



中華人民共和國香港特別行政區政府  
發展局  
Development Bureau  
The Government of the Hong Kong Special Administrative Region  
of the People's Republic of China



# International Infrastructure and Projects Leaders Summit



## Welcome Message From The Secretary for Development



### **Ms Bernadette Linn, JP**

*Secretary for Development  
The Government of the Hong Kong  
Special Administrative Region*

I am glad to extend a warm welcome to all of you attending the International Infrastructure and Projects Leaders Summit, one of the signature international events for infrastructure development this year.

This summit brings together esteemed leaders and visionary experts of infrastructure and major projects around the globe to exchange insights and best practices in project delivery and governance.

I am excited to have here distinguished participants from both local and international arenas. We gather here in Hong Kong to share experiences and explore solutions for coping with common global headwinds and challenges, such as those in the areas of productivity, sustainability and safety. Through the exchange of expertise, the summit not only fosters collaborations that surpass geographical and sectoral boundaries, but also helps formulate strategies and initiatives for enhancing the performance of mega and complex infrastructure projects.

Hong Kong is taking forward a comprehensive programme of capital works projects, covering land development, infrastructure development, and buildings development. In the process, the Government is proactively fostering cross-sector development among the construction industry, the manufacturing sector and the information and technology sector.

May I express my heartfelt gratitude to the honorable speakers, moderators and panelists for their valuable sharing and support for this event. I also thank all the participants for your readiness to contribute to the strategic development of the construction industry for the betterment of Hong Kong and of the world.

## Programme

Time	Programme
08:30	<b>REGISTRATION</b>
09:00	<b>OPENING SPEECH</b> <b>Ms Bernadette Linn, JP</b> Secretary for Development, The Government of the Hong Kong Special Administrative Region
	<b>GROUP PHOTO SESSION</b>
	<b>SPEECH</b> <b>Mr Li Liangsheng</b> Vice Minister, Ministry of Water Resources, The People's Republic of China
<b>Morning Session</b>	
09:30	<b>KEYNOTE PRESENTATION</b> <b>Ir Lau Chun-kit, Ricky, JP</b> Permanent Secretary for Development (Works), The Government of the Hong Kong Special Administrative Region
<b>PRESENTATION SESSION I – The Latest Policies and Strategies for Upcoming Infrastructure Delivery Plan</b>	
10:00	<b>Policies and Strategies for Advancing Future Infrastructure Plans</b> <b>Mr Cao Jinbiao</b> Chief Economist, Ministry of Housing and Urban-Rural Development, The People's Republic of China
	<b>The Challenges of Managing Mega Projects Now and in the Future</b> <b>Mr Nick Smallwood</b> Chief Executive Officer, Infrastructure and Projects Authority, United Kingdom
	<b>Invest Saudi, Infrastructure and Construction opportunities</b> <b>Mr Fahad Mansour AlHashem</b> Assistant Deputy Minister of Investment Development, Ministry of Investment of Saudi Arabia
	<b>Empower Construction of National Water Network with New Quality Productive Forces – Provide Water Security for Chinese Path to Modernization</b> <b>Mr Shang Quanmin</b> Director-General of the Department of Water Project Construction Management, Ministry of Water Resources, The People's Republic of China
	<b>Policies and Governance of Public Infrastructure Projects in Singapore</b> <b>Mr Low Chian Siong</b> Executive Director (Centre for Public Projects Management), Ministry of Finance, Singapore

## Programme

Time	Programme
<b>PLENARY SESSION I – The Next Growth Curve: Pivoting Infrastructure for City Development</b>	
11:00	<p><b>Mr Dominic Richards</b> Principal Investment Officer, Asian Infrastructure Investment Bank</p> <p><b>Mr Patrick Tsang</b> Chief Executive Officer, Deloitte China, Deloitte Global Executive, Deloitte AP Executive</p> <p><b>Mr Eric Ma Siu-cheung, GBS, JP</b> President, The Hong Kong Institution of Engineers</p> <p><b>Dr Janet Young CBE</b> Director General and Secretary, Institution of Civil Engineers, United Kingdom</p> <p><b>Dr Paul Hu</b> Executive Director Greater China, IMD China</p> <p><b>Moderator</b> <b>Prof Heiwai Tang</b> Victor and William Fung Professor in Economics, HKU Business School; Associate Dean (External Relations), HKU Business School</p>
<b>PLENARY SESSION II – Powerful Partnerships: Collaboration for Project Success</b>	
12:00	<p><b>Mr John Batten</b> Global Cities Director, Arcadis</p> <p><b>Mr Jerome Frost OBE</b> Global Chair, Arup</p> <p><b>Mr Paul Shepherd-Smith</b> Global Capability Director, Engineering and Design, AtkinsRéalis</p> <p><b>Mr Davendra Dabasia</b> CEO Consult, Mace Limited</p> <p><b>Moderator</b> <b>Mr Andrew Weir, FCA, MBE, BBS, JP</b> Chairman Pacific Basin Economic Council, Vice Chairman Financial Services Development Council, Convenor Global Belt and Road Forum and Former Global Head of Asset Management and Real Estate, KPMG</p>

## Programme

Time	Programme
<b>LUNCHEON AND PRESENTATION</b>	
13:00	<p><b>Luncheon Presentation I</b>  <b>Ir Hon Chi Keung, GBS, JP</b>            Chairperson, Building Technology Research Institute</p> <p><b>Memorandum of Understanding Signing Ceremony</b></p> <p><b>Luncheon Presentation II</b>  <b>Ms Alpha Lau</b>            Director-General of Investment Promotion, Invest Hong Kong,            The Government of the Hong Kong Special Administrative Region</p>
<b>Afternoon Session</b>	
<b>PRESENTATION SESSION II – Striving for World Class Delivery of Infrastructure Projects - How Big Things Get Done!</b>	
14:30	<p><b>Prof Bent Flyvbjerg</b>            Professor of Major Program Management            BSc, MSc, MA (Oxon), PhD, Dr Techn, Dr Scient, R            Professor Emeritus, University of Oxford            VKR Professor and Chair, IT University of Copenhagen            Senior Research Fellow, St Anne’s College, University of Oxford</p>
<b>PRESENTATION SESSION III – Challenges and Opportunities of Mega-Infrastructure Projects</b>	
14:45	<p><b>Innovation and Practice of Large-scale Water Conservancy Project Construction in Guangdong Province</b>  <b>Dr Wang Lixin</b>            Direct General, Senior Engineer,            Water Resources Department of Guangdong Province, The People’s Republic of China</p> <hr/> <p><b>Challenges and Opportunities in Northern Metropolis and Kau Yi Chau Artificial Islands</b>  <b>Ir Michael Fong, JP</b>            Director, Civil Engineering and Development Department,            The Government of the Hong Kong Special Administrative Region</p> <hr/> <p><b>Opportunities and challenges of Shenzhong Link</b>  <b>Prof Lin Ming</b>            Academician of the Chinese Academy of Engineering,            Chief Scientist of China Communications Construction Company</p>

## Programme

Time	Programme
<b>PLENARY SESSION III – Building Tomorrow: Embracing Innovation and Digitalisation</b>	
15:45	<p><b>Mr Heng Teck Thai</b> Deputy Chief Executive Officer, Communications and Engagement, Building and Construction Authority, Singapore</p> <p><b>Mr Jack Chan, JP</b> Chairman, EY China</p> <p><b>Mr Ian Galbraith</b> Group Executive Board Director, Mott MacDonald</p> <p><b>Prof Wei Pan</b> Head, Department of Civil Engineering, The University of Hong Kong; Director, MiCLab; Executive Director, Centre for Innovation in Construction and Infrastructure Development</p> <p><b>Moderator</b> <b>Mr Carl Devlin</b> Capital Works Director, MTR Corporation Limited</p>
16:45	<p><b>CLOSING REMARKS</b> <b>Mr David Lam, JP</b> Under Secretary for Development, The Government of the Hong Kong Special Administrative Region</p>
17:00	<b>END OF SUMMIT</b>



# KEYNOTE SPEAKER



## **Ir Lau Chun-kit, Ricky, JP**

*Permanent Secretary for Development (Works)  
The Government of the Hong Kong  
Special Administrative Region*



In October 2021, Ir Ricky LAU was appointed as the Permanent Secretary for Development (Works) to oversee public works policy and infrastructure development.

Ir LAU was the Director of Civil Engineering and Development from October 2018 to October 2021, and was responsible for overseeing the strategic planning and the implementation of various reclamation, new development area and major infrastructure projects. He joined the Hong Kong Government in 1992 as an Assistant Engineer. Before joining the Civil Engineering and Development Department in 2015, he worked in the Highways Department and the Development Bureau.







# **MORNING SESSION**

## **PRESENTATION SESSION I**

The Latest Policies and Strategies for  
Upcoming Infrastructure Delivery Plan



# DISTINGUISHED SPEAKER



## **Mr Cao Jinbiao**

*Chief Economist  
Ministry of Housing and Urban-Rural Development  
The People's Republic of China*



Mr Cao Jinbiao, currently serving as the Chief Economist, Ministry of Housing and Urban-Rural Development, was born in Dongyang, Zhejiang Province, in September 1965. He holds a Ph.D. in Economics and is a Senior Economist. He has long been dedicated to research and policy formulation in areas such as housing systems, urban and rural development, and economic development, and has achieved considerable expertise in these fields.

### **Policies and Strategies for Advancing Future Infrastructure Plans**

Infrastructure plays an important role in urban operation. Based on a review of the remarkable achievements in exploring the path to urban development with Chinese characteristics since Reform and Opening-up, this discussion addresses the question of how to strengthen infrastructure construction during the period of advancing Chinese modernization and urban renewal. It further proposes concrete action plans for the next phase of urban renewal within the framework of the new-type urbanization.



# DISTINGUISHED SPEAKER



## Mr Nick Smallwood

*Chief Executive Officer  
Infrastructure and Projects Authority  
United Kingdom*



Nick Smallwood is the Chief Executive Officer of the Infrastructure and Projects Authority and Head of Government's Project Delivery Function.

Nick is the former Vice President for Projects Engineering and Chief Projects Engineer at Shell. Nick has 40 years experience of managing complex project portfolios and having developed Shell's Global Project Academy. At Shell, Nick was accountable for managing how projects were delivered and a variety of significant improvement programmes.

Nick was also a trustee of the board of the Association for Project Management (APM) until November 2019, where he contributed to the overall development of the UK's project management profession.

## The challenges of managing Mega projects now and in the future

How can we deliver more with less? How do we utilise new and emerging technologies to improve project efficiency? Nick Smallwood, CEO of Infrastructure and Projects Authority, will discuss getting the basics right when managing major projects, through methods such as front end loading, ensuring strong project controls, and having a project delivery workforce that is equipped with the knowledge and skills required to operate effectively in a challenging landscape. Nick will also explore how digital, AI, and innovation can be harnessed to boost productivity, and how data analytics and responsible experimentation with AI could help tackle issues like overspend and delays.



# DISTINGUISHED SPEAKER



## Mr Fahad Mansour AlHashem

*Assistant Deputy Minister of  
Investment Development  
Ministry of Investment of  
Saudi Arabia*



**وزارة الاستثمار**  
Ministry of Investment



Fahad is the Assistant Deputy Minister of Investment Development at the Ministry of Investment, overseeing the strategic planning and execution of the Services economic Sectors development, in alignment with the Kingdom's Vision 2030. Sectors include Real estate, Tourism, entertainment, ICT and Education.

With a Bachelor of International Business from La Trobe University and over 15 years of experience in the management consulting industry, specialising in business development, international trade, Management and marketing.

Fahad's mission is to create value and opportunities for many sectors in the kingdom, by attracting and facilitating foreign and domestic investments, developing and implementing policies and regulations, and fostering partnerships and collaborations with key stakeholders.

Fahad is also a Member of the Board of Directors at the Real Estate General Authority, where he provides guidance and advice on the sector's development and growth.

## Invest Saudi, Infrastructure and Construction opportunities

Saudi Arabia's annual construction market is expected to cross 150 billion USD in 2024 and will exceed 200 billion USD by 2030, making it the second-largest non-oil sector in the Kingdom. The construction sector in King Salman Airport (KSA) offers over 1.6 trillion USD worth of projects planned until the end of this decade, primarily driven by infrastructure, real estate, and tourism projects. The construction market is now double what it was just a couple of years ago, establishing itself as the largest market in the GCC. Investment opportunities worth 20-25 billion USD have been prioritized across the construction value chain, varying between building materials and services.

New giga projects continue to spearhead demand, such as NEOM, the Red Sea Project, Diriyah Gate, and Qiddiya, alongside major events driving the development and upgrade of key infrastructure, like the Asian Cup. Moreover, there is the King Salman Airport in Riyadh, and a committed budget of 7.8 billion USD for an EXPO site for generations to come in Riyadh.



# DISTINGUISHED SPEAKER



**Mr Shang Quanmin**

*Director-General of the Department of Water Project Construction Management, Ministry of Water Resources, The People's Republic of China*



Shang Quanmin, D.Eng, is a professor-level senior engineer. He previously served as Deputy Director General of the Office of the State Flood Control and Drought Relief Headquarters, Deputy Director General of the Huaihe River Commission, Deputy Director General and DG-level Supervisory Commissioner of the Department of Flood and Drought Disaster Prevention of the Ministry of Water Resources. He is currently Director-General of the Department of Water Project Construction Management of the Ministry of Water Resources. He has rich experience in the construction of basin flood control projects, emergency rescue and disaster relief, among others, and was involved in emergency rescue efforts in the 1998 and 2020 Yangtze River Basin floods, the 2023 basin-wide catastrophic Haihe River Basin flood, the 2008 Wenchuan earthquake, and the 2010 Zhouqu flash floods and debris flow disaster.

## **Empower Construction of National Water Network with New Quality Productive Forces - Provide Water Security for Chinese Path to Modernization**

The construction of water conservancy projects in China is characterized by numerous sites, long lines, wide area and large volume. Bearing in mind President Xi Jinping's perspectives on water governance and the guiding principles of his exposition on water governance, the Ministry of Water Resources has in recent years coordinated the governance of water disasters, water resources, water ecology and water environment. It is pressing ahead with the construction of the national water network and deepening the reform of water conservancy investment and financing. Based on the role of the government and the market mechanism, it strives to scale up investment in water conservancy and encourage the emergence of new quality productive forces for water conservancy. Guided by water science and technology innovation, it deeply integrates traditional infrastructure and new infrastructure construction, promotes the high-quality development of water conservancy, and endeavors to provide water security for Chinese path to modernization.



# DISTINGUISHED SPEAKER



## Mr Low Chian Siong

*Executive Director  
(Centre for Public Projects Management)  
Ministry of Finance  
Singapore*



In Ministry of Finance, Chian Siong oversees a team of professionals that reviews large public building and infrastructure projects to maximise value, minimise costs and risks for the whole of government. The team also develops appropriate systems, processes and controls to help public agencies plan and implement their projects.

Prior to MOF, Chian Siong served in the ministries of Health, Education, Defence and Workforce Development. In particular, he spent the last 10 years planning and implementing public healthcare infrastructure, ranging from hospitals, polyclinics, nursing homes and senior care centres.

## **Policies and Governance of Public Infrastructure Projects in Singapore**

Singapore plans its large-scale buildings and infrastructure with a long-term view. It has to work within constraints in land, natural resources and expertise. Singapore also needs to balance its government expenditure with various fiscal demands, as it renews ageing and build new infrastructure.

As a major infrastructure developer, the Singapore government ensures strong governance on large public infrastructure expenditure through upstream planning and prudent implementation. The Ministry of Finance has developed processes to guide these plans and it also continuously learns from past lessons. These processes have helped the government to strengthen the evaluation rigour for large development projects by reviewing their scope and design with the aim to maximise value for money.

The presenter will share Singapore's experiences on the policies and governance of public infrastructure projects.





# PLENARY SESSION I

The Next Growth Curve:  
Pivoting Infrastructure for City Development



# DISTINGUISHED MODERATOR



## **Prof Heiwai Tang**

*Victor and William Fung Professor in Economics,  
HKU Business School;  
Associate Dean (External Relations)  
HKU Business School*



**HKU  
BUSINESS  
SCHOOL**  
港大經管學院



Heiwai Tang holds the Victor and William Fung Professorship in Economics at the University of Hong Kong (HKU), where he also serves as Director of the Asia Global Institute and Associate Dean for External Relations at the Business School. Before joining HKU, he was a tenured Associate Professor of International Economics at the School of Advanced International Studies (SAIS) of Johns Hopkins University.





# DISTINGUISHED PANELIST



## Mr Dominic Richards

*Principal Investment Officer  
Asian Infrastructure Investment Bank*



Dominic is a Principal Investment Officer at the Asian Infrastructure Investment Bank (AIIB). At AIIB, he has worked with both sovereign and private sector counterparties on a wide range of projects, with a recent focus on digital infrastructure, smart cities and manufacturing.

Prior to joining AIIB, he worked in investment banking at various firms including Citigroup and Standard Chartered where he led investment banking coverage of the Asia Pacific telecommunications sector.

He has been based in Asia for most of his career, working on loan financing, M&A and IPO deals, including many first-time situations in emerging markets.

He has a master's degree in economics from the University of Cambridge and a master's degree in music from the Royal College of Music.



# DISTINGUISHED PANELIST



## Mr Patrick Tsang

*Chief Executive Officer, Deloitte China  
Deloitte Global Executive  
Deloitte AP Executive*

**Deloitte.**



Patrick Tsang is the CEO of Deloitte China, responsible for leading the practice which covers the geographies of Chinese Mainland, Hong Kong and Macau. He is also a member of Deloitte's Global Executive Committee and a Deloitte Asia Pacific Executive.

Patrick began his career in Hong Kong and moved to Deloitte's Shanghai office in 1995. With more than 30 years of professional experience and industry expertise, he has provided various audit and advisory services to the most prominent clients in the marketplace. Under his leadership, Deloitte China is deeply committed to making an impact that matters to our clients, people and society.

Patrick is a member of CICPA, ACCA and HKICPA. He is also Member of the Beijing Municipal Committee of the CPPCC, Member of the Chief Executive of the SAR's Policy Unit Expert Group – Economic Advancement Expert Group, Member of Steering Committee of the Research, Academic and Industry Sectors One-plus Scheme under the Hong Kong SAR government, among others.



# DISTINGUISHED PANELIST



**Mr Eric Ma Siu-cheung, GBS, JP**

*President  
The Hong Kong Institution of Engineers*



Mr Ma is an Executive Director and the CEO of New World Development Company Limited. Before that, he was an Executive Director and the CEO of NWS Holdings Limited. Mr Ma was the Acting CEO of Hong Kong-Shenzhen Innovation and Technology Park Limited and Principal Consultant of the Hong Kong Science & Technology Parks Corporation. Mr Ma was previously the Secretary for Development of the HKSAR Government, overseeing policy areas ranging from urban planning to heritage conservation and addressing the supply-demand imbalance in land and housing. He was the Executive Vice President, Civil & Infrastructure, Asia Pacific, of AECOM prior to joining the HKSAR Government.



# DISTINGUISHED PANELIST



## **Dr Janet Young CBE**

*Director General and Secretary  
Institution of Civil Engineering  
United Kingdom*



Dr Janet Young joined the ICE as Director General and Secretary in January 2023. She has extensive experience in the built environment sector, having most recently worked in the Cabinet Office where she was head of the Government Property Profession, leading the profession and driving the agenda for the property and estates function.

She has also been global director of estates for the British Council, director of estates for the Ministry of Justice, and head of asset management in the Foreign and Commonwealth Office.

She is a Major Projects Leadership Academy graduate of the Saïd Business School, and a Fellow of the Institution of Civil Engineers, Institution of Royal Engineers, and Royal Institution of Chartered Surveyors. Her PhD, *Towards Zero Energy Buildings*, looked at the challenges and solutions for low carbon and energy developments.

Janet was awarded a CBE in the King's Birthday Honours 2023 for public service.



# DISTINGUISHED PANELIST



**Dr Paul Hu**

*Executive Director Greater China,  
IMD China*



Dr Paul Hu is currently the Executive Director for IMD Greater China, a Swiss business school and a global leading executive education solutions provider. Prior to IMD, he created and developed a new business called Urban Ecosystems for JLL, a Fortune 200 commercial real estate service firm. He was the Managing Director and on the Co-Founding team for the co-working startup naked Hub, which was sold to Wework for USD \$400 million. He was also the Founder and CEO for an AB InBev invested digital venture. He received his DBA from CityUHK, EMBA from CEIBS, and BA from U.C. Berkeley.





## PLENARY SESSION II

Powerful Partnerships:  
Collaboration for Project Success



# DISTINGUISHED MODERATOR



## **Mr Andrew Weir, FCA, MBE, BBS, JP**

*Chairman Pacific Basin Economic Council  
Vice Chairman Financial Services Development Council  
Convenor Global Belt and Road Forum  
Former Global Head of Asset Management  
and Real Estate, KPMG*



Andrew Weir, FCA, MBE, BBS, JP, was Global Head of Real Estate and Global Head of Asset Management and on the Global Financial Services Leadership steering group at KPMG until his retirement in September 2024. He was Regional Senior Partner of KPMG in Hong Kong from 2011 to 2023. He is Chairman of the Listing Review Committee of the Hong Kong Stock Exchange and previously chaired its Listing Committee. He is Deputy Chairman of the Financial Services Development Council and Chairman of Pacific Basin Economic Council. He is a chartered accountant with over 35 years professional experience in real estate, asset management, governance and audit and is a Fellow of the Institute of Chartered Accountants in England and Wales (“ICAEW”) and is an elected member of the ICAEW Council. He was awarded an MBE for services to trade and appointed a Justice of the Peace and awarded the Bronze Bauhinia Star for public services.



# DISTINGUISHED PANELIST



**Mr John Batten**

*Global Cities Director  
Arcadis*



As the Global Cities Director for Arcadis, John leads a global team dedicated to delivering outcomes that improve quality of life, safely and sustainably.

John is a globally recognized thought leader in urban sustainability and water and has more than three decades of experience in the field. He now leads a portfolio of twenty-two global cities for Arcadis. Prior to his current positions, he was the Executive Vice President and the Director of Strategic Client Development for Arcadis North America; and Global Water Director. John has a wealth of experience which includes management of drinking water, wastewater utilities, water for industry, water quality and public health, marketing, communications and customer and public relations.

John holds a BS degree in Environmental Sciences from The American University and a Master's degree in Public Health from New York Medical College.





# DISTINGUISHED PANELIST



**Mr Jerome Frost OBE**

*Global Chair  
Arup*

**ARUP**



Jerome Frost is Global Chair of Arup Group, leading all of Arup's 20,000 people and worldwide operations.

Jerome, an internationally recognised expert in urban planning, major events, and economic development, has led and delivered major projects that set new standards for sustainable development. As the former Head of Design and Regeneration for the Olympic Delivery Authority he played a leading role in the delivery of the London 2012 Olympic and Paralympic Games design strategy and the Queen Elizabeth Olympic Park. He has played a key role in other major regeneration schemes across the UK including King's Cross, Wembley and Bristol Temple Meads, as well as large-scale urban, transport and reconstruction projects globally – in South Africa, South America, China and Asia.

He joined Arup in 1997 working for 6 years in urban planning, economic development and regeneration. After an eight year interval working for English Partnerships and the Olympic Delivery Authority, he re-joined Arup and has since occupied a number of leadership roles including the head of the 2,000 strong UKIMEA Consulting Sector and Arup's Group Board member spearheading its Global Cities Strategy. In 2012, he was made an Officer of the Order of the British Empire in recognition of his services to urban regeneration.



# DISTINGUISHED PANELIST



## Mr Paul Shepherd-Smith

*Global Capability Director  
Engineering and Design  
AtkinsRéalis*



Paul is a Senior Executive who has been with AtkinsRéalis for 20 years. He has extensive international business leadership experience in the multidisciplinary and professional services sector. He currently holds a transformational role as Global Capability Director for Engineering & Design. Paul is passionate about embracing emerging innovation and has been directly involved in a number of global initiatives within the Group focusing on digital disruption and the impact of technology on the future of the business. Paul is people-oriented leader, with deep cultural and geographically diverse experiences having previously led teams and businesses in Africa, India, Middle East, Bahamas, and Asia.



# DISTINGUISHED PANELIST



**Mr Davendra Dabasia**

*CEO Consult  
Mace Limited*



As CEO for Mace Consult, Davendra is responsible for setting the strategy and growth of their world-class project and programme delivery offering, overseeing their global hubs, markets and services, and leading their talented teams in the Middle East & Africa, Asia Pacific, Europe and the Americas.

He is passionate about delivering better outcomes and service excellence for our clients and communities, with a positive impact always in mind. He brings a hands-on, forwarding thinking agile approach, with over 20 years' experience working on some of the most game-changing programmes in the industry.





# LUNCHEON PRESENTATION

# DISTINGUISHED SPEAKER



**Ir Hon Chi Keung, GBS, JP**

*Chairperson,  
Building Technology Research Institute*



Ir. Hon Chi-keung, GBS, JP has over 40 years of experience working in the engineering profession and public administration. Ir. Hon joined the Government since 1983 and was the Director of Civil Engineering and Development from 2011 to 2015 and Permanent Secretary for Development (Works) from 2015 to 2018. During his tenure in the Development Bureau, he instigated the regeneration of the construction industry by advocating the “Construction 2.0 – Time to change” roadmap and strengthen the leading role of Hong Kong construction industry and promote long term sustainable development in the industry.

Ir. Hon was awarded the Gold Bauhinia Star in 2018 for his exemplary contributions to the areas of infrastructure development and promotion of quality improvements in the construction industry. He served as the Chief Executive of Secretary of the Hong Kong Institution of Engineers from 2020 to 2023. He is currently a Board member of the Hong Kong Science and Technology Parks Corporation.



# DISTINGUISHED SPEAKER



## Ms Alpha Lau

*Director-General of Investment Promotion,  
Invest Hong Kong,  
The Government of the Hong Kong  
Special Administrative Region*



中華人民共和國香港特別行政區政府  
InvestHK 投資推廣署  
The Government of the Hong Kong Special Administrative Region  
of the People's Republic of China



Ms Alpha Lau has been Director-General of Invest Hong Kong, the government department responsible for attracting and facilitating direct investment into Hong Kong, since November 2023.

She serves on the government's Trade and Industry Advisory Board, Hong Kong Maritime and Port Board, International Business Committee, Air Silk Road Task Force, Task Force on External Relations, Task Force on Promoting Web3 Development, Task Force on Promoting and Branding Hong Kong, Mega Events Coordination Group, and on the Market Development Committee of the Financial Services Development Council.

Prior to joining the government, Ms Lau held various senior roles in multinational and Chinese financial institutions, with experience in personal wealth and corporate coverage, risk management, fintech, transactional banking and M&A project management.

Ms Lau holds Bachelor and Master (Hon.) Degrees in Philosophy, Politics and Economics from the University of Oxford, and a Certificate in further education from Tsinghua University, Beijing.





# **AFTERNOON SESSION**

## **PRESENTATION SESSION II**

Striving for World Class Delivery of  
Infrastructure Projects – How Big Things  
Get Done!



# DISTINGUISHED SPEAKER



## Prof Bent Flyvbjerg

*Professor of Major Program Management  
BSc, MSc, MA (Oxon), PhD, Dr Techn, Dr Scient, R  
Professor Emeritus, University of Oxford  
VKR Professor and Chair, IT University of Copenhagen  
Senior Research Fellow, St Anne's College,  
University of Oxford*



Bent Flyvbjerg is Professor of Major Program Management, Professor Emeritus at Oxford University, the Villum Kann Rasmussen Professor and Chair at the IT University of Copenhagen, and Senior Research Fellow at St Anne's College, Oxford University. He is the most cited scholar in the world in project and program management, included on Stanford University's prestigious Top 2% of most cited scholars in the world.

Flyvbjerg is the author or editor of 10 books and 250+ papers, translated into 22 languages. He has pioneered research in behavioural science, including power bias, strategic misrepresentation, uniqueness bias, the cost-benefit fallacy, optimism bias, the planning fallacy, and reference class forecasting.

Flyvbjerg is founder and co-founder of a dozen highly successful research groups, degree programs, and startups. He has received numerous honors and awards, including a knighthood, two Fulbright Scholarships, and the PMI Research Achievement Award.

Flyvbjerg is a senior advisor to government and business, including the White House, 10 Downing Street, and several Fortune 500 companies. Flyvbjerg is founding chairman of Oxford Global Projects, established to leverage his research in practice.

## Striving for World Class Delivery of Infrastructure Projects – How Big Things Get Done!

In today's dynamic landscape marked by rapid technological advancements and ever-increasing global interconnectedness, it is imperative for major project leaders and professionals to chart a course for excellence and success amidst complexities. Meeting these challenges head-on demands visionary and strategic leadership, agility, and most importantly, powerful partnerships built on expertise, trust, and collective intelligence to "Get Big Things Done".

Bent Flyvbjerg, Professor Emeritus at Oxford University, and author of 'How Big Things Get Done' is the most cited scholar in the world in project and program management. In this address to the International Infrastructure and Project Leaders' Summit in Hong Kong, he will unravel the common threads and unique challenges leaders and teams face when taking on major projects, drawing on case studies across the world. He will also highlight several secrets for success including how collaboration among diverse stakeholders, including governments, corporations, and communities, is essential to bringing visionary projects to fruition.







# PRESENTATION SESSION III

Challenges and Opportunities of Mega-Infrastructure Projects



# DISTINGUISHED SPEAKER



## Dr Wang Lixin

*Direct General, Senior Engineer  
Water Resources Department of  
Guangdong Province  
The People's Republic of China*



Wang Lixin, Ph.D. in Environmental Hydraulics from Tsinghua University and MBA in Finance from the Chinese University of Hong Kong. Mr. Wang previously served as the Director of the Water Authority of Shenzhen Municipality and the Vice Mayor of Shenzhen Municipal Government. From 2020 to the present, he has been serving as the Director of the Water Resources Department of Guangdong Province. He has led the efforts in water management in Shenzhen and the planning and construction of water networks in Guangdong.

## **Innovation and Practice of Large-scale Water Conservancy Project Construction in Guangdong Province**

In the context of the major strategic deployment to accelerate the construction of the national water network, Guangdong is planning and implementing its water network construction, accelerating the development of the 'five vertical and five horizontal' backbone network for water resource allocation, and promoting the construction of smart water conservancy networks. In recent years, Guangdong has spearheaded the construction of large-scale water conservancy projects through innovation, accumulating significant experience. This presentation primarily focuses on the innovations and practices involved in the Pearl River Delta Water Resources Allocation Project and the development of digital twin technology in the Beijiang River Basin, introducing relevant technological advancements.



# DISTINGUISHED SPEAKER



## Ir Michael Fong, JP

*Director, Civil Engineering and Development Department  
The Government of the Hong Kong Special Administrative Region*



Ir Fong is currently the Director of Civil Engineering and Development, leading the Department in taking forward Hong Kong's new town development and land supply projects, among which are the Northern Metropolis and Kau Yi Chau Artificial Islands that serve as the two key drivers for the social and economic growth of Hong Kong.

Over the past 30 years, Ir Fong held numerous positions in various works departments and the Development Bureau. Ir Fong is widely known in the construction industry as a determined champion of construction safety and innovation technologies.

## Challenges and Opportunities in Northern Metropolis and Kau Yi Chau Artificial Islands

CEDD has been spearheading infrastructure construction and land supply projects to support the housing, social and economic development of Hong Kong. Among them, the Northern Metropolis (NM) and Kau Yi Chau Artificial Islands (KYCAI) are two important mega projects being undertaken by CEDD.

The NM covers a total area of about 30,000 hectares in the Yuen Long District, the North District and their neighbouring areas, with a planned total population of about 2.5 million and creation of some 500,000 new jobs. A key strategic focus of the NM is to develop Hong Kong into an international Innovation and Technology Centre. The KYCAI will provide about 1,000 hectares of land for development of highly livable and sustainable communities, and a new Central Business District, accommodating about 500,000 to 550,000 people and providing some 270,000 job opportunities.

The implementation of these projects with such an enormous scale is inevitably fraught with huge challenges in the areas of supply chain, contract management, productivity, financial and manpower resources, works quality, construction safety, etc. CEDD has been scaling up the efforts to enhance its project and programme management capabilities in order to deliver the projects on time and within budget, and most importantly, develop Hong Kong into a smart, green and resilient city.



# DISTINGUISHED SPEAKER



## Prof Lin Ming

*Academician of the Chinese Academy  
of Engineering  
Chief Scientist of China Communications  
Construction Company*



Prof. Lin Ming is an expert of technology and management in bridge, tunnel and marine engineering, the Academician of the Chinese Academy of Engineering and the chief scientist of China Communications Construction Co., LTD. He has presided over the construction of a number of national key projects, such as the island and tunnel construction project of the Hong Kong-Zhuhai-Macao Bridge. In recent years, he has organized the research and development of Marine technology such as continental shelf floating engineering.

### Opportunities and challenges of Shenzhong Link

The Presentation focuses on the Shenzhen-Zhongshan cross-river link project (Shenzhong Link), introducing the world-class cross-sea cluster project scheme of "bridge-island-tunnel-underwater interwork" in four parts, the main technical difficulties and challenges, the design and construction of key control projects, etc. Combined with the specific situation of Hong Kong, domestic and foreign projects, the presentation will prospect the future programme and construction of large-scale passage projects.





# PLENARY SESSION III

Building Tomorrow:  
Embracing innovation and Digitalisation



# DISTINGUISHED MODERATOR



**Mr Carl Devlin**

*Capital Works Director  
MTR Corporation Limited*



Mr. Devlin joined the Company as Deputy Director – Capital Works from 2021 and became the Capital Works Director in 2022. He leads the Capital Works Business Unit, overseeing new railway extensions and operations projects. With extensive experience in large-scale, multi-disciplinary projects across various sectors, Mr. Devlin has a strong project management and business leadership background. He has worked with stakeholders and international companies in the UK, New Zealand, Australia, USA, Canada, and Japan. He is a Fellow Member of The Hong Kong Institution of Engineers and holds a Bachelor of Engineering degree from University College Cork in Ireland.



# DISTINGUISHED PANELIST



## Mr Heng Teck Thai

*Deputy Chief Executive Officer  
Communications and Engagement  
Building and Construction Authority  
Singapore*



Mr Heng Teck Thai brings over 20 years of diverse experience in both public and private sectors to his role as Deputy Chief Executive Officer (BuildSG Office) at the Building and Construction Authority (BCA). His career includes roles at the Singapore Economic Development Board, Boston Consulting Group, and various private equity and venture capital firms, where he was involved in investment deals, consulting, sales, operations improvement, and investment portfolio management. He also served as Commissioner of PT BNI Securities, leading its successful turnaround.

Prior to joining BCA, he was a Partner at SMDV, the venture arm and digital platform of Sinar Mas Group, and was CEO of a marketing affiliate and loyalty tech startup incorporated in Indonesia. Additionally, he has experience in property development, having owned and managed two hotel properties in Bali. Mr Heng Teck Thai holds a BSc in Industrial Engineering, an MSc in Management Science & Engineering from Stanford University, and an MBA from MIT's Sloan School of Management.



# DISTINGUISHED PANELIST



**Mr Jack Chan, JP**

*Chairman  
EY China*



Mr. Jack Chan is Chairman of EY China. He oversees all business functions of EY in Greater China, managing 34 offices and over 23,000 employees in the region. Jack has over three decades of experience in financial services consulting and auditing, his area of knowledge spans from listing reporting, due diligence to consulting services for Chinese, Asian and European financial institutions. Jack also actively participates in public service through a variety of roles including member of the Exchange Fund Advisory Committee of the Hong Kong Monetary Authority and the Guangdong Provincial Committee of the Chinese People's Political Consultative Conference.





# DISTINGUISHED PANELIST



**Mr Ian Galbraith**

*Group Executive Board Director  
Mott MacDonald*



Ian was appointed to our Executive Board in January 2018 and is responsible for our Group strategy.

He joined Mott MacDonald in 2002 to lead the Programme Management Division. In 2010 Ian took responsibility for the Group's Europe and Africa businesses, and in 2016 he moved to our Singapore office to become the Asia-Pacific and Australasia regional managing director. Before his appointment to Group strategy director, Ian was responsible for Group Operations.

In his strategy role, Ian is responsible for the development of a consistent, forward-looking business strategy. This ensures the delivery of strong profitable growth and continued differentiation, taking into account our purpose, industry dynamics, the geopolitical landscape, technological change, market opportunity and societal flux.



# DISTINGUISHED PANELIST



## **Prof Wei Pan**

*Head, Department of Civil Engineering,  
The University of Hong Kong  
Director, MiCLab  
Executive Director, Centre for Innovation  
in Construction and Infrastructure  
Development*



香港大學  
THE UNIVERSITY OF HONG KONG

“

Professor Wei Pan is Head of Department of Civil Engineering of The University of Hong Kong, where he is also Executive Director of Centre for Innovation in Construction and Infrastructure Development and Director of MiCLab. He is a world-leading scholar in modular integrated construction (MiC), sustainable infrastructure and lifecycle carbon assessment. He has authored 380 publications, being a Top 1% scholar worldwide and a global most impactful scholar in civil engineering by citations. He is Editor-in-Chief of Journal Engineering Sustainability. He is Chartered Builder, Chartered Environmentalist, Member of ASCE, and Fellow of HEA, ICE and HKIE. He achieved many awards including Distinguished Young Investigator of China and MiC Outstanding People.

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