



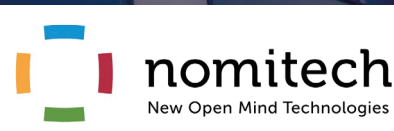
Delivering Tomorrow Today: Act Now for a Better Future

#CECONF24

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Delivering Tomorrow Today: Act Now for a Better Future

With so many drivers for change in the built environment, the risks of inaction outweigh the opportunity to do things better. On so many issues, from climate change through skills shortages and inflation through to building safety, many of the solutions exist but organisations are failing to act at the scale and pace required to deliver the required shift in performance.

A sense that the optimum solution lies somewhere in the future and too many options can lead to procrastination and inaction. We owe it to our future selves and future generations to act now. **The future can't wait!**

Learn from those who are delivering tomorrow today...

Acting now doesn't mean a step into the unknown. There are projects and organisations who are blazing a trail for us all to follow. During this conference we will delve into leading-edge practice, learn from those who are doing it already and explore how we can learn from and build upon their leadership.

We will be exploring some of the emerging areas of best practice in line with our theme groups including Future Climate, Procurement, Performance Measurement, Manufacturing & Technology. Bringing together leading thinkers and those who are delivering real change on their own projects including Constructing Excellence award winners and members.

09:15	Registration & Networking
10:00	Welcome & Introductions
10:15	The Building the Future Think Tank 2024
10:25	Future Climate
11:20	Coffee & Networking
11:50	Future Society
12:45	Lunch & Networking
13:45	Future Major Projects
14:40	Future Delivery
15:25	Wrap Up & Next Steps
16:00	Close

Delivering Tomorrow Today: Act Now for a Better Future

Future Climate

We will take a deep dive into the role our industry plays in minimising and mitigating against future climate change. We will look at what leading organisations are doing now to minimise their carbon footprint and climate impact and what we can all do in our organisations to deliver better future climate outcomes.

Future Society

How do we shape a better industry for the people who work in it? How do we shape a built environment that supports people better? What can we do today to deliver that in the future. In this session we will bring together leading practitioners who are at the forefront of this journey.

Future Major Projects

Major Projects have the scale and longevity to accelerate innovation and push productivity. In this session representatives from the CE Major Projects group will explore the role that Major Projects can play in modelling the future and how that can be transferred more widely across the sector.

Future Delivery

We can't deliver excellence with a broken industry. In this session we will be looking at the transformative factors that we need to embrace to deliver a better future industry. From better procurement through the Gold Standard, better use of data through performance measurement and unlocking industrialised construction the building blocks are in place for better future delivery.

Chair: David Whysall, Turner & Townsend

Panellists:

Dylan Stoppard, Genuit Group
Sameer Pethe, BRE
Roxana Vornicu, Kings College London
Chris Clarke, SCAPE
Ben Smith, AtkinsRéalis

Chair: Phil Wilbraham, BRE Trust

Panellists:

Polly Wilkinson, BRE Academy
Jenny McLoughlin, Heathrow Airport
Dan Gerrella, Liz Male Consulting (LMC)
Serena Williams, Bouygues UK

Chair: John Oliver, Babcock

Panellists:

James Franklin, Kier
Hannah Kitcherside, Turner & Townsend
Karine Bartle, Wincanton
Emma Whigham, NHS England

Chair: John Oliver, Babcock

Panellists:

Tom Weld, Burges Salmon
Adrienne Turner, SCF
Simon Cross, Mott MacDonald
Rebecca Rees, Trowers & Hamlin

Our Speakers

Host



Alison Nicholl
Head of Constructing Excellence

Alison has a background in knowledge transfer, driving innovation and change into the construction sector both in the UK and overseas. Alison is currently Head of Constructing Excellence, where she works with its members and wider movement to drive positive change in the built environment. Alison has a passion for transforming the construction sector into a more innovative, inclusive, and sustainable industry.

Speaker



Chloe McCulloch
Assemble Media Group

Chloe is editorial director at Assemble Media Group overseeing three publications – Building, Building Design and Housing Today – and bringing relevant and impactful news, insight and analysis to professionals in the built environment. The titles boast a membership community of 85,000 professionals in over 100 countries.

Her team of journalists regularly interview industry CEOs, review ground-breaking buildings and report on controversies and challenges facing construction. Chloe is an award-winning editor and journalist, with over two decades of experience working in digital and print media.

In 2023 she won both the PPA Editor of the Year (Business Media) and the PPA Independent Publisher Awards Editor of the Year title.

She specialises in setting editorial agendas and devising campaigns that will resonate with audiences. As the face of the flagship title Building she regularly chairs debates, hosts podcasts and speaks at public events.

Our Speakers: Future Climate

Chair



David Whysall Global Managing Director for Energy & Natural Resources, Turner & Townsend

David is Turner & Townsend's Global Managing Director for Energy & Natural Resources. He sits on Turner & Townsend's Management Board and previously led their UK Infrastructure business. As part of his Global Natural Resources role he oversees work the business undertakes across clean and process energy, transmission, mining, and de-carbonisation. He is responsible for overseeing Turner & Townsend's relationship with key clients such as Anglo American, Rio Tinto, Tennet, Shell and BP.

He has worked across major programmes including Heathrow Expansion, Terminal 5 and Terminal 2, London 2012, Crossrail, HS2 and HPC. Additionally, he worked across the regulated utilities sector in the UK, being involved in helping a number of water companies establish their portfolios and drive performance improvement. He is actively involved in industry improvement initiatives, and is a co-chair of Constructing Excellence.

Panellist



Dylan Stoppard Sustainability Manager, Genuit Group

I work in sustainability and environmental social governance for Genuit Group, a FTSE 250 construction products manufacturing Group. Working in the head office, I am involved in the sustainability strategy, decarbonisation, product specific environmental impact projects, and reporting across the 20 different companies that make up the Group. My passion for sustainability stems from a lifelong love for the outdoors and nature, coupled with a BSc Geography and an MSc Corporate Sustainability and Environmental Management from the University of York. I am involved in external organisations such as The British Plastics Federation (BPF), and The European Plastic Pipes and Fittings Association (TEPPFA) in which I sit within their sustainability working groups. I joined the construction industry being aware that it accounts for around half of the world's GHG emissions and is fundamental to us achieving net-zero as a nation, and species.

Being passionate about sustainability, and with the G4C representing the future of the construction industry, I am keen, as a G4C Regional Chair, to help broaden our generations understanding of sustainability, as well as broaden my own skillset and knowledge within the other elements of construction. It is my aim to connect with more people within our industry and to show them the benefits of coming together as a collective within the G4C.

Our Speakers: Future Climate

Panellist



Sameer Pethe
Resilience Lead, BRE

Sameer recently assumed the role of Innovation Lead for Resilience at BRE, bringing a wealth of expertise in disaster risk reduction, climate change adaptation, and infrastructure resilience particularly from the global south.

His diverse experience, spanning over 13 years, encompasses collaborations with local, national, multilateral, and international entities such as RedR, UNICEF, UNDRR, and the Coalition for Disaster Resilient Infrastructure (CDRI). Sameer has successfully led projects in disaster-affected areas, conducted impactful public policy research, and played a pivotal role in establishing an international organization for a national government.

As a civil engineer with a master's degree in infrastructure planning from UCL, Sameer specializes in the intricate interplay between climate change, disasters, and human systems, to develop a nuanced understanding of the challenges and solutions within the realm of resilience. His recent focus involves spearheading efforts in climate and disaster resilience for infrastructure systems, risk-informed governance, and resilient recovery and reconstruction.

Panellist



Roxana Vornicu
Research Associate, Kings College London

Dr. Roxana Vornicu, a practicing construction and procurement lawyer, joined King's College London as a Research Associate in 2020. She holds a PhD in public procurement law from a doctorate program in Italy, the UK and France. Prior to joining King's, she was a post-doctoral fellow at the University of Turin, Italy where she focused her research on central purchasing bodies and a comparative review of framework agreements in the EU.

For the past three years, she has lectured at Saïd Business School, Oxford University, teaching about international treaties and their impact on construction contracts. She has also taught at Stuttgart University, the International Construction: Practice and Law (MBE) course, lecturing on collaborative construction contracts.

At King's, Roxana has been involved in several research programs, including one that looked into procurement strategies for incentivising collaborative delivery to optimise whole-life outcomes. She contributed to the drafting of the White Paper: 'Procurement Strategies for incentivising collaborative delivery to optimize whole-life outcomes' developed by King's Centre of Construction Law and the University of Cambridge Laing O'Rourke Centre for Construction Engineering and Technology and published by the Centre for Digital Built Britain (CDBB).

She worked on the report: 'Procuring Net Zero Construction' which was published by the Society of Construction Law and endorsed by the UK Government in the September 2022 'Construction Playbook' and 'Guidance on Promoting Net Zero Carbon and Sustainability in Construction.'

Our Speakers: Future Climate

Panellist



Chris Clarke
Performance and Improvement
Director, SCAPE Group

Chris joined SCAPE in 2015, with over 14 years of diverse experience working in Local Government, including leadership of organisational change and service improvement as well as capital programme and energy efficiency delivery in the built environment sector.

As Director of Performance and Improvement, Chris is responsible for environmental and social value policy and performance measurement, as well as providing strategic input into the improvement of SCAPE's service offering and the development of new products. He is also responsible for our group Risk Management strategy, infrastructure, and systems.

Chris is a steering group member for the Construction Leadership Council's Carbon Reduction Code and co-convenor of the sustainability group at the National Association of Construction Frameworks. Chris holds an MSc in Public Leadership and Management and is the proud father of two children.

Panellist



Dr Ben Smith
AtkinsRéalis

Dr Ben Smith is an Associate Director at AtkinsRéalis with 15+ years' experience working on climate risk and resilience both in the UK and internationally. He leads AR's work on urban climate resilience, with a particular focus on climate-resilient design, and the development of municipal adaptation strategies.

He is currently the climate resilience lead for Green City Action Plans for Cairo and Alexandria, and provides technical support to the Asian Development Bank to integrate climate resilience into project design.

Ben is a member of the Bristol Advisory Committee on Climate Change, providing independent technical advice to the City of Bristol in the implementation of its Net Zero and climate resilience goals.

Our Speakers: Future Society

Chair



Eloise Francis
Director of Innovation, BRE

Eloise is responsible for driving innovation, research, and technical excellence at BRE. She has extensive experience in leading change in diverse technical teams across engineering, real estate, property management, and construction projects. Alongside her considerable profile within the industry, Eloise has played a key role leading the construction and property sector in its approach to health, safety and wellbeing, and more recently enterprise risk, building safety and sustainability. Eloise sits on a number of industry forums including HSE's Construction Industry Advisory Committee (CONIAC) and the Construction Clients Leadership Group. She has previously held roles at Legal & General, Royal Mail and Capita, and works with English Heritage in a non-executive capacity on its Audit & Risk Committee.

Panellist



Polly Wilkinson
Head of BRE Academy

Polly Wilkinson is the Head of BRE Academy, a leading training provider for individuals and businesses in construction, manufacturing, real estate, infrastructure and public sectors.

As a passionate leader working within the built environment, Polly is highly focused on knowledge creation and dissemination. With her dedicated team at the Academy, she is continually improving the knowledge, skills and expertise of industry partners, sharing the science, innovation and research of BRE and embedding best practice. Polly enjoys working with customers to share the wealth of training experiences provided by BRE Academy to provide workforces with the opportunities they need to upskill and develop new skills for a sustainable future.

Prior to joining BRE in 2022, Polly spent more than a decade at Boston Borough, and South & East Lincolnshire Councils. Here she shaped commercial strategies and identified business opportunities while working with customers and stakeholders. She has always aimed to meet strategic business objectives whilst supporting people to make a difference to the places they live, work and visit.

Polly has a background in Heritage and Place Development, and holds a Bachelor of Arts in Conservation & Restoration.

Our Speakers: Future Society

Panellist



Jenny McLaughlin
Project Manager, Heathrow Airport

Jenny McLaughlin has worked within the airport industry for over 20 years. This began at East Midlands Airport as an Environment and Safeguarding Officer achieving ISO14001. The last 16 years have been at Heathrow Airport in a number of departments including Environment, Airside and now Infrastructure as a project manager.

Jenny has delivered a number of business changes, from new aircraft de-icing process, introducing new IT applications, building a remote coaching gate in the middle of a live terminal, to significant maintenance work to the Northern runway.

Jenny is dyslexic and has ADHD and believes that “the way that my brain is wired differently is an asset”. Jenny is a speaker at a number of industry events on ‘Systematic Inclusion’, bringing to life the criticality of accessibility if we are to truly ‘Build Back Equitable’. This is most evident in being a key player in creation of RIBA Inclusive Design Overlay published earlier this year.

Finally, Jenny is a member of the board for Get It Right Initiative (GIRI). GIRI is a group of industry experts, organisations and businesses dedicated to eliminating error and improving the UK construction industry.

Jenny advocates that each person should have an equitable seat at the table and creating a safe environment to challenge and improve the way we interact and build the world around us.

Panellist



Dan Gerrella
Associate Director, Liz Male Consulting (LMC)

Dan is associate director at Liz Male Consulting (LMC), a specialist communications consultancy for the construction and property sector.

A Chartered PR practitioner, he has spent his career in the built environment, working in the UK and internationally. This includes significant work related to corporate positioning and reputation, community engagement, and crisis and issues management.

One of his areas of expertise is construction innovation, working with LMC’s portfolio of clients to drive change in the industry. Whether supporting a start-up with its first steps into the sector or working with established businesses, Dan helps them to communicate their agenda to the people that matter most.

Dan is also a board director at the Chartered Institute of Public Relations (CIPR), which is responsible for maintaining professional standards and supporting lifelong learning in PR.

Our Speakers: Future Society

Panellist



Serena Williams 3/4D Visualiser, Bouygues UK

Serena Williams is a 3/4D visualiser at Bouygues UK. Working predominantly with the preconstruction team, she produces fully coordinated 3D and 4D construction visuals to aid the understanding of complex project sites for construction teams, stakeholders, and clients alike.

Joining the construction industry and Bouygues UK some nine years ago as a Graphic Designer, Serena is passionate about using her talents as a visual artist as a communication tool and has increasingly utilised Revit, 3ds Max and Synchro to enhance her outputs. She was appointed as 3/4D Visualiser to Bouygues UK in 2020.

Having achieved her initial goal to create 3/4D animation sequences, Serena continues to seek out ways to improve visual output during the preconstruction stage, working closely with BIM managers to ensure a fully coordinated design. She is currently trialling new technologies, such as enhanced sequence analysis by placing 4D models in gaming engines for use within tenders, building on Bouygues UK's reputation as a construction innovator.

Always pushing the possibilities of the virtual environment for construction, Serena is bridging the gap between BIM's technical data and the marketing and communication potential of that information - making complex construction solutions accessible for everyone to understand.

Our Speakers: Future Major Projects

Chair



John Oliver
Executive Director, Babcock

John is an Executive Director of Devonport Royal Dockyard Ltd, part of Babcock, and has accountability for the Major Infrastructure Projects at Devonport.

On graduation John joined BP plc and worked in a variety of technical and commercial roles before moving to a number of US Energy companies to develop and deliver energy projects in the UK, US and Eastern Europe. He joined BAA as Project Leader on Terminal 5 and on the successful completion of the project moved to BG Group as Global Head of Projects. In 2013 he was seconded to Karachaganak Petroleum Operating Company in Kazakhstan to lead the development of the Karachaganak Field. He joined Sellafield Ltd in 2016, initially as the Director responsible for the High Hazard Retrieval programmes, and latterly as Director of Projects before moving to Babcock in 2020. John is Chartered Engineer and is a Fellow of the Institution of Mechanical Engineers, Association for Project Management and the Institute of Directors and is a Freeman of the City of London.

Panellist



James Franklin
Digital Construction Lead, Kier

With a decade in the IT sector across the UK and Australia, James pivoted to become a Civil Engineer, seeking greater involvement in projects. Armed with 15 years of experience in significant ventures, including 11 years specialising in BIM James is currently dedicated to bridging the divide between Design and Build and operations. His focus lies in advancing digital handover and digital twinning, aligning with sustainability and the net-zero agenda.

Our Speakers: Future Major Projects

Panellist



Hannah Kitcherside
Director, Turner & Townsend

Hannah is a Director at Turner & Townsend, leading the Strategy and Transformation Team within Programme Advisory. She currently sits on the Executive of Lower Thames Crossing as the Commercial Partner Lead, looking after the cost and commercial managed service for the £9bn programme, which is industry leading in its approach to carbon reduction in construction.

Hannah started off her career in Project Management delivering some of the largest capital programmes in the UK and Europe, across a range of sectors spanning both Real Estate and Infrastructure, this has included Battersea Power Station, Schiphol Airport and the Transpennine Route Upgrade. Hannah now advises on the set up and transformation of major programmes, ensuring they are structured in the most effective way to enable their people, processes and supply chain to work together successfully.

Hannah is particularly interested in;

- How we create purpose-driven programmes that excite more diverse talent to join our industry and help to build the skills we need for the future.
- How the construction industry can reach net zero through innovation and cross-industry leaning.

Hannah hosts a podcast called Constructing Mindsets which is focused on breaking down the stigma associated with mental health in the construction industry.

Panellist



Karine Bartle
Head of Development for
Infrastructure Projects, Wincanton

Karine Bartle is Head of Development for Infrastructure projects at Wincanton, supporting large construction projects across rail, road and nuclear sectors. Karine and her team provide bespoke logistic solutions to support clients to deliver time and cost certainty of materials to each construction site and ensure visibility of materials across the supply chain.

Karine has 20 years' experience developing logistic solutions and supporting operational change for clients. Before joining Wincanton, Karine worked as a logistics consultant for 8 years and held a number of operational positions with JCB, McKesson and DHL.

Our Speakers: Future Major Projects

Panellist



Emma Whigham

Deputy Director for Market Management,
New Hospitals Programme

Emma is the Deputy Director for Market Management within the New Hospital Programme and with her team, tracks, builds and nurtures a strong, confident, and competitive market of suppliers and partners for the New Hospital Programme, creating an environment for the supply chain to invest with confidence and allowing the market to collaborate and innovate.

As a Chartered Civil Engineer and having over 20 years in engineering and infrastructure major programmes, Emma joined the New Hospital Programme from HS2, where she was Head of Change & Collaboration and prior as Alliance Relationship Manager for East West Rail.

In each of these role Emma has focused on creating positive change within the sector achieved through a combination of; creating and implementing delivery models; effective strategic relationship, cultural and market development; a comprehensive understanding of the sector, organisation, system, and people; supported by the technical understanding of change, transformation, programme, and project management.

Using this experience, Emma and her team are preparing to ensure that the market is ready to deliver the Programme's new hospitals that will integrate innovative national standards for NHS England's healthcare infrastructure, delivering improved value for money and enhanced social value.

Our Speakers: Future Delivery

Chair



Phil Wilbraham
BRE Trust Chair

Phil joined Heathrow in 2003 and became Expansion Programme Director in 2017 accountable for delivering Heathrow's third runway along with the infrastructure to support it. Previously as Development Director, Phil was accountable for all the Capital works at Heathrow. As Eastern Campus Programme Director, Phil, was accountable for the delivery of the airport's new Terminal 2. Before this, Phil led the completion of the £4.3bn construction of Terminal 5 and prior to that he led the £350 million Terminal 5 Landside Development Project.

Phil was previously Director of Civil Engineering with TPS Consult, where he was involved in private and public sector schemes from feasibility stage through to design, construction and completion. This included working for BAA on Terminal 5 and many other projects at Heathrow, Gatwick and Stansted, as well as with many other clients. Phil has also worked both overseas and in the UK as a civil engineer for DHV and Mott MacDonald.

Panellist



Tom Weld
Director, Burges Salmon

Tom advises a wide range of public and private sector clients on issues relating to construction and engineering projects and PFI agreements and has particular experience in advising on building safety issues and the requirements of the Building Safety Act 2022. He specialises in advising on dispute resolution – whether by way of negotiation, mediation, adjudication, arbitration or litigation. Prior to qualifying as a solicitor, Tom trained and worked as an architect and has an excellent insight into the specific issues and challenges faced by clients operating within the built environment sector.

Our Speakers: Future Delivery

Panellist



Adrienne Turner
Framework Manager at Southern
Construction Frameworks

Over the last four years, Adrienne has been a Framework Manager at Southern Construction Frameworks (SCF), a major construction procurement route managed by the public sector and based in the south of the UK and London.

During her time in the team, Adrienne has led on the collection and sharing of market intelligence and supply chain engagement on behalf of the framework, as well as guiding users and suppliers with framework use.

Adrienne's latest role includes the national representation of the G4C network in the Constructing Excellence Gold Standard Task force. Her primary focus includes the sharing of best practice and lessons learnt from the community of framework providers and users with young professionals and new entrants to the construction industry.

Panellist



Simon Cross
Modern Methods of Construction
Director, Mott MacDonald

Simon Cross is Mott MacDonald's Modern Methods of Construction Director focusing on accelerating construction transformation with major clients by deploying digital, MMC, DfMA and delivery models to improve productive and sustainable outcomes, in line with the Construction Playbook.

Formerly, he was Innovation and Digital Director with Mark Farmer's Cast Consulting and led BRE's strategic advisory group, including operating a digital solutions business to improve project performance.

Simon has held supply chain manufacturing and construction positions with Unite Students and Tarmac Group. He chairs a Construction Leadership Council group, leading on demonstrating smarter ways to design and deliver buildings, and is also chair of Constructing Excellence Performance Group.

Our Speakers: Future Delivery

Panellist



Rebecca Rees

Partner and Head of Public Procurement,
Trowers & Hamlins

Rebecca is a partner and Head of Public Procurement. She also leads the cross-firm Building a Safer Future team at Trowers & Hamlins. Rebecca is a leading national expert in public procurement law, consistently ranked as among the world's leading government contracts lawyers (Who's Who Legal and Chambers and Partners).

Rebecca has significant experience in advising clients in the public, private and third sectors on public procurement, subsidy control and building safety strategy issues. She advises clients on procurement strategy and structures, how to conduct flexible and compliant procurement procedures and compile objective and transparent evaluation models and guidance.

With particular interests in value-led procurement, social value and building safety, Rebecca is a member of the Working Group 11 for Procurement Competency, part of the Competency Steering Group (CSG), set up by the Industry Response Group (IRG) to tackle competency failings identified in the Hackitt Review, Building a Safer Future and sits on DLUHC's Procurement Advisory Group. Rebecca also represents Trowers & Hamlins on the Social Value in Housing Taskforce, led by HACT, which focuses on the further development of robust measurement and management of social value outcomes.

Rebecca also sits on the Advisory Council of Radioactive Waste Management, the public sector organisation established by government responsible for planning and delivering geological disposal of higher activity radioactive waste in the UK, and Chairs the Constructing Excellence Procurement Group.

Sponsors



Our Band 1 ranked construction legal practice is one of the largest construction and engineering teams in the country, with over 40 specialist construction lawyers.

We work with clients at every level of their development and delivery of complex infrastructure including all forms of construction dispute resolution. Our projects cross many specialist sectors including energy and utilities, transport and real estate, and we are a first port of call for truly innovative projects, particularly in the renewables and infrastructure sectors.

We span the UK, with lawyers qualified in England, Wales, Northern Ireland & Scotland. We also advise on international projects in Europe, the Americas, Africa & Asia.

Supporters



The CCLG is the only truly independent client group for private, public, and regulated clients - the recognised home for leading clients, offering the best value and lowest cost membership. The CCLG started life as the Construction Clients' Group in the early nineties as an independent client body representing both private and public clients. The Group is a not-for-profit organisation, funded by client members. At the start of 2017 the group evolved into what is now the Construction Clients' Leadership Group (CCLG), to reflect the importance of the leadership dimension to commissioning construction services.

Exhibitors



Achieve better results on your projects

Kingsfield Academy has provided support to the international engineering and construction industry for over 40 years. After starting life as a traditional claims company and decades of supporting our clients through consulting, the support of learning and continuous improvement in all its forms is now the centre of our services. Our primary focus is project-critical training and coaching solutions that address the commercial and contractual challenges of delivering profitable and capital-efficient major projects in an increasingly complex landscape. Our Programs cover critical capabilities such as managing scope, contract, risk, change, time and stakeholder relationships in projects. Together with these, and equally as important we focus on developing the essential leadership skills and behaviours such as emotional intelligence, resilience, systems thinking and sense-making so vital to leading through complexity and change.

Wincanton

Wincanton is a leading British supply chain solutions company. The Group provides business critical services including storage, handling and distribution; high volume eFulfilment; two-person home delivery; fleet and transport management; and network optimisation for many of the UK's best-known companies.

It is active across a range of markets including food and consumer goods; retail and manufacturing; eCommerce; the public sector; major infrastructure; building materials; and defence. With almost 100 years' heritage, Wincanton's 20,300-strong team operates from more than 160 sites across the country, responsible for 7,400 vehicles.

Across the construction sector, Wincanton has strong experience in delivering major infrastructure projects across the UK and provides dedicated services to optimise productivity and deliver cost certainty, linking every step of the process to ensure pinpoint visibility, traceability of materials, and effective consolidation of inbound and outbound goods.



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