



**ADIS 2025**  
**OUTCOMES BOOK**  
17-18 June 2025



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## Message from the Director General, Abu Dhabi Projects and Infrastructure Centre (ADPIC)

On behalf of the Abu Dhabi Projects and Infrastructure Centre, I would like to express my sincere gratitude and appreciation to all our partners, participants, speakers, exhibitors, delegates, and media partners, for their trust, collaboration, and commitment. Your contributions were instrumental in shaping the discussions and ensuring that the inaugural **Abu Dhabi Infrastructure Summit (ADIS 2025)** delivered tangible value and lasting impact.

Held on 17–18 June 2025 at the Abu Dhabi Energy Centre, ADIS 2025 marked an important milestone in Abu Dhabi's infrastructure journey. The Summit brought together more than **4,100 senior decision-makers, government leaders, investors, developers, and industry experts from over 100 countries**, reinforcing Abu Dhabi's position as a global platform for collaboration, innovation, and long-term infrastructure investment.

Across two days of high-level dialogue, ADIS 2025 delivered meaningful outcomes. The Summit facilitated the signing of **multiple strategic partnerships**, fostered new collaborations, and advanced important conversations around policy, delivery models, innovation, sustainability, and lifestyle-led urban development. With over **70 expert speakers** and strong private-sector participation, ADIS 2025 exceeded expectations and demonstrated the value of convening the global infrastructure ecosystem in Abu Dhabi.

Equally important was the quality of engagement. The Summit welcomed senior government officials, diplomats, C-suite executives, and industry leaders, supported by strong media and international coverage, amplifying Abu Dhabi's infrastructure vision and future project pipeline to a truly global audience.

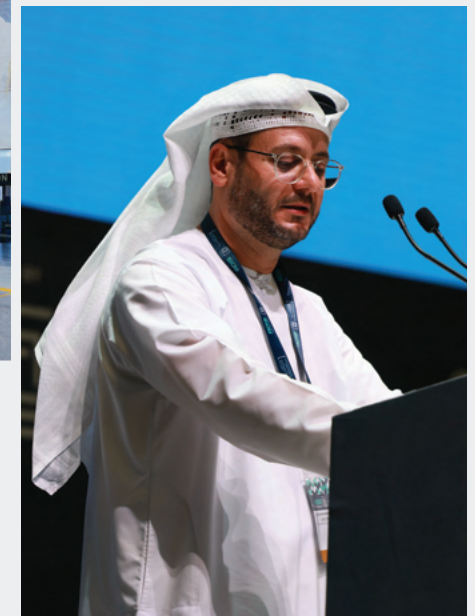
Building on this strong momentum, ADPIC remains committed to leveraging the **Abu Dhabi Infrastructure Summit** as a year-round platform to engage international partners, extend our thought leadership globally, and unlock new opportunities that support both the public and private sectors ambitious urban development and economic diversification agenda. We look forward to welcoming you to the next edition of the Abu Dhabi Infrastructure Summit, as we continue this journey together.

**Eng. Maysarah Mahmoud Eid**

Director General

**Abu Dhabi Projects and Infrastructure Centre (ADPIC)**

[www.adisummit.ae](http://www.adisummit.ae)





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## ABOUT ADPIC

**Abu Dhabi Projects and Infrastructure Centre (ADPIC)**

**The Abu Dhabi Projects and Infrastructure Centre (ADPIC)** is a government body established to oversee the Emirate's capital projects and infrastructure program. ADPIC manages government capital projects in the emirate by coordinating planning, procurement and delivery of major infrastructure initiatives under the highest safety, quality and sustainability standards. Its role is to act as the central authority for Abu Dhabi's infrastructure pipeline – ensuring efficient execution and integration of projects.

ADPIC plays a pivotal role in overseeing and managing capital projects that enhance the quality of life in Abu Dhabi. The centre works closely with key stakeholders across government and industry to champion innovation and best practices in project delivery. ADPIC's mandate is to enable infrastructure projects that support Abu Dhabi's economic diversification and long-term growth, while enhancing residents' wellbeing.





## Abu Dhabi Infrastructure Summit (ADIS)

The Abu Dhabi Infrastructure Summit (ADIS), hosted by the Abu Dhabi Projects and Infrastructure Centre (ADPIC), showcases the Emirate's infrastructure achievements and future project pipelines. This premier event gathers global decision-makers, investors, developers, and technology leaders to foster high-value partnerships and drive innovative solutions.

ADIS serves as an internationally recognized platform for the infrastructure and construction sectors, catalyzing significant local and global collaborations. The summit connects senior government officials and leading executives to facilitate strategic investments, advance smart-city initiatives, and promote sustainable urban development.

Through keynote presentations, insightful panel discussions, and targeted networking opportunities, ADIS highlights cutting-edge trends and technologies shaping Abu Dhabi's urban environment and enhancing quality of life. By emphasizing practical dialogue and collaboration, ADIS positions Abu Dhabi as a global leader in future-oriented infrastructure development.

## ADIS 2025 Theme

The theme of ADIS 2025, **“Future Cities: Rethinking Infrastructure for Better Lifestyles,”** emphasizes creating sustainable, resilient, and livable urban environments. The summit explored innovative infrastructure planning across key sectors including construction, mobility, energy, healthcare, and urban design. Discussions highlighted cutting-edge concepts such as smart cities, modular infrastructure, wellness-driven planning, and advanced investment models, underscoring Abu Dhabi's commitment to forward-thinking urban development aimed at enhancing quality of life and economic resilience.







ADIS 2025  
**Statistics**

 <b>4100+</b> Total Attendees	 <b>100+</b> Countries Represented	 <b>250+</b> VIPs, Government Officials & Diplomats	 <b>4.4M+</b> Total Digital Impressions	
 <b>14M+</b> Media Value (AED)	 <b>70+</b> Speakers	 <b>30+</b> Exhibitors	 <b>80+</b> Press & Influencers	 <b>15</b> MOU & Strategic Partnerships



## ADIS 2025 Exhibition

The summit's dynamic exhibition floor showcases upcoming infrastructure projects and cutting-edge innovations, giving attendees the opportunity to engage directly with leading developers and service providers active in urban development. This environment helps foster connections and long-term partnerships across sectors, where participants explore innovative solutions and discuss them face-to-face with the experts who are actively shaping Abu Dhabi's urban future. The first edition featured a curated selection of regional and global entities who have proven success in infrastructure.





# ADIS 2025 Program Agenda

<b>Day 1</b>  <b>Tuesday</b> <b>June 17 2025</b>	<b>Theme: Policy, Partnerships, and Innovation</b>	Developing the World's Most Liveable City: Infrastructure as a Catalyst for Holistic Urban Progress
		Abu Dhabi: The Capital of Lifestyle Development
		Global Infrastructure Partnerships: Collaborative Opportunities for Transformative Development
		The Backbone of Progress: Integrated Logistics Infrastructure for a Connected World
		Dispute Avoidance: Advancements in Abu Dhabi Capital Contracts
		The Future of Construction: Managing Complexity & Uncertainty in Infrastructure Delivery in Hong Kong
		Revolutionising Infrastructure Development: Modular Construction, AI, and Smart City Solutions
		Smart Infrastructure: Transforming Development with Building Information Modelling (BIM)
		Empowering Local Economies: ICV and SME Agility in Infrastructure
<b>Day 2</b>  <b>Wednesday</b> <b>June 17 2025</b>	<b>Theme: Lifestyle Development</b>	Urban Excellence: Lessons from the World's Most Innovative Cities
		Beyond Steel and Concrete: Connecting to Nature in Urban Development
		Redefining Public Spaces: Smart Mobility and Multifunctional Urban Hubs
		Themed Luxury Development: Deeper Brand Immersion
		Lifestyle Infrastructure: Building a Billion-Dollar Wellness Economy





# DAY ONE

Thursday, 17 June 2025



Day One

## Opening Ceremony

### Opening Keynote Address

WATCH HERE  
 YouTube



H.E. Mohamed Ali  
Al Shorafa  
Chairman  
Department of  
Municipalities and  
Transport - Abu Dhabi

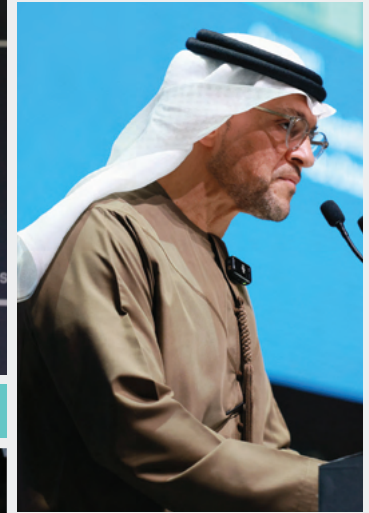
The Opening Keynote set a clear and confident vision for Abu Dhabi's future, positioning the Emirate as a city that does not merely adapt to change, but actively shapes it.

**H.E. Mohamed Ali Al Shorafa**, Chairman of the Department of Municipalities and Transport (DMT), emphasized that Abu Dhabi's rapid growth in population, investment, and ambition is deliberate, planned, and guided by leadership. Growth, he noted, is never left to chance.

A central message of the keynote was the rejection of the traditional trade-off between growth and livability. While many global cities accept congestion, strained services, and declining quality of life as inevitable consequences of expansion, Abu Dhabi views growth and livability as mutually reinforcing. Infrastructure was positioned as the critical enabler that allows both to advance together.

The address reaffirmed the government's mandate to build one of the world's most livable and lovable cities while maintaining global economic competitiveness, underscoring that neither objective is achievable without world-class, future-ready infrastructure. In this context, ADPIC highlighted the launch of more than AED 66 billion in transformational infrastructure projects, with further major investments planned for 2025. The keynote also linked infrastructure to the UAE's Year of Community, framing roads, utilities, and urban systems as tools that connect people to opportunity, strengthen neighborhoods, and create a more human-centered urban experience.

The address concluded with a call to action, positioning ADIS as a working platform for collaboration and delivery, and inviting partners to help shape Abu Dhabi's future for generations to come.





Day One

## Opening Ceremony Opening Address

WATCH HERE  




H.E. Eng. Maysarah  
Mahmoud Salim Eid  
Director General  
Abu Dhabi Projects  
and Infrastructure  
Centre (ADPIC)

The Opening Address marked the launch of the inaugural Abu Dhabi Infrastructure Summit (ADIS), positioning infrastructure as a strategic force that shapes society, unlocks economic potential, enhances quality of life, and prepares future generations for success. ADIS was introduced as a global platform established under the direction of Abu Dhabi's leadership to convene decision-makers, innovators, and investors committed to reimagining infrastructure as a driver of transformation.

**His Excellency Eng. Maysarah Mahmoud Salim Eid**, Director General of the Abu Dhabi Projects and Infrastructure Centre (ADPIC), framed ADIS as a response to the most pressing challenges facing modern cities, including climate resilience, rapid urbanization, digital transformation, and inclusive growth. While complex, these challenges were presented as opportunities for cities willing to adopt bold, collaborative, and human-centric approaches to development.

A central theme of the address was ADPIC's role as a translator of vision into delivery. Beyond project management, ADPIC oversees the full lifecycle of strategic capital development across housing, healthcare, education, culture, connectivity, and public spaces. In 2024 alone, ADPIC delivered more than 11,000 homes, reduced build times by up to 40% through modular construction, and achieved emissions reductions of approximately 30%. The address emphasized that success in infrastructure is measured not by scale alone, but by human impact, strengthening identity, improving everyday life, and creating opportunity for future generations. Looking ahead, His Excellency unveiled ADPIC's five-year strategic roadmap, reinforcing commitments to sustainability, innovation, partnership, and large-scale adoption of modular construction.

The address concluded with a call to global partners to engage with Abu Dhabi as a city where vision meets execution and long-term impact is delivered through collaboration.





## Day One Fireside Chat

# Developing the World's Most Liveable City: Infrastructure as a Catalyst for Holistic Urban Progress

WATCH HERE  
YouTube



**H.E. Mohamed Ali Al Shorafa**  
Chairman  
Department of  
Municipalities and  
Transport - Abu Dhabi



**H.E. Ahmed Jasim Al Zaabi**  
Chairman  
Abu Dhabi  
Department of  
Economic  
Development



**Moderator:**  
**Becky Anderson**  
Managing Editor,  
CNN Abu Dhabi &  
Anchor,  
CNN  
International

The panel discussion highlighted Abu Dhabi's vision to become the world's most liveable city by using infrastructure as a catalyst for economic growth and social well-being. Moderated by CNN's Becky Anderson, the conversation emphasized that infrastructure is not limited to just concrete and steel, but must encompass how people live, move, and access essential services like education and healthcare.

**H.E. Mohamed Ali Al Shorafa**, the Chairman of the Department of Municipalities and Transport, explained that Abu Dhabi's urban planning is driven by the principle of making the city both "livable and lovable," and further elaborated on how planning is tailored to diverse communities, with each district assessed based on demographic needs and livability factors. He stressed the importance of aligning infrastructure with economic strategy, saying the city must be ready for new business clusters and population growth.

**H.E. Ahmed Jasim Al Zaabi**, the Chairman of the Department of Economic Development, shared key data: a 200% increase in foreign investment over the past decade and significant growth in the construction sector, and positioned infrastructure, including smart city initiatives and legal readiness, as integral to attracting global investment. Abu Dhabi, he noted, has never received a credit downgrade – further reinforcing its stability and long-term appeal.





## Fireside Chat

### Developing the World's Most Liveable City: Infrastructure as a Catalyst for Holistic Urban Progress



H.E. Mohamed  
Ali Al Shorafa

Chairman  
Department of  
Municipalities and  
Transport - Abu Dhabi

H.E. Ahmed Jasim  
Al Zaabi

Chairman  
Abu Dhabi  
Department of  
Economic Development

“

Infrastructure and livability go hand-in-hand together, how you want people to feel this is their home by having the right components at the right place, at the right time.

”

H.E. Mohamed Ali  
Al Shorafa



“

If there's one city in the world... that has never gotten downgraded and never gotten a negative outlook, it's Abu Dhabi, and that tells you how resilient the economic landscape is.

”

H.E. Ahmed Jasim  
Al Zaabi





Day One

## Opening Panel

# Abu Dhabi: The Capital of Lifestyle Development

WATCH HERE  
YouTube



**H.E. Dr. Saif Sultan Al Nasri**  
Undersecretary  
Department of Municipalities and Transport - Abu Dhabi



**H.E. Badr Al Olama**  
Director General  
Abu Dhabi Investment Office (ADIO)



**Dr. Mohamed Abdalla Al Zaabi**  
Group Chief Executive Officer  
Miral



**Adel Albreiki**  
Chief Executive Officer  
Aldar Projects



**Moderator:**  
**Becky Anderson**  
Managing Editor,  
CNN Abu Dhabi & Anchor,  
CNN International

The second panel of the day brought together key voices from government, investment, tourism, and real estate to explore Abu Dhabi's holistic approach to lifestyle-focused development. Moderated by Becky Anderson, the discussion centered on how Abu Dhabi is moving beyond traditional real estate models to create vibrant, human-centric communities that meet the evolving expectations of residents, tourists, and investors.

**H.E. Dr. Saif Sultan Al Nasri** emphasized Abu Dhabi's resident-first mindset, where nationals and residents act as co-creators of the emirate's future. He outlined the government's unified planning strategy, balancing top-down vision with bottom-up community engagement to design spaces that prioritize wellbeing, safety, and livability.

**H.E. Badr Al Olama** discussed how Abu Dhabi Investment Office measures returns beyond finance, focusing on economic diversification, long-term partnerships, and resilience. He highlighted the government's agility in adapting regulations to keep Abu Dhabi attractive for global investors while maintaining a high quality of life.





Day One

## Opening Panel

# Abu Dhabi: The Capital of Lifestyle Development

**Dr. Mohamed Abdalla Al Zaabi** shared the journey of transforming Yas Island from a seemingly impossible dream into a world-class tourism destination, proving Abu Dhabi's ability to execute bold visions even in challenging contexts like extreme summer heat.

**Adel Albreiki** explained how Aldar is redefining real estate by focusing on integrated, themed master plans that build lifestyles rather than just housing. These communities prioritize connectivity, walkability, and social spaces to foster belonging.

Panelists agreed that Abu Dhabi's coordinated approach, spanning infrastructure, policy, entertainment, and culture, positions it as a global benchmark for future-ready cities. By uniting stakeholders around shared goals, the emirate is creating sustainable, inclusive destinations that blend innovation with authenticity, setting a new standard in lifestyle development.

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YouTube







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مركز أبوظبي  
للمشاريع والبنية التحتية  
Abu Dhabi Projects  
and Infrastructure Centre

Fireside Chat

Develop the World's Most Liveable City:  
Infrastructure as a Catalyst for Holistic Urban Progress



H.E. Mohamed  
Abdalla Al Zaabi  
Chairman  
Department of  
Municipalities and  
Transport - Abu Dhabi



H.E. Badr Al Olama  
Chairman  
Abu Dhabi  
Department of  
Economic Development

“

Our focus is more human centric. Our people, our residents, our nationals, they are co-creators of this future, especially when it comes to lifestyle, when it comes to liveability.

”

H.E. Dr. Saif Sultan  
Al Nasri



“

We stay the course, and we play the long game. We're not transactional, we're not doing just the project. It's about the city. It's about creating an emotional attachment between the individual, between the investor and the city.

”

H.E. Badr Al Olama



“

Abu Dhabi today became the right land to seed any idea. People said it is mission impossible to build a tourism destination. Today, July and August are as busy as December.

”

Dr. Mohamed Abdalla  
Al Zaabi



“

Building nowadays, instead of just building homes and selling homes, we tend to build and sell lifestyles. Our themed master planned communities revolve around the fabric of society.

”

Adel Albreiki





Day One

## Panel Discussion

# Global Infrastructure Partnerships: Collaborative Opportunities for Transformative Development

WATCH HERE  
YouTube



**Mounir Haidar**  
Co-Founder and  
Managing Partner  
**LEAD**  
Development



**Carlos Wakim**  
Chief Executive  
Officer  
**Bloom Holding**



**Fuat Kasimcan**  
Secretary General  
**Turkish**  
Contractors  
Association



**Abdulaziz Alobaidli**  
Chief Operating  
Officer  
**Masdar**



**Moderator:**  
**Gaurav Sharma**  
Energy Markets  
Analyst & Forbes  
Senior Contributor

The “Global Infrastructure Partnerships: Collaborative Opportunities” panel, moderated by Gaurav Sharma Of Forbes Magazine, brought together leading voices in urban development and infrastructure to explore how Abu Dhabi is shaping the future through international collaboration. The conversation focused on sustainable growth, resilient infrastructure, and the importance of long-term partnerships between governments and private developers.

**Mounir Haidar**, reflected on two decades of transformation in Abu Dhabi, crediting the government’s vision and support for enabling developers to deliver not just real estate but integrated, livable infrastructure. He emphasized that infrastructure development is a creative and strategic endeavor, not just technical execution.

**Carlos Wakim**, advocated for a human-centric approach, explaining how Bloom Living was designed to foster well-being, walkability, and community cohesion across generations and nationalities, shifting the focus from investor demands to quality of life.





Day One

## Panel Discussion

# Global Infrastructure Partnerships: Collaborative Opportunities for Transformative Development

**Fuat Kasimcan**, highlighted Turkey's contribution to global infrastructure, with \$540 billion in projects across 278 countries. He emphasized the importance of extending partnerships beyond finance, into innovation, technology, and knowledge-sharing, especially as the region pivots toward green and digital transformation.

**Abdulaziz Alobaidli**, discussed how Masdar has scaled renewable energy projects across the globe by working closely with local governments to co-create policies and ecosystems. He stressed the importance of ESG (environmental, social, governance) practices, community inclusion, and the long-term nature of infrastructure investment.

The panelists jointly agreed that Abu Dhabi's model of visionary planning, openness to innovation, and regulatory clarity makes it a global example of how infrastructure can be a platform for economic and social resilience.







To build resilient infrastructure, you need to look to the future, learn from lessons learned... Whether it's energy, solar, water usage, water conservation, or mobility, public transport - these are all pillars of planning for resilient infrastructure.



**Mounir Haidar**



Humans are social creatures, they depend on interacting with each other for their survival and well-being... By looking at the human being himself, we look at how to develop communities instead of how to develop units.



**Carlos Wakim**



Turkish contractors have undertaken more than \$540 billion projects in 278 different countries, more than 12,000 projects... In the UAE, our contractors have undertaken almost \$20 billion through 150 projects.



**Fuat Kasimcan**



Abu Dhabi has been at the forefront when it comes to sustainable infrastructure... We have proven to the world that solar and renewable energy is much more affordable than conventional ways of producing utilities.



**Abdulaziz Alobaidli**





Day One

Fireside Chat

## The Backbone of Progress: Integrated Logistics Infrastructure for a Connected World

WATCH HERE  
YouTube



**Omar Alsebeyi**  
Deputy CEO  
Etihad Rail Freight



**Hosam Heikal**  
Senior Vice President  
- Sector Manager,  
Abu Dhabi & Oman  
Parsons



**Moderator:**  
**Shereen Mitwali**  
International  
Presenter &  
Moderator

The panel highlighted how Abu Dhabi is transforming into a world-class logistics and trade hub by integrating air, sea, land, and rail into a seamless, multimodal ecosystem. The discussion emphasized how logistics is no longer a backend operation but a strategic growth engine driving trade, economic resilience, and regional competitiveness.

**Omar Alsebeyi**, explained how the integration of ports, railways, roads, and inland terminals is enabling efficient, door-to-door movement of goods across the UAE, and that thanks to 900 km of track connecting key ports and cities, was also reducing truck traffic, cutting emissions, and unlocking scalable opportunities for cross-border trade, including a new \$1.5 billion rail link with Oman. He highlighted recent collaborations like the Etihad Rail–DHL joint venture as proof of the private sector's growing confidence in Abu Dhabi's logistics infrastructure.

**Hassan Al Hosani**, emphasized the importance of keeping infrastructure future-ready, pointing to AI and digital twins as critical tools for building predictive, integrated systems that monitor and optimize logistics performance in real time. With existing capabilities in roads, ports, and airports, Hassan argued that with automated warehouses and control centers poised to enhance operational efficiency, Abu Dhabi is well-positioned to be the region's logistics capital.

The panel concluded with a shared vision: to position Abu Dhabi as the region's central logistics hub, combining advanced technology, government support, and world-class infrastructure to attract global businesses and investors.







Moderator

Shereen Mitwali

International Presenter  
& Moderator



Omar Alsebeyi

Deputy CEO  
Etihad Rail Freight



Hosam Heikal

Senior Vice President  
Sector Manager  
Abu Dhabi & Oman  
Parsons

“

Abu Dhabi is very advanced on creating a seamless environment where goods, data, regulatory processes are moving together efficiently... We're working together in a full, seamless, door to door solution for customers.

”

Omar Alsebeyi



“

We need to bring technology and AI into our industry... We need to look for real-time tracking systems, how we can engage AI to detect any deficiency in the system, predictive analytics for any deficiency.

”

Hosam Heikal



ADIS

قمة أبوظبي للبنية التحتية  
ABU DHABI INFRASTRUCTURE SUMMIT



Day One

## Panel Discussion

# Dispute Avoidance: Advancements in Abu Dhabi Capital Contracts

WATCH HERE  
YouTube



**Fatima Balfaqeeh**  
Managing Partner  
**Balfaqeeh**  
Advocates  
& Legal Consultants



**Dr. John Fletcher**  
Executive Director of  
Dispute Resolution  
Service (DRS)  
**Royal Institution of**  
Chartered  
Surveyors' (RICS)



**Mahmoud**  
**Abu Hussein**  
FIDIC Contracts  
Committee Member  
(Former Vice-Chair)  
**International**  
Federation of  
Consulting  
Engineers (FIDIC)



**Maria Mazzawi**  
Registrar  
**Abu Dhabi**  
International  
Arbitration Centre  
(arbitrateAD)



**Moderator:**  
**Hisham Al Zeir**  
Director – Commercial  
Affairs  
**Abu Dhabi Projects**  
and Infrastructure  
Centre (ADPIC)

The panel explored how Abu Dhabi is transforming its approach to dispute avoidance in capital contracts, aiming to replace reactive litigation with proactive conflict management. Moderated by Hisham Al Zeir, the discussion showcased public sector reforms and the rise of structured dispute avoidance mechanisms in the UAE's infrastructure sector.

**Fatima Balfaqeeh** emphasized the shift from heavily amended and one-sided contracts to more balanced frameworks that encourage fairness and engineer neutrality, highlighting recurring issues in the sector such as delayed payments and unrealistic timelines, while she praised Abu Dhabi's moves to rebalance contractual powers and revive the role of the engineer in dispute prevention.

**Dr. John Fletcher of RICS** reflected on global learnings, particularly from the UK's evolution from arbitration to adjudication and to conflict avoidance. He introduced RICS' pilot project in Abu Dhabi to deploy Conflict Avoidance Panels (CAPs), designed to identify early warning signs and mediate before disputes escalate.





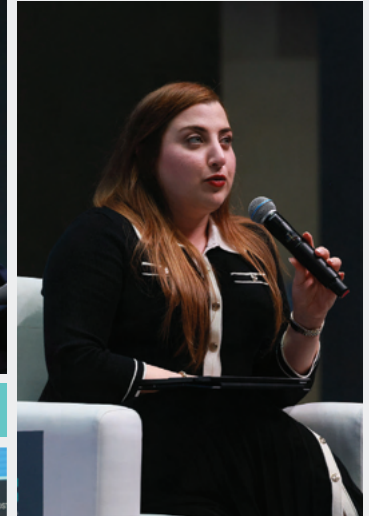
Day One

## Panel Discussion

### Dispute Avoidance: Advancements in Abu Dhabi Capital Contracts

**Mahmoud Abu Hussein**, addressed why DABs (Dispute Avoidance/Adjudication Boards) are underutilized in the region, citing misconceptions around cost, time, and employer control. He underscored the role of the engineer and FIDIC's 2017 suite, which strengthens dispute avoidance and encourages a culture of neutrality and early resolution.

**Maria Mazzawi**, highlighted institutional contributions, noting the center's rapid growth and commitment to fast, enforceable, and user-friendly arbitration. She announced a new MOU with ADPIC to develop training programs and appointment mechanisms that support adjudication and dispute avoidance.





“

Dispute avoidance does not start after the signature of the contract or at the time of floating the tender. It starts way before, from the scoping to the tendering, until the selection of the contractor.

”

**Fatima Balfaqeeh**



**Hisham Al Zeir**

Director – Commercial Affairs

**Fatima Balfaqeeh**

Managing Partner  
Balfaqeeh Advocates & Legal Consultants

**Dr. John Fletcher**

Executive Director of Dispute Resolution Service (DRS)  
Royal Institution of Chartered Surveyors (RICS)

**Mahmoud Abu Hussein**

FIDIC Contracts Committee Member (Former Vice-Chair)

**Maria Mazzawi**

Registrar  
Abu Dhabi International Arbitration Centre (ArbitrateAD)

“

The thing that has shone through most of all is the open minded, proactive, future looking approach on all the projects that are underway here in Abu Dhabi, and the extent to which they have been open to ideas and best practice from the rest of the world.

”

**Dr. John Fletcher**



“

The engineer now has a central role in fostering agreements before claims escalate

”

**Mahmoud Abu Hussein**



“

Dispute avoidance does not start after the signature of the contract or at the time of floating the tender. It starts way before, from the scoping to the tendering, until the selection of the contractor.

”

**Maria Mazzawi**





Day One

## Presentation

# The Future of Construction - Managing Complexity and Uncertainty in Infrastructure Delivery in Hong Kong

WATCH HERE  
YouTube



**Ir. Ricky C K Lau, JP**  
Permanent Secretary for Development (Works)  
Development Bureau of the Government of the Hong Kong Special  
Administrative Region of the People's Republic of China

**Ir. Ricky C K Lau**, delivered a comprehensive overview of the city's progress, challenges, and forward-looking strategies in infrastructure development. Despite its dense urban landscape and geographical limitations, Hong Kong has positioned itself as a global leader in urban infrastructure, integrating innovation, sustainability, and resilience into its long-term planning.

Key achievements included world-class projects like the Hong Kong-Zhuhai-Macao Bridge, the Ching Ma Bridge, and its ranking as the #2 Global Financial Center for infrastructure. The city is leveraging its role within the Greater Bay Area and China's Belt and Road Initiative, serving as a bridge between mainland China and international markets.

To remain competitive, the Hong Kong SAR government is investing USD 15 billion annually in public works and prioritizing AI, robotics, and modular construction. Technologies like BIM, generative AI, automated inspections, and remote-operated cranes are being used to reduce design time by up to 70% and enhance construction quality and efficiency.

Hong Kong is also pioneering ultra-high-strength steel, achieving up to 35% material savings, and promoting green building standards through the BEAM Plus system. With over 620 collaborative projects already using NEC contracts and no recorded disputes, the city is promoting harmony in project delivery and stakeholder engagement. Talent development is a central pillar. Through initiatives like the Center of Excellence and partnerships with institutions like HEC Paris, Hong Kong is fostering leadership, innovation, and global recognition for its professionals.



“While we have made achievements in infrastructure, Hong Kong still faces challenges, but by capitalizing on the strengths of Hong Kong, mainland China, and our international partners, we can build smart, green, and resilient infrastructure for future generations.”

**Ir. Ricky C K Lau, JP**





Day One

## Panel Discussion

# Revolutionising Infrastructure Development: Modular Construction, AI, and Smart City Solutions

WATCH HERE  
YouTube



**Ghiya Al-Haj-Hasan**  
Chief Commercial  
Officer - Middle East &  
Africa  
Honeywell



**Klemensas Mecejus**  
Head of Advisory  
AI71 AI Advisory



**Husam Qasem Shadid**  
Head of Business  
Excellence  
Abu Dhabi Projects and  
Infrastructure Centre  
(ADPIC)



**Moderator:**  
**Dr. Hesham Nour Eldeen**  
Practice Director,  
Structures, Civil  
Infrastructure,  
Transportation, UAE  
AECOM

This panel brought together experts in AI, smart infrastructure, and modular construction to explore how digital technologies are shaping the future of urban development across the Middle East. Moderator Dr. Hesham Nour Eldeen opened the session by emphasizing that AI, modular construction, and smart city technologies are no longer buzzwords—they are actively reshaping the construction and infrastructure sectors, particularly post-COVID.

**Dr. Hesham Nour Eldeen** set the stage with questions about how AI can align with ethical standards and community needs, to which the panelists responded by highlighting strategies for inclusivity, transparency, and optimization through digital tools.

**Ghiya Al-Haj-Hasan**, discussed the role of AI and IoT in optimizing operations and sustainability. Buildings, she explained, are now intelligent ecosystems capable of learning and adapting in real time. Sensors track occupancy, energy, and environmental factors, allowing AI to enhance comfort, reduce energy use, and meet climate targets. She also emphasized the importance of partnerships and data-driven outcomes.





Day One

## Panel Discussion

# Revolutionising Infrastructure Development: Modular Construction, AI, and Smart City Solutions

**Husam Qasem Shadid**, explored how modular construction can scale while preserving local architectural identity. He stressed that modular does not mean generic, with the right digital tools and design flexibility, these systems can reflect local culture, materials, and community values. Collaboration with urban planners at early stages is key to integration and acceptance.

**Klemensas Mecejus**, addressed how public-private partnerships can thrive through shared access to technology and data. He argued that the public sector's untapped data reserves and the private sector's innovation, a collaboration between both can transform services, from smart infrastructure to predictive urban management.





“

Today's buildings are becoming active, intelligent and connected ecosystems that can sense, learn and adapt in real time... AI is not a futuristic promise. It's a tool that is here today.

”

**Ghiya Al-Haj-Hasan**

“

The big benefit of digital twin is that it's 3D visual that you can give to everyone and everyone can see, touch, feel, interact... That adds a lot of power, reduces risks, improves compliance and speeds the whole thing.

”

**Klemensas Mecejus**

“

We are seeing partnerships becoming more collaborative, data driven, more result oriented... We can build faster, more cost effectively by having no compromises on quality.

”

**Husam Qasem Shadid**



Day One

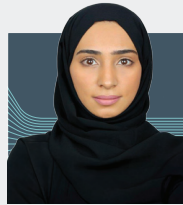
## Fireside Chat

# Smart Infrastructure: Transforming Development with Building Information Modelling (BIM)

WATCH HERE  
YouTube



**Khaled Awad**  
Chairman and Founder  
**Advanced Construction  
Technology Services  
(ACTS)**



**Khadija Alrubaie**  
Acting Executive  
Director - Planning  
**Abu Dhabi Projects  
and Infrastructure  
Centre (ADPIC)**

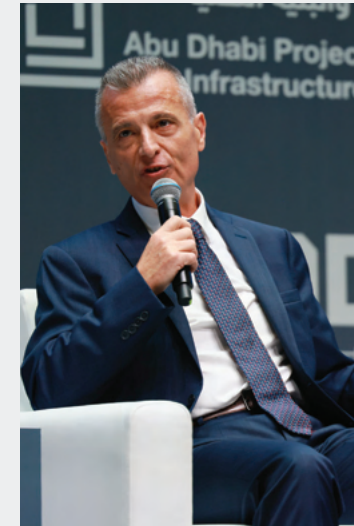


**Moderator:**  
**Dr. Bilal Succar**  
Researcher and  
International  
Consultant – Digital  
Transformation in the  
Built Environment  
**ChangeAgents AEC**

In this engaging panel, Dr. Bilal Succar led a discussion on how Building Information Modeling (BIM) is a catalyst for digital transformation in construction and infrastructure. He emphasized BIM as the essential gateway to AI, digital twins, and modern project deliveries.

**Khadija Alrubaie** explained how Abu Dhabi Project Center (ADPIC) uses BIM across 60+ projects worth AED 64 billion, highlighting its role in accurate planning, budgeting, and anticipating change requests. She noted ADPIC's plans to mandate BIM and develop guidelines while addressing skill gaps through collaboration with universities and training programs.

**Khaled Awad** underscored BIM as a critical productivity tool beyond design clash detection, recounting his experience with BIM-enhanced assessments compared to challenges in outdated buildings lacking digital records. He called on government bodies to mandate BIM standards like ISO 19650 to drive ecosystem-wide improvements, training, and consistent adoption. The discussion candidly addressed barriers like resistance to change and skills shortages, concluding that BIM is essential for productivity, lifecycle management, and sustainable urban development in Abu Dhabi and beyond.





“Call it AIM or Asset Information Management instead of building, because people think of building information management as limited to buildings. It's the right transition between the physical world where we've been to the digital world where we are going.”

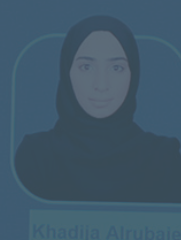
Khaled Awad



Dr. Bilal Succar  
Researcher and International Digital



Khaled Awad  
Chairman and Founder  
Advanced Construction Technology Services (ACTS)



Khadija Alrubaie  
Acting Executive Director - Planning  
Abu Dhabi Projects and Infrastructure Centre (ADPIC)

“We have a transformation strategy, a digital transformation strategy, where we envision using BIM to have foresight for change requests, to anticipate these change requests and predict what's coming.”

Khadija Alrubaie



ADIS  
قمة أبوظبي للبنية التحتية  
ABU DHABI INFRASTRUCTURE SUMMIT



Day One

## Panel Discussion

# Empowering Local Economies: ICV and SME Agility in Infrastructure

WATCH HERE  
YouTube



**H.E. Adel Al Nuaimi**  
Executive Director -  
Capital Projects  
Contractual Affairs Sector  
**Abu Dhabi Projects and  
Infrastructure Centre  
(ADPIC)**



**Moustafa Fahour**  
Chief Operating  
Officer  
**Plenary Middle East**



**Ahmed Al Zaabi**  
Executive Director of  
Delivery  
**Modon Real Estate**



**Moderator:**  
**Shereen Mitwali**  
International  
Presenter &  
Moderator

This panel explored how infrastructure projects, policies, and collaboration between government, private sector, and SMEs are empowering local economies and advancing Abu Dhabi's In-Country Value (ICV) mandate.

Moderator Shereen Mitwali set the stage by highlighting that Abu Dhabi's approach goes beyond construction to building sustainable ecosystems.

**His Excellency Adel Al Nuaimi** described how ADPIC and Khalifa Fund are strengthening the SME ecosystem through champion programmes, procurement opportunities, and events to connect SMEs with potential partners, while unified contracts reduce entry barriers for newcomers.

**Moustafa Fahour** shared that Abu Dhabi's PSP model uniquely integrates ICV requirements, ensuring projects like Khalifa University's student housing generate community value and local economic benefits. He emphasized the UAE's global leadership in technology and innovation, noting that international firms increasingly seek local partnerships to leverage regional expertise.





Day One

## Panel Discussion

# Empowering Local Economies: ICV and SME Agility in Infrastructure

**Ahmed Al Zaabi** outlined how Modon embeds ICV goals from the planning phase of mega projects, ensuring local SMEs play key roles and highlighting the importance of collaboration with academia and government. He stressed the transformative role of digital platforms, AI, and real-time data in connecting SMEs to opportunities and aligning them with ICV targets.

The panel concluded that strong public-private sector partnerships, regulatory support, and a collaborative mindset are critical for sustaining economic growth, empowering SMEs, and achieving Abu Dhabi's vision of a resilient, innovation-driven economy.





“

Abu Dhabi General Conditions of Contract provide a unified and transparent legal framework that levels the playing field between large firms and SMEs by minimising legal ambiguity and standardised risk allocation.

”

**H.E. Adel Al Nuaimi**



“

In my 25 years I actually found the global markets could learn a lot from here. When it comes to technology, innovation, advancement, it's actually more robust in this part of the world than it is outside.

”

**Moustafa Fahour**



“

It's all about collaboration, relationships between government, developers, even SMEs and academia. It's a collaboration, an effort that everyone is having to achieve the government vision and goal.

”

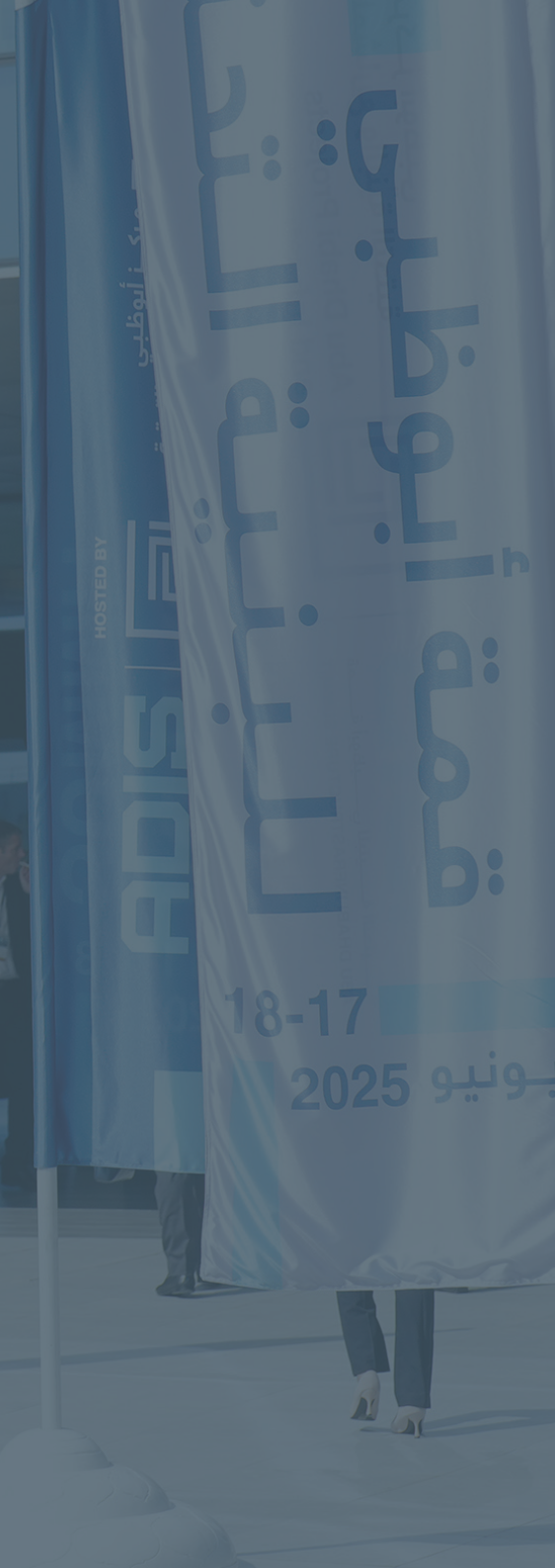
**Husam Qasem Shadid**





# DAY TWO

Friday, 18 June 2025





Day Two

## Opening Remark Welcome Address

WATCH HERE  
 YouTube



**H.E. Eng. Maysarah  
Mahmoud Salim Eid**  
Director General  
**Abu Dhabi Projects  
and Infrastructure  
Centre (ADPIC)**

The Day Two welcome address reinforced the strong momentum established on the opening day of the Abu Dhabi Infrastructure Summit (ADIS) and reaffirmed the Summit's role as a global platform for action, collaboration, and delivery.

**His Excellency Eng. Maysarah Mahmoud Salim Eid**, Director General of the Abu Dhabi Projects and Infrastructure Centre (ADPIC), opened by thanking the speakers, partners, and delegates whose insights and engagement shaped a highly impactful first day.

Day One showcased cross-border partnership and shared purpose, highlighting how Abu Dhabi is redefining lifestyle development through heritage, innovation, and people-first urban planning. Discussions underscored the role of integrated logistics, resilient infrastructure, and progressive policy in turning long-term ambition into delivery, with key announcements marking milestones toward a more inclusive, investment-ready urban ecosystem.

The address emphasized that technologies such as artificial intelligence, Building Information Modelling (BIM), and modular construction are no longer theoretical, but actively reshaping infrastructure delivery to enable faster, smarter, and more sustainable outcomes. With more than 70 speakers and 2,600 attendees from 91 countries on Day One, ADIS was positioned as a truly international forum amplifying ideas and solutions that will shape future cities. His Excellency highlighted that Day Two discussions were framed as practical and outcome-driven, focusing on governance frameworks, partnerships, contract innovation, modular delivery, and digital transformation.

The address concluded by reaffirming that infrastructure is the backbone of society and that innovation and technology are essential to future-proofing cities.





Day Two

## Panel Discussion

# Urban Excellence: Lessons from the World's Most Innovative Cities

WATCH HERE  
YouTube



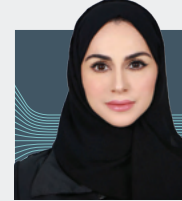
**Daniel Liu**  
Executive Director  
**MORROW**  
Intelligence (MI)



**Emre Arolat**  
Founder & Design  
Partner  
**Emre Arolat**  
Architecture



**Greg Bargull**  
Executive Director of  
Development  
**Modon Real Estate**



**Asma Aljassmi**  
Executive Director  
of Projects Control  
and Operations  
**Aldar Projects**



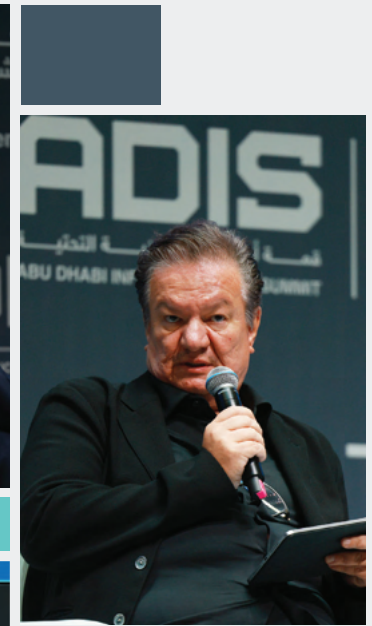
**Moderator:**  
**Gaurav Sharma**  
Energy Markets  
Analyst & Forbes  
Senior Contributor

The panel explored global perspectives on “urban excellence,” with insights from architects, urban developers, and government advisors. Moderated by Gaurav Sharma, the discussion opened with a key question: how should cities define urban excellence? The speakers agreed that it was no longer about rapid expansion or iconic skylines—but about harmony, sustainability, and designing for people.

**Daniel Liu** emphasized Singapore’s long-term planning approach, where urban development is embedded within broader social and economic goals, and noted that excellence is context-specific and must be defined locally.

**Emre Arolat** advocated for a balance between economy, equity, and ecology—citing global examples like Paris and Amsterdam that use metrics and stories to shape humane, integrated urban systems.

**Greg Bargull** stressed the importance of social infrastructure—parks, gathering spaces, and walkability—as foundational elements of livable communities.





Day Two

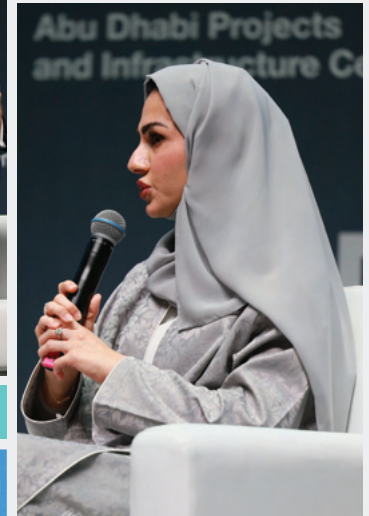
## Panel Discussion

# Urban Excellence: Lessons from the World's Most Innovative Cities

**Asma Aljassmi** highlighted Abu Dhabi's intentional planning strategy, emphasizing inclusivity, sustainability, and the role of public-private partnerships in fostering innovation, citing Aldar's projects and recycling initiatives as examples of ecosystem-wide collaboration.

The panelists also reflected on balancing luxury and affordability in housing, the role of technology, and how Abu Dhabi offers lessons in leadership, planning frameworks, and sustainability benchmarks. Caution was urged around overreliance on smart technology without thoughtful design.

In closing, the group agreed that excellence requires integration across sectors, long-term thinking, and a deep respect for local context.





## Panel Discussion

Urban Excellence: Lessons from the World's  
Most Innovative Cities

“

What has struck me about Abu Dhabi is that the urban leadership has taken a very progressive view of how to conceptualise the city and move forward. Abu Dhabi has very strong governance structures around its cities development.

”

Daniel Liu

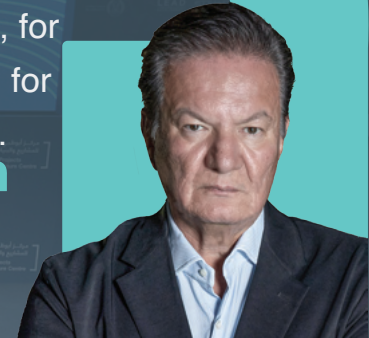


“

Urban excellence is the design challenge and it asks for integration, not perfection, for reason, not just control. And most of all, for care, for the environment, for people and for the quiet dignity of everyday life.

”

Emre Arolat



“

The connect to social gathering spaces and park spaces are key. It's tying together the key social gathering spaces like park spaces, linear parks, the right street network that is key to tying together a community.

”

Greg Bargull



“

We have a very clear roadmap to decarbonise, and we've been doing amazing progress because we're taking it from the get-go from the design. It's intentional, designed this way. We've so far reinvested almost 10 billion in the local economy.

”

Asma Aljassmi





Day Two

## Fireside Chat

# Beyond Steel and Concrete: Connecting to Nature in Urban Development

WATCH HERE  
YouTube



**Paul O'Brien**  
Chief Development  
Officer  
Modon Real Estate



**Andrew Tuck**  
Editor-in-Chief  
Monocle

This engaging conversation explored how Modon Real Estate, under the leadership of Paul O'Brien, is redefining large-scale development in Abu Dhabi and beyond through sustainability, smart technology, and strategic partnerships. Moderated by Andrew Tuck, the session touched on Modon's city-scale planning philosophy and the integrated role of AI and innovation in shaping the built environment.

**O'Brien** explained that Modon operates with a "blank canvas" mindset, using its vast portfolio of 300 million sqm to embed sustainability and digital systems from the ground up. Projects like Hudayriyat Island are designed as full ecosystems-where infrastructure, public realm, and digital experiences are planned holistically. AI is already being used within operations to streamline reporting and decision-making, and it will increasingly personalize customer experiences through digital IDs and smart interfaces.

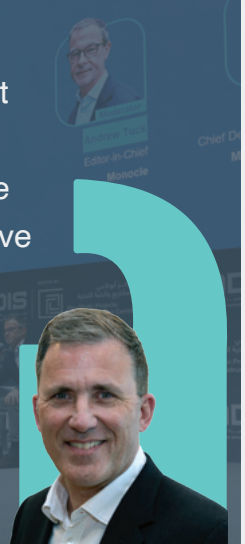
The conversation also addressed the importance of values-aligned partnerships. Modon seeks collaborators who share its ESG vision and can deliver quality at pace-an expectation sometimes difficult for international partners unused to Abu Dhabi's fast development cycles. Nevertheless, the company has successfully exported its model globally, with net-zero projects underway in Egypt and London.

O'Brien concluded by affirming that this is only the beginning. With the support of Abu Dhabi's leadership, Modon is just scratching the surface of what's possible in sustainable, scalable urban development.



“Everything we do is quintessentially Abu Dhabi. What we've achieved here, we are exporting... The passion we have in Abu Dhabi, the passion we have as Modon, to deliver what we're trying to deliver as a vision here is very much being exported elsewhere in the world.”

**Paul O'Brien**





Day Two

## Panel Discussion

# Redefining Public Spaces: Smart Mobility and Multifunctional Urban Hubs

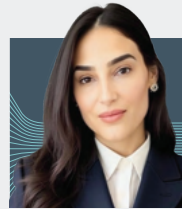
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YouTube



**Omran Malek**  
Head of the SAVI  
Cluster  
Abu Dhabi Investment  
Office (ADIO)



**Dr. Talib Alhinai**  
General Manager  
- UAE  
Archer Aviation



**Salam Ilayyan**  
Advisor, PMO  
Strategy  
Abu Dhabi Projects  
and Infrastructure  
Centre (ADPIC)



**Moderator:**  
**Olivia Duncan**  
Senior Urban Strategist  
Department of  
Municipalities and  
Transport - Abu Dhabi

The panel explored Abu Dhabi's commitment to creating livable, human-centric cities powered by integrated technology and forward-thinking infrastructure. Olivia Duncan of DMT opened the discussion by emphasizing the centrality of livability and stakeholder partnerships in urban transformation, with a focus on granular, community-based metrics.

**Salam Ilayyan**, highlighted the importance of multifunctional, inclusive, and climate-resilient public spaces. She stressed the need for strong urban planning foundations-including integrated infrastructure, early stakeholder engagement, and future-proof design-to meet rising citizen expectations.

**Omran Malek**, discussed the multi-layered infrastructure required to support smart and autonomous mobility. He outlined the Savi (Smart Autonomous Vehicle Industry) cluster's progress and emphasized repurposing existing infrastructure like helipads and parking lots to support multimodal transport solutions. He also pointed to the UAE's agile regulatory environment as a key accelerator for innovation.





Day Two

## Panel Discussion

# Redefining Public Spaces: Smart Mobility and Multifunctional Urban Hubs

**Dr. Talib Alhinai**, introduced the company's mission to provide electric air taxi services as a viable urban transport alternative. He explained how Archer is leveraging existing infrastructure and integrating with ground mobility platforms to deliver seamless multimodal journeys. Dr. Talib underscored the importance of community trust and public engagement to ensure adoption of aerial mobility technologies.

Together, the speakers presented a compelling vision of Abu Dhabi as a global benchmark for sustainable, smart, and inclusive urban mobility ecosystems.





“

How is transport going to look in the next 20 years? Will everyone own a car or share a car? We will be getting deliveries faster with less congestion and emissions because we will be using airspace with drone logistics.

”

**Omran Malek**

“

We don't want the world to adapt to us. We want to adapt to the world that currently exists... We've designed our vehicle to fit into existing infrastructure, particularly existing helipads.

”

**Dr. Talib Alhinai**

“

Every citizen and resident expects public spaces to be multi-functional, to be smart, to be inclusive. They expect areas that support mobility, social engagement & commercial activities all in one accessible, safe, & climate resilient environment.

”

**Salam Ilayyan**



Day Two

## Panel Discussion

### Themed Luxury Development: Deeper Brand Immersion

WATCH HERE  
YouTube



**Kristina Zanic**  
CEO & Founder  
Kristina Zanic Consultants



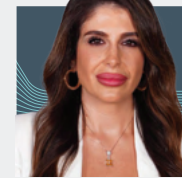
**David Harman**  
Chief Development Officer  
Modon Real Estate



**Mulham G. Kheriba**  
Chief Development Officer  
Reportage



**Kourosh Salehi**  
Partner & Global Design Principal  
LWK + PARTNERS



**Razan Salman**  
Senior Economy & Government Reporter  
CNN Business Arabic

Exploring how the definition of luxury is evolving in residential real estate, especially in the context of Abu Dhabi, the panel, moderated by Razan Salman, brought together leading voices from interior design, architecture, and development.

**Kristina Zanic** emphasized how luxury has shifted toward personalization and wellbeing, highlighting design that brings the outside in, incorporates wellness, and reflects unique geographic and cultural elements.

**David Harman** echoed these sentiments, noting that luxury is no longer purely visual or material, but about emotion, security, and connection to nature – and emphasized the shift from exclusivity to personalization, timelessness, and wellbeing in design.





Day Two

## Panel Discussion

### Themed Luxury Development: Deeper Brand Immersion

**Mulham G. Kheriba**, underlined the importance of location and experience as key luxury attributes, describing Abu Dhabi as a natural luxury canvas with its islands and mangroves. He discussed their in-house development model, which allows for greater control and affordability, adding that for him, branded developments are not essential, but can enhance a product if grounded in functional design.

Architect **Kourosh Salehi** advocated for a people-centered definition of luxury rooted in livability, safety, and long-term value. He critiqued trend-based designs that prioritize style over substance and stressed that true luxury should enhance quality of life rather than mimic foreign models. Salehi also praised Abu Dhabi's unique identity and called for the region to lead rather than follow global trends.





“

More and more we're starting to work very closely with landscape designers and really bringing that inside-out design... It's very important that we work together with architects and we aren't seen in isolation.

”

**Kristina Zanic**



“

Luxury continues to evolve. It used to be something physical, something you can see, and it's now more focused towards feeling, a sense of security... moving from fundamentals to more timeless, sophisticated, neutral schemes.

”

**David Harman**



“

We can't build sustainable cities and developments on a fad that has grown within the influencer realm. What remains the core of any sustainable development is the quality of the building, the quality of the public realm.

”

**Kourosh Salehi**



“

Abu Dhabi is really taking it and making it its own... What's helping Abu Dhabi is its geographical makeup. Abu Dhabi is made up of islands, so wherever you are you always feel like you're in this resort-like feel.

”

**Mulham G. Kheriba**





Day Two

Fireside Chat

## Lifestyle Infrastructure: Building a Billion-Dollar Wellness Economy

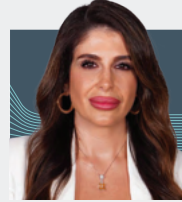
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**H.E. Mohammed Alsuwaidi**  
Financial Affairs  
Executive Director  
Abu Dhabi Projects  
and Infrastructure  
Centre (ADPIC)



**Dr. Georges-Pascal Haber**  
Chief Executive Officer  
Cleveland Clinic  
Abu Dhabi



**Moderator:**  
**Razan Salman**  
Senior Economy &  
Government Reporter  
CNN Business  
Arabic

The final panel of the day explored Abu Dhabi's unique approach to health and wellness infrastructure, highlighting the integration of culture, innovation, and inclusivity. Moderated by Razan Salman, the conversation featured H.E. Mohammed Alsuwaidi and Dr. Georges-Pascal Haber, both of whom emphasized how Abu Dhabi is setting new standards for wellness investment and healthcare delivery.

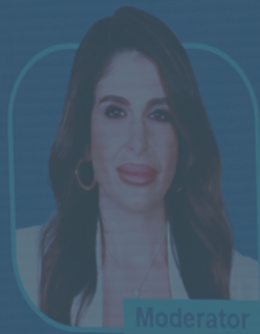
**H.E. Mohammed Alsuwaidi** explained that Abu Dhabi's wellness planning is deeply rooted in heritage and cultural identity, prioritizing long-term sustainability by investing in adaptable, scalable infrastructure while maintaining a human-centered governance model that engages the community at every step. He underscored the importance of balancing "hard care" (infrastructure) with "soft care" (preventative and digital services) for a holistic wellness approach.

**Dr. Georges-Pascal Haber**, drawing on his experience with Cleveland Clinic Abu Dhabi, highlighted the city's transformation into a global healthcare hub. In just a decade, Abu Dhabi has shifted from medical tourism outbound to a destination attracting thousands of patients from around the world. He noted the importance of AI, digital health, and longevity-focused models that are reshaping the healthcare paradigm. Importantly, he stressed that investing in advanced technologies for luxury markets enables scalability and democratization of healthcare access globally.

Both speakers agreed that Abu Dhabi's unique advantage lies in visionary leadership, world-class infrastructure, and inclusive urban planning, with wellness and livability at the forefront.







Moderator

Razan Salman



H.E. Mohammed

alsuwaidi



Dr. Georges-Pascal  
Haber

“ In Abu Dhabi, we make sure that we take our heritage, our culture, traditions into consideration when we plan our well-being infrastructure. By having both, we can have a blend and different unique experience that covers both aspects when it comes to wellness.

H.E. Mohammed Alsuwaidi



“ We are at the cusp of a revolution in health care. We had questions in health care and medicine that were unable to answer for the last thousands of years, and we'll probably be able to answer them now. There is no better place to advance those technology than Abu Dhabi.

Dr. Georges-Pascal Haber





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