



DECEMBER 2025

THE PILKO POST

A Summary of Noteworthy 2025 Events, Publications, and Activities



Pilko Now Offers AI and Digitalization Services

Pilko now offers a comprehensive suite of AI and Digitalization services designed to help energy and chemical companies **harness technology** for safer, more reliable, and more profitable performance. Building on decades of industry expertise, our solutions focus on enabling leaders to make **better decisions, anticipate risks earlier, and unlock value hidden within complex operations.**

Our dedicated team of AI Advisors brings deep experience across digital transformation, operational excellence, data strategy, and emerging technologies. They work side-by-side with clients to tailor practical, scalable solutions — ranging from advanced analytics and digital twins to causal AI, connected worker initiatives, and decision-support tools. Together, we **help organizations address their most pressing challenges**, including improving reliability, reducing incidents, optimizing plant performance, and preparing the workforce for an increasingly digital future.

From initial assessments and strategic roadmaps to hands-on implementation and measurable results, Pilko's AI and Digitalization offerings are **built to meet companies where they are and accelerate their journey with clarity and confidence.**

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We Learned Why Governance Matters in Megaprojects

By some estimates, **70% of all megaprojects fail**. Guide your company to avoid the same fate with tips and tools from the 4-part Grey Paper, which began in 2024 and culminated in 2025 with the final installment: part 4 in the Megaprojects series.



Part Four, Governance:

Megaprojects in the energy and chemical industries often stumble not because of technical challenges but because of leadership and governance gaps.

This Grey Paper outlines the **most common pitfalls** — unclear roles, weak financial authority, ineffective oversight frameworks, and limited stakeholder engagement — and shows how they can undermine timelines, budgets, and quality. Strong leaders counter these issues by establishing clear accountability, enabling timely decision-making, and creating transparent governance structures that **keep teams aligned and informed**.

The paper reinforces that **leadership** is the defining factor in megaproject success. Effective leaders communicate openly, engage stakeholders early, adapt to change, and foster collaboration across large, complex teams. By **proactively addressing governance risks** and setting the right tone from the top, leaders can dramatically improve project outcomes and build trust across the organization. Pilko's experts stand ready to help companies apply these practices to deliver safer, more reliable megaprojects.

The four-part Grey Paper is available [here](#).



Pilko Rohm & Haas Event in Philadelphia



On October 23, Pilko & Associates was honored to sponsor a special gathering of chemical industry leaders whose careers began at **Rohm & Haas** prior to its acquisition by Dow in 2009. The evening brought together an extraordinary group of executives whose shared professional roots continue to shape the chemical industry today.

Hosted graciously by **Carol Eicher** at her beautiful Philadelphia home overlooking Rittenhouse Square, the event provided a warm and welcoming setting for meaningful conversation. Guests reflected on **formative career experiences** at Rohm & Haas, reconnecting with long-time colleagues while forging new relationships grounded in a shared history. A centerpiece of the gathering was the collective admiration for **Raj Gupta** and the remarkable legacy of leadership that emerged under his tenure, including more than 50 former Rohm & Haas alumni who have gone on to serve as CEOs across the industry.

Above all, the gathering was a celebration of shared history, enduring friendships, and the lasting impact Rohm & Haas has had on the global chemical sector.

At Pilko & Associates, we are proud to support leaders and remain focused on helping executives reduce risk, strengthen

governance, enhance operational performance, and drive long-term success in an **increasingly complex industrial landscape**.

We Introduced a New Podcast Focused on Safety & Operating Risk



This March, we launched **Risk Matters**, a podcast hosted by Jeanne Johns that shines a spotlight on safety, operating risk, and leadership in **high-hazard industries**. Each conversation shares lessons learned and actionable insights, all grounded in our mission to **eliminate industrial accidents** and keep every person safe.

Jeanne Johns is a visionary leader with a powerhouse background. As the former CEO of Incitec Pivot Limited, a global force in explosives, and a seasoned executive at BP, she brings deep industry expertise and strategic insight. Now serving on the HF Sinclair board, Jeanne's knowledge makes Risk Matters a **must-listen** for anyone tackling safety and operational risk in the **process industries**.

Risk Matters discussions included:

- ▶ A Look Back at the BP Texas Explosion
- ▶ Designing for Safety and Reliability: Why Early Decisions Matter
- ▶ Applying Petrochemical and Refining Leadership Principles to Shipping
- ▶ Managing Risk in Civil Explosives
- ▶ Shared Lessons from Spaceflight and Oil & Gas Operations
- ▶ AI's Role in Advancing Safety and Operational Reliability

Risk Matters is **available in both audio and video** formats, with full written transcripts for every Pilko podcast, making it easier to share insights, revisit key moments, and integrate lessons into leadership and learning discussions.



Podcast episodes are available [here](#).

Sign up [here](#) for upcoming podcasts.

The Mergers & Acquisitions Podcast with Guus Greve: 2025 Season Recap



In 2025, the Mergers & Acquisitions podcast — hosted by Pilko Senior Executive and former Shell Downstream M&A Director, **Guus Greve** — continued to strengthen its position as a must-listen resource for dealmakers around the world. The series delivered **high-impact conversations** for M&A professionals, corporate leaders, and board members navigating today's complex deal environment. Throughout the year, episodes explored **the most pressing questions in modern dealmaking**, centered on two core themes: *how to do better deals and how to execute deals better*.

Guus and his diverse lineup of distinguished guests broke down real-world experiences, lessons learned from recent and historical transactions, and **actionable advice for leaders** seeking to create long-term value. Backed by Guus' deep expertise and Pilko's trusted perspective, the podcast saw significant growth in both momentum and listeners, solidifying its role as an **essential part of Pilko's thought-leadership** platform heading into 2026.

Key topics this season:

- ▶ The Human Side of M&A
- ▶ Negotiating Joint Ventures
- ▶ The Startup Journey
- ▶ Deal Integration: Key to Value Delivery

Whether you're navigating your first deal or refining your approach, **The Mergers & Acquisitions Podcast** continues to be a go-to resource for improving outcomes and making smarter decisions in the complex world of M&A.

Leaders Gathered for the 3rd Annual Governance Forum Summit

In September, Pilko & Associates convened senior leaders from across the **energy and chemical industries** at the Goldener Hirsch Resort in Park City, Utah, for the Governance Forum Summit. Over two days, participants engaged in candid discussions on governance best practices, industry developments, and the evolving challenges facing high-hazard operations — all in an environment designed to encourage **open dialogue and peer learning**.

Conversations throughout the Summit explored leadership in a time of rapid change, with particular focus on the growing role of artificial intelligence and its implications for safety, reliability, and decision-making.

A highlight of the event was a fireside chat between **Mark Lashier, Chairman and CEO of Phillips 66**, and **George Pilko**, Chairman and Founder of Pilko & Associates, who shared insights on leadership, strategy, and navigating complexity at the enterprise level.

The Summit reinforced a core belief of Pilko & Associates: that strong leadership is a non-negotiable for safe and reliable operations. The 4th annual Governance Forum Summit is scheduled to return to Park City, **September 27-29, 2026**.



Governance Forum Summit in Park City, Utah



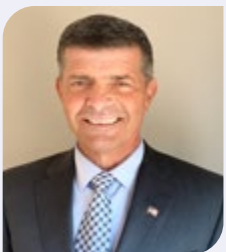
2025 Governance Forums Speakers Inspired Us



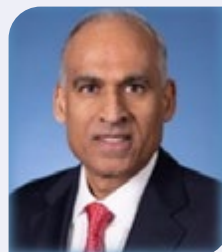
The **103rd** Governance Forum revisited lessons from the BP Texas City explosion 20 years later, with insights from **Stephen Klejst** of the U.S. Chemical Safety & Hazard Investigation Board.



The **107th** Governance Forum featured insights from former **NASA astronaut** and Space Shuttle **Commander Capt. Jim Wetherbee**, USN (Ret.), on recognizing organizational vulnerabilities before disaster strikes.



The **106th** Governance Forum brought together leaders for a record-setting session on effective leadership in High Reliability Organizations, featuring insights from **Admiral Bill Moran (Ret.)**.



The **108th** Governance Forum set a new attendance record, **featuring Bob Patel**, former CEO of LyondellBasell Industries and W.R. Grace. The discussion highlighted how consultative leadership, curiosity, and frontline engagement build high-reliability organizations.



Click [here](#) to learn more about joining the Governance Forum.

