

March 3-5, 2025 | Dallas, TX

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Advancing Construction Operational Excellence²⁰²⁵

Direct & Manage Organizational Innovation to Drive Greater Productivity, Profitability & Sustain Organizational Resiliency

30+ Expert Speakers Include:



Todd Wynne
Chief Innovation
Officer
Rogers O'Brien
Construction



Robert Leon
Chief Innovation
Officer
STO Building Group



Haley Hassler
Director of Operations
Strategy
Barton Malow



Chris Weir
Director of Project
Delivery
Aldridge Electric



Michele Penning
Business
Improvement
Manager
Power Design, Inc.



Theresa Wagner
Operating Group
Lean, Innovation &
Quality Director
Mortenson

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Advancing
Construction

WELCOME

SPEAKERS

AGENDA

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Create the Leaders of Tomorrow Through Next-Generation Workforce Development

Advancing Construction Operational Excellence²⁰²⁵
March 3-5, 2025 | Dallas, TX

WELCOME

SPEAKERS

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What our speakers have to say:

“ [I enjoyed] meeting with like-minded people in the industry to understand the challenges and corrective actions they are taking. ”

Vice President of Project Management, **AMPAM Parks Mechanical**

“ The content was extremely relevant to what my company is dealing with and the speakers brought good insight on how to overcome challenges. ”

Director of Field Operations, **MCL Construction**

Many contractors have experienced significant growth in recent years, but with the industry now facing uncertainty from inconsistent client spending and employee turnover, it's essential to identify opportunities to streamline workflows, create more attractive work environments, and ensure consistent high-quality services.

Join us at the 5th annual **Advancing Construction Operational Excellence** to benchmark and learn from other pioneering **Business Executives & Operations leaders** from top US contractors uncovering opportunities for and driving actual business transformation through operational effectiveness, greater organizational alignment, more intelligent decision-making, and the development of future leadership talent. This March, navigate changing business pressures and refine your strategy accordingly to maximize client retention and profits.

Ensure the quality and consistency of your services at scale, with a more engaged workforce than ever before, to **remain the contractor of choice for clients and employees alike** in 2025 and beyond!

KEY BENEFITS OF ATTENDING



Implement Innovative Strategies for Process Improvement

Uncover the people, tools and processes required for Operational Excellence through a range of session formats. Presentations, Panels & Roundtables offer the unique opportunity to collaborate with peers in more regular interactive discussions and create practical, actionable solutions that will enable you to bolster your current operating model.



Fulfill Your Firm's Long-Term Growth Strategy

Gain a clear understanding of how to ensure your Operational Excellence teams and resources contribute to overarching business objectives. Establish best practices for identifying and prioritizing areas requiring process improvement and translating these into initiatives through world-class teams.



Create Alignment Between Teams & Departments

Whether COO, Operational Excellence, or Project Manager, our comprehensive program will deliver the insights you need to ensure your firm not only develops robust strategies but also executes them effectively.



Maximize Your Return on Investment

Seize the opportunity to benchmark your strategies and processes against leading US contractors through interactive sessions and networking opportunities. This is your golden opportunity to identify gaps in your own approach and get your burning questions answered by the best so you can maximize efficiencies in your firm.



Stay Ahead of the Competition

As industrialized construction and collaborative delivery models become more prevalent, it's crucial that your operating model adapts to fully embrace these shifts. Learn from experts who have successfully developed teams, strategies and organizational design around off-site operations to ensure your firm stays aligned with the future direction of the industry.

Your 30+ Expert Speakers

Advancing Construction
Operational Excellence²⁰²⁵
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Chief Innovation Officer
Rogers O'Brien
Construction



Robert Leon
Chief Innovation Officer
STO Building Group



Michelle Palys
Vice President
of Performance
Excellence & ESG
Graycor



Lutalo Webb
Vice President of Data
& Technology Strategy
Guarantee Electrical
Company



Randy Duncan
Vice President of
Operations
Elford



Theresa Wagner
Operating Group Lean,
Innovation & Quality
Director
Mortenson



Collin Sutt
Conference Chair
American Contractors
Insurance Group



Virginia Cosgriff
Director of Operational
Excellence
McGough



LaShira Champion-King
Quality, Lean &
Innovation Director
Walbridge



Javier Glatt
Co-Founder & CEO
cmBuilder.io



Matt Schaeffer
Director of Operational
Excellence
The Weitz Company



Haley Hassler
Director of Operations
Strategy
Barton Malow



Gerrit Heinrichs
Global Lean Director
Keller



David Pounds
Vice President of
Enterprise Solutions
Flintco, LLC



Adam Krob
Director of Information
Technology, Field Audit
& Process Improvement
Boh Bros.
Construction Co.



Seth Cheever
Director of Operational
Excellence
Stiles Construction



Stephen Neeson
Senior Vice President
of Technical Operations
STO Building Group



Gabe Stephens
Senior Operational
Excellence Manager
Lease Crutcher Lewis



Chris Weir
Director of Project
Delivery
Aldridge Electric



Kelly Mosher
Lean Manager North
America
Keller



Teresa Williams
Director of Operational
Excellence
Flintco, LLC

Your 30+ Expert Speakers

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WELCOME



Kristin Peterson
Operational Excellence
Associate
The Weitz Company



Jennifer Lacy
Building Forward &
Lean Practice Leader
Robins & Morton



TJ Fernandez
Division Safety Director
Robins & Morton



Emerson Dority
Lean Manager
**Turner Construction
Co.**



Michele Penning
Business Improvement
Manager
Power Design, Inc.



Leonardo Torres
Operational Excellence
Manager
**Gilbane Building
Company**



Dana Galvin Lancour
Vice President
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Communications
Barton Malow



Ben Carter
Director of Construction
Innovation
REEDER Construction



David Maser
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IMC Construction



Fernando Garcia
IT Solutions Architect
**Talley Riggins
Construction Group**



Kala Kapahalou
Talent Acquisition
Manager
Good Fellow Bros



Jim Guntorius
General
Superintendent
**Talley Riggins
Construction Group**



Nick Jackson
Superintendent
Robins & Morton

SPEAKERS

AGENDA

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▀▀ Good networking with larger GC's, introduction to some new interesting technologies [and] good flow of [the] conference. ▀▀

Project Manager, Blach Construction

Streamlining Operational Excellence Strategies & Teams

9.00 Registration & Coffee

Workshop A

10.00-12.00

Developing a Robust Operational Excellence Strategy & Resource to Build a More Resilient, Profitable Organization

- Crafting a long-term Operational Excellence strategy that aligns with overall business goals, enhances agility, and drives sustainable growth
- Understanding what a successful Operational Excellence team consists of, it's organization, and integration with the wider business: Is it more beneficial to have staff dedicated to certain business areas or take on a more generalized approach?
- Strategizing how to address the plethora of business improvement requirements, while working with limited resources

Workshop Leader:



Gabe Stephens
Senior Operational
Excellence Manager
**Lease Crutcher
Lewis**

12.00 Lunch

Workshop B

1.00-3.00

Aligning Your Resource Behind the Initiatives That Will Support Business Strategy & Maximum Growth

- Approaching strategic planning with all executive leaders in the room to build your Operational Excellence strategy and goals
- Developing KPIs to monitor the health and impact of your Operational Excellence program to know you are positively influencing change in line with business goals
- Utilizing metrics and data to demonstrate ROI of specific initiatives and secure further support from leaders regarding the value of the Operational Excellence to their business and its bottom line

Workshop Leader:



Virginia Cosgriff
Director of Operational
Excellence
McGough

3.00 Afternoon Refreshments

Streamlining Operational Excellence Strategies & Teams

Workshop C

3.30-5.30

Scaling Your Program to Sustain Impact & Efficiency Amid Rapid Organizational Growth

- Creating visionary growth while maintaining alignment with the industry and keeping the train on the tracks
- Getting the organizational infrastructure in place to allow for changes and growth while maintaining operational excellence
- Discussing the challenges faced with maintaining excellence and culture through periods of growth, both in terms of operational excellence programs and wider business challenges
- Maintaining structure around technology, data, and process without killing the innovative and entrepreneurial spirit

Workshop Leaders:



Robert Leon
Chief Innovation
Officer
STO Building Group



Stephen Neeson
Senior Vice President
of Technical
Operations
STO Building Group

5.30 End of Pre-Conference Workshop Day

■ ■ The approach of discover/develop/group discussion for the breakouts was very effective for identifying immediate takeaways and creating connections with attendees. ■ ■

Director of Production Support, **Flintco, LLC**

■ ■ The attendees were fantastic and very engaging ■ ■

Director of strategic Account, **Clearstory**

Conference Day 1

Tuesday March 4, 2025



7.00 Coffee & Registration



Collin Sutt
Conference Chair
American Contractors
Insurance Group

7.50 Chair's Opening Remarks

Achieving Firm-Wide Operational Excellence Alignment



Todd Wynn
Chief Innovation Officer
Rogers O'Brien
Construction

8.00 **Bolstering Team Health: The Ultimate Leading Indicator to Project Outcomes & Profitability**

- Creating shared language and understanding of what 'team health' means within and across organizations
- Understanding the link between team operational effectiveness and business profitability
- Experimenting with psychological techniques to measure team health, including sentiment analysis
- Targeting collaboration and alignment to tackle challenges with mental health across the industry



Theresa Wagner
Operating Group Lean,
Innovation & Quality
Director
Mortenson

8.40 **Building Top to Bottom Buy-In that Integrates the Pursuit of Excellence into the Fabric of Daily Operations**

- Creating alignment to the goals of senior leadership by leveraging a clearly defined organizational culture
- Empowering key operational leaders to enact business-level change in line with these goals
- Ensuring team members connect their role to operational excellence and, in turn, increase overall engagement



Gerrit Heinrichs
Global Lean Director
Keller

9.20 **Effectively Setting the Direction for & Managing Change at All Levels to Embed Improved Tools & Processes**

- Assessing the appropriate level of detail in new processes to ensure they are practical for staff to follow, without overcomplicating and overwhelming them
- Gaining insight into different personality types within the organization to effectively manage and sustain engagement during change initiatives
- Determining the extent to which pockets of resistance should be addressed to minimize impact on those who are willing to engage in improvement initiatives
- Creating feedback loops to assess the success of process changes and determine when they're fully optimized



Kelly Mosher
Lean Manager North
America
Keller



10.00 Morning Refreshments & Speed Networking

Managing Process Change



Michele Penning
Business Improvement
Manager
Power Design, Inc.

10.40 **Discover: Developing a Framework to Investigate, Test, Design & Re-Design a Strategy to Deploy Business Change**

- Determining a staged approach for piloting a process change
- Leveraging project and region-specific insights to ensure a fit for purpose company-wide implementation strategy
- Highlighting best practices for developing training materials and frameworks to reinforce change



LaShira Champion-King
Quality, Lean &
Innovation Director
Walbridge

11.10 **Discover: Establishing Effective Knowledge-Sharing Structures to Support Workforce Development & Higher Quality Project Delivery**

- Evaluating models to incentivize and enable knowledge sharing among various operational groups
- Selecting group representatives to get a collective voice on best practices across business functions, and how they can be embedded into the day to day
- Maximizing the use of construction management software and practices to facilitate knowledge sharing

Conference Day 1

Tuesday March 4, 2025

11.40 **Develop:** Creating a Manageable & Scalable System to Identify & Resource Areas Requiring Improvement

- Fostering a culture that empowers staff to get involved with Operational Excellence and suggest improvement initiatives
- Establishing an effective system for uncovering areas in need of improvement
- Implementing clear criteria around initiative selection to ensure democracy and clarity across the organization



Michelle Palys
Vice President of Performance
Excellence & ESG
Graycor Construction



Leonardo Torres
Operational Excellence
Manager
Gilbane Co.



Michele Penning
Business Improvement
Manager
Power Design, Inc.

12.10 **Action:** How Are You Going to Improve Resourcing & Monitoring Improvement & Change Going Forwards?



Javier Glatt
Co-Founder & CEO
cmBuilder.io

12.20 **Live Demo: cmBuilder.io - Fast, easy and fun 4D for everyone**



12.30 **Lunch Break**

Fostering Technological Enablement

1.30 **Discover:** Selecting Technology to Integrate With & Enhance Your Current Tech Stack & Workflows



David Pounds
Senior Vice President
Flintco, LLC

- Understanding and maximizing the value of tools already in your tech stack to determine if a new tool is really necessary
- Determining when your company has reached the inflection point that justifies investment into a new tool
- Cutting through the noise to identify tools that will provide tangible organizational impact

2.00 **Develop:** Exploring the Emerging Technologies with the Biggest Impact on Field Productivity

- Developing robust selection criteria for technology to improve field productivity
- Scrutinizing the effectiveness of emerging tools claiming to enhance field productivity, site logistics and lean delivery
- Making informed decisions on which technologies are worth investing time and resources in



Randy Duncan
Vice President of
Operations
Elford



Gerrit Heinrichs
Global Lean Director
Keller



David Pounds
Senior Vice President-
Enterprise Solutions
Flintco

2.30 **Action:** Comparing & Contrasting Tools in Your Tech-Stack to Uncover Opportunities For Enhancement



2.40 **Afternoon Refreshments**

Balancing Productivity & Business Improvement

3.10 **Discover:** Optimizing Your Recruitment Process to Secure Top Talent



Kala Kapahalou
Talent Acquisition
Manager
Good Fellow Bros

- Collaborating with HR to enhance recruitment policies and job advertisements to make your business more appealing to candidates
- Finding experienced candidates for advanced roles within the organization
- Assessing interview techniques that effectively evaluate cultural fit and leadership capabilities

Conference Day 1

Tuesday March 4, 2025

3.40 **Develop: Staffing & Resourcing Continuous Improvement Initiatives in a Project-Driven Organization**

- Discussing the benefits of establishing dedicated improvement teams and how this can scale to your business need
- Ensuring involvement of end-users without impacting day to day productivity
- Developing systems to monitor the potential negative impact of process change on business productivity and intervening when that goes wrong



Chris Weir
Director of Project Delivery
Aldridge Electric



Virginia Cosgriff
Director of Operational Excellence
McGough



Teresa Williams
Director of Operational Excellence
Flintco, LLC

4.10 **Develop: Evaluating Emerging Workforce Preferences to Inform the Way You Hire & Resource Projects**

- Confronting the issue of rising labor costs and how you can mitigate overall inflation with effective L&D systems
- Exploring ways to incentivize geographic motility in an age of different expectations of work/life balance
- Building a pipeline of entry-level talent to maintain long-term business prosperity



LaShira Champion-King
Quality, Lean & Innovation Director
Walbridge



Kala Kapahalou
Talent Acquisition Manager
Good Fellow Bros



Collin Sutt
Conference Chair
American Contractors Insurance Group

4.40 **Chair's Closing Remarks**

4.45 **End of Day One**

“The Advancing Construction Operational Excellence conference helped refresh my thinking about approaching people and process improvement in my organization.”

Director of Operational Excellence, **Stiles Construction**

Conference Day 2

Wednesday March 5, 2025



7.30 Coffee & Registration



Collin Sutt
Conference Chair
American Contractors
Insurance Group

8.15 Chair's Opening Remarks

Becoming a Digitalized Organization



Lutalo Webb
Vice President of Data
& Technology Strategy
Guarantee Electrical
Company

8.20 **Building & Managing Your Digitalization Roadmap to Create a More Efficient, Technologically Enabled Business of the Future**

- Evaluating your digital maturity to create a roadmap for further digital-enablement
- Establishing systems to identify bottlenecks and areas requiring digitalization as early as possible
- Enabling agile decision-making within and across organizations through collaborative digital review frameworks

9.00 **Audience Discussion: Embedding AI into Operational Workflows to Enable Doing More, With Less**

- Allocating a task-force for the investigation and implementation of AI into operational workflows
- Exploring the tools on the market and their potential application in the construction value chain to assess the right direction for us
- Analyzing the impact of AI on jobsite organizational team structures and how we will evolve these to create a leaner organization

9.30 **Case Study: Managing the Transition to a New Software to Boost Project Effectiveness**

- Re-training teams on new software while simultaneously managing projects reliant on older systems
- Transitioning from isolated implementations to establishing consistent practices for using new software across the organization
- Leveraging IT & Operations teams to drive widespread adoption



Ben Carter
Director of Construction
Innovation
REEDER Construction



Jim Guntorius
General Superintendent
Talley Riggins Construction
Group



Fernando Garcia
IT Solutions Architect
Talley Riggins Construction
Group



10.10 Morning Refreshments

Achieving Alignment Across Stakeholders



Haley Hassler
Director - Operations
Strategy
Barton Malow

10.40 **Discover: Effectively Cascading Strategy to Enhance Employee Alignment & Ensure Sustainable Business Growth**

- Effectively communicating your long-term business strategy at a regular cadence to keep teams aligned
- Ensuring each department, team and individual has clear and actionable goals that support the overall strategy
- Establishing feedback loops to maintain alignment and ensure continuous improvement



Dana Galvin Lancour
Vice President
of Branding &
Communications
Barton Malow



Matt Schaeffer
Director of Operational
Excellence
The Weitz Company

11.10 **Discover: Supporting Business Leaders to Create Standard Operating Procedures (SOP) to Embed Collaboration & Streamline Cross-Functional Workflows**

- Creating SOPs to support standardization of work across the business
- Presenting SOPs in a clear and easily accessible format within a centralized single source of truth
- Holding all levels of leadership accountable for ensuring their staff are adhering to new standards



Kristin Peterson
Operational Excellence
Associate
The Weitz Company

Conference Day 2

Wednesday March 5, 2025

11.40 **Develop:** Developing a Centralized Source of Information to Ensure Policies & Resources are Up-to-Date & Accessible at All Times

- Understanding what needs to be captured within a centralized database to add value to operations teams
- Discussing the best structure to host standards and resources to make your database easy to use and searchable for all users
- Monitoring input and engagement without making individuals feel overly scrutinized



Adam Krob
Director of Information Technology,
Field Audit & Process Improvement
Boh Bros. Construction Co.



Matt Schaeffer
Director of Operational Excellence
The Weitz Company



Michelle Palys
Vice President of Performance
Excellence & ESG
Graycor Construction



12.10 Lunch Break

Adapting Business Models

1.10 **Discover:** Ensuring Consistency in Services Across Offices & Regions to Enhance Client Satisfaction



Chris Weir
Director of Project
Delivery
Aldridge Electric

- Creating connections between office leadership to foster aligned cultures
- Supporting leadership to bridge the gap between business consistency and regional variance in standard procedures
- Building in flexibility with those responsible for developing work standards: What are the elements that must be standardized vs can afford some flexibility without impacting quality of delivery?

1.40 **Develop:** Fostering Transparency & Alignment for Project Teams to Achieve Project Certainty

- Streamlining operational planning with real-time project information accessible to the right people
- Eliminating discrepancies in project progress data across the stakeholders
- Assigning tasks according to your team's strengths and interests to enhance the quality of results



Seth Cheever
Director of Operational Excellence
Stiles Construction



Emerson Dority
Lean Manager
Turner Construction Co.



Ben Carter
Director of Construction Innovation
REEDER Construction

2.10 **Action:** Discussing the Change Management Strategies That Underpin Business Model Transformation



2.20 Afternoon Refreshments

Staying Ahead of the Curve

2.50 **Building a People-Centric Culture to Boost Employee Satisfaction & Employee Retention**

- Ensuring open channels of communication for cultural feedback through activities such as employee-engagement surveys
- Promoting communication and feedback between junior staff and management to understand the priorities and needs of the workforce
- Cultivating a culture of celebrating achievements to ensure employees feel valued for their contributions



Jennifer Lacy
Building Forward & Lean
Practice Leader
Robins & Morton



Nick Jackson
Superintendent
Robins & Morton



TJ Fernandez
Division Safety Director
Robins & Morton

3.30 **Panel: Equipping Your Firm & Operational Excellence Team to Stay Ahead of Industry Advancements & Transformations**

- Maintaining Operational Excellence under different delivery and operating models
- Integrating increasing levels of automation, robotics and AI into jobsites and project planning
- Capturing and leveraging lessons learned to institutionalize learning and ensure long-term innovation



Adam Krob
Director of Information Technology,
Field Audit & Process Improvement
Boh Bros. Construction Co.



David Maser
Director of Operational Excellence
IMC Construction

4.10 Chair's Closing Remarks

4.20 End of Day Two

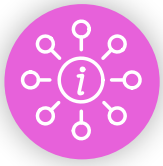
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Establishing & Fostering Client Relationships with Leading Contractors Across the US

With COOs, Vice Presidents & Directors of Operations, and Operational Excellence leaders from the top ENR firms gathering in one place this spring, don't miss your prime opportunity to showcase how your solutions can contribute to their bottom line through improved daily productivity and efficiencies.

By partnering with us through a tailored sponsorship package, you can increase visibility for your products and services and expand your client-base through speaking engagements, exhibit booths, and live demonstrations.

Our audience is actively seeking solutions in:



Field Tracking
& Monitoring



Lean Planning
& Task
Management



Business Process
Management



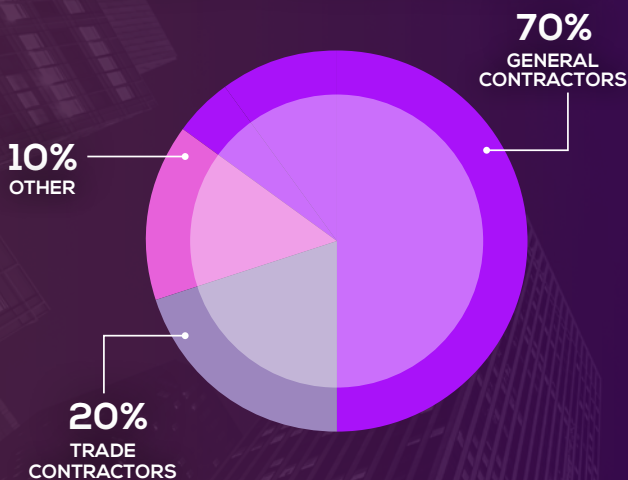
Enterprise
Resource
Planning



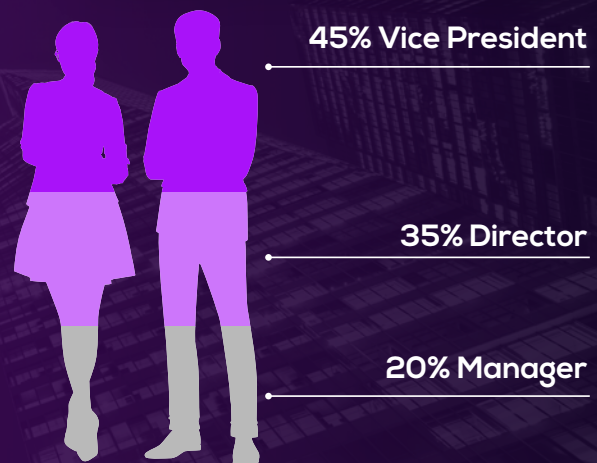
Consulting
Services

Whether you specialize in these categories or offer other valuable solutions that enhance contractors' operational strategies, don't hesitate to reach out. Let's explore how we can help you meet your business development goals and 2025 and beyond!

COMPANY TYPES ATTENDING



SENIORITY OF ATTENDEES



Statistics Taken from Advancing Construction Operational Excellence 2023

GET INVOLVED



Connor Gilbert
Business Development Manager
Tel: +1 617 455 4188
Email: sponsor@hansonwade.com

Innovation Partner



cmBuilder.io

Over 300 companies from all over the world use the cmBuilder platform to democratize 4D construction planning with fast & easy workflows, powerful sequencing capabilities and real-time collaboration on the cloud.

www.cmbuilder.io

Exhibition Partners



Clearstory

Clearstory is construction's only Change Order Communication Platform. We help subcontractors, general contractors and owners communicate project Change Order Requests and Time and Material Tags in an easy-to-use collaborative cloudbased log so companies can always be on the same page. Along with our powerful communication platform, Clearstory includes features like digital Time and Material Tags, easy to use Change Order templates and more to further streamline the process.

www.clearstory.build



PLOT Communications

PLOT is a jobsite coordination platform focused on managing procurement scheduling and delivery logistics. PLOT allows the combination of submittals, procurement, schedule, and deliveries to give as much insight into a project's supply chain as possible.

www.getplot.com

“The content and speakers were exceptional. The ability to network and ask questions of colleagues in similar executive roles was extremely beneficial”

Director of Operations, **Earthadelic**

GET INVOLVED



Connor Gilbert
Business Development Manager
Tel: +1 617 455 4188
Email: sponsor@hansonwade.com

Ready to Register?

3 Easy Ways To Book

-  www.advancing-construction-operational-excellence.com/take-part/register/
-  Tel: +1 617 455 4188
-  Email: construction@hansonwade.com

- 1 DISCOVER** leading best practices for boosting collaboration within and between organizations to achieve more efficient project delivery
- 2 DEVELOP** your talent with dynamic training programs and a strong company culture, enhancing retention and shaping the leaders of the future
- 3 MANAGE** change effectively to maximize ROI on each initiative, securing long-term growth and success for your organization

Secure Your Place Now

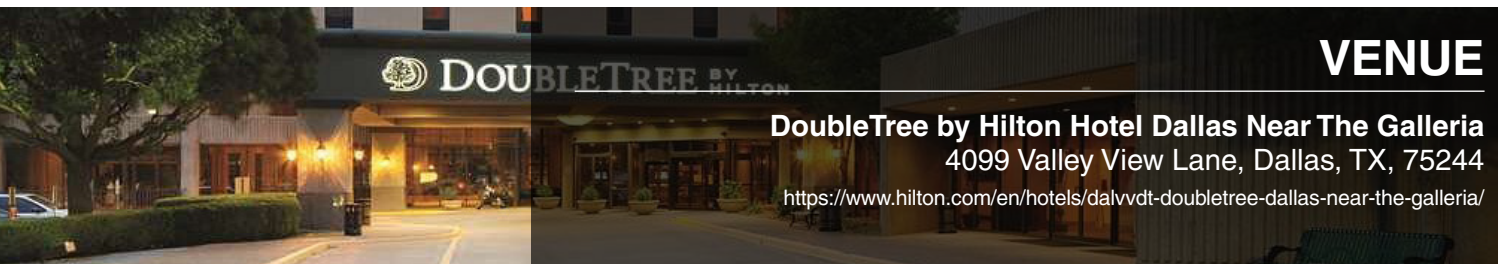
Contractors, Trade & Design Partners	Register by March 2 to Save Up to \$100	On The Door
Conference + Workshop Day	\$2,997	\$3,097
Conference Only	\$2,229	\$2,399
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Conference Only	\$3,099	\$3,199
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Conference + Workshop Day	\$2,497	\$2,597
Conference Only	\$1,899	\$1,999

Please visit the website for full pricing options or email construction@hansonwade.com
All prices shown in USD.

Team Discounts

- 10% discount – 3 Attendees
- 15% discount – 4 Attendees
- 20% discount – 5+ Attendees

Make the most of **the summit** by attending with colleagues or registering your team. By attending as a group, you and your colleagues can make the most of the pre-conference workshops and networking sessions to ensure you leave with valuable connections and actionable insights.



VENUE

DoubleTree by Hilton Hotel Dallas Near The Galleria
4099 Valley View Lane, Dallas, TX, 75244
<https://www.hilton.com/en/hotels/dalvvd-doubletree-dallas-near-the-galleria/>

TERMS & CONDITIONS

Full payment is due on registration. Cancellation and Substitution Policy: Cancellations must be received in writing. If the cancellation is received more than 14 days before the conference attendees will receive a full credit to a future conference. Cancellations received 14 days or less (including the fourteenth day) prior to the conference will be liable for the full fee. A substitution from the same organization can be made at any time.

Changes to Conference & Agenda: Every reasonable effort will be made to adhere to the event programme as advertised. However, it may be necessary to alter the advertised content, speakers, date, timing, format and/or location of the event. We reserve the right to amend or cancel any event at any time. Hanson Wade is not responsible for any loss or damage or costs incurred as a result of substitution, alteration, postponement or cancellation of an event for any reason and including causes beyond its control including without limitation, acts of God, natural disasters, sabotage, accident, trade or industrial disputes, terrorism or hostilities, tag, accident, trade or industrial disputes, terrorism or hostilities.
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