Global Infrastructure Initiative

2022 GII Summit Preliminary Agenda
Palace Hotel, Tokyo (all times Japanese Standard Time)

Wednesday, October 19
07:00  REGISTRATION OPENS

10:00–14:00  TOKYO INFRASTRUCTURE SITE VISITS *(various off-site locations to be announced)*
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 Tokyo’s leading organizations. Please note that availability is limited and for Summit participants only.

15:00–15:15  WELCOME AND FRAMING

15:15–15:50  COLLABORATING TO MEET NET-ZERO GOALS
Achieving net-zero carbon emissions goals will require deep commitment and a collaborative approach from both the public and private sectors. Leaders can break the first-mover stalemate by forming or joining coalitions—like the Glasgow Financial Alliance for Net Zero—that address unmet needs and help set the rules for a more orderly net-zero transition. In a specific sector or industry, how can stakeholders across the value chain collaborate to succeed? How do we get beyond the limitations of short-term political cycles, and what can we learn from where collaboration is working?

15:50–16:25  BUILDING A DIGITAL-FIRST INDUSTRY
Despite the clear benefits, digital adoption has been challenging in the infrastructure industry, with few examples of successful transformations at scale. Leaders acknowledge that the industry must augment experience-based decision making with data-driven methods—not least to drive sustainability performance—but how do we overcome the obstacles and get there faster? What different behaviors are required from owners, suppliers, and contractors to accelerate broad adoption? How would a disruptor do things differently in our industry?

16:25–16:35  INSPIRING IDEA

16:35–17:10  DEVELOPING THE ORGANIZATIONAL CAPACITY TO DELIVER
Post-pandemic recovery, compounded by the net-zero imperative, is causing significant disruption to the $11.6 trillion global infrastructure industry. The challenge of increasing capacity to meet these new demands is heightened by an aging workforce, tight labor markets, new sustainability criteria, and technological advances. How can the global workforce be expanded to meet the anticipated increase in demand? What actions can organizations take to correct long-standing barriers to productivity? How can collaboration ease the pressure?
TRANSFORMING THE PROJECT PORTFOLIO TO ACHIEVE NET-ZERO TARGETS

Decarbonization and net-zero targets will require asset portfolios that prioritize sustainability and resilience, in addition to a robust business case. Asset owners will need to reevaluate their current asset base, exit some assets, and build a pipeline of new net-zero investments fast. What opportunities for synergies are presented by the size and duration of the expected net-zero portfolio? How can new approaches to portfolio-based risk management improve risk allocation and improve predictability? What policy changes may be required to remove the barriers to rapid delivery?

18:00–19:00 WELCOME RECEPTION

19:00–21:30 DINNER AND KEYNOTE DISCUSSION 1

21:30 NIGHTCAP

Thursday, October 20
06:30–07:30 SUNRISE ACTIVITY (optional)

08:30–09:30 DISCUSSION SESSIONS

Participants select one of four concurrent pillar discussion sessions:

1: ORCHESTRATING THE ENERGY TRANSITION
A successful decarbonization and energy-transition strategy will need to accommodate new policies and regulations; rethink planning, permitting, and prioritization; leverage new skills, technology, and capital; and adopt an unprecedented sense of urgency to deliver at the required scale and pace. What steps should senior leaders from across the value chain be taking now to plan and accelerate the transition? How do we gear up for an anticipated tripling of the current pace of construction to meet net-zero targets?

2: BRIDGING THE DIGITAL DIVIDE
Many infrastructure owners and contractors are undergoing some form of digital transformation, and they recognize the importance of collaboration across the value chain. However, full integration and collaboration is rare. Success requires a true partnership, with commitment from owners, contractors, and technology companies, to collaborate on a digital platform. What new partnerships should be considered, and how can leaders incentivize them? How will the project team need to contract differently? How do we capture the benefits across multiple projects?

3: DEFINING THE ROLE OF LEADERSHIP IN THIS NEW ERA
Meeting the twin challenges of increasing organizational capacity while improving productivity will require a new approach to leadership. But in this new era of net-zero, what is the role of a leader? How should they lead the company through cultural shifts as the nature of business evolves? What changes to the traditional roles of owners, suppliers, and service providers might help optimize performance? How should they change the way they prioritize investments, and assess risk and return?
4: STANDARDIZING PROJECTS FOR SCALE AND SPEED
Delivering on net-zero—a $130 trillion portfolio of energy and infrastructure projects in just 28 years—requires rapid acceleration of project development and delivery. Simply relying on past best practices will not get the job done; success requires transformation of systemic inefficiencies and a dramatic reduction of the typical project life cycle. How can the industry standardize design and delivery processes to help meet this goal? Using a portfolio lens, what approaches could significantly shorten the investment decision process without increasing risk? What practices and mindsets can we learn from other industries to expedite delivery?

09:45–09:50  WELCOME BACK

09:50–10:25  INNOVATING FINANCING MODELS TO REALIZE NET-ZERO PORTFOLIOS
Project strategies and plans are heavily influenced by the financing models employed. With new alliances—like the Glasgow Financial Alliance for Net Zero (GFANZ)—forming to accelerate decarbonization, this could be the optimal time for infrastructure leaders to rethink their financing models. How do owners and investors need to change their expectations and the constraints for project development and delivery? What changes do contractors need to make to improve predictability and reduce lender and investor risk? What models would allow rapid scaling of net-zero portfolios?

10:25–11:00  BUILDING CYBER RESILIENCE
Cyberattacks on critical infrastructure, such as the Colonial Pipeline, are increasing in frequency and size. Concurrently, infrastructure operators are implementing new technologies that increase efficiencies, but these could also make their assets more vulnerable to cyberattacks. How can the industry embrace digital adoption while managing the threat of cyberattacks? What can be done about zero-day exploits—that is, cyberattacks that occur the same day a vulnerability is discovered by a hacker? What preventive strategies might reduce downtime?

11:00–11:10  INSPIRING IDEA

11:10–11:45  TAKING ADAPTATION SERIOUSLY
While COP26 demonstrated some progress toward decarbonization goals, the course correction has been too slow to avoid the impacts of climate change. Looking ahead, policymakers and business will need to pursue joint mitigation and adaptation strategies. In a distracted world with divisive politics, how do we convince leaders to trust the science and prepare the built environment for the physical and transition risks? What are the financial implications, and how can we work together to allocate risk?

11:45–12:20  ENABLING EQUITABLE ACCESS TO NEW AND EXISTING ASSETS
 Constituents are increasingly asking for more equitable access to infrastructure. In response, governments around the globe are adding social equity metrics to their selection criteria for funding and approving infrastructure development projects. Given the heightened focus on social equity, how do owners and investors need to change their approach and expectations for project development and delivery? How can
decision makers incorporate social equity in the planning phase of projects? What metrics would help measure progress?

12:20–12:30  INSPIRING IDEA

12:30–14:00  LUNCH

14:00–15:15  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 project and framing its biggest challenges. The participant group, representing deep expertise from around the world, will spend the remaining time in a facilitated discussion, solving for these challenges.

1: DECARBONIZING THE CONSTRUCTION VALUE CHAIN
The construction value chain accounts for approximately 25 percent of global CO₂ emissions and has a major role to play in realizing global decarbonization and sustainability goals. Players from across the ecosystem have committed to decarbonization—but how can the industry realize this ambitious goal? Which decarbonization measures should we prioritize and why? What actions should we be taking now, and how can stakeholders across the value chain collaborate to succeed?

2: ENABLING THE SUSTAINABILITY TRANSFORMATION THROUGH DIGITAL STRATEGY
Achieving net zero will require skillful assessment, prioritization, and the application of digitization and green technologies, combined with a dramatic increase in the pace and productivity of construction. How do we design and implement a digital strategy that will enable this transformation? What accompanying changes will be required to technology funding, risk management, and commercialization? What can we learn from China’s pace of construction and innovation over the past decade?

3: BUILDING THE WORKFORCE FOR THE NEXT DECADE
The career opportunity of applying new technology to achieve net-zero targets on critical infrastructure could be an appealing proposition to the next generation of infrastructure leaders. What new skills and capabilities will be essential to shape and safely deliver this next generation of projects? How do the industry’s needs align with the priorities of new workforce demographics? How can the industry harness the power of diversity and inclusion, and what role do project owners play in supporting workforce development goals?

4: FUTURE-PROOFING THE SUPPLY CHAIN FOR THE NEXT DECADE
Delivering on net zero will severely stress the supply chain. Leaders will need to mobilize a stable demand and supply for all required resources—labor, materials, manufacturing capacity, and technology. What steps should organizations and countries be taking now to strengthen their supply chains to meet the anticipated demand? How should organizations be thinking differently about risk allocation and supply chain resilience? How can vertical integration or more effective collaboration help?
15:30–15:40  INSPIRING IDEA
15:40–16:10  KEYNOTE INTERVIEW
16:10–16:30  BEST IDEAS AND CLOSING
Recap of the best ideas, insights, and actions from the 2022 GII Summit
18:30–21:00  DINNER AND ENTERTAINMENT
21:00  NIGHTCAP

Friday, October 21
06:30–07:30  SUNRISE ACTIVITY (optional)
08:00–09:00  NETWORKING BREAKFAST
09:00–12:00  SECTOR ROUNDTABLES
GII will host five concurrent sector roundtables, encouraging participants to take a more in-depth look at the most exciting topics in specific sectors. Additional details to be announced:

1: ENERGY AND RESOURCES
2: ENGINEERING, CONSTRUCTION, AND BUILDING MATERIALS
3: INFRASTRUCTURE INVESTMENT
4: TRANSPORT INFRASTRUCTURE
5: URBAN MOBILITY
12:00–13:00  NETWORKING LUNCHEON