

Pulse OF THE INDUSTRY

PROMOTING THOUGHT LEADERSHIP ENGINEERING & CONSTRUCTION CONTRACTING ASSOCIATION | SPRING 2013



RECAP OF 2012 CONFERENCE

By: Steve Dedman,
44th Conference Chair

I would like to express my gratitude to those of you that attended the 44th Annual ECC Conference in San Antonio, TX and to the Board of Directors for their efforts to orchestrate one of ECC's most successful conferences to date. The 2012 conference enjoyed more attendees, program sponsors, and future leaders than ever before – and most importantly, the feedback from the post-conference survey was very positive in regards to the quality of the venue, content, AV, and speakers.

Our theme was “Riding the Wave – Capitalizing on the Velocity of Change”, which reflected the abundant opportunities that lie ahead for our industry and the increasing pace at which our industry is being challenged to address change. The ECC Board designed the conference around this theme to convey its belief that corporate agility would become an increasingly important element of organizational success as companies competed for and executed projects in an environment characterized by change and uncertainty in important areas such as the future of energy, the political landscape, ever-changing competition, increasing regulatory requirements, changing demographics, and increasing demand for skilled employees.

The Board's desire was to provide thought leadership around the above issues and networking opportunities for the current and the future leaders of our industry. With this goal in mind, we were delighted to host over 700 participants from 14 different countries and 215 companies, which included over 100 future leaders of our industry. Based on post-conference feedback, these participants benefited from the content presented and the opportunities to network and develop important long term business relationships.

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Welcome to the 2013 Spring edition of ECC's Pulse of the Industry newsletter.

It's an honor to have been selected to chair this year's ECC Executive Board. I follow in the footsteps of previous boards and chairs that have done tremendous work to put on outstanding conferences each year. I particularly want to congratulate Steve Dedman, the 2012 ECC Executive Board and Executive Advisory Committee for once again doing a superb job and raising the bar on the quality of our program. Our 44th conference in San Antonio was another huge success, eclipsing our previous year's record number of attendees and program sponsors, again with lots of positive feedback from conference participants.

One of the perks of being a part of this effort is I get to work with such a talented and committed group of professionals that serve on the Board and Executive Advisory Committee. These individuals serve strictly on a volunteer basis and with the support of their various companies put a tremendous amount of energy into developing the conference each year. Their dedication to improve capital project results and global competitiveness of member companies of the ECC Association is a testament to our industry's spirit of innovation and perseverance.

We are well into the planning process for the 2013 Annual Conference and it is shaping up to be another excellent ECC program. The theme, “Conquering the Summit: Aspiring to Flawless Project Delivery”, reflects the growth in size and complexity of our Capital Projects as well as the challenges we face in executing them well. We are recruiting exciting keynote speakers including industry leaders, geopolitical experts and specialists that will promote thought leadership by exploring opportunities associated with these challenges of flawless execution. We are also busy planning our Plenary Sessions; determining the Breakout Forum Topics; and seeking nominations for the Annual ECC Achievement Award (distinguished individual) and the Annual Spirit of ECC Award (innovative project team or organization). Please mark your calendars today and plan to attend this year's

conference – and invite your associates to join us.

The Future Leaders Program is also an integral component of ECC. We are pleased to have had more than 100 Future Leaders from our sponsoring companies engaged in the association throughout the past year. These emerging leaders enjoyed opportunities to meet and interact with industry leaders, network with peers from other member companies, receive training in international communications, ethics and leadership, and participate in the development and presentation of two conference breakout forums – all of which were intended to promote individual development and sustain the long-term leadership of our industry.

On behalf of the Executive Board and the Executive Advisory Committee, I would like to thank our sponsor companies for their continuing support of the ECC Association and Annual Conference – and for their involvement in our Future Leaders Program. If you are not a sponsor company, I encourage you to look into the benefits that a sponsorship can offer your emerging leaders.

I wish all of you a safe and successful 2013 and look forward to seeing you September 11 – 14 in Palm Desert.

Judd Kuehn
ECC Chair, 45th Annual Conference

Interview

WITH 2012 KEYNOTE DANIEL YERGIN

***ECC:** In your recent testimony to the US House of Representatives, you discussed the trend towards increased exports of domestic hydrocarbon products, both refined products from Gulf Coast refiners, as well as LNG. How important is this trend and how rapidly do you expect these exports to grow?*

Daniel Yergin: After all these decades of concern about energy imports, the U.S. now finds itself in the position of being a significant exporter of hydrocarbons — right now, petroleum products and coal. We do expect that petroleum product exports will continue to grow from the refining complex along the Gulf Coast and the peaking of oil demand in the United States.

The big controversy now is about the U.S. becoming an exporter of LNG, beyond today's tiny amounts. One project has been approved and a number of others are in line. Some are concerned that LNG exports will drive the price of domestic natural gas back up, offsetting the benefits of shale production and impacting the economics of the new petrochemical projects being planned.

We don't see it that way. We expect that, ultimately, a handful of new LNG projects will be built - all of them involving multiple billions in investment and, of course, and naturally of great interest to the ECC community. Some of those who oppose domestic LNG may be overlooking the fact that a great deal of LNG capacity is being built or is committed elsewhere in the world. Our view - and this is something I emphasize in *The Quest* — is that the U.S. natural gas market is now demand-limited, not supply-limited. What a turnaround for this country!

***ECC:** In your testimony you also spoke of the geopolitical implications of the rapid increase in domestic shale gas and tight oil production. How is this impacting US foreign policy today, and what do you expect to see changing as the US reliance on imported oil continues to decline?*

DY: Remember a few years ago, the United States was going to run out of oil. As I wrote in *The Quest*, this was the fifth time the world was going to run out of oil. Each time, new technologies and new horizons have pushed the “day of exhaustion” away. And that is exactly what seems to be happening today. U.S. oil production has increased almost 40 percent since 2008. The increase alone is about equivalent to the total oil production of Nigeria. I don't see the United States becoming “energy independent” - which, by the way, really means “oil independent”. But I do see the United States, combined with Canada, greatly reducing its call on the Eastern Hemisphere.

A lot of discussion has begun as to whether this means a major change in U.S. foreign policy. At this point, it seems that increased domestic oil production - while very significant in terms of jobs and economic impact - will have somewhat less impact on foreign policy than many expect. The United States only gets about 8 percent of

its total oil now from the Persian Gulf, and has many other interests in the Middle East. These developments do however give the United States more flexibility, and I think that the prospect of the U.S. exporting LNG will add to U.S. influence in the world.

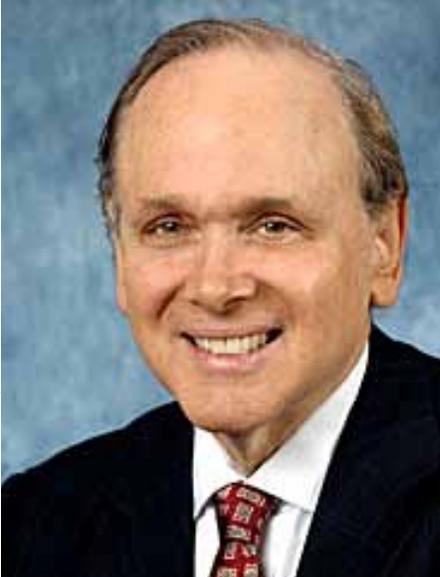
***ECC:** The domestic politics of increased oil and gas production are still unresolved; some states encourage it, others are effectively banning it. Given the economic and geopolitical benefits of domestic production, to what extent do you think concerns about shale gas and tight oil production are warranted, and how do you expect these issues will be resolved?*

DY: What has become really clear is that there is not only an energy impact of the unconventional revolution in oil and gas, but also an economic impact. Our new work points to 1.7 million jobs supported by this development - going to 3 million by 2020. This year unconventional oil & gas production will contribute \$62 billion in government revenues - growing to about \$115 billion by 2020. So this is very big, owing to the long supply chains. Many states are moving ahead because of the significance for their economies and for their own economic development and activities. Some are being held up by environmental opposition. It is ironic that, even in states like New York that have a ban for now on shale gas development, jobs are being created.

So far, I think that the environmental questions have been resolved. These were dealt with very clearly in the report on the environmental aspects of shale gas that President Obama asked for, and which went to the Secretary of Energy Advisory Board. I was a member of that committee under Professor John Deutch of MIT. The report demonstrated that, as in any industrial activity, there are environmental issues to be managed, and that these are, in fact, largely being managed. These issues include water; especially waste water; local air pollution; and community impacts. We laid out 20 pragmatic steps, built around best practices in regulation and operations, technological innovation, and community engagement. One of the very constructive things we see happening is that the states are working together to define best practices in regulation.

***ECC:** CERAWEEK has just occurred drawing industry leaders worldwide. What were the hot topics this year?*

DY: Yes, CERAWEEK just took place. We have 2200 people from across the world's energy, energy service, engineering, financial, and policy communities. I'm very excited by the agenda and the topics. There were a number of hot subjects: how big will the unconventional oil and gas revolution be in North America, its economic impact and will it go global? Certainly security issues, including in the Persian Gulf, will loom large. We heard where China's energy needs are taking it. There was a great deal of discussion - highly relevant to ECC members - about what's in store in terms of new



*Dr. Daniel Yergin
Chairman & Founder of
IHS Cambridge Energy Research Associates*

projects such as LNG export facilities, pipelines, and petrochemical plants - as well as the production of the feedstocks that will support them. The power industry continues to grapple with what to build and when to meet future electricity demand - and how to increase reliability. We talked about dealing with disruptions and threats to physical and cyber security. And Bill Gates shared his thinking about innovation and energy.

ECC: Attendees at the ECC Conference in September enjoyed your latest book, *The Quest*. You commented in your keynote that, as an author “you never really finish a book, eventually the publisher just takes it away from you.” If you were sitting down to write *The Quest* today, what would you write about that is not in the book now?

DY: With a book like *The Quest*, you feel you're never finished because the energy world keeps changing. I don't feel at this point that I'm missing topics. What I do see is greater emphasis on certain things. One is that we had not yet finished that work on the economic impact of the entire unconventional revolution in oil and gas, especially in terms of the 1.7 millions supported. Another is how fast U.S. oil production is growing. These numbers keep exceeding forecasts and it is rebalancing world oil. Since I finished *The Quest*, the security issues I wrote about have become even more urgent. Saudi Aramco has publicly discussed the big cyber attack it suffered last August. And the attack on the gas plant in the Algerian desert has raised the stakes for the physical security of energy infrastructure around the world - but especially in the Middle East and North Africa, given the political uncertainty there. It was striking to me that, in writing about the new security threats, the Financial Times drew upon the framework on energy security that I had laid out in *The Quest*. I can tell you, this topic is very much on the minds of the leaders of the global energy industry, and we're going to continue to see this unfold.



Introduction of Board and EAC

This year's Board of Directors and Executive Advisory Committee has been hard at work developing the Annual Conference and working on initiatives including the Future Leader Program, a Society Collaboration Initiative as well as programs to better link our industry to academia. Below are the colleagues leading the ECC Association this year.

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Alan Thomas – Jacobs

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Future Leader Liaisons

Justin Borchardt – S&B

Shannon Cranson – BASF

BOARD OF DIRECTORS

A Value Proposition for the Capital Projects Industry

By: Meg Lassarat, UniversalPegasus International and
Dr. Jorge Vanegas, Texas A&M University

Throughout the history of our capital projects industry, we have envisioned an effective, efficient workforce that is responsive to the dynamic global work environment, based on skills and abilities that are more compatible to the current needs of the industry – technical, interpersonal, communication, technological, leadership, creativity, and business acumen. Responding to this need, the 2005 ECC conference included a panel Engineers and Constructors 2020, composed of Owners, Contractors, and Academia, followed by a second panel in 2006, Bridging the Gap Between Academia and Industry. Since then, ECC has championed efforts to unite industry and academia, initially through the leadership of John Dalton (Wood Group–Mustang), and currently of Meg Lassarat (UniversalPegasus International), with the on-going support of Dr. Jorge Vanegas (Texas A&M University).

Building on the ECC pillar of thought leadership, a new value proposition for the capital projects industry has emerged aimed at (1) expanding the pipeline of our workforce (2) enhancing the skills, abilities, and talent of the technical and non-technical workforce entering our industry; and (3) developing attributes of lifelong learning. ECC will host a collaborative mid-year industry/academia symposium in Houston. Organized and facilitated by Meg Lassarat and Dr. Jorge Vanegas, the meeting will address three questions:

- (1) How can the capital projects industry foster and support the necessary changes in academia for our future?**
- (2) How can the capital projects industry and academia foster and develop successful collaboration mechanisms? and**
- (3) How can the capital projects industry leverage existing resources across the industry and academia for the implementation of change?**

CONTINUED FROM PAGE ONE

In 2012, we were also very fortunate to hear from fantastic speakers and industry leaders, including Daniel Yergin, a former Pulitzer Prize Winner and the Chairman and founder of IHS CERA who offered his perspective on the future of energy; Ian Bremmer, President of the Eurasia Group who offered his always interesting insight on global and geopolitical trends; Mike Thomas, President of Sasol North America who shared Sasol's capital plans made possible by abundant supplies of shale gas; and Tammy Hughes of Claire Raines Associates who gave us interesting insight into the importance of managers being able to effectively lead a multi-generational workforce. In total, over 25 speakers and panelists participated in our Plenary Sessions and Breakout Forums and provided valuable insight into today's business environment.

2013 SPIRIT OF ECC NOMINATIONS ARE NOW OPEN!

The ECC is proud to announce that nominations are now open for the 3rd Annual Spirit of the ECC Award. This year's recipient will be recognized at the 45th Annual ECC Conference at the JW Marriott Desert Springs, located in Palm Desert, California on September 12, 2013. The award will recognize an exceptional organization, project or project team that exemplifies the true spirit of the ECC.

This annual Spirit of ECC Award, initiated in 2011, recognizes an outstanding exemplar of an owner, contractor or supplier in the global energy, process, industrial, general manufacturing or related industry (at a national or international level), that unequivocally demonstrated a unique and significant:

- **Commitment to Global Competitiveness;**
- **Improvement to the Outcome of a Capital Project;**
- **Strategic Response to a Fundamental Challenge or Opportunity;**
- **Application of Thought Leadership;**
- **Implementation of Value Creation for all Stakeholders**

Nominations will be accepted online on the ECC Website (www.ecc-association.org) through May 2013. The recipients will be chosen by the ECC Board of Directors and Executive Advisory Committee based on the criteria above. Self nominations or third party nominations are welcome...we just ask that all nominated are available to accept the award at the conference in September. If you have questions about the nominations process or award itself please feel free to contact Tara Wilson at twilson@EventsiaGroup.com or 713-337-1600.

Mr. Alan Boeckman, former Chair and CEO of Fluor Corporation was recognized and received the prestigious ECC Achievement Award for his lifetime contribution to our industry. And, the Chilean Miner Rescue Team received the "Spirit of ECC Award" in recognition of their life saving team effort that is an exemplar of the ECC mission "to strategically respond to a fundamental challenge or opportunity in the E&C industry". Congratulations to these very worthy recipients!

In closing, I wish to thank the ECC Executive Board and Executive Advisory Committee for the honor of being selected to serve as the 2012 ECC Chair and I sincerely thank our conference speakers and participants for their support of this past year's conference. I look forward to seeing you at the 45th Annual ECC Conference, September 11 – 14, at the JW Marriott Resort in Palm Desert, California.

**MARK YOUR
CALENDARS**

Mark your Calendar for Future ECC Conference Dates

September 11-14, 2013

JW Marriott Desert Springs,
Palm Desert, CA (Registration
will open in early April!)

September 3-6, 2014

JW Marriott Grande Lakes,
Orlando, FL

September 9-12, 2015

Westin Kierland Resort,
Scottsdale, AZ

On August 5, 2010, a minor earthquake caused a mine to collapse in Copiapó, Chile, trapping 33 men underground – three companies helped save the day.

The Spirit of ECC

On August 5, 2010, a minor earthquake caused a mine to collapse in Copiapó, Chile, trapping 33 men underground. No one above knew if they were alive or even where they were. All they had to go on was that the men – or at least their corpses – were stuck somewhere between 500 and 800 meters below the earth. Everyone agreed on only one fact: any rescue effort was a race against time. No matter where the miners were when the shaft caved in, the survivors wouldn't have enough water or food to last long. Answering the call for action, three companies selflessly came together as "Team Rabbit," and through their creative technical thinking abilities, their critical project management skills, and the resources they deployed, they showed the world that the Capital Projects Industry can transcend its traditional scope, to serve the greater good of mankind and save human lives. For their role in saving the 33 miners, ECC honored these three companies with the 2012 Spirit of ECC Award.



Photo (top to bottom): Team Rabbit, The Rescue Operation, Chile's President Pinera holds up the note that let rescuers know that all 33 miners were still alive (Photo: Gobierno de Chile).

The 33 Chilean Miners rescued by Team Rabbit

When the accident occurred, local drill teams had equipment capable of excavating down to 400 meters, but this was not enough, and managers were forced to issue an all-hands-on-deck call. Being major players in the Chilean mining industry, **Drillers Supply International** and **Geotec Boyles Bros S.A.**, answered the call. They were joined later by **Center Rock Inc.**, a small company in Pennsylvania specializing in drilling technology, after learning that the mine rescue would take too long. Building on their existing business relationships, these three companies became Team Rabbit, and successfully executed "Plan B," as the media termed their successful evacuation project, rescuing the 33 miners and returning them to their families long before the initial projected date of Christmas.

In executing Plan B, Team Rabbit had to overcome three tremendous drilling challenges:

1. Depth - The trapped miners rested over two thousand feet below the ground.

2. Rock Density - Geologically, the type of earth complicated everything, rendering some equipment useless.

3. Hole Diameter - Determining and achieving the width of the hole that was needed to extract men of various belt sizes and shoulder circumferences to the surface.

This third challenge proved the most difficult of the three, and the attempts to resolve this issue sparked the idea behind Plan B. With the machinery already onsite, supplemented by critical drilling equipment flown

down to Chile specifically for the rescue operation, Team Rabbit executed a quick and safe rescue of the miners in 33 days.

Experts agree that this incident now serves as one of the best examples of crisis management the world has ever seen. Team Rabbit exemplifies true thought leadership in the development and implementation, under extreme pressure and public involvement, of a creative and innovative technical solution to a life and death situation.

In accepting the Spirit of ECC Award, Greg Hall, from Drillers Supply International, Pablo Lyon, from Geotec Boyles Bros S.A., and Richard Soppe, from Center Rock, Inc., praised the quick actions of the Chilean government and humbly focused on the role of teamwork and innovation.

Team Rabbit's selfless drive to deliver an ethical and practical solution regardless of personal or corporate gain, with unequivocal integrity, with thoughtfulness, and with compassion sets a standard of excellence for the capital projects industry.



Do you know of an exceptional project that exemplifies the Spirit of the ECC? A team or organization that has contributed to this industry above and beyond the norm? Or a group that is responding to the current market conditions in a truly visionary way?



Future Leader Update

By 2013 ECC Future Leader Board Liaisons Justin Borchardt, S&B and Shannon Cranson, BASF

The 2012-2013 Future Leaders program is growing and ready to achieve more.

First, we would like to congratulate the 2011-2012 Future Leaders on a successful year. The group first participated in a Mid-Year thought leadership exercise on divergent thinking and began planning for the 2012 ECC Conference. At the conference, the group started off participating in a full day of thought leadership activities and then led two of the conference forums.

The Cool Projects forum enlightened attendees on the challenges and execution issues with the Ivanpah and Coalinga Solar Projects and the World Trade Center One project, and provided the innovative solutions to those challenges. The FBI gave a riveting talk during the Cyber Security forum and left the attendees with a higher awareness of the tactics and risks we can be exposed to during our everyday lives at work and at home. We received excellent feedback and participation from the conference attendees.

This year, we are planning thought provoking leadership activities and development training, as well as creating new ways the Future Leaders participate in conference activities. Our first Social Event was held in January in Houston, with over 60 Future Leaders and ECC Board members in attendance. The Mid Year meeting in March will kick off the Future Leader planning activities for the 2013 ECC Conference, where the ECC Board will challenge us push the bar even higher.

Future Leaders

Future Leaders participation is a key benefit of sponsorship – don't forget that 1st, 2nd, and 3rd year Future Leaders are provided a registration discount as well as special opportunities reserved just for them. Don't miss out!

Check out the latest Future Leader happenings on-line at: www.ecc-conference.org – click Future Leaders in the top navigation.

International Focus

By Elias Kerzabi, Eli Lilly



The ECC Conference assembles every year Executives and Practitioners from various Industry sectors. It offers a unique event. It brings together professionals from global corporations with a strong knowledge of the international business environment not only in Western Europe, Asia, South America but also in Africa, one of the future strong growth areas of the world. The venue offers invaluable insight into future business prospects in the US and globally. It offers

opportunities to network and gauge what other companies and the competition are doing to improve their performance. Owners, contractors suppliers, consultants and academia representation E&C conferences has seen the participation of owners from industries like: Chemicals, Power, Pharmaceutical, Mining, Paper, Automotive, Electronics. The global perspective brought to the conference by the participants as well as the keynote speakers, business and geopolitical experts, makes the ECC Annual Conference a unique experience where each organization benefits in helping shape their own vision of the business as well as future business development strategies. The ECC Board of Directors and the Executive Advisory Committee endeavors to promote the participation, of not only large global corporations and small enterprises but also organizations of all sizes from various parts of the world.

ECC Society Collaboration Initiative

By Steve Cabano, Pathfinder, LLC

AEPC

As many of us are experiencing, there seems to be a ground swell of activity in the Architectural, Engineering, Procurement and Construction (AEPC) industry today both in North America as well as around the world. Many industry and discipline societies are attempting to address the issues related to this increased workload. These societies represent various industries such as Chemicals, Food & Beverage, Mining, Oil & Gas, Pharmaceutical, Power, etc. These societies also represent the AEPC disciplines such as civil chemical, electrical, mechanical, structural, etc. Many of these societies are not structured to deal with these issues but have subdivisions that target AEPC activity. These subdivisions seemed to be splintered at best in their attempt to derive real world solutions to the issues.

ECC has taken on this challenge and will be gathering representatives of these societies together in late April to address these issues. Issues that will be addressed with be the aggravated human resource issues facing all aspects of AEPC, the complexity of dealing with the international nature of the AEPC industry and how are we contracting service to address the previous to issues. Results of this effort will be a collection of collaborative issues, implemented solutions and recommended actions for those areas that are not fully addressed. These outcomes will be shared with all ECC attendees at the 2013 ECC Conference in September.

For more information contact Tara Wilson at twilson@EventsiaGroup.com



SEPTEMBER 11-14, 2013 • PALM DESERT, CALIFORNIA • JW MARRIOTT DESERT SPRINGS

Sneak Peak for 2013

After being energized and inspired by the record 714 attendees at the last year's ECC Conference, the ECC Board of Directors immediately went to work on developing this year's event. The theme of this 45th Annual ECC Conference will be "Conquering the Summit: Aspiring to Flawless Project Delivery" and the keynotes, plenaries and breakouts will reflect that focus of the continuous challenge to better plan and execute our capital projects. Sessions will focus on addressing increasing project complexity, changing project portfolios, resource issues, global pressures at home and abroad, security issues and many more issues that come into play each day as we strive to reach that pinnacle of flawless project delivery.

The 2013 (45th Annual) ECC Conference will be held at the spectacular JW Marriott Desert Springs, located in Palm Desert, California, September 11 – 14. Noted as the premier destination in the desert, this resort now enjoying its 25th year, has just undergone a \$25 million renovation to include rejuvenated guestrooms, all new restaurant concepts and dining options and golf course renovations. And you'll still enjoy the beloved gondolas to take you around the restaurants, lake and pool complex...and get up close and personal with the hotels resident fowl! Please plan to join us for a very valuable, collaborative forum focused on providing real takeaways for owners, contractors and suppliers in the capital projects community.

Why Attend ECC?

Of course, we think you should attend the 2013 ECC Annual Conference, but don't take our word...listen to how some past attendees have described the Annual ECC Conference

"The best in the industry."

"A high level gathering of thought leaders, focused on the development of relationships, open sharing of knowledge, and deep discussion of timely and significant issues facing the industry."

"First class function. A must to attend!"

"This conference is above any others because it's run by people of the industry, not a company. Best networking and highest quality speakers."

"ECC's excellent attendance lists of Who's Who in the E&C business, the high caliber of ECC's speakers, and ECC's great breakout sessions are what keep me coming back each year."



"ECC provides you with the pulse of the E&C industry and keeps you focused on the challenges of the future."



We know that while risks exist, incidents are avoidable. Each individual has a personal responsibility for their own safety and the safety of others. As leaders we are accountable for driving this safety culture.



ECC ASSOCIATION

23501 Cinco Ranch Blvd., Suite H220
Katy, TX 77494

www.ecc-association.org

ECC SPONSORSHIP OPPORTUNITIES

Before we look forward to the 45th ECC conference at the JW Marriott Desert Springs Resort, we would like to ask each of you to take a look back at the 44th Conference in San Antonio which would not have been possible without the unwavering support of our Corporate Sponsors – for this support we would like to express our tremendous gratitude to each and every one who continues to support the ECC. We would like to ask that you continue your support in 2013 and welcome any comments you may have to increase the value you receive from participation. We welcome the opportunity to support each and every organization trying to assess the opportunity and resulting value to your organization as an ECC Sponsor. Please feel free to contact any Board member for additional information regarding either general sponsorship of the ECC or hosting an event during the conference. Whereas we make every attempt to minimize commercialization, sponsorship is an opportunity for your company to be recognized for its support. We welcome your participation.

And a special thank you to our 2013 sponsors who have already committed to the 45th Annual ECC— these organizations are part of the reason the quality of the ECC Conference remains so high.



If you are interested in becoming a corporate or event sponsor for the 2013 Annual Conference, contact:
Mahesh Thadhani at mahesh.thadhani@urs.com or Tom Hudes at tom.p.hudes@exxonmobil.com