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# **I** INFRASTRUCTURE **Intelligence** international

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**FIDIC facing future challenges with confidence**



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### MESSAGE FROM THE EDITOR

Welcome to the second issue of *Infrastructure Intelligence International*. We're delighted to be working with FIDIC again following our first issue which was published to coincide with the FIDIC 2018 International Infrastructure Conference in Berlin.

That successful event has given FIDIC an excellent platform under new leadership to move forward with its strategic plans and to ensure that the federation addresses the key issues facing the industry at a time of change. This issue examines the effect of a changing business and political landscape on the consultancy and engineering sector and finds FIDIC well placed to face future challenges.

In this brief issue of the magazine we take a look at key issues like sustainable cities, diversity, skills shortages, profitability, young professionals and examine why the consultancy and engineering industry needs to recapture its industry leadership role.

We also look at how FIDIC is organising itself to tackle future challenges and opportunities facing the industry and hear from the federation's president and chief executive about how they are looking to that future with confidence and some anticipation.

In short, FIDIC is in good health and, as EFCA president Kevin Rudden points out on page 13, the organisation is looking forward to leading "a dynamic industry with a real future".

Enjoy the read.



**Andy Walker,**  
editor, *Infrastructure Intelligence International*

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Industry leaders offer their perspectives from the boardroom and what improvements they would like to see.

#FIDICBerlin2018



# Change is “the new normal” say industry leaders

Industry leaders at FIDIC Berlin 2018 stressed the importance of adapting and embracing change within the consultancy and engineering sector to ensure that firms across the world see improved productivity levels and future business success.

A diverse panel session of industry leaders assembled at the Berlin conference to get to grips with the underlying issues preventing consultancy firms excelling in their respective fields and they discussed what could be done to overcome such obstacles.

Asa Bergman, president and CEO of Sweco Group, highlighted the challenge of climate change facing the industry. “The industry is becoming the driver of change in this area, when it used to be the politicians pushing us. We need to work faster and use our knowledge to tackle climate change,” she said.

“We also need the human competence to meet the growing demands of our sector,” said Bergman. “The skills shortage is holding us back. A lack of engineers in all markets is affecting the industry and we must find ways of attracting more engineers. It’s hard for a single company to tackle all these change issues so we need the politicians to play a role too,” Bergman added.

Manish Kothari, president of Sheladia Associates, stressed the importance of diversity and inclusion and valuing people.



**Manish Kothari:** “Support, accept and respect people. Inclusiveness and diversity is crucial.”

“Support, accept and respect people. Inclusiveness and diversity is crucial, everyone matters and we each have something to give,” he said. “To attract and retain more people to engineering, we as leaders need to generate spirit and give people a sense of purpose and hold them accountable. Motivating people and gyrating a satisfying work culture will spread across our personal and professional networks,” Kothari said.

Lara Poloni, CEO of EMIA at AECOM said that strategic partnerships were the future. “As an industry it makes us a whole lot richer and they provide us with opportunities for pooling skill sets and expertise,” said Poloni. “Yes, there are challenges but increasingly single firms on their own can’t answer all the questions that we face. We can’t lose because we bring good engineering content and knowledge to the table,” she said.

Poloni also highlighted politics as something the industry could not ignore as it was increasingly affecting and impacting on firms’ work and said “complexity is the new normal”. “The international political situation is complex and changing, but we need to recognise it as ‘new normal’ and factor it into our work,” Poloni said.



**Asa Bergman:** “We need to work faster and use our knowledge to tackle climate change.”

Keith Howells, chairman of Mott MacDonald, believed that that the opportunity for the infrastructure sector was enhanced asset management. “Digital design and construction management

should be focused on this and as 99% of our infrastructure is already built, enhancing this is critical,” he said. Howells also made the point that leaders needed to understand value. “As leaders we need to react to the pace of change and understand what is truly innovative and delivering value,” Howells said.

Howells also offered an interesting insight into the changing world of technology and said if information was king, technological advancements simply help firms collect data faster and more efficiently.

Finally, David Reid, vice president of Jacobs, said it was vital that companies look to the younger generation more and only when firms do that will they see the rate of change they might expect. “Age challenges technology adoption,” said Reid. “Younger entrants into our sector will accelerate the rate of change when they are in positions of influence,” he said.

“Not many of the younger generation are in positions of influence where they can take decisions. We have got some fantastic young talent coming through and when they make it to positions of influence then we will see an uptake in the rate of change,” Reid said.



# Expanding urbanisation means the cities of tomorrow are here

The challenges and opportunities for the sustainable cities of the future were discussed by a leading panel of speakers at FIDIC Berlin 2018.

Technology is changing the world we live in and impacting the way we live and work in a variety of ways and industry leaders believe an interdisciplinary approach needs to be central in creating the cities of tomorrow.

Speaking at FIDIC Berlin 2018, construction and engineering leaders shared their perspectives on smart options for how cities can become better connected and more sustainable. Inspiring a new generation of engineers who could generate a new way of thinking was seen as vital in the development of urban areas.

Gavin English, managing director of IMC Worldwide, said that there will no doubt be engineering obstacles in creating smart cities, but innovative thinking and the right governance is crucial to achieving the desired cities of tomorrow.



**Thomas Birtel:** “The mega trends are urbanisation, energy and sustainability and digitalisation.”

“Cities are about people, consultation of their needs and desires are paramount to prevent imposing a clinical design,” said English. “We all know cities are essential to national, regional and global growth so this will mean more buildings, mobility, clean air and

improved convenience for city dwellers,” he said.

When deciding what the cities of the future will look like moving forward, Thomas Birtel, Strabag CEO, said that it was useful to identify three mega trends which define business development and the environment. According to Birtel, these



**Gavin English:** “More buildings, mobility, clean air and improved convenience for city dwellers.”

trends were urbanisation, energy and sustainability and digitalisation. With 54% of the global population living in urban areas and this figure expected to rise to two-thirds by the middle of the century, Birtel spoke about the \$57 trillion needed invested in infrastructure by 2030 to cope with economic growth.

Benoit Clocheret, CEO of Artelia, emphasised the challenges of mass urbanisation and creating the city of tomorrow. He said implementing ideas would be “extremely difficult and demanding” but also exciting with the need for engineering brains never being more in demand due to the difficulties that politicians and planners may face.

Artelia’s CEO predicted that the development of smart infrastructure would take place in a way that means infrastructure will be adaptable to a range of uses. Policymakers when designing tomorrow’s world will need to develop projects that are increasingly efficient, harmonious and sustainable, according to Clocheret.

Meanwhile, Alexander Jan, chief economist at Arup, continued the discussion by questioning the funding of infrastructure projects as the need for more rail and metro lines grows with the population increases. He highlighted the need for more interventions in the more densely populated cities in order to ensure the quality of the services in a city. With greater demand comes greater competition for funds to build schemes so Jan asked how this might change in the future.

While state funding will always play a part, the man from Arup used the example of Crossrail with property developers and owners providing 30% of costs to development.

“Different sources of funding harnessed together makes it harder for governments to cancel projects. By connecting people who are benefitting from a project with the people that are paying helps the acceptability of a scheme,” Jan said.

Frank Steinbacher, CEO of Steinbacher-Consult, pointed to the example of the largest electric vehicle charging station in the world that his company has been involved in designing. The electric vehicle charging station includes 144 charging ports which allow for more than 4,000 cars to be charged in a single day, after a small German company ploughed £25m into the project.

He said that tackling issues like the environment and sustainability could be done by “diversifying knowledge into new directions to deliver solutions” and that sites like the one being developed in southern Germany was being duplicated on a more national level.

He said that tackling issues like the environment and sustainability could be done by “diversifying knowledge into new directions to deliver solutions” and that sites like the one being developed in southern Germany was being duplicated on a more national level.



**Alexander Jan:** “Need more interventions in the more densely populated cities.”



**Benoit Clocheret:** “Engineering brains have never been more in demand.”



**Frank Steinbacher:** “Diversify knowledge into new directions to deliver solutions.”



# Diversity must be at forefront of the business agenda

Lara Poloni of AECOM, opens up on the issue of gender imbalance and shares her thoughts on what can be done to increase the number of women entering the industry.



A female industry executive believes the lack of women looking to engineering and construction as a career is a leadership issue and it is only when the issue of diversity is placed at the top of the business agenda along with profitability will the industry-wide problem be addressed.

Lara Poloni, CEO of Europe, Middle East and Africa operations at AECOM, has managed to climb the ladder in a male dominated profession. Despite conversations around diversity becoming more prominent, the chief executive still thinks there is a long way to go.

"While I am not a fan of quotas, all organisations should set targets and be accountable," Poloni said. "I think it's definitely a leadership issue, I think the business case has been well identified; we all understand the benefits of diversity and inclusion and how important it is for people to come to work thinking they can

be themselves. However, we have to reflect that in terms of the composition of our workforce and the ideas we bring to the table, whether it is for a transportation scheme or another form of infrastructure," she said.

Poloni claims that if firms fail to be representative of society then the projects they take on are going to be short on innovation and not catering for the needs of users. "If you only solicit ideas from one



dimension of society then that is not going to cater for the needs of the broader community," said Poloni. "It's one of the classic ways we can drive innovation by fostering a whole of range perspectives, which is where true innovation happens," she said.

However, Poloni does believe there is room for optimism with more and more people ready to take on the challenge. "Interestingly we are seeing a lot of our clients, particularly in the government sector, want to talk about this more," Poloni added.

"Speaking to other industry leaders, it's encouraging to hear they are more than willing to continue the conversation and see what can be done. Companies that even seem ill-prepared are ready to take that leap, sometimes they don't know where to start but I think it just think it needs to begin around the leadership table and be put on the agenda just like issues of fire and safety or profitability," she said.

Poloni believes that simple measures like unconscious bias training or ensuring at a very basic level that even graduates coming into organisations are balanced at 50-50 can make a big impact. "We know in engineering that sometimes it means working a bit harder and looking into some of the disciplines like mechanical and electrical where we know that in universities women are underrepresented. If we are going to get serious about that we have to start early which means going into schools as well," she said.

Poloni and her employers AECOM can be complimented on practicing what they preach in striving to create a more diverse workforce. The firm is five years into a programme which hopes to address the gender imbalance which is systemic industry-wide. The results reveal 43% of the 359 graduates joining them are female, a 13% jump from its 2017 graduate intake and an 18% improvement since the inception of the scheme in 2014.

Efforts like rebranding graduate marketing materials by changing language, tone, colour and content to appeal to more females and working with schools to help encourage young people, and girls in particular, into technical professions are just two of the ways AECOM has managed to see a positive change.

Poloni believes that if industry can become more representative of society then this is turn should address problems like skills shortages which continue to stifle progress. "We will be fishing from a much broader pool," she said. "We have big skills shortages whichever way you break it down so why wouldn't we want to ensure we are taking a broad facet of society into our workforce," said Poloni.

# Skills shortages and narrow profitability are leaders' key concerns



Voting undertaken at the 2018 FIDIC conference in Berlin revealed some common concerns amongst the responses from international delegates, writes Ryan Tute.

Engineers, economists and consultants from some of the most influential consultancy firms in the world believe that a lack of skills and marginal profits still beset the industry and keep them awake at night.

Votes undertaken at the 2018 FIDIC conference in Berlin revealed that persistent industry problems often mentioned still halt progress within the consulting engineering and construction sector.

Around 800 leaders representing companies from across the globe voiced their concerns while gathering in Berlin to discuss the future challenges facing them and to debate the key infrastructure issues and opportunities facing the planet.

Almost a third (30%) highlighted the well-known skills shortage issue as the biggest challenge for the industry, while a quarter of respondents said disruptive technologies were a major issue. Significantly, a fifth of those in attendance believed that political uncertainties were also a big concern in how their firms operated. Political risk is set to be a growing trend in 2019 it seems and those working in the construction sector would do well to take heed of that fact.

Skills shortages identified by leaders as a key challenge have been supported by several pieces of research. Earlier this year, the Federation of Master Builders (FMB) in the UK found that a shortage of construction workers among small and medium-sized (SME) construction firms in the UK was "sky rocketing".

In addition, with Brexit looming, the European contingent of workers within the UK is set to change. The Greater London Authority (GLA) recently published findings showing that 45% of all construction workers in London alone are not from the UK. Concurrently, 27% are from the EU, an alarming statistic for post-Brexit Britain.



What keeps FIDIC-attending industry leaders up at night? Lack of profitability (49%); Marginal growth (33%); and Reputational risk (19%).

Industry leaders attending the FIDIC conference in Berlin were also asked what kept them up at night. 49% of attendees unsurprisingly earmarked a lack of profitability, with marginal growth (33%) and reputational risk (19%) also seen as concerns moving forward.

The voting in Berlin was a key part of the conference which looked at a range of issues like how the cities of today will be influenced by new technology and the growing trend for digitalisation.

Rapid urbanisation and the development of cities of tomorrow were a recurring theme of discussion amongst industry leaders, with many of the keynote speakers on stage making reference to concerns felt by themselves and the wider industry in relation to ensuring that smart cities are realised.

Around 96% of the voting audience believed that the industry needs to enhance skill sets and resources to allow technology to be embedded in future engineering solutions. Two-thirds (67%) said innovative funding strategies were not embraced across the sector which meant project development was hindered in many cases.

Despite the emphasis of the conference discussions focusing on the need for more sustainable cities moving forward, polling suggested that alternative methods of transport may not be at the forefront of change. 51% of delegates said they thought e-bikes would not become mainstream mobility solutions in urban centres, while 82% believed it wouldn't be until 2030 and after until electrical vehicles outsold the number of cars with conventional fuel engines.

Throughout the three days in Berlin, anyone attending would have heard the repeated calls for the industry to attract new talent. When asked what the most impactful enablers were for young professionals to be more active within construction and engineering, the response was very much mixed.

Just under one-third (31%) believed opportunities to grow in the business was the most important, followed closely by training and knowledge sharing with 30% and workplace experience attracting 24% of the votes. On diversity, half of respondents said there was some of differences in age, gender and culture within their firm's executive boards with 39% claiming there wasn't – providing further evidence that more needs to be done.

However, industry leaders who participated in the voting did share some optimism when it came to the industry's enthusiasm to embrace digitalisation. Two-thirds believe that companies were willing to implement artificial intelligence programs and the internet of things to deliver infrastructure development.

This augers well for the future and the digitalisation agenda is sure to feature strongly at FIDIC's next annual event in Mexico City in September 2019.





# Construction sector needs to act now to recapture leadership role

McKinsey & Company partner *Gernot Strube* discusses the productivity pitfalls of a £10 trillion construction sector and seven key levers to focus improvements on.

What was once a sector which led the way and pioneered new technology, today's construction industry has been left behind but there is no silver bullet to restore it to its former glory, warns McKinsey's senior partner Gernot Strube.

Speaking at FIDIC Berlin 2018, the senior infrastructure adviser for the global consulting firm spoke about the future of infrastructure and why such a lucrative industry had failed to match its competitors when it comes to embracing change and technological advancements.

While it was observed that within the global picture there were pockets of excellence, delegates at the Berlin conference were told about the importance of working out what made some firms successful so it could translate over numerous geographies.

For some parts of the industry there is a radical solution to be seized. Strube called for a manufacturing-like system of mass production with more standardisation, modulation and pre-fabrication – all which combine to improve levels of productivity by five to ten times.

Strube said: "Construction was once a leader in innovation with breakthrough technology coming from the sector but when we look at what happened over a period of decades, it is not such a glorious picture anymore. We have lingered for decades because we haven't changed all that much. When you look at pictures from construction sites of today compared to that of 20 years ago, you will not see much difference," he said.

Using the latest data, Strube made comparisons with other sectors to highlight how far the industry has fallen behind. Statistics show agriculture making 1,500-fold growth in productivity from the 1940s, followed by manufacturing with a 760-fold improvement. It makes for stark reading when compared to just the six-fold growth in productivity within construction.

Rather than complaining about the problems, the infrastructure expert earmarked his attention to solutions. Strube earmarked seven vital levers to improve productivity levels. While there is "no silver bullet" to inspire change, he said, industry leaders need to work across all areas to see improvements.

The seven key areas to improve productivity highlighted by Strube were:

- Regulations
- Contractual framework

**"If you don't invest then you will never see progress."**

Gernot Strube, McKinsey & Co.



- Design and engineering
- Procurement and supply-chain management
- On-site execution
- Digital technology
- Upskilling the workforce

"There is a huge opportunity to do a lot more," Strube said. "Our industry does not sufficiently invest in research and development. We realise margins are low but if you don't invest then you will never see progress. Construction is alarmingly low when we compare it to other sector investment figures with roughly 0.5% of revenue invested to new technology and process improvements while companies are pumping just 1% of revenue into IT versus 4 and 5% in other sectors," he said.

He pinpointed the levers which provided potential to improve. When it came to design, Strube said firms tend to start building without even having a decent design in place and this needs to stop. Supply chain management was talked about being "very localised", focusing on who you know, rather who has the best offer and the fact it was "brutally price-based" rather than performance-based.

He also picked out some key themes for firms moving forward and underlined the importance of collaboration after noting he had "never seen an industry as fragmented and diluted" with so many different parties involved in projects.

Strube called on construction leaders to ensure that they developed new business models for the future and actively shaped aggressive transformation plans which focused on embracing change and understanding the impacts. He said profound improvements would only be seen if all the key players pulled in the same direction and acted sooner rather than later.

FIDIC's Young Professionals Forum (YPF) is helping to develop the next generation of consulting engineering industry leaders. New YPF steering committee chair *Cosmin Tobolcea* spoke about the benefits of the group for participants and consultancy firms.

# Outlining a fresh vision for the industry

Growing in size and influence, the FIDIC Young Professionals Forum is an increasingly important part of the organisation, giving a platform to young engineers and consultants to share ideas and network. The group's new chair, Cosmin Tobolcea, general manager of Romanian consultancy firm Pro Toby, is excited about taking over the helm of the FIDIC YPs.

"My predecessor Jomanah Al Btoush did a great job during her two years as chair and we accomplished a lot of things," said Tobolcea. "We were very pleased to publish recently our second booklet, *The Reflection of Young Professionals*, which expresses a fresh vision about the future of our industry. We are very pleased that we have the full backing of the FIDIC chief executive, the president and board for our activities and we look forward to playing a role across all FIDIC committees," he said.

During his two-year term of office as chair of the FIDIC YPF steering committee, Tobolcea said that he was keen to improve the group's engagement with FIDIC members. "I want to make better connections with all FIDIC member associations, to grow our network and to establish a clear vision for the future," he said.

For those FIDIC member associations that don't yet have a fully developed YP grouping in their country, Tobolcea has a clear message. "Come and join us. We have an open mentorship programme and we are doing a fantastic job and those young professionals that get involved in our work are going to meet some great people as part of our network who can help guide them in their future careers as consulting engineers," said Tobolcea.

The new YP chair said that there were big potential benefits for companies from getting their young professionals involved in the FIDIC YP programme. "By engaging with our programme, companies can benefit from their young consultants and



Graduates of the FIDIC Young Professionals Management Training Programme 2018 with their certificates of achievement.



**"Companies can benefit from their young consultants and engineers becoming their ambassadors."**

Cosmin Tobolcea, chair, YPF steering committee

engineers becoming ambassadors for their organisations," Tobolcea said. "They also come into contact with many other engineers from across the world and this can lead to collaboration and partnership opportunities, so it's very worthwhile to be part of the FIDIC YP network," he said.

Tobolcea was also keen to promote the FIDIC Young Professionals Management Training Programme which runs from February 2019 until 10 September 2019. The programme is a seven-month online management course for future leaders in the consulting engineering industry and similar technology-based firms. The course offers an intensive management training programme based on case studies and discussions of management issues within an international team of participants and mentors. The programme provides international networking and active participation in the annual FIDIC conference meeting key representatives of the worldwide consulting industry.

The three key modules included in the training programme include one on organisation and human resources, which covers areas like starting and growing a company, merger and acquisitions,

ownership structures, attracting staff, management principles, leadership and emotional Intelligence.

A second module on marketing and business development includes key themes like marketing, project development, networking, client relationships and communication, financial management, risk management and also quality management. The final module looks at business consolidation and covers sustainable development and business integrity management.

Almost 60 countries have participated in the Young Professionals Management Training Programme since 2004 and all participants link up in the FIDIC Young Professionals Forum. On successful completion of the programme, participants receive a certificate which demonstrates their achievement which they can also use to gain professional development credits.

"The FIDIC Young Professionals Management Training Programme offers quality training and development opportunities for our industry and I would urge all young professionals in FIDIC member association firms to consider enrolling on the course," said Tobolcea.



For further information on the FIDIC Young Professionals Management Training Programme, including full details of how to register, visit <https://bit.ly/2eo6Dw9>



# A key voice and influence on the global stage

Despite ongoing global industry changes and business challenges, FIDIC is facing the future with confidence and is looking forward to raising its profile on the global stage, says its chief executive and president. *Andy Walker* spoke to them both.



At a time when business and industry changes are having a significant impact on the consulting engineering sector worldwide, it's never been more important for the sector to have effective representation on the global stage. FIDIC is focused on providing that representation for its members and on behalf of the whole industry and on facing up to the challenge of change full on according to its president Alain Bentéjac.

"First of all, we need to make sure that FIDIC adapts to the changes that are taking place to stay relevant in a rapidly evolving marketplace," he says. "FIDIC as a global organisation has a key role to play at such times of change and evolution because we can disseminate best practice, help our members think about how change will affect them and discuss how best the industry can meet the challenges," says Alain Bentéjac.

Unsurprisingly, FIDIC's chief executive Nelson Ogunshakin agrees wholeheartedly with his president. "We need to grasp the fact that change is inevitable and it will affect our industry," he says. "Through its conferences, workshops and global networks, FIDIC provides an opportunity to discuss those issues that sometimes we find very difficult to deal with but actually these issues are unavoidable and we have to discuss them. How do we get to grips with change, how to we embrace technology,

how do we ensure that the business model that we use is appropriate for the future, how do we get young people excited, motivated to be part of our industry for the future? All these questions we need to grapple with and accept the fact that change is in the here and now and we have to embrace it," Ogunshakin says.

To do that effectively, both Bentéjac and Ogunshakin are clear that FIDIC needs to raise its game in the communications arena and be much more visible with opinion formers. According to Bentéjac, FIDIC has a good story to tell. "The consulting engineering industry plays a very important



**Alain Bentéjac**  
FIDIC president

**"We have a presence in 102 countries worldwide, so we need to leverage that strength."**



**FIDIC headquarters in Geneva.**

role in the development of good infrastructure and for the good of society but very often we are not very visible, so we need to be more visible and take every opportunity to raise our profile, to network internationally and exchange best practice and new ideas. FIDIC plays a key role in making all that happen," Bentéjac says.

"We need to do a lot more in our communications," says Ogunshakin. "And we have a huge opportunity to do a lot because we are at the forefront of project development, we are in the middle of project execution and we are at the end of project asset management, so collectively we have a major role to play," says FIDIC's chief executive.

"The question is though, how do we do that effectively and that comes down to our advocacy, our best practice and our core principles of quality, sustainability and integrity," Ogunshakin explains. "If we can look at how we deliver our advocacy so that we are best in class in what we offer to clients and the wider industry and we focus on and highlight the integrity in the way that we work and the benefits that brings to clients then then it is much easier for us to shout about what we do, he says."

FIDIC has plans to become more visible and to raise the profile of the sector with opinion formers and key stakeholders. The appointment of Ogunshakin, a proven effective communicator and global lobbyist for the industry is an important statement of intent for the federation. "I also look forward to FIDIC's greater use of social media and more effective communication with the press and statutory and government authorities and we will also underpin this with an overall plan to strengthen our communications to make us much smarter in this field," says Bentéjac.

FIDIC's president also points to the strength of the organisation's member associations in helping to boost the federation's communications effort. "We have a presence in 102 countries worldwide, so we need to leverage that strength. We will be putting a lot of effort into our communications and advocacy activities in the future and this will be a key priority for us," he says.

Ogunshakin wants to ensure that FIDIC is a place where big issues can be discussed and solutions developed. He sees this as a key strength for the federation. "Issues like

how we drive a balance between attracting and motivating the right people and being in a business and a sector that is vibrant, rewarding and enables you to make sufficient profit so you can invest back into the industry need to be discussed. We shouldn't shy away from these conversations," says Ogunshakin.

"Another key question is smart infrastructure and what it really means for our sector. Are we going to be at a distance



**Nelson Ogunshakin**  
FIDIC chief executive

**"Too often people talk about the negative side of the industry instead of focusing on the positive."**

from cutting edge developments like AI and machine learning waiting for it to happen or are we going to embrace it? Again, change is unavoidable and we have to be part of it. We need to be at the vanguard of change and FIDIC needs to create a platform to discuss those developments," he says.

Ogunshakin is also keen that FIDIC takes every opportunity to talk up the industry, especially at a time of challenge and change. "Too often people in the industry talk about the negative side of the industry instead of focusing on the positive and all the great stuff that is going on. My job as FIDIC CEO is to make sure that we are very visible and communicate well at a global level to ensure that FIDIC is seen to be an organisation of substance and influence with its members leading the way," he says.

So, what would Bentéjac's message be to politicians and opinion formers about the importance of what engineers do? "It's simple - listen to the professionals! Listen to the engineers because for all the projects that the politicians have to implement you need engineers for the good of society. Engineers can help the politicians to solve many of the big problems facing the world like sustainability, the development of new infrastructure and smart mobility. Engineers have the answers to all these big challenges and we are here to collaborate, but we need the politicians to listen to us," says Bentéjac.

As far as priorities for FIDIC are concerned, Ogunshakin says he tends to look at things on three levels. "What is the priority for the industry? What is the priority for our member associations and what should be the priority for FIDIC?" he says. "It's very important to look at these three areas together as they are all linked. We need to be the voice of the industry which is absolutely critical," he says.

Ogunshakin wants FIDIC to recognise the important role that it plays in the global infrastructure sector and to become the 'go-to' organisation for thought leadership, good ideas and information about that sector. "Ensuring that our industry operates with the best ethical standards is also very important as this goes to the heart of our integrity and quality standards as an industry," he says. "We also need to promote the best in our class and showcase the industry. Under the umbrella of FIDIC I am going to do my best to ensure that we are more united as an industry, that we are more aligned, share best practice and truly become the voice of the global consulting engineering industry," Ogunshakin says.



# Leading the industry in a changing world

FIDIC's board has a strategic priority to drive the federation forward and represent its member associations at the highest level on the global stage.

FIDIC couldn't be better placed to meet the challenges and opportunities from a changing industry after the federation's board agreed new strategic proposals on governance reform and a modernisation programme to revitalise the way in which FIDIC operates. Led by its new chief executive Nelson Ogunshakin, FIDIC now has a renewed commitment to empowering a well-resourced professional secretariat to implement its plans, with the support of FIDIC members and volunteers.

The federation's eight key strategic priorities underline and highlight FIDIC's purpose and show an organisation that is ready to lead the consulting engineering industry in a changing world. FIDIC's 102 global member associations are set to play a key role in the organisation's activities. "I am keen to use the skills and experience of our member associations and to outsource operations when and where appropriate, while keeping a strong focus on delivering our strategic objectives," says FIDIC chief executive Nelson Ogunshakin.

Going forward, Ogunshakin will be working closely with the FIDIC board to establish appropriate strategic objectives, effective governance structures, service propositions, closer membership engagement and the implementation of



The FIDIC board at Berlin 2018.



"We will give FIDIC the best opportunity to succeed going forward."

Nelson Ogunshakin  
FIDIC chief executive

operational efficiencies to ensure that FIDIC remains responsive to ever-changing industry and business dynamics. "Finding the best cost-effective solution to ensure that we deliver our aims is crucial, as by doing that, we are spending our members' subscriptions wisely and efficiently," Ogunshakin says.

Over the next six months, FIDIC's CEO plans to establish, in collaboration with the board, a set of key performance indicators

## FIDIC's key objectives

- Be the recognised international authority on issues relating to consulting engineering best practice
- Actively promote high standards of ethics and integrity among all stakeholders involved in the development of infrastructure worldwide
- Maintain and enhance FIDIC's representation of the consulting engineering industry worldwide
- Enhance the image of consulting engineering
- Promote and assist the worldwide development of a viable consulting engineering industry
- Promote and enhance the leading position of FIDIC's forms of contract
- Improve and develop FIDIC's training and publishing activities
- To promote and encourage the development of young professionals in the consulting engineering industry

for both board and secretariat against which to report on progress. The FIDIC board and new CEO have an absolute focus on what needs to be done to improve the effectiveness of the organisation and the way it is perceived by stakeholders.

"Our new governance and operating structure has set firm foundations to help us on our way and linked to more visible and effective advocacy and communications, I know that we will give FIDIC the best opportunity to succeed going forward," says Ogunshakin.

A crucial part of the future FIDIC organisation will be the successful young professionals network that have become an increasingly influential part of the federation's activities. The continued development of the YP forum will enable FIDIC to address the gender, cultural and geographical diversity challenges facing the industry and Ogunshakin is already on record saying that he plans to ensure that the FIDIC YP are fully positioned within the federation's corporate activities in the very near future.

The FIDIC board, its member associations, standing and working committees, YP network and wider industry stakeholders will be working together over the coming months to help to re-engineer FIDIC so that the organisation is fit for the future in a changing business, regulatory and political world. There's no doubt that its members are in for an exciting and interesting time over the coming period.

Through its directors and secretaries' advisory council, FIDIC will be working more closely with member associations across the globe to strengthen the federation's communications and improve effectiveness.

FIDIC is developing plans to work much more closely with its 100+ member associations around the world to strengthen the federation's communications and organisational impact on the global stage. Its directors and secretaries' advisory council will be playing a key role in that closer collaboration and its members are very keen to do so.

The latest meeting of FIDIC's directors and secretaries' advisory council on 30 November 2018 in Geneva, saw members pledge to redouble their efforts to more effectively get FIDIC's message across to key stakeholders on a number of key issues. The advisory council is a key body in ensuring that FIDIC communicates more effectively with its member associations and its members are determined to ensure that the federation is in touch and in tune with those members' needs.

Advisory group members discussed best practices for the management of associations, the continuous development of conferences to attract more C-suite participants and an enhanced communications strategy for the promotion of FIDIC policies and standards in the industry. Members also discussed revamping the structure of the advisory council to ensure effective advice to FIDIC staff on key federation matters.

Looking forward, the meeting also agreed that John Gamble, president and CEO of the Association of Consulting Engineering Companies Canada (ACEC), would succeed Andrea Šehić, executive director of the Association of Consulting Engineers of Serbia, as chair of the advisory council in September 2019.

Andrea Šehić, current chair of the FIDIC directors and secretaries' advisory council, said: "Our latest meeting was a great success and all members left it feeling really inspired to continue the work of the group. Especially at a time when the industry is changing, working closely with our member associations is crucial in ensuring that FIDIC is response to and in



FIDIC directors and secretaries advisory council members, left to right, Edmond Mirzakhanian (ISCE - Iran), John Gamble (ACEC - Canada), Yoshihiko Yamashita (ECFA - Japan), Sarah Ingle (ACEI - Ireland), Andrea Šehić (ACES - Serbia) and Chris Campbell (CESA - South Africa). Not pictured: Jacolien Eijer (NL Ingenieurs - Netherlands).

# Working closer with members across the globe

tune with our key stakeholders so we can punch well above our weight on the world stage. I am delighted that we have such a devoted team to pursue changes and develop FIDIC's work even further."

FIDIC chief executive Nelson Ogunshakin said: "The role of the newly created FIDIC directors and secretaries' advisory council (D&SC) is critical in ensuring that the FIDIC board has a structured approach in engaging its 100+ member associations on the strategic direction and operational aspects of the

federation. Andrea Šehić from Serbia has done a fantastic job since she was appointed as the inaugural chair of the council in Jakarta last year, filling the role with passion, enthusiasm and great energy.

"I am delighted that we will have John Gamble of ACEC as the elected vice chair to take over from Andrea in Mexico in September 2019. John has vast knowledge, wide political, public advocacy and communication experiences and I am sure that he will enhance the D&SC's activities. I look forward to working with both Andrea and John as we progress with the FIDIC transformation programme over the coming years."

The FIDIC directors and secretaries' advisory council is set to play a crucial role in the months and years ahead in improving the federation's member engagement. This is seen as crucial by the FIDIC board in ensuring that FIDIC is more responsive to and in tune with its member associations. Also working closely with the FIDIC board, the advisory council will help FIDIC to punch well above its weight on the world stage as befits a federation that encompasses more than 100 organisations around the globe.



John Gamble (left) will succeed Andrea Šehić (right) as chair of the advisory council in September 2019.



# International CEOs offer their views on key issues



FIDIC's 2018 annual conference in Berlin gave industry leaders the opportunity to air their views on the key issues and challenges facing the consultancy and engineering sector, reports *Andy Walker*.

At FIDIC's 2018 annual international infrastructure conference in Berlin, leading industry CEOs took the opportunity to tell FIDIC the important issues that they wanted the organisation to address in the months and years ahead. At a special invitation-only lunch for CEOs, international industry leaders gave their views freely and frankly and the feedback received will help inform FIDIC's future work.

Asked what they would like FIDIC to focus on in the coming years, 25% of CEOs said research, advocacy and communications, highlighting that a key future priority for the federation will be

raising its game in getting its message across and ensuring that the voice of the consultancy and engineering sector is heard at the highest levels with governments, funders and international financial organisations.

#### Key priority

The need for FIDIC to communicate its work more effectively and keep the industry and member associations better informed about the federation's activities is something that FIDIC's new chief executive Nelson Ogunshakin has made a key priority when he arrived at the organisation in September 2018. "FIDIC is

involved in a great deal of advocacy activity and liaison with international organisations that impact on consulting engineering firms' businesses, but we need to communicate that work better to stakeholders," said Ogunshakin.

#### Invest in resources

"I am pleased that the CEOs we surveyed have identified communications and advocacy as areas that they want FIDIC to focus on as this validates mine and the FIDIC board's view that we can be more effective in this area if we invest in resources and capability to raise our profile," he said. "I look forward to working with those industry leaders so that together we can increase FIDIC and the industry's influence with opinion formers and those who impact on our industry. We need their support and we will certainly be asking for it over the months and years ahead," Ogunshakin said.

Turning to the biggest current challenges facing the industry, the CEOs were clear that skills shortages and digitalisation were the two most pressing issues facing their firms. A third of those questioned said that the ongoing shortage of skills across the industry was the single biggest challenge they face. While the acuteness of this issue varies in scale across the world, what is clear is that firms in all countries are facing significant challenges when it comes to attracting the skilled professionals they need to do the work that clients are demanding.

FIDIC's chief executive said that this was a key issue that the whole industry and those that work with it needed to work together to address. "This is an international problem. Without the right skills in the right place then we could be facing severe setbacks to the international infrastructure pipeline," Ogunshakin said. "Stakeholders both inside and outside the industry need to do all they can to increase



the number of skilled professionals that the construction and infrastructure sector so badly needs. If action is not taken on this issue globally, then we are heading towards a major crisis. Developing skills for engineering should be a headline proposal everywhere and FIDIC will campaign hard to raise this issue with those best placed to address it," he said.

#### Key challenges

Unsurprisingly, digitalisation and technology were also highlighted by CEOs as one of the key challenges facing the industry. A technological revolution is set to disrupt firms working in the construction and infrastructure sector, with new working practices and entrants to the market impacting on the business environment. The identification of this issue by industry leaders is good news for FIDIC's 2019 annual congress in Mexico, which has as its central theme "Technological innovation impacting the industry" and will see delegates considering how innovations and new hi-tech thinking in the industry is changing every aspect of the way that consultancy and engineering firms do business.

Asked about how best FIDIC can help firms prepare to deal with industry challenges and change, the CEOs said that they wanted more information sharing and communication and also more learning, training and best practice opportunities under the FIDIC banner. This is very encouraging feedback as knowledge sharing, the promotion of best practice and providing training opportunities are all key areas of FIDIC's activities. Given CEOs' views on these issues, there would appear to be scope for FIDIC to increase its outputs in all these areas.

The CEOs surveyed were also keen to support FIDIC's work with young professionals, underlining a firm desire to encourage the next generation of industry leaders. The conference sessions in Berlin



"The feedback we have received from industry CEOs is essential in ensuring that FIDIC continues to be relevant and adds value in a fast-changing industry and business landscape."

Nelson Ogunshakin, FIDIC chief executive

led by FIDIC's young professionals steering group were very well received as was their report. Reflection of Young Professionals, which offered a fresh take on industry challenges and some interesting ideas and thoughts on how the industry should address them.

#### Future work

"The feedback we have received from industry CEOs is essential in ensuring that FIDIC continues to be relevant and adds value in a fast-changing industry and business landscape," said FIDIC's chief executive Nelson Ogunshakin. He said that the organisation would ensure that the

views of the CEOs were considered when planning FIDIC's future work programmes and also its keynote events.

"As the representative global voice for the consulting engineering sector, it is essential that we take account of the views of those working in leadership positions in that sector," he said. "We are extremely grateful to those CEOs who took the time to give us their views on the key issues that they face in their businesses and also, crucially, their views and advice on what FIDIC can do to address these challenges. We hear those views and will take them into account as we plan our future activities in 2019 and beyond," Ogunshakin said.

## What are the biggest challenges facing the consulting engineering industry?

Shortage of skills	32%
Digitalisation and technology	21%
Diversity	18%
Change	18%
Business model	14%
External threats	7%
Price competition/margins	4%
Climate change	4%



Dr Martin Güldner, chairman of leading German consultancy firm, GOPA Consultants.

## How can FIDIC help your firm better prepare for challenges?

Information sharing and communication	25%
Learning, training and best practice	18%
Using FIDIC brand and advocacy	18%
Encouraging young professionals	18%
Innovation	11%
Procurement advice	4%
Events	4%
Regulation of membership	4%
Action on climate change	4%



# FIDIC strengthens contracts committee

Three leading legal and contracts experts have joined an influential FIDIC committee overseeing the development of international construction contract documents.

FIDIC has strengthened its influential contracts committee with the appointment of three new members. The three leading experts in the legal and contractual field will assist the federation in ensuring that its best-selling suites of contracts keep up with industry changes to remain relevant in a fast-changing marketplace.

The three new committee members are international construction arbitrator and deputy general counsel for Jacobs Engineering Group, Deryl Earsom (USA); civil engineer and managing director of Neuenschwander Consulting Engineers, Matthias Neuenschwander (Switzerland) and Adam Bialachowski (Poland), CEO of Vintage Consulting.

FIDIC's contracts committee recommends to the FIDIC board which conditions of contract and related documents should be prepared or updated by the federation. The eight-strong international committee also works closely with FIDIC staff to establish task groups to monitor the committee's work and review documents to ensure that they take account of the latest industry developments. Members of the committee also liaise with international organisations interested in the FIDIC Rainbow suites Conditions of Contract.

Commenting on the three new committee members, FIDIC chief executive Nelson Ogunshakin said: "I'm delighted that we have attracted three leading global legal, contractual and engineering experts to sit on the FIDIC contracts committee. They will bring their considerable knowledge and experience to the committee's work in drafting, producing and regulating the renowned FIDIC contract suites of construction and professional agreements and I look forward to working with them over the coming months and years."

FIDIC contracts committee chair Zoltán Záhonyi commented: "A number

of experts with related backgrounds are very keen to become a member of this flagship FIDIC committee and I'm delighted that we have attracted such highly qualified and experienced individuals applying to join FIDIC's contracts team and assist our work. The selected new members will help to ensure that our contracts remain the go-to documentation for international funding organisations, clients and other procurers of construction and engineering



**"The FIDIC contract is included in the standard bidding documents of an array of multilateral**



**development banks and that speaks for itself."**

**Aisha Nadar, FIDIC board member**



**One of the new members of FIDIC's contracts committee is Adam Bialachowski (above).**

consultancy services and I can hardly wait to start working with them."

The full membership of the committee comprises Zoltán Záhonyi (Hungary), Kaj Möller (Sweden), Siobhan Fahey (Ireland), Des Barry (Ireland), Vincent Leloup (France), Deryl Earsom (USA), Matthias Neuenschwander (Switzerland) and Adam Bialachowski (Poland). Aisha Nadar, FIDIC board member from Sweden, will be the board liaison person responsible for the contracts committee. Nadar will be seconded for this role by FIDIC board member Liu Luobing from China.

FIDIC contracts are widely seen as the global gold standard for international construction contracts and strengthening the contracts committee will help to maintain their leading position in the industry. "The FIDIC contract is included in the standard bidding documents of an array of multilateral development banks and that speaks for itself," said FIDIC board member Aisha Nadar.

Nadar said that it was crucial that FIDIC stays ahead of industry changes, especially in the area of technology. "I think the challenge for the industry is multi-fold and we are entering into the world of globalisation 2.0," she said. "With the proliferation of new technology then the gap between the available financing and requirements for infrastructure is widening. The challenge for FIDIC is to navigate successfully in a market that used to be fairly steady state for the past 100 years and is now experiencing lots of disruption from lots of different actors and geopolitical factors," said Nadar.



## "We are a dynamic industry with a real future," says EFCA president

European consultancy federation EFCA is an important partner for FIDIC and plays a key role in representing and promoting engineering consultancy. EFCA president Kevin Rudden is keen to see the industry be much bolder in promoting itself, writes *Andy Walker*.

FIDIC works with a number of international regional organisations representing the consulting engineering industry. One of the most influential of those is the European Federation of Engineering Consultancy Associations (EFCA) which represents 26 business associations from 26 European countries.

The European engineering consultancy industry employs around one million staff and generates more than EUR 150 billion annual turnover making it an important business sector. EFCA promotes the European consulting industry in Europe and internationally and represents it to European institutions. EFCA looks to positively influence EU legislation that impacts on engineering consultancy and also promotes fair competition and transparent procurement rules.

EFCA also works closely with FIDIC and co-hosted the recent annual FIDIC congress in Berlin. Its president Kevin Rudden was pleased with the Berlin event and believes it shows the benefits of the two organisations collaborating and working well together.

"We had a great attendance, a great venue and great set of speakers at the conference in Berlin so we are delighted with the event has gone," says Rudden. "Everything worked to plan and this is

pleasing because a lot of work has gone in over the last year in focusing on the content and the organisation and the result was a very exciting few days which was well received by delegates," he says.

Rudden is someone who has gone on record in saying that engineers need to be bolder in speaking out about their achievements. So, how does he reflect on



**"The key challenges we face are low fees and shortage of staff. We need to take the 'mucky boots' out of the industry and to show it as a technological profession that's leading the way."**

**Kevin Rudden, EFCA president**

that in the context of conferences like FIDIC's annual gathering? "I think that conferences like FIDIC's annual event are an opportunity to shine a light on the industry and to demonstrate what we have done well, but also to look at what hasn't worked because if we don't look at ourselves critically then we are not going to improve in the future," Rudden says.

Given that EFCA represents a very large sector of the industry in Europe, what does Rudden see as the key challenges going forward into the future? "The key challenges that we see are low fees and shortage of staff. The way we can address skills shortages is to make the industry more attractive, to demonstrate the positive aspects of this industry and to take the 'mucky boots' out of the industry and to show it as a technological profession that's leading the way.

"We are now incorporating video gaming technology into the way that we design buildings and I think that opens up the industry to a totally different set of people and creates an interest for those people," he says. In exploring those technologies and using cutting-edge approaches, Rudden sees a way to attract a new layer of younger people into the industry who have not previously looked at engineering as the career for them.

"The perception of the industry as being a staid industry solving problems that seem to take for ever is just not correct," he says. "The speed of change is so rapid now and the way that we design our buildings and share our information is amazingly quick. Young people in particular want to be fully engaged in that process and we need to attract them into what is a dynamic industry with a real future," Rudden says.



# Make tracks for Mexico City in 2019



Mexico City will be the destination when FIDIC gathers for its 2019 annual conference.

Mexican FIDIC member association Cámara Nacional de Empresas de Consultoría (CNEC) will proudly host next year's FIDIC International Infrastructure Conference from 8-10 September 2019 in Mexico City. Continuing the future-gazing approach of Berlin 2018, in Mexico City we will turn our attention to how technology is revolutionising the way companies and the industry conducts its business.

Under a central conference theme of "Technological innovation impacting the industry", delegates will consider how innovations and new hi-tech thinking in our sector is changing all aspects of the way that consultancy and engineering firms do business. Change is all around us and new ideas, sometimes imported from other industry sectors, are making a big difference to how infrastructure companies operate.

The application of technology is helping to reduce operating costs, improve communication, increase productivity, broaden customer bases and facilitate more collaboration and outsourcing. This technological revolution is certain to disrupt firms operating in the infrastructure sector, so getting the inside track on the latest developments, the challenges of change – as well as the new opportunities – is an absolute must for all firms operating in our sector.

How should firms react to this changing business landscape? Are we ready as an industry to take full advantage? What are

**Getting the inside track on the latest developments, the challenges of change – as well as the new opportunities – this conference is an absolute must for all firms operating in our sector.**

the technological changes that will offer the most opportunities? Who will be the new players in our business landscape? How can companies stay one step ahead of the curve? All these questions and more will be discussed at FIDIC 2019 in the fantastic setting of Mexico's largest city and the most populous metropolitan area in the western hemisphere.

As Latin America's largest metropolis, Mexico City offers visitors a unique experience, combining the glitz and

glamour of a thriving cosmopolitan city with the cultural and historical legacies of Mexico's rich past. Mexico City is not only Mexico's political, economic and cultural capital, but also the country's business capital and home to a wide variety of national and international institutions, companies, and professionals, making it an ideal venue to welcome the FIDIC family for its 2019 annual conference.

Mexico itself is a country of unparalleled opportunities, the second largest economy in Latin America and the 15th largest in the world. It is a global leader in aerospace, automotive, electronics, technology and renewable energy and its sustainable economic growth, rich cultural heritage and expansive infrastructure has made it a key strategic destination for businesses around the world to convene.

Mexico is the perfect host, offering visitors modern venues, equipped with the latest technology and attended by skilled personnel and professional suppliers that operate under the highest service standards. Delegates to FIDIC 2019 are sure to be well looked after at our conference venue, the Presidente InterContinental Mexico City.

As a gateway to the world, Mexico City's state-of-the-art airport welcomes visitors from across the globe on a daily basis and we hope it will also welcome you too on 8-10 September 2019 for what promises to be an exciting, dynamic, thought-provoking and must-attend FIDIC 2019 conference.

See you in Mexico City next year!

# Sharing knowledge at FIDIC global conferences

FIDIC board member and contracts specialist *Aisha Nadar* highlights the importance of the federation's international conferences which help promote greater understanding of contractual and businesses issues.

FIDIC conferences held in conjunction with international partners around the world are a vital part of the organisation's stakeholder relations activity. They bring together international experts from the construction and legal sector and provide valuable knowledge sharing and networking opportunities for attendees.

In September, FIDIC and the International Chamber of Commerce (ICC) held a joint conference in Tbilisi, Georgia. Situated at the crossroads between Europe and Asia, in the heart of the Caucasus and located near to the trade routes connecting the east and west, Tbilisi was an ideal location to bring together the different cultural and legal backgrounds that impact construction disputes under FIDIC contracts.

The conference brought participants up to date with the latest contractual developments. In the past year FIDIC released the second edition of the *Red Book*, *Yellow Book* and *Silver Book*, the ICC published its new rules on arbitration and the ICC Commission on Arbitration and ADR approved the revised ICC Report on Construction Industry Arbitrations. So, there was much to discuss for delegates dealing with international construction contracts and the conference gave participants an ideal opportunity to gain an understanding of recent developments and to engage in discussions with experts delivering best practice advice on FIDIC contracts in relation to procedures for claims and dispute management, including ICC Arbitration.

Participants at the Tbilisi event were given a unique opportunity to hear directly from experts on FIDIC contracts, dispute boards and ICC arbitration procedures. They also gained a comprehensive understanding of the key features of FIDIC's newly updated 2017 FIDIC suite of contracts and the new ICC publications.

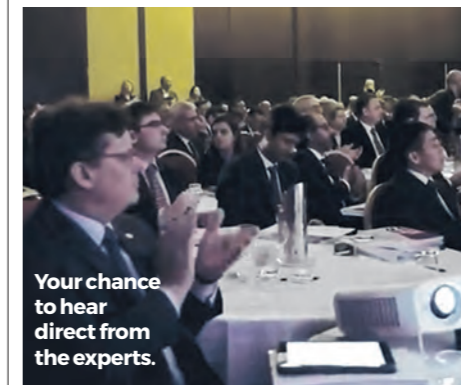
Issues highlighted included:

- FIDIC's multi-tiered approach to dispute management;



**"FIDIC conferences bring together international experts from the construction and legal sector and provide valuable knowledge sharing and networking opportunities for attendees."**

**Aisha Nadar, FIDIC board member and contracts specialist**



**Your chance to hear direct from the experts.**

- The advantages of FIDIC contracts in regard to successful project execution and dispute management;
- Effective use of Dispute Avoidance and Adjudication Boards, illustrated by a Mock DAAB;
- A review of the lessons on how to expertly use the ICC Emergency Arbitration Provisions;
- Liability issues during the life of the project in construction disputes;
- Issues surrounding enforcement of DAB decisions and arbitral awards in the former Soviet Union.

As with all FIDIC conferences, there was a top line-up of dynamic and expert construction and dispute resolution professionals speaking, including Ziva Filipic, managing counsel of the ICC Court; Alina Leoveanu, manager, ICC International Centre for ADR; Aisha Nadar, FIDIC board member and chair of the procurement policy sub-committee and Christopher Seppälä, a partner of counsel at White & Case and FIDIC's representative on the ICC Court.

FIDIC conferences and workshops like the one held in Tbilisi are well worth attending for all professionals involved in the international construction contracts sector. Recent events have included the FIDIC Asia Pacific Users' Conference in Singapore in July, a FIDIC Americas Users' Conference in Panama in September, last month's FIDIC Africa Users' Conference in Johannesburg and FIDIC's flagship International Users' Conference held in London in December.

Delegates at FIDIC events normally take advantage of the many networking opportunities available, through connecting with other participants before or during the event, engaging in the interactive panel sessions or exchanging experiences with industry peers during the various social events. All those who attend FIDIC events benefit from the discussions and knowledge shared and become part of a valuable professional network as a result of their attendance.

With many events organised around the globe over the coming months there is sure to be one of interest.

**For full details of all forthcoming events and to book your place, visit <http://fidic.org/events>**





# 2019



## INTERNATIONAL INFRASTRUCTURE CONFERENCE

8-10 SEPTEMBER

*Mexico City*

# Technological innovation impacting the industry

- How should firms react to change?
- Is the industry ready to take advantage?
- What changes will offer most opportunities?
- Who will be the new business players?
- How can companies stay one step ahead?
- High-profile expert speakers
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- Share best practice with business leaders
- International infrastructure awards
- Quality social programme and post-conference tours

## The must-attend event for the global international infrastructure industry



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