



Global Infrastructure Initiative

2024 GII Summit Agenda

The St. Regis Downtown Dubai (*all times Gulf Standard Time*)

Monday, February 26

18:00–20:00 **WELCOME RECEPTION** (*optional*)

Optional cocktail reception for Summit participants who are traveling internationally and may arrive the day before.

Tuesday, February 27

7:00 **REGISTRATION OPENS**

9:00–12:00 **DUBAI/UAE INFRASTRUCTURE SITE VISITS**

Integral to the Global Infrastructure Initiative (GII) program are infrastructure site visits, allowing participants to experience how infrastructure is planned, financed, delivered, and operated at some of UAE's leading organizations. Please note that availability is limited and for Summit participants only and actual start times will vary by location. A detailed briefing will be distributed to registered site visit participants in advance of their visit.

- **DUBAI INTERNATIONAL AIRPORT**
Dubai International (DXB) continues to be the world's busiest airport by international passenger traffic for nearly a decade and in 2023, is estimated to welcome 87 million passengers, eclipsing pre-pandemic levels. As an integrator, [Dubai Airports](#) works to balance the interests of all stakeholders to sustain aviation growth, safeguard operational resilience and foster collaboration. This ensures a safe and seamless travel journey and an exemplary guest experience. Hosted by Dubai Airports, this site visit will showcase DXB's delivery of efficient operations, in sync with stakeholders to ensure a seamless, end-to-end positive guest experience.
- **SENSEABLE DUBAI LAB/DUBAI FUTURE LAB & MUSEUM OF THE FUTURE**
The MIT [Senseable City Lab](#) and [Dubai Future Foundation](#) (DFF) have established a partnership that has resulted in the establishment of the [Senseable Dubai Lab](#) (SDL). The aim of the SDL is to combine cutting-edge science and design to address the urbanization challenges in Dubai, specifically improving walkability, understanding habits and behavior, detect inefficiency and decarbonization. This site visit will include a presentation of SDL and the DFF initiative, The [Dubai Future Labs](#) (DFL) projects, a tour of the DFL robotics lab, and an architectural tour of the [Museum of the Future](#), an iconic feature of Dubai's skyline with its unique oval shape and parametric construction.
- **JEBEL ALI PORT**
Learn about [DP World's](#) latest innovations at Jebel Ali Port, the biggest seaport in the Middle East. Situated at the crossroads of global trade, Jebel Ali Port is

connected to over 150 ports worldwide with more than 80 weekly services. This visit will also include a tour of Boxbay, an innovative, high-tech, automated container storage system designed to significantly improve operations at container terminals with cutting-edge automation, enhancing efficiency and sustainability.

- **ONE ZA'ABEEL**

[One Za'abeel](#) is the multi-award-winning trademark mixed-use development wholly owned by the Investment Corporation of Dubai. The development pushes the limits of design and engineering with its skyscrapers standing at 300 meters and 235 meters respectively and dissected by the panoramic sky concourse called "The Link": a 230-meter panoramic sky concourse of epic scale and design, suspended perpendicularly across both towers at a height of around 100 meters above ground level.

- **WARSAN WASTE MANAGEMENT CENTER**

Warsan Waste Management Center (WWMC) is one of the world's largest waste-to-energy projects. Having commenced its first phase of operations in 2023, the project is set to convert 1.9 million tonnes of municipal waste into sustainable energy every year, feeding 200 MW of electricity directly into the grid. The sustainable energy produced will be capable of powering 135,000 homes, contributing to Dubai's objective of reducing and diverting waste from landfills by 2030. Learn more at <https://wwmc.ae/>.

12:00–13:30 LUNCH

13:30–13:40 WELCOME AND INTRODUCTION: THE REINVENTION OF INFRASTRUCTURE

By 2030, 1 in 6 people will be 60 years or older—placing new complex demands on infrastructure—and new asset archetypes are emerging amid the energy transition. Amid this rapidly evolving backdrop, the global infrastructure industry faces an opportunity to reinvent itself.

Hosts:

Christoph Schmitz, Senior Partner, McKinsey & Company

Samvit Kanoria, Senior Partner, McKinsey & Company

13:40–14:00 ACCELERATING PROGRESS ON FUTURE-READY INFRASTRUCTURE

Today's infrastructure and capital project leaders are faced with the opportunity of a generation: getting a large portfolio of sustainable assets into action, fast. This is essential to global economic and sustainability goals, and it will require a radical acceleration in the pace of project delivery. What are the biggest hurdles to meeting this challenge? What roadblocks can we collectively untangle over the next three days?

Facilitators:

Detlev Mohr, Senior Partner, McKinsey & Company

Ishaan Nangia, Senior Partner, McKinsey & Company

14:00–14:40 PLENARY PANEL: SCALING LOWER CARBON INFRASTRUCTURE AT SPEED

The net-zero transition has created the need for new types of infrastructure and capital projects, ranging from renewable energy projects to battery gigafactories and beyond. What unique challenges do these assets present, and how can these projects be delivered with a minimal carbon footprint? What can the industry learn

from the projects currently under way, and what solutions are required to scale progress faster?

Panelists:

Kim Fejfer, CEO, A.P. Moller Capital

Laurent Germain, Group CEO, Egis

Cindy Lim, CEO, Keppel Infrastructure Holdings

Moderator:

Daniel Pachtod, Senior Partner, McKinsey & Company

14:40–15:20 PLENARY PANEL: SHIFTING FROM PROJECTS TO PRODUCTS

Accelerating projects will require a more standardized approach to construction—shifting away from bespoke projects and adopting a more productized, manufacturing-like style of delivery. This could radically improve productivity, but it will also disrupt traditional value pools, supply chains, and ways of working. What changes are already afoot, and what lies ahead? How can stakeholders adapt and propel this shift forward?

Panelists:

Wolf Mangelsdorf, Global Head of Design, Technology & Innovation, Buro Happold

Morgan Parker, Vice Chair – Management Committee, Qiddiya Investment Company

Andrew Shepherd, Managing Director, TopHat

Moderator:

Samvit Kanoria, Senior Partner, McKinsey & Company

15:20–16:00 PLENARY PANEL: REALIZING GREEN INFRASTRUCTURE IN A VOLATILE WORLD

Today's business leaders are faced with a wide spectrum of volatility, ranging from inflation to supply chain disruptions and geopolitical risk. Delivering the global infrastructure portfolio against this backdrop is no easy task. How are these challenges impacting the pace of sustainable infrastructure? How can leaders manage risks, build up resilience, and invest boldly on the road ahead?

Panelists:

Emmanuel Jaclot, EVP Infrastructure, CDPQ

Guillaume Lucci, President & CEO, Prime Infrastructure Capital

Anna-Marie Slot, Global ESG and Sustainability Partner, Ashurst LLP

Moderator:

Steffen Fuchs, Senior Partner, McKinsey & Company

16:00–16:10 INSPIRING IDEA

This inspiring idea will explore the opportunities and challenges of integrating sustainability into transportation. How are leaders transforming the hub and spoke model of air transport and integrating emerging technological advancements? How can traditional mass transportation overcome difficulty faced in their transformation journeys? How can applying innovative automation techniques help create a smoother, more efficient future for transportation?

Speaker: **Paul Griffiths**, CEO, Dubai Airports

16:10–16:30 NETWORKING BREAK

16:30–17:30 DISCUSSION SESSIONS

Participants select one of four concurrent pillar discussion sessions:

1: UNLEASHING CLEAN ENERGY INFRASTRUCTURE, FAST

Today, clean energy infrastructure can take more than a decade to build. Planning and permitting may create delays; macroeconomic events have tightened financing; and global imbalances in the supply of materials, components, and minerals have proven to be significant hurdles. What common roadblocks are leaders facing around the world, and what emerging solutions are rising to the challenge?

Panelists:

Arina Freitag, CFO, TenneT

James Heath, CEO, National Infrastructure Commission

Mateo Jaramillo, CEO, Form Energy

Alexander Tancock, CEO, InterContinental Energy

Moderator:

Koen Vermeltoort, Partner, McKinsey & Company

2: HARNESSING THE VALUE OF DIGITAL TWINS

Digital twins are key to achieving more from existing infrastructure, enabling more capacity, energy efficiency, and flexibility. Despite the significant value at stake, the industry has struggled to adopt this technology which requires collaboration between owners, developers, engineers, contractors and software companies. How can infrastructure leaders bring these groups together to scale up digital twins across both public and private sectors? What can be learned from other sectors already using digital twins? What are the top implementation and security challenges that must be addressed?

Panelists:

Mark Fialkowski, President, North America Infrastructure, Parsons

Alana Newbrook, CEO, SYSTRA ANZ

Yves Padrines, CEO, Nemetschek Group

Shubhi Rajnish, Chief Information and Digital Officer, National Grid ESO

Moderator:

David Rockhill, Partner, McKinsey & Company

3: THE NEW BUILDERS: BRIDGING INFRASTRUCTURE'S LABOR GAPS

The infrastructure labor gap is a real impediment to delivering a sustainable assets portfolio. In 2023, the construction workforce shortage topped half a million, and this gap is only set to widen, with nearly 25 percent of construction workers older than 55. How can the industry use new approaches to attract, retain, and train the new workforce that will fill this gap?

Panelists:

Sarah Buchner, Founder and CEO, Trunk Tools

Darren Martin, Chief Digital Officer, AtkinsRealis

Dan McQuade, Managing Director, GIS

Vinayak Pai, MD & CEO, Tata Projects

Moderator:

Garó Hovnanian, Partner, McKinsey & Company

4: FINANCING GREEN INFRASTRUCTURE ON A GLOBAL SCALE

The energy transition has upended traditional definitions of "infrastructure," and new investments in battery storage, data centers, hydrogen distribution, and more are bringing new forms of risk, value, and sustainability opportunities to the table. How can leading investors and innovators quickly match capital to next-generation

infrastructure, on a global scale? What steps are leaders taking to move faster as they build green opportunities?

Panelists:

Damian Darragh, Fund Partner, I Squared Capital

Gwen Colin, Partner and ESG Director, Vauban Infrastructure Partners

Scott Jacobs, CEO, Generate Capital

Robin Khuda, CEO, AirTrunk

Moderator: Alex Ugryumov, Partner, McKinsey & Company

17:30–18:30 **BREAK**

18:30–19:30 **COCKTAIL RECEPTION**

19:30–21:00 **DINNER AND KEYNOTE INTERVIEW**

Introduction: Homayoun Hatami, Senior Partner and Managing Partner, Global Client Capabilities, McKinsey & Company

Speaker: Yuvraj Narayan, Global Deputy CEO & CFO, DP World

Interviewer: Amadeo Di Lodovico, Senior Partner, McKinsey & Company

21:00–22:00 **NIGHTCAP**

Wednesday, February 28

7:30–9:00 **BREAKFAST: CLOSING THE GENDER GAP IN INFRASTRUCTURE**

Across all sectors, women hold one in four C-suite roles—but the pipeline to leadership is running dry as more women leave their roles at manager and director levels, and infrastructure-related sectors report lower percentages of women at all levels. What changes can infrastructure organizations make to attract more diverse talent and retain them in leadership roles? What key skills, experiences, and training should organizations prioritize? How have post-pandemic changes like greater remote work impacted women in the workplace?

Speakers:

Adrian Dwyer, CEO, Infrastructure Partnerships Australia

Lara Poloni, President, AECOM

Ceren Tak, Managing Director, Institutional Client Group, Emerging Markets Sponsor Coverage, Deutsche Bank

Linn Tonsberg, Senior Asset Director, Air bp and Managing Director, bp Middle East

Hosts:

Liz Hilton Segel, Senior Partner and Managing Partner, Chief Client Officer, McKinsey & Company

Garo Hovnanian, Partner, McKinsey & Company

9:15–9:20 **WELCOME TO DAY TWO**

Hosts:

Detlev Mohr, Senior Partner, McKinsey & Company

Ishaan Nangia, Senior Partner, McKinsey & Company

9:20–9:50 **OPENING KEYNOTE INTERVIEW**

Speaker: David Grover, Group CEO, ROSHN

Interviewer: Samvit Kanoria, Senior Partner, McKinsey & Company

- 9:50–10:30** **PLENARY PANEL: MEETING THE DEMANDS OF FUTURE CITIES**
 The choices made today will determine whether tomorrow’s cities can provide their populations with adequate housing, transportation, and quality of life. Cities also produce around 70 percent of global emissions, demanding investments in low-carbon energy, zero-emissions transport, and climate adaptation. What are the most critical needs of our future cities, and what tools or partnership models have the greatest potential? How can digital technologies support quality, efficiency and sustainability in smart cities?
Panelists:
Giuseppe Marino, Group CEO, Hitachi Rail
Lara Poloni, President, AECOM
Gautam Sashittal, CEO, KAFD Development Management Company
Moderator:
Sal Arora, Senior Partner, McKinsey & Company
- 10:30–10:40** **INSPIRING IDEA: LESSONS FROM 1,000 STARTUPS OVER FIVE YEARS**
 Historically, corporations that invest in innovation have outperformed organizations that do not, even during periods of economic downturn. 80% of CEOs believe that engaging with startups should be a priority for their organizations; but these efforts often produce sub-optimal results. What do large companies need to know about accelerating their innovation journeys? How can internal business building and engagements with startups yield greater success?
Speaker:
Fridtjof Berge, Co-Founder and Chief Business Officer, Antler
- 10:40–11:00** **NETWORKING BREAK**
- 11:00–11:40** **PLENARY PANEL: REALIZING SUSTAINABLE INFRASTRUCTURE IN EMERGING MARKETS**
 Emerging markets play a central role in the global journey toward a comprehensive, just energy transition. As investors look for new opportunities, they need to mobilize capital with purpose and effectively leverage public and private resources. What new approaches are helping address the unique needs of financing, regulatory frameworks, and capacity building in developing markets? How should investors contemplate risk mitigation and diversification?
Panelists:
Natalie Halich, CIO, Latin America Infrastructure and Natural Resources, IFC
Dhanpal Jhaveri, Vice Chairman, Everstone Group & CEO, Eversource Capital
Samaila Zubairu, President & CEO, Africa Finance Corporation
Moderator:
Fredrik Dahlqvist, Senior Partner, McKinsey & Company
- 11:40–12:20** **PLENARY PANEL: HOW DO WE RETROFIT THE WORLD?**
 With demand for high-quality infrastructure on the rise, building new assets simply won’t be enough. In addition, the increasing imperative to decarbonize buildings means we need to accelerate retrofitting brownfield housing and commercial real estate, transport, water, and energy infrastructure to lay the groundwork for climate-resilient, and future-ready cities. Retrofitting can also deliver a host of tech-enabled benefits, such as more efficient operations and maintenance, richer data, and higher asset value. What solutions can enhance decision making about retrofitting assets? What emerging technologies or materials will play a key role?

How can regulators, operators and infrastructure managers achieve success across geographies?

Panelists:

Jürgen Fischer, President, Danfoss Climate Solutions

Arrigo Giana, CEO, ATM Group

Ronan O'Dowd, Co-Head of Commercial Real Estate, Standard Chartered Bank

Moderator:

Rajat Gupta, Senior Partner, McKinsey & Company

12:20–12:30 INSPIRING IDEA: BIODIVERSITY AND AI: REDEFINING SUSTAINABILITY IN REAL ESTATE AND INFRASTRUCTURE

In a world racing towards net-zero emissions, there is one often overlooked key to success: biodiversity. With half of global GDP reliant on healthy ecosystems, we must explore the critical link between climate and nature. Can the power of nature be leveraged to deliver essential infrastructure services? How can embracing a nature-positive approach, driven by AI, accelerate both climate and nature goals, foster economic growth, and still nurture our environment?

Speaker:

Camille Goldstone-Henry, CEO, Xylo Systems

12:30–13:30 LUNCH

13:30–14:30 SOLUTION SESSIONS

Participants will select one of four concurrent pillar solution sessions, each focusing on a major global project or infrastructure challenge. A senior executive from the organization will spend 15 minutes introducing the projects and framing its biggest challenges. The participant group, representing deep expertise from around the world, will spend the remaining time solving for these challenges in a facilitated discussion.

1: SHIFTING ROADS FROM HIGH EMITTERS TO GREEN MOVEMENT

The mobility industry contributes 20 percent of global GHG emissions, with road transport continuing to be the largest contributor of emissions. In Italy today, 80-90 percent of goods and passengers still travel via roadway versus rail, and the roads need to be upgraded and decarbonized which requires significant investment. What are the most effective ways to deploy public and private funding to enhance road infrastructure and materially decarbonize this sector? What are the critical lessons that can be shared between road and toll operators when prioritizing where to focus investment? What action is needed to enable more cross-sector collaboration on meeting decarbonization goals?

Discussion leader:

Luca Fontana, EVP Capex Investments, Autostrade per l'Italia

Facilitator:

Nicola Sandri, Senior Partner, McKinsey & Company

2: EMBEDDING THE ENABLERS OF PROJECT SUCCESS

Wherever we operate or where we are planning to develop new projects – whether in greenfield environments in more remote areas of the world or in brownfield areas, the challenges will become ever greater as the mining industry continues to expand. With these challenges in mind, how should we think about successfully delivering projects, taking our best talent on that journey with us? Delivery of scopes

to the right quality, time and cost is important but the main question is how we look at, and embed, the latest thinking about ways of working, construction methodologies, waste management and new technologies in both design and construction going forward to unlock enduring value for our stakeholders.

Discussion leader:

Alison Atkinson, Projects & Development Director, Anglo American

Facilitators:

Gerhard Nel, Partner, McKinsey & Company

Koen Vermeltfoort, Partner, McKinsey & Company

3: EXPANDING DATA-DRIVEN CONSTRUCTION

The construction sector has been slow to leverage the benefits of digital and analytic tools that can improve delivery outcomes. Simultaneously, the sector is facing significant headwinds as the growing pipeline of capital projects faces challenges to deliver amidst low-productivity and a shrinking workforce. What are the best ways construction organizations can adopt new technology in a decentralized, project-by-project delivery model? How can the industry better leverage analytics under different contractual arrangements? What is the value proposition to attract a broader talent pool into the construction industry by sourcing digital, analytics, and tech focused skillsets?

Discussion leader:

Éric Gaudet, Executive Vice President Operational Excellence and Strategy, Pomerleau

Facilitator:

Piotr Pikul, Partner, McKinsey & Company

4: INNOVATING PROJECT DEVELOPMENT AMID GLOBAL VOLATILITY

The \$9.5 billion New Terminal One at New York's John F. Kennedy Airport is the largest single-asset public private partnership (P3) in the US to date. Construction on the terminal commenced in June 2022, privately financed by a consortium that confronted acute challenges in the wake of COVID-19, supply chain disruptions, and inflation. What practical steps can ensure attractiveness to investors and partners amid global volatility? What financing approaches can best support decarbonization, digitization, and community outcomes? How can New Terminal One manage future risks and uncertainties?

Discussion leader:

Amit Rikhy, CEO, Carlyle Airport Group

Facilitator:

Alastair Green, Senior Partner, McKinsey & Company

14:30–14:40 TRANSITION TO PLENARY

14:40–14:50 INSPIRING IDEA: HOW DO WE COOL THE DESERT?

The world is not decarbonizing fast enough to avert the most calamitous effects of climate change. Through competitions that reward bold, experimental ideas, cities can multiple their odds of finding moonshot solutions. The Helsinki Energy Challenge inspired a new strategy for storing renewable energy in the Finnish capital: deploying giant hot water basins in the ocean and using them as thermal batteries. The resulting "Hot Heart" design could transform energy storage in coastal cities around the globe – including Dubai, where the technology could be applied to lower

temperatures as the planet warms.

Speaker:

Carlo Ratti, Director, Senseable City Lab

14:50–15:30 PLENARY PANEL: THE CHANGING ROLE OF THE INFRASTRUCTURE CEO

Today's infrastructure and energy leaders need new skills to navigate a volatile world. Leadership has long demanded technical proficiency and strong risk management, but increasingly, it has required soft skills, a sense of purpose, and flexibility toward technological innovation and adopting new metrics of success. How has the CEO role evolved alongside the industry's biggest shifts? What skills and values will be most relevant in the road ahead?

Panelists:

Sean Donohue, CEO, DFW International Airport

Jayne McGivern, CEO, Sports Boulevard Foundation

Mark Reynolds, Group CEO and Chair, Mace

Moderator:

Nicholas Cunningham, Regional Head of Infrastructure, Spencer Stuart

15:30–16:05 PLENARY PANEL: REIMAGINING CUSTOMER-CENTRICITY IN INFRASTRUCTURE

Prioritizing the needs and expectations of end-users can create more efficient, sustainable, and economically viable infrastructure assets. It also results in broader societal benefits – such as greater uptake of sustainable mobility; improved uptime on critical infrastructure; or enhanced accessibility and well-being in public spaces. How are digital and analytics tools being integrated to enhance the customer experience? What best practices are being adopted across sectors, and what does success look like?

Panelists:

Douglas Carr, President & CEO, Union Station Redevelopment Corporation

HE Fady El Borno, Executive Director, Abu Dhabi Department of Municipalities and Transport

Alexander Zinell, CEO, Fraport Greece

Moderator:

Danielle Bozarth, Senior Partner, McKinsey & Company

16:05–16:15 KEYNOTE ADDRESS: UAE'S DYNAMIC AI JOURNEY: WHAT HAVE WE LEARNED?

Speaker:

HE Omar Sultan Al Olama, Minister of State for Artificial Intelligence, United Arab Emirates

16:15–16:50 INTERACTIVE PLENARY: MEET THE DISRUPTERS – HARNESSING AI IN INFRASTRUCTURE

Integrating AI into enterprise strategy has elevated to a cross-sector boardroom topic in the past 18 months. Within infrastructure, AI is already helping the industry unlock productivity improvements needed to address labour shortages while accelerating delivery. But how far can and should we take the application of AI? How can owners and suppliers capture potential benefits while managing risk?

Panelists:

Marc Ganzi, CEO, DigitalBridge

René Morkos, CEO, Alice Technologies

Florence Verzelen, Executive Vice President of Industry, Marketing and Sustainability, Dassault Systèmes

Moderator:

David Rockhill, Partner, McKinsey & Company

16:50—17:10 BEST IDEAS AND ACTIONS

Recap of the best ideas, insights, and commitments from the 2024 GII Summit

Hosts:

Detlev Mohr, Senior Partner, McKinsey & Company

Ishaan Nangia, Senior Partner, McKinsey & Company

17:10—17:15 DAY 2 WRAP-UP

Hosts:

Detlev Mohr, Senior Partner, McKinsey & Company

Ishaan Nangia, Senior Partner, McKinsey & Company

Christoph Schmitz, Senior Partner, McKinsey & Company

18:30—21:00 CLOSING DINNER

Venue: Four Seasons Resort Dubai at Jumeirah Beach

Attire: Business casual

Thursday, February 29

09:00—12:00 SECTOR ROUNDTABLES

GII will host four concurrent sector roundtables, encouraging participants to take a more in-depth look at the most exciting topics in specific sectors.

ENGINEERING & CONSTRUCTION: REALIZING NET-ZERO CONSTRUCTION AND MATERIALS

Building and construction continues to hold a leading share of global emissions, via both embodied and operational carbon. Transitioning construction and materials fast enough to meet net-zero goals will require leaders to scale decarbonizing efforts on the highest impact solutions. This roundtable will explore the most effective strategies to decarbonize construction and materials, including:

- Which actions will accelerate decarbonization of the hardest to abate sectors that come together in construction?
- What new collaboration models are required for long-term success?
- Which actions do we need to take collectively and individually to scale successful pilots?

Inspiring case studies:

Claus Mathisen, CEO, Urban Partners

Brandon Ng, CEO, Ampd Energy

Matt Palmer, Executive Director, Lower Thames Crossing (Virtual)

Raphael Scheps, Co-Founder and CEO, Converge

Panelists:

Bill Cox, CEO, Aurecon

Camille Goldstone-Henry, CEO, Xylo Systems

Claus Mathisen, CEO, Urban Partners

Jacob Mumm, Head of Public Infrastructure, Bechtel

Hosts:

Focko Imhorst, Partner, McKinsey & Company

David Rockhill, Partner, McKinsey & Company

ENERGY & RESOURCES: GREEN MEGAPROJECTS & HOW TO DELIVER THE ENERGY TRANSITION

Advancing the energy transition will require a massive portfolio of capital projects in new industries including hydrogen, carbon capture, utilization and storage, and renewables. A new project delivery system, known as the “plant as a product” approach, can help industrialize the delivery of these green assets, with potential capex reductions of up to 75 percent. This roundtable will explore levers for hyperscaling green projects at lower costs and lead times, and answer questions such as:

- How are green mega projects different and what lessons can be learned from other industries to increase CapEx efficiency for project design and delivery – e.g., from battery manufacturing?
- What role does innovation and rapidly evolving new technology play in green megaproject delivery?
- What are the biggest hurdles today and how can they be solved through new ways of collaborating in project development & delivery?
- What are the most important enablers – e.g., capabilities, culture shifts, innovative contracting strategies - organizations can implement to be successful in green megaprojects delivery?

Inspiring case studies:

Damien Eyries, CEO, Rely Solutions

Raffi Garabedian, Founder and CEO, Electric Hydrogen

Hiren Mehta, Chief Commercial Officer, ACME Group

Panelists:

Bart Boesmans, Chief Technology Officer, ACWA Power

Damien Eyries, CEO, Rely Solutions

Johan Hesselsoe, Chief Project Officer, Copenhagen Infrastructure Service Company

Patrick McClughan, Co-Founder and Chief Strategy Officer, Corre Energy

Hosts:

Mark Bakker, Partner, McKinsey & Company

Zak Cutler, Senior Partner, McKinsey & Company

Markus Wilthaner, Partner, McKinsey & Company

TRANSPORTATION: ACHIEVING ZERO-EMISSIONS GOODS MOVEMENT

Freight transportation and logistics currently contribute up to 10% of global GHG emissions. With demand for freight transport expected to triple by 2050, industry leaders will need to make a concerted effort - in collaboration with governments and customers - to ensure growth in logistics does not also expand the sector's carbon footprint. This roundtable will gather leaders in maritime, rail, and road transport to address questions including:

- How should companies accurately measure the efficiency and sustainability of their transport chain operations?
- How can the industry scale up alternative fuel applications, such as zero-emissions trucks and green shipping corridors?
- What innovations in last-mile delivery and supply chain optimization can lead to meaningful reductions in emissions?

Inspiring case studies:

Alexander Landia, Chairman, The Mobility House

Raffaele Lorusso, Area Manager Africa and Middle East, Salcef

Parker Meeks, CEO, Hyzon

Panelists:

Ahmed AlHashemi, CEO, Oman & Etihad Rail

Matteo Beneduce, Chief Strategy and Investment Officer, Red Sea Gateway

Piotr Konopka, Group Vice President – Energy Programmes, DP World

Alexander Landia, Chairman, The Mobility House

Pierre Santoni, President – Infrastructure for EMEA, Parsons

Hosts:

Sal Arora, Senior Partner, McKinsey & Company

Andrea Bertelè, Partner, McKinsey & Company

Nicola Sandri, Senior Partner, McKinsey & Company

INVESTING: EMERGING OPPORTUNITIES FOR INVESTORS IN THE ENERGY TRANSITION

The energy transition is a monumental undertaking that requires significant capital investments in energy assets and enabling infrastructure. Infrastructure investors and funds have a golden opportunity to deploy \$8-10 trillion globally in this decade along; but the path ahead is not straightforward. This roundtable will share analysis by McKinsey and the Global Infrastructure Investor Association on topics such as:

- Where are the areas of greatest potential for investors and funds in the energy transition, and in what geographies and asset classes?
- What are some challenges with optimizing risk and returns for a sustainable future?
- What strategies can investors and funds employ to successfully navigate these challenges?

Inspiring case studies:

Deepali Bahl, Managing Director, Augment Infrastructure

Eric Bjonerud, Managing Director, Macquarie Asset Management Green Investments

Dominik Thumfart, Managing Director, Global Credit Financing Solutions, Deutsche Bank

Panelists:

Karim Mourad, Global Head of Infrastructure, ADIA

Luba Nikulina, Chief Strategy Officer, IFM Investors

Edward Pallesen, Managing Director and Co-Head of H.I.G. Infrastructure, HIG Capital

Lincoln Webb, EVP & Global Head Infrastructure & Renewable Resource Investments, British Columbia Investment Management Corporation (BCI)

Hosts:

Alastair Green, Senior Partner, McKinsey & Company

Jon Phillips, CEO, GIIA

Alex Ugryumov, Partner, McKinsey & Company

12:00–13:00 NETWORKING LUNCHEON