

Turner & Townsend

INTRODUCTION



Why the Pharma & Biotech Project Delivery & Capex Summit 2026 matters

Europe is building pharma manufacturing capacity at record pace. Is our delivery capability keeping up?

Across Europe, engineering organisations are delivering larger and more complex capital programmes than ever before. At the same time, they are navigating reshoring initiatives, evolving regulatory requirements, sustainability commitments, digital transformation, supply chain volatility, labour shortages and increasing pressure to bring GMP facilities online faster.

Project delivery has become a strategic capability.

No longer measured only by cost and schedule...

...but by manufacturing readiness.

Business resilience.

Portfolio performance.

And long-term competitive advantage.

The discussions in Basel are built around one central challenge: how European pharmaceutical organisations can strengthen project delivery capability during the largest manufacturing investment cycle in decades.

The summit brings together senior leaders responsible for engineering, capital investment, manufacturing, construction, procurement, CQV, operations, and project delivery to examine how organisations are adapting their delivery models for a new era of pharmaceutical investment.

The programme combines executive keynotes, case studies, panel discussions and peer roundtables focused on real-world delivery experience from strategic CapEx investment and portfolio governance to AI, construction, commissioning and operational readiness.

Across three days, industry leaders will share practical insights on:

- › Capital Investment Strategy & Portfolio Governance
- › Modern Project Delivery Models
- › AI, Digital Twins & Connected Project Environments
- › Procurement, Construction & Supply Chain Resilience
- › Net-Zero Facilities, Energy & CSRD
- › Commissioning, CQV & Operational Readiness
- › Cell & Gene Therapy Facility Delivery
- › Leadership & Delivery Capability

3

days of strategic insights,
delivery excellence & industry
connections

100+

senior pharma, biotech &
engineering leaders

35+

expert speakers & project
delivery innovators

20+

keynote presentations, case
studies & executive panels

**Interactive
Workshops**

**Executive
Roundtables**

**Networking
Reception**

DEAR COLLEAGUE



To the Leaders Driving Europe's Capital Programmes

For five editions, this summit has brought together the leaders responsible for delivering some of the most important pharmaceutical and biotech capital programmes across Europe and beyond.

One thing has become increasingly clear through these conversations: the role of project delivery leaders has fundamentally changed.

Today, the people leading capital programmes are not simply managing projects. They are shaping investment outcomes, influencing business decisions, connecting global teams, and creating the operational foundations that organisations will depend on for years to come.

We recognise the complexity behind this responsibility.

Every major programme is shaped by complex decisions, cross-functional collaboration and the ability of teams to navigate uncertainty while protecting quality, performance and long-term value.

The strongest lessons rarely come from documents or presentations. They come from conversations between people who have faced similar challenges, made difficult decisions, and learned through real experience.

This belief has guided the development of the **5th Pharma & Biotech Project Delivery & CapEx Summit 2026**.

Our aim is to create a space where leaders can exchange practical experiences, discuss the realities behind complex programmes, and connect with peers who share the same responsibility for delivering excellence.

We are grateful to every speaker, partner and delegate who contributes their knowledge and perspective to this community. Your experiences, insights and conversations are what make this gathering meaningful.

Thank you for joining us in Basel and for being part of the continued journey to strengthen pharmaceutical project delivery across Europe.

We look forward to welcoming you.

Warm regards,

The Why Summits Team



WHAT'S SHAPING THE AGENDA THIS YEAR



FOCUS AREAS

- European Pharma & Biotech CapEx Investment & Portfolio Strategy
- Modern Project Delivery, Governance & PMO Excellence
- AI, Digital Twins & Connected Project Environments
- Future-Ready, Modular & Sustainable GMP Facilities
- Procurement, Construction & Supply Chain Resilience
- Commissioning, CQV & Operational Readiness
- Leadership, Collaboration & Future Delivery Capability

EXECUTIVE DISCUSSIONS WILL ADDRESS

- Pharma Reshoring, Manufacturing Sovereignty & Capital Investment
- Enterprise Governance Across Complex Capital Programmes
- AI & Data-Driven Decision-Making in Project Delivery
- Procurement Strategy, Cost Escalation & Construction Challenges
- Modular Manufacturing & Next-Generation Facility Design
- Operational Readiness & Startup Excellence
- Risk Management, Project Recovery & Delivery Performance

WHY ATTEND?

- Hear Directly From Europe's Leading Pharma CapEx Decision-Makers
- Compare Delivery Strategies with Peers Managing Complex Capital Programmes
- Understand How AI, Digital Tools & Data Are Changing Project Execution
- Strengthen Governance, Collaboration & Predictability Across the Project Lifecycle
- Learn How Leading Organisations Are Building Future-Ready GMP Facilities
- Build Relationships Across Europe's Pharma Project Delivery Community

What's Shaping the 2026 Agenda?

DAY 1: STRATEGY INTO DELIVERY

Focus: Capital Investment, Portfolio Governance & Modern Delivery Models

- Turning investment strategies into executable capital programmes
- Strengthening portfolio decisions and governance frameworks
- Improving delivery models for complex pharma expansions
- Building capabilities for future capital programme success

DAY 2: EXECUTION WITH CERTAINTY

Focus: Procurement, Construction & Operational Readiness

- Enhancing delivery performance across project lifecycles
- Managing procurement, supply chain and construction challenges
- Accelerating execution while reducing delivery risk
- Integrating CQV, startup and operational readiness

DAY 3: BUILDING THE FUTURE DELIVERY ORGANISATION

Focus: Digital Transformation, Leadership & Long-Term Capability

- Applying AI and connected environments to project delivery
- Creating data-driven and future-ready delivery models
- Advancing sustainable and flexible manufacturing facilities
- Developing leadership capabilities for the next generation of CapEx programmes

TESTIMONIALS



Thank you for organising such a great event. Great presentations and discussions, and wonderful to meet so many new faces!



Connor Wakefield

Senior Account Executive - Mega Projects
Buildots



We got some amazing wisdom out of the sessions. I would most certainly recommend Why Summits.



Anand Nicodemus

Global Director & Fellow
Lean Design & Construction
Fluor



What a privilege to attend Why Summits in Basel. An inspiring event filled with thought-provoking discussions, progressive topics, and meaningful relationship building. I was pleasantly surprised by how much of the CapEx lifecycle and its challenges in the Life Sciences sector already resonated with me.



Grace Waddington

Sales Manager
Adryan



Celebrating teamwork in action at the 4th Basel Capex Summit organized by Why Summits. Proud to be part of the winning team that delivered the most cost-effective solution through collaboration, creativity, and collective problem-solving.



András Tóth

Capital Construction Procurement Lead
GSK



This is the second time we are here. It's more than just an exhibition because you interact in a different way. There are good workshops and good cases. We used the app and it was quite successful. We had a very full plate of meetings and some agreements in the making.



Niels-Erik Kongste

Sales Director Europe
KeyPlants



This is my third time attending, and every time I leave inspired. This summit is not just a meeting, it's a space for ideas, a source of inspiration, and a place to start action. I will definitely recommend everyone to join this conference, because it's a great opportunity to connect, share challenges we are facing, and get feedback from others.



Blerim SHKODRA

Sr Director - Head of Capital Procurement EAME & Director - Global Category Lead Construction & Fit-Out
Lonza



We touched on everyday problems like supply shortages, delays in projects, the connection between CapEx and the business, and how to select and work with partners in the best interest of the business. The topics resonated with the audience because they were perceived and seen in real life.



Ingrid Mueller

VP Portfolio Strategy & Execution
CureVac



It's a mix of people, a mix of ages, a mix of different types of pharma companies. Everyone is open, welcoming, and sharing information. Why Summits focuses on capital projects, which gives us delivery people a real chance to connect. It's very much recommendable.



Andrea Valdés Millen

Head of Project Excellence
UCB



We were able to meet consultants and stakeholders in the life science market and understand the trends and needs of our main clients.



Carlo Bianchessi

Business Development Director
GSE



So many diverse representatives from different parts of the business: CDMO, big pharma, biotech, consultants, service companies. I would certainly recommend it to fellow colleagues.



Yuliyana Manolova

Business Development Consultant
NextPharma



We connected with lots of peers and clients. There's a nice alignment on the challenges in the industry and the solutions.



Jayne Nichols

Director / Coach - Lean Design and Construction
Fluor



It helps a lot to get in contact with people doing the same work and build connections within the pharma and CapEx field.



Christian Berlini

Senior Director Validation
Sumitomo Pharma

INDUSTRY PIONEERS ATTENDING FROM



PAST SPEAKERS AND PANELISTS



Alberto Reinders

Head of PMO
VTU Group



Anand Nicodemus

Global Director & Fellow – Lean Design
& Construction
Fluor



Andrea Valdés Millen

Head of Project Excellence
UCB



Blerim Skhodra

Sr. Director – Head of Capital
Procurement EAME
Lonza



Cedric Berger

President
BioMedima



Christian Berlini

Senior Director Validation
Sumitomo Pharma



Christian Seutin

Drug Product Operations Growth Projects Head
Lonza



Christina Fuetting

Project Director
Exyte Group



Dean Lawrie

Engineering Excellence Director
Servier



Dirk Raubald

Senior Director Maintenance, Facilities and
Utilities
CSL Behring



Elena Onopriyenko

Global Head of CAPEX Project Management
Boehringer Ingelheim

PAST SPEAKERS AND PANELISTS



David Grennan

Head of Capex Business Services

Roche



Finbarr Kelly

Senior Project Director

Fluor



Ingrid Mueller

VP Portfolio Strategy & Execution

CureVac



Jayne Nichols

Director / Coach – Lean Design and Construction

Fluor



Kelly Keen

Consultant

Kelly Keen



Majid El Azhar

Global Category Lead, R&D Capital and Asset Management / PSS, Global Commercial, R&D, Corporate Services Sourcing,

CSL



Mario Guenther

Head of Peer Review and Value Engineering

Boehringer Ingelheim



Murray Gates

CEO

Westgate-Global



Osman M. AHMAD

Sales Manager

Zeta



Thomas Haltermann

Head of Global Capex Chapter

Roche Diagnostics



Yuliyana Manolova

Head of Distribution and Clinical Trials Supply

Zentiva

NIGHT BEFORE THE EVENT

30 November

DAY 0

5:30PM 🍷 Meet & Greet

Welcome to the 5th Pharma & Biotech Project Delivery & CapEx Summit 2026. We are delighted to have you with us.

Join us for an informal networking evening as delegates arrive ahead of the main summit. Collect your badge, complete early registration, and connect with peers in a relaxed setting. Take this opportunity to reconnect with familiar peers and meet new voices from across pharma, biotech, engineering, and project delivery communities. Let's begin shaping three days of focused dialogue, collaboration, and shared learning.

CONFERENCE AGENDA

1 December 2026

DAY 1

Modern Project Delivery & Strategic Transformation in CapEx

8:40

🗣️ Opening Remarks by Chairperson

A welcome address introducing the conference theme and setting the stage for discussions on Europe's growing pharmaceutical investment and project delivery capability.

8:45

🗣️ ROUNDTABLE DISCUSSION

Start With a Why? Meet Your Peers, Share Your Priorities

Meet fellow delegates, discuss current priorities, share project delivery challenges, and outline your objectives for the summit.
Shifts in Pharma & Biotech Capital Investment

9:00

🗣️ KEYNOTE

CapEx as Competitive Advantage: How Capital Investment Decisions Define the Winners in European Pharma

- How strategic CapEx allocation, not just execution, determines long-term competitive position
- Reshoring, EU pharma sovereignty and the new geography of manufacturing investment
- Speed, flexibility and delivery certainty: what the best-performing programmes do differently
- From investment approval to operational asset: aligning CapEx strategy with commercial and supply priorities

9:30

🗣️ RESERVED PRESENTATION

From CapEx Projects to End-to-End Project Delivery Excellence

- Enterprise-wide project portfolio management
- Improving governance, visibility, and predictability across capital programmes
- Creating a single source of truth for project delivery

Cora Systems

10:00

🗣️ PANEL DISCUSSION

Bringing Products to Patients Faster: What Project Delivery Must Change

- Beyond cost & schedule: aligning delivery with manufacturing readiness
- Cost escalation and contingency: protecting budgets under today's input price pressure
- Cross-functional execution gaps across multi-site programmes

10:30

☕ Networking Break

Digital Delivery & Execution Excellence

11:00

🗣️ KEYNOTE

Mega-Programme Delivery: Scaling Capability Across the Largest Capital Programmes in Pharma

- Governance, talent and supply constraints at gigascale
- Standardising execution across parallel projects in multiple jurisdictions

11:30

🗣️ RESERVED PRESENTATION

Tools & Digitalisation in CapEx Projects: New Ways of Collaboration

- Connected project environments and real-time visibility across portfolios
- Scenario-driven planning and AI-enabled investment decisions

Planisware

12:00

🗣️ PANEL DISCUSSION

Governance Across Multi-Site Capital Portfolios

- Standardising governance across countries
- Managing portfolio priorities
- Strengthening project controls and decision-making

12:30

🍴 Networking Lunch

Innovation, Sustainability & Future Facility Design

13:30

KEYNOTE

The Facility of the Future: Net-Zero, Modular and Digital Manufacturing

- Designing modular and flexible manufacturing facilities
- Supporting biologics and cell and gene therapy production
- Embedding sustainability and ESG objectives from project inception
- Improving energy efficiency through future-ready facility design

14:00

PRESENTATION

Net Zero CapEx: Embedding Energy and Decarbonisation Targets into Facility Investment Decisions

- Integrating energy performance into investment planning
- Carbon accounting across design, construction, and operations
- Supporting compliance with European sustainability requirements

14:30

PANEL DISCUSSION

AI in Pharma CapEx: Real Applications, Real Limits, Real Results

- Real-world AI applications in project delivery
- Improving data quality before AI implementation
- Digital twins, predictive scheduling, and cost forecasting
- AI use within GMP-regulated environments

15:00

Networking Break

Interactive Sessions

15:15

PARALLEL SPONSOR WORKSHOPS

WORKSHOP A: Why Capital Programmes Fail Organisationally: Building Delivery Capability That Lasts

- Strengthening PMO capability
- Leadership alignment
- Programme-scale change management

WORKSHOP B: Digital Tools and CapEx Collaboration Platforms

- Moving beyond spreadsheets
- Improving collaboration through digital platforms

WORKSHOP C: Procurement Strategy in Volatile Markets

- Managing supplier risk
- Addressing cost escalation
- Procurement strategies for uncertain markets

16:00

PARALLEL PEER ROUNDTABLES

ROUNDTABLE A: Financial Governance in CapEx

- Business cases
- Budget control
- Cost estimation and contingency management

ROUNDTABLE B: Cell and Gene Therapy Facilities

- Facility design
- Compliance requirements
- Regulatory considerations

ROUNDTABLE C: Permitting and Regulatory Timelines

- Managing European permitting processes
- Navigating regulatory complexity

16:45

End of Day 1 and Networking Cocktail Reception

Procurement, Construction & Operational Readiness

8:50  **Opening Remarks by Chairperson**

Procurement, Supply Chain & Delivery Strategy

9:00  **KEYNOTE**

Strategic Procurement in Pharma Capital Projects: Protecting Cost and Schedule in a Volatile Supplier Market

- Procurement as a strategic delivery enabler and category management in matrix organisations
- Managing cost escalation through early market engagement, frame agreements, and contingency planning
- Balancing quality, speed, and resilience under reshoring and geopolitical pressure

9:30  **RESERVED PRESENTATION**

Bridging Global Strategy and Local Project Delivery: Replicating GMP Facilities Across Borders

- Replicating GMP facilities across regions through aligned design approaches for HVAC, fire safety, and electrical standards
- Aligning headquarters, EPCM, and site teams across multi-country programmes
- Front-end definition as the key lever for schedule and cost certainty in replication programmes

PM Group

10:00  **PANEL DISCUSSION**

Supply Chain & Procurement Transformation Under Reshoring Pressure

- Supplier ecosystems under reshoring, near-shoring, and geopolitical disruption
- Digital procurement tools and spend visibility improving delivery outcomes

10:30  **Networking Break**

Construction Success Stories & Execution Models

11:00  **KEYNOTE**

Fast-Track CapEx Execution in Regulated Environments: Lessons from a Multi-Country, Multi-Stakeholder Programme

- Leading 150+ professionals across 15+ locations simultaneously
- Compressing schedules while protecting GMP compliance and quality outcomes
- What owner organisations must get right to make fast-track work

11:30

 **RESERVED PRESENTATION**

Modular Cleanrooms & Turnkey Facility Solutions: Accelerating Time-to-Production

- Modular construction and offsite manufacturing strategies for GMP environments
- Accelerating schedules through parallelisation of design, build, and qualification
- Designing adaptable, future-proof manufacturing facilities

Keyplants

12:00

 **PANEL DISCUSSION**

Modernising Live Sites Without Disrupting Supply

- Executing capital projects on operating pharma sites while managing risk, supply, and quality in parallel
- Automation and digital manufacturing integration during live operations
- Cost control and schedule management when the plant cannot stop

12:30

 **Networking Lunch**

Commissioning, CQV & Operational Readiness

13:30

 **KEYNOTE**

Operational Readiness by Design: Planning for Startup Success from the Beginning

- Integrating operations teams into delivery from front-end and aligning CQV with engineering and construction
- Life after Annex 1: what GMP-compliant aseptic manufacturing commissioning looks like now
- The cost of late CQV engagement and how to avoid it

14:00

 **RESERVED PRESENTATION**

From Construction to Commissioning: Reducing Delivery Risk Through Owner-Contractor Collaboration

- The Design and Build model in pharma CapEx and how earlier contractor involvement improves outcomes
- Coordinating owner, EPCM, and specialist subcontractors on complex GMP builds
- Practical strategies for reducing late-stage risk through integrated planning

GSE Group

14:30

 **PANEL DISCUSSION**

The Hard Truth About CapEx Execution: When Plans Meet Reality

- Cost, schedule, and quality under pressure with honest lessons from delays and recoveries
- What goes wrong between engineering sign-off and handover and who is accountable
- Resetting governance and stakeholder confidence mid-programme

15:00

 **Networking Break**

Interactive Sessions

15:15

PARALLEL PEER ROUNDTABLES

ROUNDTABLE A: The Commissioning Crunch: Getting CQV, Engineering and Operations Aligned for First Batch

- Aligning CQV, engineering, and operations teams
- Improving readiness for successful startup and first batch production

ROUNDTABLE B: Construction Labour Shortage & Contractor Capacity in Europe: Securing the Right Teams

- Addressing workforce constraints across European construction markets
- Building contractor capacity for future pharma expansion projects

ROUNDTABLE C: FEED Done Right: Front-End Loading as the #1 Cost Protection Tool

- Improving front-end definition
- Reducing uncertainty and protecting project budgets

4:00

PROFESSIONAL WORKSHOPS

WORKSHOP A: Data Clean-Up Before AI: Making CapEx Data Decision-Grade

- Preparing project data for AI applications
- Improving data quality and decision-making capability

WORKSHOP B: CQV Under Annex 1: Early Engagement, Risk-Based Approach from Basis of Design to Handover

- Applying a risk-based approach across CQV planning
- Improving integration between design, engineering, and qualification

WORKSHOP C: Value Engineering on Class 3 Estimates: Hitting a Tight Cost Range Without Killing Functionality

- Applying value engineering principles
- Balancing cost control with project functionality

16:45

End of Day 2 & Networking Cocktail Reception

Integrated Delivery, Leadership & Future Project Performance

8:30  **Opening Remarks by Chairperson**

Integrated Delivery & Leadership

9:00  **KEYNOTE**

Building Enterprise-Wide Project Delivery Systems in Pharma & Biotech

- Standardising KPIs, stage-gates, and governance across global portfolios
- Connecting strategy and execution: what delivery maturity actually looks like in practice

9:30  **RESERVED PRESENTATION**

Engineering-Grade AR on the Construction Site: Build It Right the First Time

- Augmented reality for construction verification and rework prevention on GMP sites
- Real-time progress validation against the engineering model under fast-track schedules

XYZ Reality

10:00  **PANEL DISCUSSION**

HQ vs Site: Global-Local Alignment in Capital Programmes

- Aligning headquarters, EPCs, and site teams across jurisdictions and regulatory regimes
- Accountability and ownership at site level: who decides what and when

10:30  **Networking Break**

Project Recovery, Performance & Delivery Improvement

11:00  **KEYNOTE**

Turning Capital Plans into Deliverable Projects: Front-End Definition as the #1 Predictor of Success

- From investment decision to executable delivery plan
- What best-in-class front-end definition looks like and the cost of skipping it

11:30  **RESERVED PRESENTATION**

Fast-Track Delivery in Practice: How Owner-Engineer Collaboration Delivers Complex GMP Programmes On Time

- Front-end studies that de-risk execution and lessons from a multi-country fast-track programme
- Practical owner-engineer collaboration model across 15+ locations

VTU Engineering

12:00  **PANEL DISCUSSION**

Risk Management in Pharma CapEx: From Proactive Identification to Mid-Execution Recovery

- Proactive risk management through risk registers, quantitative risk analysis, and early warning systems
- Recognising projects in distress before it is too late
- Resetting governance, stakeholder alignment, and delivery confidence mid-programme
- Cost and schedule recovery strategies

12:30  **Networking Lunch**

Future Organisations, Culture & Delivery Excellence

13:30  **KEYNOTE**

Leadership & Culture in Modern Project Delivery Organisations

- Building high-performance delivery cultures that attract, retain, and develop the best talent
- Leadership lessons from portfolio strategy to COO

14:00  **PRESENTATION**

From Facility Handover to First Batch: Tech Transfer, Process Validation and Commercial Readiness

- Closing the gap between capital project handover and sustainable commercial manufacturing
- Tech transfer planning, process validation, and regulatory submission timelines in the EU

14:30  **PANEL DISCUSSION**

Improving Engineering Execution: Reducing Rework, Improving Handoffs, Delivering on Time

- Engineering discipline and delivery predictability through human and process factors
- Reducing rework and preventing issues in regulated environments
- Improving handoffs between engineering, construction, and CQV

15:00  **Networking Break**

15:30  **PARALLEL PEER ROUNDTABLES**

ROUNDTABLE A: Workforce Transformation & Future Skills in Project Delivery

- Building future capabilities and developing project delivery talent
- Closing skills gaps through digital, engineering, and cross-functional upskilling

ROUNDTABLE B: Lean & Fast-Track Execution Under Regulatory Constraints

- Balancing speed, efficiency, and regulatory requirements
- Reducing waste and improving execution efficiency across capital projects

ROUNDTABLE C: AI Readiness & Data Standardisation Across Global Project Portfolios

- Preparing project organisations for AI adoption through improved data standards
- Overcoming organisational barriers to digital transformation and AI adoption

• 16:30

** CLOSING REMARKS**

Are We Ready? Delivery Capability for the CapEx Decade Ahead

- Chairperson summary covering key themes, commitments, and actions delegates take home
- Closing discussion on what must change to deliver the future pipeline

• 16:50

** End of Conference**

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🌐 <https://whysummits.com/5th-pharma-biotech-project-delivery-capex-summit/>

JOIN US IN BASEL

The industries that shape the future will be in the room.
Make sure your brand is part of the conversation.

Please note – all of the information in this document is subject to change at any time. Whilst every effort has been made to ensure the accuracy of the information, statements and decisions recorded in them, their status will remain that of a draft until such time as they are confirmed as a final version prior the subsequent meeting. Additionally, the user information is only valid at a certain moment in time and is subject to change due to movement and changes in bit rate requirements.

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REGISTRATION

