to avoid the full fight

**Thierry Linares** Senior Managing Director, Construction Solutions **FTI Consulting**

### 10:00 Risk management for floating offshore wind farms

- Different from fixed-bottom offshore wind farms
- Business case sensitivities
- Interface management
- Operational challenges
- Geographical expansion and cultural risks

**Pepijn Docter**, Project director for offshore wind **Tata Steel Europe**

10:30 Morning Coffee and Networking

### 11:00 Avoidance, management and efficient resolution of disputes

- Collaborative contracting, project committees, dispute managers, use of AI and other ways of identifying risks and avoiding disputes
- Devising the multi-tier dispute resolution clause that suits your project
- What are the alternative to arbitration that work best? The use of Dispute Boards in international projects
- Arbitrating an EPC dispute - effective case management techniques, use of technology and dealing with evidence

**Renato Nazzini** Professor of Law **King' s College London**

### 11:30 Importance of Lesson Learned Implementation in Brownfield Project

- Execution for Petrochemical Plant – Steam Coil Replacement in Methanol Plant
- Equipment Manufacturing Plan & Ensuring compliance to QA/QC Plan
- Transportation challenges for Heavy Equipment from Sea Port to Plant Site
- Incorporation of lesson learned in execution strategy
- Segregation of Pre-Shutdown/Shutdown Scope
- Contractor/Sub-Contractor Management
- Interface & Risk Management
- Cost Optimization & Cost Saving from Lesson Learned

**Naif S Al-Qahtani**  
Project Engineer, **Sipchem**

12:00 Business Lunch

### 13:30 Offshore Wind Farm Installation Contracts –challenges when mixing BiMCO with FIDIC

- Dealing with delays
- Knock-for-(almost)-knock
- Payments
- Seabed problems

**Jacob C. Jorgensen**, Senior Legal Counsel **Maersk Supply**

### 14:00 EPC contract in renewable energy

- Voltalia: IPP and EPC Contractor
- Focus on Solar projects contractual scheme
- Impact of project financing onto EPC contracts
- Synergies between procurement and contract

**Kevin Danton**, Group Director Procurement & Contract, **Voltalia**

14:30 Afternoon Tea and Networking Break

### 15:00 Keep Projects on track during Front-End Engineering , Construction and Start up

- Be patient in the Front-End-Engineering and specify correctly the required achievements
- Keep change requests as low as possible, there are many whishes which will blow up a project
- Respect new technologies but don't over estimate the savings it could be end up in the opposite
- Have a clear strategy for the design, procurement, construction and start up
- Keep in mind the resource shortages, knowledge, skills and long delivery times.

**Heinz Janiec**, Project Manager, **Specialty Engineering**

### 15:30 Collaborative Principles for Better Supply Chain Practice in Managing Projects

- The rationale for collaborative business practices across supply chains and why collaboration can be the jewel in the crown for organisations in the private, public and 3rd sectors.
- Collaborative arrangements: Different supply chain perspectives, drivers and interdependencies
- Raising the game - the CRAFT 8 Stage Life Cycle Model and ISO 44001: The evolution and emergence of a new global standard for collaborative working in managing projects.
- The importance of stakeholder engagement in harnessing the benefits of collaborative working practices
- Commercial risk and pricing considerations associated with collaborative versus traditional contracting arrangements in managing projects.
- Pan-industry supply chain collaboration: An exemplar case study of solutions developed by and for the energy sector.

**Norman K. McLennan** Professor

### 16:00 How to overcome the challenges Renewables Energy Sector – SOLAR

**Danny Stadler** Head of Project Management & Construction  
**BELECTRIC**

### 16:30 Balancing the energy trilemma in the global EPC markets

- Growing energy security concerns on supply chain
- Boost in demand for EPC services
- Capacity and cost challenges

**Binny Bagga** Vice President - Energy Services Reserach  
**Rystard Energy**

**DAY 3****08:30 Registration (Tea / Coffee)****08:50 Opening address from the Chair****09:00 Lessons Learned in Projects Lifecycle Management**

- Purpose and principles
- Features, application and templates
- Reference case
- Digital transformation

**Akachidike Kanu**, *Projects Leader, Repsol***09:30 A Costa Corrada Case Demolition****Marco Falconi** Contaminated sites expert and Researcher **ISPRA****10:00 Morning Coffee and Networking****10:30****11:00 Project Execution Model & 4D Scheduling - Best Practices**

- Project Execution Model;
- Conceptual Design Importance;
- People & Collaboration;
- PEM Strategic, Control and Execution levels;
- Asset Life Cycle Management;
- Global Project Delivery Systems and Geographic Information Systems (GIS)
- Gateway Decisions;
- Front-End Loading (FEL).

Mark Langerhorst, *Project Manager, Worley***11:30 Asset Life-Cycle phases and related EPC project activities.**

Detail requirements in EPC projects for holistic approach of Life-Cycle management including:

- Building reliability engineering for maintenance
- Facilitating asset condition management enablers
- Setting bases of work execution management
- Being ready for leadership from early stages

**Ahmed Abdel-Zaher Khalifa** Maintenance Planning Manager,  
Asset Management Consultant **Sidi Kerir Petrochemicals Co.**  
(Sidpec)**12:00 Business Lunch****13:30 Key elements of effective construction procurement strategies in PV Projects implementation**

- Understanding the importance of construction procurement strategy
- Developing a tailored and detailed procurement plan
- Implementing and monitoring the procurement strategy
- Leveraging technology in construction procurement and navigating challenges

**Vladislava Stefanova** "Head of Procurement & Contracting" **Solar Montage Team****14:00 Recognising the ' true value' of knowledge management within EPC project environment**

- Viewing knowledge as a key project asset and resource: a core competency
- Theoretical foundations of knowledge management (knowledge types, dynamic nature, context driven)
- Implications of pandemic on the working environment within EPC projects
- Need to remember the importance of people as knowledge holders within a digital project environment
- Recognising that an effective flow of knowledge aids decisions, provides competitive advantage, facilitates sharing and long term learning (inter and intra project)
- Key characteristics of a knowledge management strategy

**Craig Thomson** Prof. Sustainability Built Environment **Glasgow Caledonian University****14:30 Afternoon Tea and Networking Break****15:00 EPC contracts in the wind energy sector**

- Procurement Strategy and Models
- Multi contract arrangements
- Framework agreement with the Wind Turbine suppliers
- Interface and other "risk" items

**Moreno Bisio**Head of Legal Affairs Wind, Solar & Business Development  
**ERG****15:30 Factors affecting successful FEED**

Project scope of work, Code and standard, Involvement of the stake holders, selection criteria of the engineering contractor, FEED schedule and timing.

**Sherif El Nabawy** Engineering Manager , **Dragon Oil****16:00 Using Nanofluid Technologies in HVAC Systems**Ahmed S Alghamdi Water Operation Division **Aramco****16:30 Topic TBA****Fernando Pinto**Contracting and Procurement Specialist  
**EDP****17:00 Modular projects: design and delivery****Herve Baron** Senior Project Manager **Solvay**

## DAY 4

08:30 Registration (Tea / Coffee)  
08:50 Opening address from the Chair

## 09:00 The role of Human and organisational factors in Asset Management

- Human and organisation factors (HOF): The role of Human and organisational factors in Asset Management.
- Influence of safety management systems on asset and safety performance
- Safety critical communication in asset management
- What can we learn from Asset incidents/accidents and the role of HOF?
- Analysing asset data and promote continual improvement

**Mashel Gonyora**, Manager SHE:Enablement, Compliance and Assurance **Sasol**

## 09:30 Comparative Analysis of Water Pipeline Leakages in Different Materials Impact of Salt Content

Effect of Weather Condition on Water Pipeline System  
Effect of High Pressure on Water Pipeline System  
Different Pipeline Materials

**Abdulaziz Yousef**, Associate Engineer Water Operation Division Utilities & Facilities Services Department, **Saudi Aramco**

**Abdulmalik Alzahrani**, Associate Engineer Water Operation Division Utilities & Facilities Services Department, **Saudi Aramco**

10:00 Morning Coffee and Networking

## 10:30 PREPARING FOR AND PROCURING A SECURE DECOMMISSIONING PROJECT

- Plant shutdown and decommissioning activities
- What is a 'known condition' and 'how clean is clean'?
- Surveys and data gathering
- Compiling the bid package and tender process
- Selecting the contractor

**Richard Vann**, Managing Director,  
**RVA Group**

## 11:00 Managing Liability through Defects Obligations

- Defects rectification: what is the purpose and what extent is practicable?
- Serial Defects provisions: a canary in the coalmine
- Overlap with Long Term Service contracts

**Robert Blundell** Senior Legal Counsel **Nordex UK**

## 11:30 T B A

**Dr. Yvonne Waterman** Specialist asbestos liability law

**Waterman Legal Consultancy**

## 12:00 Topic TBA

**Faisal A. Al-Turairi**  
Planning & Programming Services Unit

Utilities & Facilities Services Department  
**Saudi Aramco**

12:30 Business Lunch

13:30 **Eni Rewind experiences in decommissioning of tall structures**

- Eni Rewind decommissioning major challenges at Eni petrochemical sites in Italy
- Plants description  
Project constraints – hot topics
- Demolition Technique: mechanical dismantling & critical lif  
Project & Execution Phase

**Natale Pezzimenti** Civil engineer decommissioning projects **EniRewind**

## 14:00 Zero-emission construction sites

Elimination of NOx & CO2 emissions during construction works on site:  
Examples  
Challenges  
Collaboration and outlook

**Wouter Perry**  
Business Development  
Manager **Stantec Group**

## 14:30 Afternoon Tea and Networking Break

15:00 IoT technologies offered by <https://www.aoms-tech.com/> and the cost benefits they provide from the perspective of EPC project delivery method for the processing and industrial industries

- Integration of IoT into EPC Projects
- Cost-effectiveness of IoT in EPC Projects
- Case Studies and ROI Analysis

**Doina Dobre**, Senior Cost Estimator, **Emerald Cost Consulting**

15:00 How to balance the choice of adopting an EPC vs a traditional approach to managing complex projects

**Grant Morrison**  
Director, Head of Category Management  
**Maersk Drilling**

## 15:30 Topic TBA

**Mark Jones**  
Senior Project Manager & Ambassador  
**Morgan Sindall Construction & Infrastructure**

## 16:00 The Digital Era impact over industry

- Technologies and Risk impact
- Expertise & skill level
- Investment & strategies
- The outcome % of adoption of Tech

**Aamir Awan**  
Director Project Management  
**VINCI Construction**



AUCOTEC



AVEVA

# EPC AMSTERDAM

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