

# BUILDING RESILIENCE

Rethinking our approach to construction



# CONTENTS

INTRODUCTION	3
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## REGIONS

UNITED KINGDOM	5
EUROPE	9
ASIA-PACIFIC	13
NORTH AMERICA	17
THE MIDDLE EAST	21
INDIA	25

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CONCLUSION	29
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With the global industry evolving so rapidly, construction today is unrecognizable compared to 50 years ago.

**The introduction of new technologies, the advancement of equipment, changing skill requirements, increasing demand for more innovative projects, and shorter time frames mean that things are changing and will continue to do so for the foreseeable future.**

The construction sector is one of the largest in the world economy. Due to its sheer magnitude and different layers, transformation takes time. So, when a threat or an opportunity appears, how does the industry come together to approach the situation, share its successes and build an ecosystem in which to thrive?

This report examines the first quarter of the year and explores the shape of the 2020 construction market, providing an insight into expected trends set to make the biggest impact. From the rise in the adoption of smart building technologies in the USA and the growth of modular construction in India to taking a deep dive into some of the world's most innovative and bold projects, this snapshot report delves into some of the most exciting developments of this year.

COVID-19 is one of the biggest threats this world has faced. This report sheds some initial light on its impact on the entire construction sphere and its effect on the rate of uptake on some of the outlined trends. However, the true extent of the crisis in our industry remains unknown. Nevertheless, there is a high level of confidence that innovation and technology will not take a back seat, and together we can push forward and build better.

*Now more than ever, I believe we need to come together to prepare and safeguard our society for the future.*

**2020 has not been the year we imagined and planned for. The construction industry is facing a turbulent few months as we all try to deal with the current pandemic.**

Now more than ever, I believe we need to come together to prepare and safeguard our society for the future. Construction and infrastructure are vital to our ability to collectively safeguard the health of our fellow citizens, and to educate, feed and house us all. We must keep building, and inevitably we will. The question is how do we build resilience into the industry and into the fabric of the built environment itself?

Digital engineering and remote-working technologies present opportunities for many organizations to continue with business in the face of change. Sharing innovation from colleagues around the world will help us all to advance collaboratively.

I've seen first-hand how the construction industry can overcome adversity and help rebuild following times of hardship. Construction was fundamental to crisis response and in the rebuilding process in my hometown of Houston after Hurricane Harvey three years ago.

Today, the industry has quickly geared up to deliver hospital beds for health services across the world and re-gearred manufacturing for PPE and health equipment. We can build on lessons learned in difficult times. Connecting people around the world will help us learn from one another and innovate.

We all have a responsibility to focus on the wellbeing of our people and our society whilst looking to the future to meet evolving opportunities and challenges. This is absolutely critical as we enter the second quarter of 2020.



**Nathan Doughty**  
Asite CEO



# REGION UNITED KINGDOM

The UK's Budget for 2020 indicates a huge boost for infrastructure with planned investment in roads, railways, affordable housing, and broadband over the next five years.

We are witnessing this same commitment to developing infrastructure and facilities from governments in India and the Middle East facilitated by technological advancements.

The drive to develop smart cities supported by BIM, modular construction, and digital twins looks set to characterize the industry globally over the next few years, and the UK appears to be preparing to lead the way.



## INSIGHTS

**65%** of the construction industry say they are either concerned or highly concerned about the outlook for the industry post-Brexit.

### SOURCES

<sup>1</sup> Construction Online

<sup>2</sup> PBCToday

<sup>3</sup> UK Government's 'Construction 2025'

## New Focus on Sustainable Supply Chains

In response to increased scrutiny of the construction industry and its environmental impact, companies are rethinking their approach to procurement.

Pierre-Francois Thaler, co-CEO of EcoVadis, argues that procurement professionals are in an ideal position to address sustainability issues as supply chain is the biggest lever for change.

As noted by Construction Online, buyers are more likely to seek out environmentally conscious suppliers, and suppliers will need to be able to demonstrate their green credentials.<sup>1</sup>

## Post-Brexit decline before stabilizing

65% of the construction industry say they are either concerned or highly concerned about the outlook for the industry post-Brexit.<sup>2</sup>

There is concern this may lead to a possible dip in construction activity in 2020; this requires the industry to build resilience and prepare itself for this suggested possible decline.

## BIM Level 3 by 2025

The UK Government and industry expect to move to BIM Level 3 by 2025.<sup>3</sup> This progression is key to the 'Digital Built Britain' strategy which will improve transparent data sharing capabilities.

Increased focus will also be placed on Digital Twins in an effort to keep up with rapidly evolving digital construction technology. We will see these developments benefit projects and government supply chains greatly over the coming years.

## Investment in budget 2020 for a decade of growth

Chancellor of the Exchequer, Rishi Sunak, announced £640 billion of gross capital investment into the UK's roads, railways, schools, hospitals, and power networks by the end of the Parliamentary term in a cash injection that will be triple the average over the last 40 years in real terms.

Sunak argues that "investing historic amounts in British innovation and world-class infrastructure, [we] will rebalance opportunities and lay the foundations for a decade of growth for everybody."

# NEWCASTLE

The UK's BIM Hub



REGION  
**UNITED KINGDOM**

### Newcastle has established itself as a leading force in the BIM industry.

Led by Northumbria University, the region is aiming to establish a £40 million International Centre for Digital Construction in the city. The center will act as a hub for the global construction sector, aiming to develop the region's reputation for BIM, virtual reality, smart cities, and cloud computing.

Newcastle University is also at the forefront of the industry with its world-first project to create a computer replica of the city. The digital twin allows experts to perform real-time testing to see how the city will react and deal with the challenges of the 21st Century, such as climate change and population growth.

In March 2019, the University also built a digital twin of their new Urban Sciences Building (USB). Embedded with 4,000 devices, the center was designed to work as a "Living Laboratory" and provide a testbed for urban sustainability.

The University aims to provide real-time visualizations and experimentation facilities in a digital online environment.

It is hoped that these projects will enable cities around the world to respond quickly and effectively to future threats, such as rising sea levels, natural weather events, drought, and energy shortages.

## OUTCOMES



### International Centre for Digital Construction

to act as a hub for the global construction sector



### Digital Twin

of the entire city of Newcastle



### 4,000 devices

to create a living laboratory

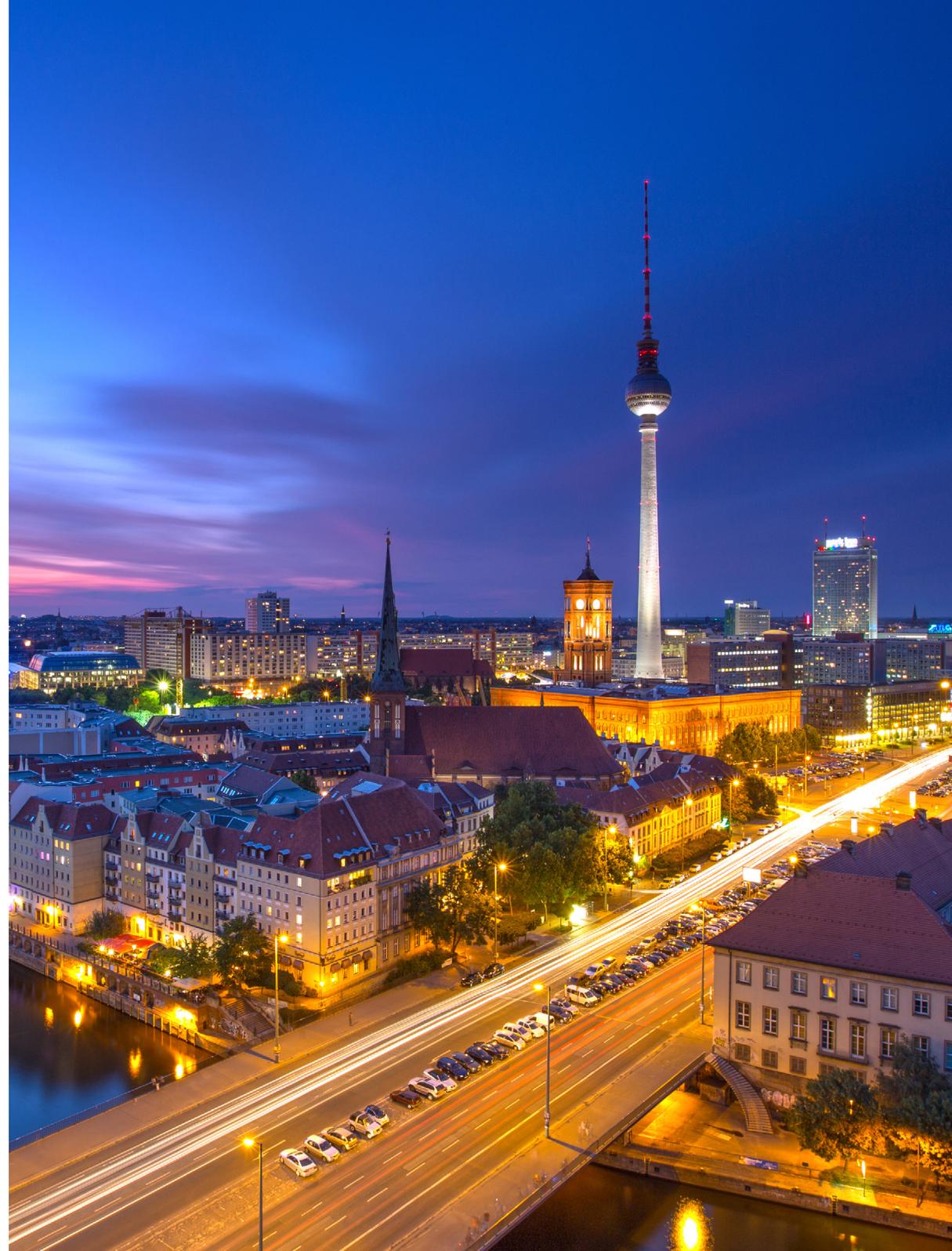


## REGION EUROPE

Europe has been experiencing growth in the construction industry. Despite being projected to continue, this may be disrupted following the COVID-19 pandemic as construction slows due to site closures and supply chain issues.

The projected growth, as also seen in the Asia-Pacific region and the Middle East, was due to the infrastructure sector becoming the dominant force in the market. Europe, similar to the UK and India, is directing its focus to sustainability as part of the European Green Deal plan.

This initiative is set to transform the construction industry in Europe over the next five years.



## INSIGHTS

Over the last six years, EU countries have experienced a **steady rise in construction activity**. While growth was set to continue with a projected CAGR of **4.4%** by 2023, COVID-19 will disrupt this.

## SOURCES

<sup>4</sup> European Construction Sector Observatory

<sup>5</sup> ConsTrack360

<sup>6</sup> ConsTrack360

<sup>7</sup> ConsTrack360

## Impact of European Green Deal

Building and renovating in an energy and resource-efficient way is one of the cornerstones of the European Green Deal.

We envision the construction industry will begin to feel the impact of the deal during the first months of 2020 as legislation ensuring the use of longer lasting products and recycled materials on EU sites comes into place.

## Strengthening ties between academia and construction

In the coming years, we will see more research and innovation surrounding sustainable construction. Sweden is leading the European field with initiatives to strengthen the link between academia and the industry, including its strategic innovation program 'Smart Built Environment'.

This embraces the new opportunities of digitalization and promotes the development of intelligent and sustainable cities.<sup>4</sup>

## Steady growth may slow

Over the last six years, EU countries have experienced a steady rise in construction activity.<sup>5</sup> While growth was set to continue with a projected compound annual growth rate (CAGR) of 4.4% by 2023, COVID-19 will disrupt this.<sup>6</sup>

Financial pressure and the reallocation of government investment will put strain on the industry, companies need to try and endure this without being permanently affected.

## Shift in growth to infrastructure sector

The EU will witness a shift in its growth from residential construction to the infrastructure sector, with an expected rise of 3.5% - 5.5% annually.<sup>7</sup>

As focus will be on the renovation of roads and railways, the number of medium to large scale business opportunities for companies working in this sector will rise.

# OOSTERWHEEL LINK



ASITE. PROJECT



REGION  
EUROPE

**The Oosterweel link is an infrastructure project taking place to complete the Antwerp Ring Road around the Belgian city. The project includes a number of sub-projects related to roads, viaducts, bridges, and tunnels in the city.**

Built by construction company Lantis, Oosterweel link is of vital importance to the region.

The third motorway connection in the area, the Oosterweel link will be approximately 15km in length. The project will incorporate motorways, roads, bridges, and a tunnel that will run under the River Scheldt connecting Belgian towns Ghent and Bruges to Antwerp.

The project will act as a functional link road, providing access to the port and the surrounding industrial and economic centers. Significant consideration was given to the environmental impact of such a project on the surrounding urban regions as well as quality of life and spatial planning.

Upon completion, the Oosterweel link will result in less traffic congestion, fewer accidents, and, as freight traffic through the city decreases, it will ensure an improved quality of life for residents in Antwerp.

This significant project will also improve accessibility to the city and the port, and the city's links to other regions, including major cities in Belgium, Germany, Luxembourg, and the Netherlands.

## OUTCOMES



**15km**

length of Oosterweel link



**4**

major cities connected



**1**

tunnel under the River Scheldt



## REGION ASIA-PACIFIC

**The dominant trend we were projected to see in the Asia-Pacific region was infrastructure growth and investment, something that is also occurring in other regions, including the Middle East and Europe.**

However, as things currently stand, it is unclear whether this trend will continue. If it does, there will be a rise in the use of smart technology, urbanization, and overall industry growth.

However, following COVID-19, the negative knock-on effects could mean a very different outlook for 2020, one which the industry needs to consider and prepare themselves for.



## INSIGHTS

The demand for new products in the construction equipment market is rising with an expected CAGR of **5%** between 2019 and 2025.

### Asian construction boom set to ease following COVID-19

The infrastructure and construction industries were projected to experience a boom in the coming five years with Asia forecasting a CAGR of 8.9% by 2023.<sup>8</sup>

COVID-19 will impact this growth as site closures across the region result in completion delays. Although sites are beginning to reopen, the initial issues will affect the industry.

### Australia's industry growth linked to infrastructure investment

From 2020, Australia's construction industry is set to regain growth momentum.

This growth is attributed to investment in the country's transport infrastructure, which will begin receiving an investment of US \$58.9 billion this year.<sup>9</sup>

We predict this growth will affect other areas of infrastructure development as more investment in the sector continues.

### Rising demand for construction equipment

The demand for new products in the construction equipment market is rising with an expected CAGR of 5% between 2019 and 2025.<sup>10</sup>

Smart technologies and their positive impact may be brought into focus, thus increasing their usage in the region. An example is the use of drones to conduct accurate and all-encompassing site inspections.

### Increase infrastructure investment linked to urbanization

Infrastructure will see strong investment across Asia-Pacific, linked to rapid urbanization in many countries in the regions. Vietnam had planned to increase urbanization from its current 27% to 45.2% by this year.<sup>11</sup>

Ho Chi Minh City is at the heart of this plan as it aims to become a megacity and Vietnam's first smart city by 2020.

## SOURCES

<sup>8</sup> ConsTrack360

<sup>9</sup> GlobalData

<sup>10</sup> Global Market Insights

<sup>11</sup> ConsTrack360

# HONG KONG DEVELOPMENT PROGRAM



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REGION  
ASIA-PACIFIC

In 2016, the Government of Hong Kong announced the implementation of a 10-year Hospital Development Plan and an investment of HK\$200 billion.

Two of the hospitals undergoing redevelopment are the Grantham Hospital in the Wong Chuk Hang area in Aberdeen and Our Lady of Maryknoll Hospital in the Wong Tai Sin area in New Kowloo.

The redevelopment of Grantham Hospital will provide an additional oncology center and three additional operating theatres. A Cancer Centre, an Ambulatory Care Centre, and a Clinical and Translational Research Centre will all be created during the redevelopment.

Designed by Wong & Ouyang (HK) Ltd architects, the redevelopment of Our Lady of Maryknoll Hospital project will construct a new hospital block following the demolition of the existing North and East wings. The Outpatient Department (OPD) Block will also be refurbished.

This 10-year plan is based on a people-first philosophy. Upon completion in 2026, it will deliver an additional 5,000 hospital bed spaces, 90 operating theatres and the capacity for an added 2,800,000 specialist outpatient clinic attendances annually. The Hospital Authority is committed to providing barrier-free access as well as embracing a sustainable design concept to protect the environment.

## OUTCOMES



**HK\$200 billion**  
investment program



**5,000**  
additional hospital beds



**2,800,000**  
additional capacity of specialist  
outpatient clinic attendances



## REGION NORTH AMERICA

**Industry growth, as seen in other regions, was set to become a key trend in North America this year.**

Resilience is required as the COVID-19 pandemic is already altering and impacting all areas of the industry. This includes the steady rise Canada was set to experience and the development of infrastructure across the region.

The push towards smart cities, as also seen in the Middle East, is set to continue as North America pushes to remain the leader in this field seeking out more investment in smart technology.



## INSIGHTS

Under the Airport Improvement Program, the US Federal Government plans to invest **\$3.2 billion** in the development and modernization of aviation facilities in the country.

### SOURCES

<sup>12</sup> GlobalData

<sup>13</sup> BuildForce Canada

<sup>14</sup> Mordor Intelligence

### Steady growth impacted by COVID-19

Construction in the US was expected to have a CAGR of 2.22% by 2022.<sup>12</sup>

This growth is set to be affected by the COVID-19 pandemic regardless of a promised government stimulus package.

The sector is witnessing a steady increase in project stoppages, which will affect the industry overall.

### Declining demand for workforce

The collapsing price of oil and the impacts of COVID-19 are set to change predictions that the North America market, in particular Canada, would witness a growing labor demand.<sup>13</sup> The increase was linked to major public transportation, infrastructure, utility, liquefied natural gas, pipeline, and health service project.

However, the region is now seeing a decline in demand for workers. Despite the setback, markets are expected to bounce back. There are positive signs that the energy market's project pipeline is steady.

### Aviation upgrades to set precedent

Under the Airport Improvement Program, the US Federal Government plans to invest \$3.2 billion in the development and modernization of aviation facilities in the country.

We predict that this commitment will set a precedent, as according to the American Society of Civil Engineers, a wide scope of repairing, upgrading, and modifying works is required throughout the USA.

### North America Smart City dominance to continue

The smart city platform market is expected to register a CAGR of 18% between 2020 and 2025.<sup>14</sup> North America is already the leading region in the area.

We will see this dominance continue and grow as the adoption of smart building technologies becomes common practice in the US with future focus on transportation and energy. New York's MTA will become part of this program as it continues its current transformation.

# METROPOLITAN TRANSPORTATION AUTHORITY



ASITE. PROJECT



REGION  
NORTH AMERICA

## In 2019, the New York City Metropolitan Transportation Authority (MTA) announced a Capital Plan for 2020-2024.

It is hoped the new plan will deliver a faster, accessible, and more reliable transport network with expanded network capacity to more communities region-wide.

The MTA Capital Program 2020-2024 is the largest ever transformational plan of the MTA system, which will see a \$54.8 billion capital investment across all MTA assets.

One of the major commitments of the program is to begin moving towards full accessibility across the network. ADA accessibility projects are planned for 70 stations, which will

serve over 60% of passengers. A focus on sustainability and a move towards zero-emissions is also a priority for the program, with an unprecedented investment of over 1,900 subway cars and 2,400 new buses – including 500 zero-emission All-Electric Buses. This will improve air quality and invest in sustainability.

The last order for a non-electric bus will be made in 2029, with an All-Electric Bus fleet by 2040.

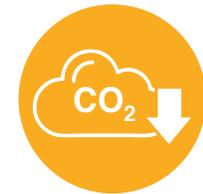
The MTA Capital Program will introduce several key improvements, including the reduction of greenhouse gases, with an estimated 17 million metric tons being avoided annually, making New York the US's most carbon-efficient state. The program will also create 7,300 jobs for every \$1 billion in MTA Capital Investment.

## OUTCOMES



**500**

zero-emission All-Electric buses introduced



**17 million metric tons**

reduction in greenhouses gases



**7,300**

jobs created per \$1 billion in MTA Capital Investment



## REGION THE MIDDLE EAST

**Tourism has taken center stage as the oil-dependent nations in the Middle East look to diversify their economies, and this has been reflected in the types of construction projects we are witnessing the region.**

However, as COVID-19 forces most countries to adopt travel bans and quarantine policies, tourism drivers such as pilgrimage season and Dubai's Expo 2020 later in the year may be impacted.

That said, some businesses and investors in the region, specifically Dalma Capital, are reporting a rise in opportunities in the market – namely, e-commerce, and logistics and warehouse real estate.<sup>15</sup>



## INSIGHTS

The Smart Dubai 2021 strategy has seen the Government launch over **100 smart initiatives** and more than **1,000 smart services** in less than three years.

## SOURCES

<sup>15</sup> Construction Week Online

<sup>16</sup> GlobalData

<sup>17</sup> MordorIntelligence

<sup>18</sup> GlobalData

<sup>19</sup> MordorIntelligence

## Pace of Industry Growth in the Middle East Set to Accelerate

2020 will mark a pivotal year for the construction industry as the region moves towards breaking the market's total dependency on oil.

The pace of growth in the region is forecasted to accelerate over the next four years, reaching 4.9%.<sup>16</sup> However, this growth will likely be impacted by the COVID-19 pandemic in the short-term with supply-chain restrictions from China.

## Substantial Infrastructure Development in Dubai in preparation for Expo 2020

Despite the global pandemic, Dubai will continue to prepare for Expo 2020, adjusting planned preparations as required. Over the coming months, numerous infrastructure projects will be completed to accommodate the needs of the huge 173-day event.

Industry data shows that, as of March 2018, the total value of the top 10 active projects linked to Expo 2020 will exceed AED 120 billion.<sup>17</sup>

## Construction Output Forecast to Grow in Saudi Arabia by 3.8%

Saudi Arabia remains the largest regional construction market in the Middle East. With projects, such as Saudi Aramco's Fadhili Gas Plant, which support the Kingdom's Vision 2030 plan to diversify the economy and reduce domestic oil dependency, the market will continue to grow.

However, any projected growth related to tourism infrastructure will likely be curtailed due to COVID-19.<sup>18</sup>

## Dubai Positioned to be the World's 'Smartest' City

The Smart Dubai 2021 strategy has seen the Government launch over 100 smart initiatives and more than 1,000 smart services in less than three years.

The ambitious roadmap is demonstrative of a mission to position the city at the forefront of innovation; everything from smart transport solutions to free high-speed Wi-Fi will be implemented to help enhance Dubai's reputation and investment capabilities.<sup>19</sup>

# DUBAI SOUTH



REGION  
**THE MIDDLE EAST**

Previously Dubai World Central, Dubai South is an emerging 145 sq km city billed as an economic zone to support logistics, aviation, commercial, exhibition, humanitarian, residential, and other related businesses around Al Maktoum International Airport. The development is a manifestation of the urban and societal themes outlined in the Dubai Plan 2021.

Launched in 2006, the city within a city, also referred to as The City of You, is based on a vision to create a sustainable, healthy, and happy environment. It will comprise of eight districts built around what will soon be the world's largest airport with a planned annual capacity of 12 million tons of cargo and 160 million passengers.

Over the past few years, the United Arab Emirates has been making a conscious effort to diversify its economy and establish itself as a next-generation destination. Dubai South offers a unique business proposition for global and local investors eyeing investments in the city.

The development is projected to sustain a population of a million and create 50,000 jobs.

This strategically-located self-sustainable city, identified as the Emirate's flagship urban project, seeks to empower people and facilitate innovation. As a pivotal hub in the global economy, Dubai South's economic platform supports every conceivable kind of business and industry. Notably, the Exhibition District will be the site of the landmark World Expo 2020.

## OUTCOMES



**145**  
sq km city



**1 million**  
people sustained  
within the city



**50,000**  
job opportunities



The construction industry in India is on its way to becoming the third-largest market in the world, mainly as a result of significant government investment.

Much like the EU, the Indian Government has demonstrated a strong interest in sustainability and renewable energy sources.

This commitment will have significant implications on how the nation responds to increasing urbanization and presents India with the opportunity to lay the blueprint for how countries respond sustainably to growing housing and infrastructure demands.



## INSIGHTS

The energy and utilities construction market are expected to record a CAGR of **10.83%** over the next couple of years.

### Expansion of the Construction Industry Continues

Driven by government efforts to develop the nation's infrastructure and housing sector, the country's construction sector is on course to emerge as the third-largest in the world by 2025.<sup>20</sup>

This segment is estimated to be worth more than US\$690 billion by 2023. That said, uncertainty is not good for development and spread of the COVID-19 virus may impact investment decisions.

### Growth of the Modular Construction Market

Along with an increase in BIM usage, modular and prefabricated construction projects are expected to gain popularity to help expedite residential and commercial building projects.

Considering the Government's focus on sustainability and energy-efficiency, this projection makes sense. Moreover, statistics indicate that the modular construction market will stand at \$157 billion by 2023.<sup>21</sup>

### Energy and Utilities Market Growth

The energy and utilities construction market is expected to record a CAGR of 10.83% over the next couple of years.<sup>22</sup>

The Government is aiming to increase the nation's share of renewable energy in terms of total energy consumption by encouraging investment in renewable energy infrastructure. It sought to generate 175GW of electricity through renewable sources by this year.

### Increase in Large-Scale Government Investments

Initiatives, such as Housing for All and Smart City Mission, are representative of the Government's mission to strengthen India's housing, ports, railway network, roadways, and water supply.

However, as noted by the Governor of the Royal Bank of India, the Indian economy is not immune to coronavirus pandemic; the spread of the virus may affect investment and the timeline for these developments.

#### SOURCES

<sup>20</sup> KMPG

<sup>21</sup> Entrepreneur India

<sup>22</sup> GlobalData

# CHENAB RAILWAY BRIDGE



**The Chenab Railway Bridge is part of the ambitious Baramulla—Srinagar—Udhampur railway line mega-project in Northern India, which has been billed by the Indian Economic Times as “the most challenging railway infrastructure project being undertaken post-independence.”**

The arched bridge is under construction in the Reasi district of Jammu and Kashmir, and will connect Baramulla to Jammu via Udhampur – Katra – Qazigund with a travel time of six-and-a-half hours. The journey currently takes 13 hours.

The project is being led by Konkan Railways Corporation and will be the

world’s highest rail-way arch bridge with a deck height of 359m (35m taller than the Eiffel Tower in Paris). The total length of the bridge is 1,315m and the main arch span is 467m measured from the surface of the river below. Thus, Chenab Bridge is the tallest and longest-spanning railway bridge of its type in the world. It also contains approximately 25,000 tons of steel.

Located across the Himalayan mountain range, the geological conditions of the region are infamously difficult: the project passes through major geological fault zones and the geological strata vary. In response to this, the project is designed to resist earthquakes of a magnitude of 8 on the Richter scale and high-speed winds of up to 171 mph.

Economic progress in Reasi has been rather slow; the bridge and the railway, in general, will provide better connectivity to the rest of the country for these very isolated areas to facilitate economic development and encourage tourism.

## OUTCOMES



**25,000**

tons of steel used to construct the bridge



**Resistant**

magnitude of 8 on Richter scale



**171 mph**

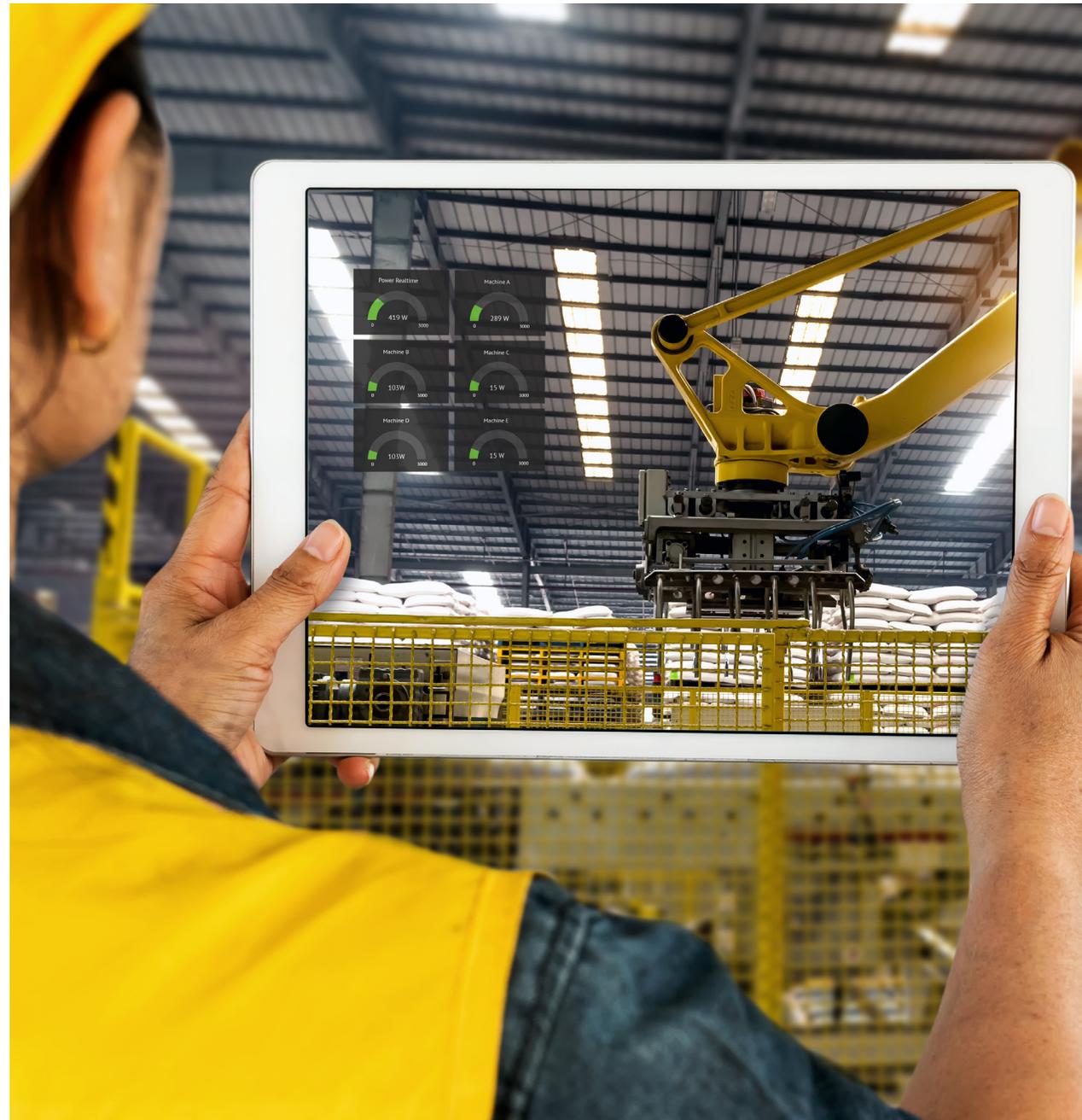
high-wind speed resistant

## CONCLUSION

Industry growth was projected across the board for 2020 and, with this optimistic outlook, we've seen significant government investment and anticipated the return on this investment in the form of healthy industry growth. However, the global spread of COVID-19 and the developing economic fallout seem set to undermine these projections.

With climate change a huge topic last year, much of the conversation in early Q1 was focused on sustainable building, procurement, and energy. As public engagement with the issue deepened and attitudes shifted, we saw the UK, Europe, and India outline big commitments at a policy-level. However, the question now is whether these commitments will be upheld as public and corporate priorities shift amidst the pandemic.

Digital engineering and a drive to build better were perceptible across all of our regions of interest. While the UK projected a progression to BIM Level 3, countries in North America and the Middle East prepared themselves to dominate the smart city market. Unfortunately, with workforce shortages and closing sites, the projected timelines for these ambitious projects will likely be affected. That said, this doesn't mean that technology and innovation will take a back seat as there is a good chance that the answer to mitigating the impact of the virus will lie here.



*Now is not the time to operate in silos.*

Similarly, urbanization seemed positioned to continue as an important topic of conversation in Q2, particularly in India and the wider Asia-Pacific region. As noted by the World Economic Forum, “few trends have matched the economic, environmental, societal impact of rapid urbanization.” In light of the coronavirus outbreak, we will likely see conversations surrounding the relationship between urban development and new or re-emerging infectious diseases dominate discourse next quarter.

Notably, the UAE has so far remained resolute in its continuation of large-scale development projects. This apparent readiness and relative resilience may be due, in part, to the fact that this is the second coronavirus outbreak to affect the Middle East (MERS in 2012). The response of the industry in this region, and its lessons learned, could provide a starting point for establishing a flexible and pragmatic operating model in the coming months.

McKinsey, for example, is calling for the establishment of integrated ‘nerve centers.’ These are “an efficient means of coordinating an organization’s active response to a major crisis endowed with enterprise-wide authority, which

would enable leaders and experts to test approaches quickly, preserve and deepen the most effective solutions, and move on ahead of the changing environment.”

The construction sector already has a culture of modeling and analyzing data, and these skills are transferable. We believe that the focus from now and through Q2 should be designing strategic models that are, as asserted by McKinsey, “based on adequate stress testing of contextualized hypotheses and scenarios.” These should prioritize safeguarding operational viability, building resilience and, most importantly, protecting workers.

If there is anything to be taken away from this report, it is that the interdependence of regional construction industries has never been more apparent. Materials, equipment, contractors, labor, supply chains, and technology are sourced from around the world. So, while trends and developments may vary between nations and regions, the integration of markets and economies along with the unprecedented reach and flow of information means that any strategy should be both regionally engaged and globally responsive – **now is not the time to operate in silos.**

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Asite's platform enables organizations working on large capital projects to come together, plan, design, and build with seamless information sharing across the entire supply chain.

Asite SCM is our supply chain management solution, which helps capital project owners and Tier-1 contractors to integrate and manage their extended supply chain for delivering on capital projects. Asite Common Data Environment is our project portfolio management solution, which gives you and your extended supply chain shared visibility of your capital projects. Together they enable organizations to build digital engineering teams that can deliver digital twins and just plain build better.

The company is headquartered in London's Tech City and has regional offices in New York, Houston, Dubai, Sydney, Hong Kong and India.

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