



Global Infrastructure Initiative

2025 GII Summit Agenda

Four Seasons Hotel Los Angeles At Beverly Hills

All times in PST

Monday, September 8

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

Optional cocktail reception for Summit participants arriving the day before from international destinations.

Tuesday, September 9

7:00 **REGISTRATION OPENS**

9:00–13:00 **LOS ANGELES 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 LA's leading organizations. Please note that availability is limited and the visits are exclusively for Summit participants. Actual start times vary by location. A detailed briefing will be distributed to registered site visit participants in advance of their visit.

13:00–14:30 **LUNCH**

14:30–14:45 **WELCOME AND INTRODUCTION**

14:45–15:10 **THE NEXT ERA OF INFRASTRUCTURE**

15:10–15:50 **PLENARY PANEL: THE NEXT TRILLION DOLLARS IN INFRASTRUCTURE**

Infrastructure is experiencing a revolution. Now a \$1.3 trillion asset class, the sector is central to multiple global megatrends – from the energy transition to the digital boom. Where are the fastest-emerging pockets of growth? Which sectors, regions, and themes will define the next trillion dollars in infrastructure investment? What global changes are needed to unlock its full value?

15:50–16:30 **PLENARY PANEL: FIT FOR PURPOSE: FUTURE-PROOFING CRITICAL INFRASTRUCTURE**

Much of the world grapples with aging infrastructure. In the U.S., 43% of public roads are in poor or mediocre condition, and 40% of Europe's power grids are more than 40 years old. Leaders must efficiently prioritize and execute upgrades, leverage technology to address failures, and find financially viable paths forward. What is the right balance between tackling immediate needs and ensuring long-term resilience? What innovative solutions are key to future-proofing?

16:30–16:45 **TRANSITION BREAK**

16:45–17:45 **DISCUSSION SESSIONS**

Participants select one of four concurrent pillar discussion sessions:

1: CREATING TECH-DRIVEN BREAKTHROUGHS IN URBAN TRANSIT

Transit operators worldwide are investing in technology to breathe new life into legacy systems. In some cases, technology incrementally improves the safety and efficiency of traditional infrastructure; in others, it creates transformative shifts in reliability and cost performance. What opportunities and challenges arise from incorporating advanced technology into existing transit systems? What enablers can create a true step-change for cities and end-users?

2: WILL AI SOLVE THE CONSTRUCTION PRODUCTIVITY PUZZLE?

Construction productivity has stagnated globally for decades, despite technological advancements and improvements by individual firms. Amid shrinking workforces, labor cannot compensate for low productivity growth. These challenges could result in a shortfall of construction output of up to \$40 trillion. What is the role of AI in catalyzing progress? How can AI-enabled improvements be adopted faster and scaled portfolio-wide?

3: HARNESSING TECH TO DECARBONIZE REAL ASSETS

Building operations currently contribute over 10% of global combustion-related emissions. New tools—enabled by AI, satellite data, and other technologies—are emerging to rapidly develop energy audits and create decarbonization plans for buildings. This paves the way for a radically new approach to achieving net-zero infrastructure portfolios. How are today's infrastructure leaders innovating to move the needle on decarbonizing the built environment? What further actions are needed to unlock cross-sector solutions?

Panelists:

Geoff Chatas, Executive Vice President and Chief Financial Officer, University of Michigan

Kelly Meissner, Vice President for Corporate ESG & Sustainability, Ventas

Additional panelists to be confirmed

4: EVALUATING RISK AND RETURN IN INFRASTRUCTURE'S NEW ERA

As our infrastructure world transforms, so do the opportunities and challenges in assessing risk and return. The rise of innovative projects, particularly those linked to the energy transition and digital infrastructure, demands that investors adapt their strategies to effectively evaluate and manage potential outcomes. Which strategies can improve assessment of risk and return both during diligence and during delivery of the investment thesis?

- 17:45–18:00** **TRANSITION BREAK**
- 18:00–18:45** **KEYNOTE INTERVIEW**
- 18:45–19:30** **COCKTAIL RECEPTION**
- 19:30–21:00** **DINNER**

Wednesday, September 10

7:30–9:00 **BREAKFAST: ADVANCING MENTORSHIP AND SPONSORSHIP IN INFRASTRUCTURE**

9:15–9:30 **WELCOME TO DAY 2**

9:30–10:10 **KEYNOTE**

Speaker: **James Coulter**, Founding Partner and Executive Chairman of TPG and Managing Partner of TPG Rise Climate

10:10–10:50 **PLENARY PANEL: MEETING THE ENERGY DEMANDS OF A DIGITAL WORLD**

The U.S. is expected to be the fastest-growing market for data centers, reaching more than 80 GW of demand by 2030. This surge will create an unprecedented spike in power demand, straining the value chain as hubs struggle to access grids, equipment, and labor. Where are the biggest gaps that require investment and action? Where are promising solutions emerging to meet burgeoning demands and accelerate growth?

Panelists:

Adaire Fox-Martin, CEO, Equinix

Marc Ganzi, CEO, DigitalBridge

Maria Pope, CEO, Portland General Electric

10:40—10:50 **INSPIRING IDEA**

10:50–11:00 **TRANSITION BREAK**

11:00—12:15 **BREAKOUT SESSIONS**

1: DELIVERING THE AIRPORT OF THE FUTURE

Today's airports face a host of evolving imperatives. They are expected to deliver operational efficiency, distinctive passenger experiences, and efficient capital programs, all amid a volatile environment of rising costs and competition. How are global airport leaders tackling these intersecting challenges and opportunities? What is the role of technology, capabilities, and sustainability in defining the airport of the future?

2: TRANSFORMING CAPITAL PROJECTS WITH GENERATIVE SCHEDULING

The capital project execution machine is broken, with the average megaproject exceeding its budget by 79% and running 52% behind schedule. Generative scheduling offers a promising solution, enabling the definition of strategies before and during construction, adapting to changes, and managing the site as a dynamic production system. How does generative scheduling compare to traditional approaches? What should project leaders consider when adopting generative scheduling tools?

3: SCALING UP GREEN MATERIALS

By 2030, the demand for green materials could increase by up to 4.5 times, fueled by corporate sustainability commitments and growing consumer demand for sustainable products. Concurrently, carbon emission standards and definitions for green materials are becoming increasingly stringent. How can companies ensure a reliable supply of sustainable raw materials? Which green materials are commercially competitive today, and where is additional support needed to

enhance their viability? How can stakeholders across the value chain effectively collaborate to accelerate commercialization of green materials?

4: BUILDING GRID CAPACITY AND RESILIENCE

The energy and digital transitions will place unprecedented demand on power grids. New technologies, regulatory strategies, and cross-sector collaborations will be essential to enhance stability, flexibility, and resistance to disruptions. What promising innovations are advancing grid capacity and resilience in the face of renewable integration, the power demands of AI, and rising climate risk? How can regulatory frameworks and targeted investments support and accelerate grid modernization?

5: HARNESSING THE POWER OF CONNECTED INFRASTRUCTURE

In an age where connectivity is the norm, infrastructure assets are increasingly integrated—linking airports to city centers, leveraging rail networks for fiber, or connecting data centers to the grid. This requires strong coordination across a complex stakeholder network. What strategies in planning and orchestration can optimize the impact of integrated infrastructure? What technical, regulatory, and financial challenges need to be overcome to realize greater value?

12:15–12:30 **TRANSITION BREAK**

12:30–14:00 **LUNCH**

14:00–14:40 **PLENARY PANEL: NAVIGATING GEOPOLITICAL COMPLEXITY**

Amid rising geopolitical complexity, infrastructure is increasingly deployed as a strategic advantage – while also being deeply impacted by supply chain disruptions for batteries, silicon chips and other critical materials. How is infrastructure affected by global efforts to build geopolitical resilience? Where are infrastructure opportunities emerging from the establishment of new trade corridors? How can global leaders capture opportunities, make risk-adjusted decisions, and thrive?

14:40–15:20 **PLENARY PANEL: PICKING UP THE PACE ON THE GLOBAL ENERGY TRANSITION**

Global infrastructure and energy leaders are uniting in their commitment to sustainability, but rapidly achieving net-zero remains a daunting task. From expanding renewables to investing in grid infrastructure, the pace needs to quicken. What critical steps and considerations are essential for substantially accelerating the energy transition? How can stakeholders work together to plan, finance, and execute green projects more swiftly?

15:20–15:30 **INSPIRING IDEA**

15:30–16:10 **PLENARY PANEL: DEVELOPING TRANSFORMATIVE LEADERSHIP**

In today's volatile world, good leadership is more critical than ever. C-Suite leaders are tested daily on their ability to create value, understand new technologies and industry shifts, seek new perspectives, and empower others to perform. What does it mean to be a visionary leader in today's infrastructure sector? How can each of us cultivate impactful infrastructure leaders of the future?

Panelists:

Robert Spurway, CEO, GrainCorp

Additional panelists to be confirmed

- 16:10–16:50** **PLENARY PANEL: CATALYZING PROGRESS ON GLOBAL MEGAPROJECTS**
Megaprojects—from high-speed rail networks to next-generation airports and cities—are reshaping the global landscape. However, the project development journey is not straightforward, with challenges including bankability, regulatory complexity, and stakeholder engagement. Where are common challenges and pockets of innovation emerging in major projects across the globe? How can new partnerships, technologies, and financing models play a role in catalyzing progress?
- 16:50–17:00** **BEST IDEAS AND ACTIONS**
Recap of the best ideas, insights, and commitments from the 2025 GII Summit
- 17:00–17:10** **DAY 2 WRAP-UP**
- 17:10–18:30** **REGIONAL NETWORKING BREAK**
- 18:30–19:30** **SUNSET RECEPTION**
- 19:30–21:00** **CLOSING DINNER**

Thursday, September 11

- 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.

1) PUBLIC SECTOR TRANSPORT: THE FUTURE OF RAIL

Technology has a transformative role to play in both the maintenance and modernization of existing rail systems and the creation of new, greenfield rail projects, setting the stage for a more sustainable and efficient transportation future. Innovations like predictive maintenance algorithms, remote monitoring, and further integration of AI are expected to play a vital role in enhancing efficiency and reducing downtime. This roundtable will explore a vision for the future of rail, including questions such as:

- How can technologies like AI and IoT be harnessed to predict and prevent maintenance issues, thereby enhancing safety and reliability?
- What role can public-private partnerships play in financing the integration of advanced technologies in rail infrastructure?
- What are the potential risks and challenges of deploying technology in rail maintenance, and how should leaders consider these in their operations strategies?

2) INVESTOR OPPORTUNITIES IN THE DATA CENTER ECONOMY

Over the next five to seven years, the world will need to triple the data center capacity built to date, requiring more than \$3 trillion of capex to be spent efficiently. This need is further compounded by the mismatch between market demand and supply, driven by constraints in power availability and the rapid growth of AI. The sector's greatest opportunity and challenge will lie in bringing innovative solutions to market, with operators rethinking their land and power strategies and investors enabling value creation. This roundtable will delve into questions including:

- How is the data center ecosystem evolving, and what kind of disruptions are occurring throughout the value chain?
- How can colocation companies and investors adjust their business models and investment approaches to maintain and enhance their market positions?
- Where are potentially compelling investor opportunities in the data center value chain, and what strategies can investors explore to achieve diversified and sustainable returns?
- How could sustainability requirements and technological evolutions impact future risks and returns in this fast-growing sector?

3) GREEN MEGAPROJECTS: DELIVERING THE ENERGY TRANSITION

In an era marked by more stringent cost-efficiency imperatives and challenging macroeconomic conditions, the focus of megaprojects has significantly evolved over the past two years. This roundtable discussion will explore critical case studies that highlight advancements in sectors such as nuclear/SMR, blue hydrogen, CO2 management, and the integration of data centers with energy systems. This roundtable will delve into questions including:

- How are priorities shifting on green megaprojects as stakeholders confront greater economic pressures?
- What insights can be drawn from recent successes and setbacks?
- What are the implications of these external shifts and industry learnings for the future roadmap of green megaprojects?

4) INFRA TECH: WHAT'S REAL AND WHAT'S HYPE?

Infratech promises to revolutionize the way infrastructure is built and operated, but it's important to separate the signal from the noise. While investment continues to flow into Infratech, progress in uptake and outcomes has not been uniform. This roundtable will delve into questions including:

- What Infratech technologies and use cases are living up to their promises, and where has progress lagged?
- How can investors, founders, and corporates eliminate barriers to groundbreaking impact?

12:00–13:00 NETWORKING LUNCHEON