CPARITY EVENT PRESENT

06 - 07 NOVEMBER 2025
Barcelona, Spain

9th Annual

EPC Contract & Project Management SUMMIT

Daniel Hoffiz
Senior Lead Counsel
TOTALENERGIES RENEWABLES USA, LLC

Marina Gómez Fernández
Head of Project Management
Renewable Gases Europe
ENGIE

Martin Mirimo, MBA, MCIPS
Chartered, Lead Supply Chain Manager - SCS Railway, HS2
SKANSKA

Zuzanna Briant
Director, Practice Lead CCM
WORLD COMMERCE & CONTRACTING

Jan Willems
Director
Project Controls
FLUOR BV

Marilia Xanthouli
Contract Manager - International
STRABAG

TotalEnergies ENGIE SKANSKA World Commerce & Contracting FLUOR STRABAG

SPEAKERS

06 - 07 NOVEMBER 2025

9th Annual
EPC Contract & Project Management
SUMMIT

Alexandre Carvalho Pereira EPC/Construction Manager Europe **SHELL**	**Lamia El Alami** Abogada / Legal Counsel ELECNOR	**Fabio Solimene** Assistant General Counsel, HPS and PMC HONEYWELL	**Syed Zeeshan Rasheed** Procurement Director, Global Engineering, Brownfiels Projects & New Energy Start-Up BP	**Marcel Singler** Vice President Commercial Management ANDRITZ Hyrdo GmbH
Eng. Roman Matika, PMP, MBA Contracts Manager Founder WHITEBOARD PROJECT MANAGEMENT	**David J. González** Head of Legal - Offshore Projects IBERDROLA ENERGIA INTERNACIONAL LEGAL SERVICES	**Daniel Hoffiz** Senior Lead Counsel TotalEnergies Renewables USA, LLC	**Jan Willems** Director Project Controls FLUOR BV	**Alejandra Domínguez** Senior Contract Manager TECNICAS REUNIDAS GROUP
Martin Mirimo, MBA, MCIPS Chartered, Lead Supply Chain Manager - SCS Railway - HS2 SKANSKA	**Mustafa Usalan** Senior Contract Manager BALLAST NEDAM	**Mark Langerhorst** Project Manager WORLEY	**Rade Bajic** Contract Manager / Delay Analysis Expert Strabag	**Bert Rits** Head of Projects OMV
Julio Naranjo Senior Rotating Equipment Specialist TECNICAS REUNIDAS GROUP	**Javier Pedregal Trujillo** Senior Legal Counsel - Project Agreements ACCIONA	**Dr Madhu P Pillai** Project Director KENT PLC	**Sameh Makky** PMO Project Manager AL BABTAIN CONTRACTING COMPANY	**Hazem Alkhaiat, PMP** Lead Project Engineer (Engineering and Project Management) SABIC
Marilia Xanthouli Contract Manager - International Strabag	**Marina Gómez Fernández** Head of Project Management Renewable Gases Europe ENGIE	**Dr. Mustafa Abusalah** Manager Data Analytics & Innovation CONSOLIDATED CONTRACTORS INTERNATIONAL COMPANY	**José Andrés Martínez** Director of Contract Management OHLA GROUP	**Akachidike Kanu** Facilities Engineering Manager REPSOL

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08:20 REGISTRATION & WELCOME COFFEE

08:50 CHAIR'S OPENING ADDRESS

09:00 OPENING KEYNOTE

The AI Revolution in EPC: How Artificial Intelligence is Reshaping Project Delivery

- The disruptive impact of AI on traditional EPC methods.
- New approaches to project planning, execution, and control.
- Future trends in AI for EPC.

Jan Willems
Director Project Controls
FLUOR BV

09:30 CASE STUDY

Transforming Capital Project Delivery: Driving Certainty, Agility and Digital Continuity in EPC Execution

- Industry challenges including cost overruns, schedule delays and supply chain disruptions
- Enabling a digital thread to connect design, engineering and execution
- Adopting agile delivery models to improve project resilience
- Leveraging digital tools like AI and digital twins for smarter decision-making
- Practical steps to streamline execution and reduce risk in capital projects

Syed Zeeshan Rasheed
Procurement Director, Global Engineering, Brownfiels Projects & New Energy Start-Up
BP

10:00 CASE STUDY

Collaborative Contracting in EPC: is it a possibility or a paradox?

- Evaluating the effectiveness of collaborative contracting in reducing disputes and enhancing project outcomes.
- Practical challenges in implementing collaborative contracts—what are the real barriers?
- The role of technology in enabling more transparent, efficient collaboration.

Zuzanna Briant CCMAP
Director, Practice Lead CCM
WORLD COMMERCE & CONTRACTING

10:30 COFFEE & NETWORKING BREAK

11:00 BREAKOUT SESSION: CASE STUDY

STREAM A

Mastering Claims Management in EPC Contracts, Navigating Claims Complexity, Protecting Your Project, Driving Profitability

- **Understanding Claims:** Gain a comprehensive overview of typical contractual claim events and their triggers in large-scale EPC/EPCM projects.
- **Avoiding Common Pitfalls:** Identify and learn from the most frequent mistakes project managers make when preparing and managing claims, enhancing your team's effectiveness.
- **Claims as Opportunity, Not Threat:** Shift your perspective to view contractual claims as avenues for value creation and risk mitigation, rather than purely adversarial challenges.
- **Strategic Negotiation:** Develop practical skills for successfully negotiating claims, finding common ground, and achieving mutually beneficial resolutions

Eng. Roman Matika, PMP, MBA
Contracts Manager
Founder
WHITEBOARD PROJECT MANAGEMENT

STREAM B

Project Management in EPC: Overcoming Today's Most Pressing Challenges

- Key challenges facing EPC project managers today: budget overruns, resource scarcity, and schedule delays.
- The importance of an integrated project management approach and the adoption of agile methodologies in EPC projects.
- Case study: How project management tools have helped in mitigating common pitfalls in delivering a large-scale EPC project.
- Real-time decision-making, early-stage problem identification, and continuous project control.

Mark Langerhorst
Project Manager
WORLEY

11:30 BREAKOUT SESSION: CASE STUDY

STREAM A

The Future of Contracting: Navigating the Shift towards Collaborative and Integrated Project Delivery (IPD)

- A look at the evolution of EPC contract types and the rise of Integrated Project Delivery (IPD) models.
- How IPD reduces risk and fosters collaboration between contractors, owners, and consultants.
- Benefits of adopting collaborative contracting practices in a fragmented industry.
- Practical strategies for shifting from traditional contract models to more collaborative ones.
- Examples of successful IPD projects and lessons learned from both sides of the contract.

Alejandra Domínguez
Senior Contract Manager
TECNICAS REUNIDAS GROUP

STREAM B

Project Management Culture & Virtual Leadership

Continuous demand for change, new technologies, scarce resources, complex projects and geographically distributed teams demand the project managers to put the focus on the people side besides the core project management skills. An entrepreneurial mindset in project leadership is extremely powerful to lead projects successfully, now and in future. Get some insights and impulses on how an entrepreneurial mindset contributes to project success and which behaviour and strategies can help to become a good “virtual leader”, bridging the interpersonal distance encouraging teams to outperform.

Marcel Singler
Vice President Commercial Management
ANDRITZ Hyrdo GmbH

12:00 BREAKOUT SESSION: CASE STUDY

STREAM A

Coping with Chaos: The Role of the Modern Contract Manager

- Managing increasing complexity and unpredictability in EPC contracts.
- Developing agility and resilience in contract and project management.
- The evolving skill set required for today's contract professionals.

Mustafa Usalan
Senior Contract Manager
BALLAST NEDAM

STREAM B

The Future of the EPC Workforce: How AI is Changing the Skills Needed for Project Success

- The impact of AI on the skills required for EPC project management.
- Preparing the workforce for the AI-driven future.
- Training and development programs for AI-related skills.

Alexandre Carvalho Pereira
EPC/Construction Manager Europe
SHELL

12:30 LUNCH BREAK

13:30 BREAKOUT SESSION: CASE STUDY

STREAM A

Managing Force Majeure Clauses in EPC Contracts: Legal Implications and Strategies

- In-depth analysis of force majeure clauses in EPC contracts, especially in light of recent global disruptions (e.g., pandemics, natural disasters).
- Legal and practical considerations when invoking force majeure and protecting parties' interests.
- Developing clear, mutually agreeable terms for force majeure that minimize disputes.
- How to prepare for force majeure events by identifying potential triggers and ensuring flexibility in contracts.
- Real-life case studies where force majeure clauses were invoked successfully (or unsuccessfully) in EPC

David J. González
Head of Legal - Offshore Projects
IBERDROLA ENERGIA INTERNACIONAL
LEGAL SERVICES

IBERDROLA

STREAM B

Key Trends Shaping Project Management Practices

- Exploring how artificial intelligence is revolutionizing project management through predictive analytics, automated scheduling, and better decision-making.
- Understanding the impact of Agile practices on project flexibility, collaboration, and delivery speed.
- Examining the shift to remote and hybrid work environments and how tools are adapting for distributed teams.

Sameh Makky
PMO Project Manager
AL BABTAIN CONTRACTING COMPANY

14:00 BREAKOUT SESSION: CASE STUDY

STREAM A

Reliability in EPC contracts: An Approach for Reliability Techniques to Maximize Delivery

- EPC as staring point of a continuum of asset lifespan
- EPC contracts challenges to guarantee efficiency and availability
- Reliability concept and techniques applicable to EPC contracts
- Mitigate potential risks from early stages by reliability applications
- Practical applications in contracts, asset integrity and operations of the reliability techniques

Julio Naranjo
Senior Rotating Equipment Specialist
TECNICAS REUNIDAS GROUP

STREAM B

EPC Contracts for Hydropower Projects: Benefits and Challenges

- Discuss the unique characteristics of hydropower projects
- Explore the reasons employers often opt for an EPC contract
- Identify the challenges for an EPC contractor

Marilia Xanthouli
Contract Manager - International
Strabag

14:30 BREAKOUT SESSION: CASE STUDY

STREAM A

Future-Proofing EPC Contracts: Navigating Geopolitical & Economic Uncertainty

- Addressing inflationary pressures, material shortages, and supply chain disruptions.
- Strategies for managing fluctuating labor costs and workforce availability.
- Incorporating force majeure and economic hardship clauses in contracts.
- Risk-sharing models that balance contractor and owner interests.

Daniel Hoffiz
Senior Lead Counsel
TotalEnergies Renewables USA, LLC

STREAM B

Impact of Module Transportation on the Projects

- Explore the critical impact of module transportation on project cost, schedule, and risk.
- Highlight logistical, regulatory, and infrastructure challenges unique to modular construction.
- Share lessons learned and best practices from industry leaders managing complex module moves.
- Address how early planning and cross-functional coordination can mitigate transportation-related delays.
- Examine innovations in transportation strategy that enhance the value proposition of modularization.

Bert Rits
Head of Projects
OMV

15:00 COFFEE & NETWORKING BREAK

15:30 PANEL DISCUSSION

Lessons Learned from Failed Mega Projects: What Went Wrong and How to Avoid Pitfalls

- A deep dive into the reasons why certain mega projects failed, including cost overruns, delays, scope creep, and political interference.
- How to learn from past failures and implement better project controls, risk management strategies, and governance structures.
- The role of stakeholder communication and decision-making in mitigating issues early on.
- Best practices for preventing common pitfalls in the planning, financing, and execution phases of mega projects.
- Analizing mega projects that faced significant challenges and the corrective measures that were taken to ensure successful delivery.

MODERATOR
Dr Madhu P Pillai
Project Director
KENT PLC

Marina Gómez Fernández
Head of Project Management Renewable Gases Europe
ENGIE

José Andrés Martínez
Director of Contract Management
OHLA GROUP

Alexandre Carvalho Pereira
EPC/Construction Manager Europe
SHELL

16:10 CASE STUDY

Tackling the Low Bidder Challenge: Breakthrough Strategies for Competitive Bidding in Project Procurement

Effectively addressing the low bidder dilemma is an essential skill in the selection of labour, materials, and sub-contractors. The “low bidder must be taken” approach carries risks to timelines, costs, and quality.
This session explores strategies to navigate these challenges, offering insights on balancing fairness, competitiveness, and flexibility for resilient bidding decisions.

- Analyzing the low bidder dilemma and if negotiated bidding yields the better results
- What to do when a low bidder is substantially lower than the next bid
- Working with the low bidder to ensure best performance and to avoid retaliatory Change Orders
- Exploring the public owner’s duty of fairness and its implications
- Understanding debarment and exclusion clauses and their usage to ensure quality and qualified bidders going forward
- Navigating evolving definitions of the procurement process start, including tender response implications and the balance between flexibility and competitiveness.

16:50 CHAIR’S CLOSING REMARKS

17:00 END OF CONFERENCE DAY 1

08:20 REGISTRATION & WELCOME COFFEE

08:50 CHAIR'S OPENING ADDRESS

09:00 OPENING KEYNOTE

Digital Transformation in EPC: Leveraging AI and Big Data to Drive Efficiency

- Understanding the impact of digital transformation on EPC project execution, including automation, AI, and data-driven decision-making.
- Exploring AI applications for predictive maintenance, schedule optimization, and cost forecasting.
- The role of digital twins in optimizing project design and operations.
- Case study: A successful implementation of AI in an EPC project and the resultant benefits in operational efficiency and cost reduction.

Dr. Mustafa Abusalah
Manager Data Analytics & Innovation
CONSOLIDATED CONTRACTORS INTERNATIONAL COMPANY

09:30 CASE STUDY

EPC Workforce of the Future: Talent, Tech & Transformation

- Adapting roles to emerging technologies and AI disruption
- Retention, up-skilling, and workforce agility in a global talent crunch
- Embedding DEI and sustainability into organizational culture
- Building future-ready project leadership

Dr Madhu P Pillai
Project Director
KENT PLC

10:00 EXPERT TALK

Unleashing the Power of FEED in EPC Execution Strategy

Embark on a journey to explore the pivotal role of Front-End Engineering Design (FEED) in EPC execution strategy. Join us as we delve into:

- Differentiating between fast-track and waterfall design criteria and understanding their implications on project time-lines and outcomes.
- Unveiling the power of reverse planning to proactively meet critical milestones, ensuring smooth project execution.
- Recognizing the significance of feasibility assessments in transitioning from FEED to construction, setting the stage for successful project execution.

Akachidike Kanu
Facilities Engineering Manager
REPSOL

10:30 COFFEE & NETWORKING BREAK

11:00 BREAKOUT SESSION: CASE STUDY

STREAM A

Achieving the Perfect Balance: Exploring Options for State-of-the-Art Contract Management

In the realm of contract management, finding the right equilibrium between flexibility and stability is key. Join us as we delve into the following topics:

- Fixed forms vs. risk-adjusted contracts: Battle of risk management grids?
- The LSTK apparent certainty vs the Claim potential
- Contract drafting: Detail without excessive patchwork
- Negotiating contract evolutions: Deny, postpone, or anticipate?
- Managing contract placement and performance: What's next?
- Case study: A successful implementation of AI in an EPC project and the resultant benefits in operational efficiency and cost reduction.

Lamia El Alami
Abogada / Legal Counsel
ELECNOR

STREAM B

Creative Strategies to Optimize Construction Procurement During Project Implementation

- Effective strategies for evaluating and selecting reliable suppliers and contractors in EPC projects
- Methods for evaluating supplier performance and ensuring long-term project success
- Streamlining procurement processes to improve efficiency and reduce delays
- Implementing cost control techniques and value engineering approaches to maximize project value
- The power of collaboration and collaborative contracts in driving successful project outcomes

Hazem Alkhaiat, PMP
Lead Project Engineer (Engineering and Project Management)
SABIC

11:30 BREAKOUT SESSION: CASE STUDY

STREAM A

Reimagining Negotiation: Shifting Focus from Risk to Value in EPC Projects

- Shifting negotiation strategies from risk mitigation to creating value for all stakeholders
- Balancing risk clauses with long-term operational and financial objectives
- Developing stakeholder engagement techniques to close high-value EPC contracts with minimized friction
- Understanding the role of collaborative negotiations in driving project success and fostering strong partnerships
- Leveraging modern tools and approaches to streamline negotiations and enhance outcomes in complex EPC projects

STREAM B

AI in Dispute Avoidance: Delay Analyst's Perspective

- Early Detection: Leverage AI to identify potential delays and disputes as early as possible.
- AI-Augmented Mediation: AI assistance in unbiased, data-driven mediation and negotiation support.
- Frontiers & Lookahead: Exploring advancements in AI for forecasting, scenario modelling, and decision-making.

Rade Bajic
Contract Manager / Delay Analysis Expert
Strabag

12:00 BREAKOUT SESSION: CASE STUDY

STREAM A

Legal & Regulatory Trends in EPC: Preparing for 2025 and Beyond

- Upcoming regulatory changes affecting EPC contracting.
- Anti-corruption laws and compliance in global project execution.
- Navigating international trade restrictions and sanctions in EPC procurement.
- Legal best practices to mitigate litigation risks in international contracts.

Javier Pedregal Trujillo
Senior Legal Counsel - Project Agreements
ACCIONA

STREAM B

Sustainability and Innovation in the Supply Chain

- Address the growing importance of incorporating ESG (Environmental, Social, and Governance) criteria into supplier evaluation.
- Explore how suppliers can contribute to sustainable project outcomes and drive innovation in materials and processes.

Martin Mirimo, MBA, MCIPS
Chartered, Lead Supply Chain Manager - SCS Railway - HS2
SKANSKA

12:30 LUNCH BREAK

13:30 CASE STUDY

Scaling Up Execution of Biogas Plants: Navigating Integration, Industrialization, and Growth

- Integrating Startups and New Acquisitions: Addressing key challenges and implementing strategies to ensure a smooth transition and efficient operational integration.
- Standardization and Quality Management: Leveraging robust quality management systems to optimize processes, mitigate risks, and drive operational excellence.
- Execution Models in Biogas Projects: Drawing insights from industrialization and project management expertise in other sectors to enhance biogas plant execution.
- Overcoming Supply Chain Challenges: Tackling contractor and supplier shortages while maintaining execution performance in a rapidly expanding market.
- Preparing for Exponential Growth: Anticipating the surge in project demand and establishing agile, scalable execution frameworks to support long-term development.

Marina Gómez Fernández
Head of Project Management
Renewable Gases Europe
ENGIE

14:00 CASE STUDY

Dispute Resolution Mechanisms in EPC Contracts: Ensuring Timely and Effective Resolutions

- Common causes of disputes in EPC contracts and how to proactively address them.
- An overview of effective dispute resolution mechanisms, including mediation, arbitration, and adjudication.
- How to craft dispute resolution clauses that support timely and cost-effective solutions.
- The evolving role of technology in facilitating dispute resolution, including online dispute resolution platforms.
- Case studies of successful dispute resolutions in high-stakes EPC projects, and lessons learned.

Fabio Solimene
Assistant General Counsel, HPS and PMC
HONEYWELL

14:30 CLOSING PANEL

Mastering Supplementary Conditions and Change Orders to Avoid the "Franken" Contract, Resolve Disputes and Prevent Legal Action

Avoiding costly legal battles is a paramount concern for construction professionals. While litigation is always an option, the best approach is to minimize the need for it in the first place. In this session, constructions leaders delve into strategies for proactive contract management and dispute resolution on the ground. Learn how to handle changes, delays, and identify critical legal precedents that might cause issues.

- Understanding the potential risks and complications of the "Frankenstein" contract, where clauses are borrowed from other contracts, or address non-existent conditions
- Streamlining the change order process to handle scope modifications efficiently, reducing disputes and keeping projects on track
- Issuing notifications of change and delay within contractual requirements for form and notice, and working through the ensuing Change Order
- Discussing how to deal with unexpected site conditions, such as geological surprises or environmental challenges and implementing strategies to rectify issues without resorting to litigation
- Documenting and tracking delays clearly and in conformity with the contract
- Solutions to arrive at an equitable and defendable claim for costs and delays

Fabio Solimene
Assistant General Counsel,
HPS and PMC
HONEYWELL

Javier Pedregal Trujillo
Senior Legal Counsel
- Project Agreements
ACCIONA

15:10 CHAIR'S CLOSING REMARKS

15:20 END OF CONFERENCE

THE VENUE

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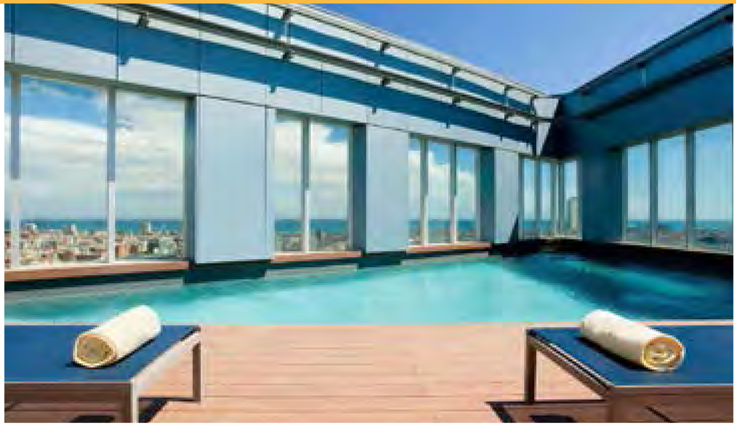

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Substitution Policy:
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In case a delegate would like to cancel their participation for some unexpected eventualities, such requests must be submitted via email 10 days prior to the event in order to obtain a full credit note for any future event organised by Corporate Partners. If Corporate Partners would decide to cancel an ongoing event, the delegate would receive a 100% refund of their payment. The fees charged are ONLY refundable if the event is cancelled without a new date. Non-attendance, otherwise referred to as a "no show" does not signify cancellation. Corporate Partners will not be held responsible for events cancelled for reasons beyond their control such as natural disasters, accidents, sabotage, trade or industrial disputes, an outbreak of disease, hostilities, terrorism, etc. However, a full credit note would be given in each of these cases. If a delegate would like to switch from in-person to online, the delegate should notify us at least 10 days to the date of the event in order to obtain a difference in the payment
For Covid-19 related cancellations, delegates are entitled to a full credit note without additional charge.

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