

Responsible Investment Forum Europe

Day One: 18 November

7:00

Registration & Networking Breakfast

7:30

Invitation only breakfast hosted by Key ESG

8:45

Chairpersons opening remarks

Christopher Springham, Formerly VP - Communications and Sustainability, LM Wind Power GE Renewable Energy Business

8:55

Brief PRI Remarks

Aditya Vikram, Head of Private Equity, UNPRI

9:00

Keynote: Putting sustainability at the heart of an investment strategy

9:25

PE Heads of sustainability in a changing world

- Political shifts & contagion risk: how concerned should sustainability heads be about evolving European politics?
- ESG under Fire: controlling the narrative & proving your value to internal and external stakeholders
- The role of sustainability in fundraising: how are global managers adapting sustainability messaging for different investor markets?

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- Key sustainability trends and predictions for the next year

Alan Kao, Principal and Global Director, ESG Services, **Ramboll**

Joerg Hoeller, Managing Director - Chief ESG Officer, **AltamarCAM Partners**

10:00

Decarbonising Private Markets: key insights from PMDR adopters on decarbonization progress and value creation

- Key findings from latest PMDR adoption survey and their implications for private markets
- How investors and fund managers can integrate actionable decarbonisation pathways
- Measuring and Achieving Impact: Best practices for tracking and driving decarbonisation efforts across portfolios
- Identifying sectors and companies poised for growth in the transition to a low-carbon economy

Moderator: **Deike Diers**, Partner, Sustainability for Private Equity and Financial Investors, **Bain & Company**

Serge Younes, Global Head of Sustainability, **Investindustrial**

Natasha Buckley, Principal, Sustainable Investing, **HarbourVest Partners**

Elsa Palanza, Managing Director, Global Head of Sustainability, **ICG**

10:35

Coffee & networking

11:05

Leveraging EDCI insights to unlock value creation, improve portfolio resilience and delivering stronger financial returns

- Unveiling the latest EDCI discoveries with a deep dive into the data and key trends
- Exploring how EDCI insights can drive a competitive edge in investment strategy

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- Understanding how LPs apply EDCI data in practice—balancing standardised metrics with materiality in benchmarking
- Showcasing real-world use cases from GPs and LPs to illustrate tangible impact and best practices

Re:Co and BCG

11:45

Working with investments teams to ensure sustainability helps drive returns

- What are the best approaches to influencing deal team?
- Working with an incentivising management teams at portfolio companies on sustainability
- How effectively are ESG leaders being integrated into discussions with investors and potential investments?
- Case studies: How sustainability has directly contributed to increased returns upon exit

Tim Clare, Director, Anthesis Group

Allegra Day, Managing Director and Head of Sustainability, Cinven

12:20

Making Sense of the Omnibus: unpacking the latest regulatory shifts in Europe

- Has the work done so far been a step forward or a wasted effort?
- How will the Omnibus package impact how funds are approaching sustainability?
- To what extent has the omnibus delivered on its promises to streamline regulations?
- What further regulatory changes are anticipated, and how should sustainability heads prepare for the continuing evolving landscape?

Slot reserved: **Kirkland & Ellis**

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12:50

Expert view: how the sustainability function is evolving

- ESG compensation and positioning update
- How do firms structure pay—including carry—to reflect the strategic value they bring?
- Considering how sustainability teams are being structured across private markets funds
- Integration with investment and value creation teams

13:20

Lunch

Track A VALUE CREATION	Track B CLIMATE & NATURE	Track C REGULATION	Track D Other Asset Classes/Sectors
14:25 Opening Remarks	14:25 Opening Remarks	14:25 Opening Remarks	14:25 Opening Remarks
14:30 Portfolio company perspectives on partnering with PE owners to embed sustainability in value creation - How are portfolio companies aligning sustainability initiatives with commercial objectives and growth strategies?	14:30 How to integrate biodiversity protection into non-financial disclosures - How can private equity firms integrate biodiversity data into due diligence and portfolio monitoring?	14:30 Navigating the continued evolution of SFDR: trends and investor priorities - Article 8 vs. Article 9: Weighing the benefits and challenges of each classification	14:30 How sustainability and impact continue to evolve in private credit - Are regulatory pressures and investor expectations reshaping sustainability-linked loans?

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<ul style="list-style-type: none"> - Are management teams leveraging ESG data to drive operational efficiencies and risk mitigation? - What challenges do portfolio companies face in meeting investor ESG expectations, and how can GPs support them? 	<ul style="list-style-type: none"> - Are GPs linking biodiversity risks to financial performance and long-term value creation? - What frameworks and tools can firms use to measure and report nature-related impacts effectively? <p>Noëlla de Bermingham, Chief Sustainability Officer, Andera Partners Senior representative, AXA Climate</p>	<ul style="list-style-type: none"> - How much do investors really care about a fund's classification? - What direction will SFDR take next and how can managers prepare themselves? <p>Moderator Hold: Debevoise & Plimpton Christina Bortz, Deputy General Counsel, ESG, TPG Angelo Gordon</p>	<ul style="list-style-type: none"> - How can financial value be quantified in ESG-driven lending decisions? - How are private debt firms adapting to investor preferences? <p>Vai Patel, Head of Responsible Investment, Alcentra</p>
<p>15:10 Measuring and highlighting the impact of sustainability on value creation</p> <ul style="list-style-type: none"> - How can PE firms measure the financial impact of ESG initiatives on portfolio performance? 	<p>15:10 Developing portfolio decarbonisation plans to reduce emissions and drive value creation</p> <ul style="list-style-type: none"> - Collaborating with portfolio companies to fast-track energy efficiency initiatives - Converting carbon reporting into actionable roadmaps for measurable decarbonisation 	<p>15:10 CSRD: A Practical Update for Fund Managers</p> <ul style="list-style-type: none"> - How firms can streamline data collection and reporting to meet evolving disclosure expectations - With the omnibus reducing reporting requirements for many portfolio companies, how can firms effectively engage 	<p>15:10 Can Private Equity Responsibly Invest in Defence Technologies?</p> <ul style="list-style-type: none"> - Examining the rise of dual-use innovation and its impact on private markets - Identifying investment opportunities: Is the focus on VC, Growth, or beyond?

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<ul style="list-style-type: none"> - Are GPs leveraging data and KPIs to link ESG improvements to value creation? - What tools and frameworks are most effective for quantifying ESG-driven returns? <p>Jack Holmes, Sustainability & ESG Manager, STAR Capital Partnership Viviana Occhionorelli, Partner, Sustainability, Astorg Partners</p>	<ul style="list-style-type: none"> - Exploring investment decarbonisation strategies with a focus on technology and data-driven insights <p>Sebastian Hanna, ESG Manager, Columna Capital Elena Mariotti, Head of ESG Stewardship and Managing Director, Cerberus Operations and Advisory Company</p>	<p>with companies at different stages?</p> <ul style="list-style-type: none"> - Key tools and advisors to support compliance and efficiency 	<ul style="list-style-type: none"> - Practical strategies for responsible investment in an evolving sector <p>Johannes Lenhard, Co-Founder & Co-Director, VentureESG</p>
<p>15:50 How operating partners are viewing ESG as part of value creation strategy</p> <ul style="list-style-type: none"> - To what extent are sustainability heads being incorporated into value creation teams? - Are operating partners leveraging ESG data to inform decision-making and drive performance improvements? - What role do sustainability initiatives play in enhancing 	<p>15:50 Building climate and nature resilient investment portfolios</p> <ul style="list-style-type: none"> - How are investors assessing physical and transition risks from climate change across portfolios? - The role of nature-based solutions in enhancing asset resilience and long-term value creation 	<p>15:50 Navigating sustainability regulations globally</p> <ul style="list-style-type: none"> - Keeping pace with evolving ESG regulations across multiple jurisdictions - The growing risk of greenwashing claims: how can firms ensure robust, defensible disclosures? 	<p>15:50 ESG in venture and growth: driving sustainability in high-growth companies</p> <ul style="list-style-type: none"> - How are VCs integrating ESG into due diligence without stifling innovation? - Are venture-backed companies leveraging ESG to attract capital and scale more effectively? - How can VCs quantify the long-term value creation of ESG

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operational efficiencies and mitigating risks in portfolio companies?	- Integrating climate adaptation and biodiversity strategies into investment decision-making	- Case studies of ESG-related litigation and key takeaways for fund managers	initiatives in high-growth portfolios?
Slot reserved: Re:Co Ralph Friedwagner , Managing Director and Operating Partner, Private Equity, CDPQ London	Sarah Jones , UK Climate Risk & Resilience Lead, Anthesis Group	Laura Frattaroli , Deputy Chief Compliance Officer & Corporate & Regulatory Counsel, General Atlantic	

16:30

Coffee & networking

16:50

Working Group Series A

This session closed door session allows for an interactive roundtable discussion with designated facilitators.

Working Group A Value Creation	Working Group B Biodiversity	Working Group C CRSD
Working Group D AI Integration	Working Group E Decarbonisation Plans	Working Group F Working with portfolio Companies

17:45

Close of conference followed by cocktail reception

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Day Two: 19 Nov 2025

07:30

Registration & Networking Breakfast

07:45

- GPs Breakfast Roundtable
- LP Breakfast Roundtable
- Infrastructure Roundtable

Technology and AI Stream	Social & Governance	Infrastructure Investor Responsible Investment Forum <i>Sustainable Infrastructure for a Resilient Future</i>
<p>9:10 How ESG data and AI can integrate into value creation plans</p> <ul style="list-style-type: none">- How are PE firms leveraging AI-driven ESG insights to enhance value creation plans?- To what extent is ESG data shaping investment decisions and portfolio company strategy?	<p>9:10 The rise of human rights due diligence in private markets: what does best-in class look like? How are GPs integrating human rights considerations into their due diligence frameworks?</p> <ul style="list-style-type: none">- To what extent are human rights considerations being integrated into investment decisions?	<p>9:10 What is sustainable infrastructure in “the new world”?</p> <ul style="list-style-type: none">- How evolving global priorities are reshaping sustainable infrastructure: Integrating defence, digitalisation, and energy security into sustainability strategies- Navigating disruptions to energy infrastructure caused by the trade war and

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<ul style="list-style-type: none"> - How can AI help firms identify and mitigate ESG risks before they impact returns? <p>Chloe Sanders, Head of Sustainability, CVC Capital Partners</p>	<p>How can firms anticipate and mitigate human rights controversies in their portfolios before they escalate?</p>	<p>the trend to reshore renewables to reduce reliance and mitigate risks</p> <ul style="list-style-type: none"> - Successful methods to turn the ESG backlash into investment opportunity - LP perspectives on the new age of sustainable infrastructure <p>Hilkka Komulainen, Global Head of Sustainability and Impact, Quinbrook Infrastructure Partners Andreas Ochsenkühn, Head of Portfolio Management Sustainable Infrastructure, KGAL Investment Management GmbH & Co. KG Edward Dixon, Head of Sustainability: Private Markets, Aviva Investors Melisa Simic, Senior Director of Sustainability, Nuveen Infrastructure</p>
<p>9:45 Exploring the energy impacts of Generative AI</p> <ul style="list-style-type: none"> - What are the climate implications, and how can businesses optimize their AI usage to minimize environmental effects? - Investment opportunities at the intersection of Generative AI and sustainability 	<p>9:45 Governance: from compliance to competitive advantage</p> <ul style="list-style-type: none"> - How are governance standards evolving in private markets, and what's driving the shift? 	<p>9:45 Resilient sustainable infrastructure: Adapting to climate risks</p> <ul style="list-style-type: none"> - How can sustainability teams drive climate adaptation initiatives within assets?

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<ul style="list-style-type: none"> - What are the next steps for developing scalable, AI-powered solutions that address both climate change and business needs? 	<ul style="list-style-type: none"> - How can firms build more resilient governance structures to manage risk and enhance long-term value creation? - How are LPs pressuring GPs around governance? <p>Pierre Klemas, Chief Sustainability Officer, Stirling Capital Partners</p>	<ul style="list-style-type: none"> - Strategies for integrating resilience into sustainable infrastructure planning and development - How to adapt to environmental, regulatory, and market uncertainties - Can adaptation be investable? <p>Simon Whistler, Head of Real Assets, Principles of Responsible Investment Maria Nazarova-Doyle, Executive Director, Global Head of Sustainable Investment, IFM Investors Sabine Chalopin, Head of Sustainability, Denham Capital Shami Nissan, Head of Sustainability, Actis David Hawkins, Senior ESG Vice President, Climate and Regulatory Lead, NextEnergy Group</p>
<p>10:20 Defining Responsible AI in private equity</p> <ul style="list-style-type: none"> - What does it mean to develop and implement AI solutions that align with ethical principles and societal expectations? - How are private market leaders incorporating responsible AI into their strategies? 	<p>10:20 Driving diversity across portfolio companies</p> <ul style="list-style-type: none"> - How are firms translating DEI commitments into measurable change in hiring, retention, and leadership representation? 	<p>10:20 Revolutionising ESG reporting: Unlocking new opportunities for infrastructure investors</p> <ul style="list-style-type: none"> - How the ESG Data Convergence Initiative (EDCI) is driving transparency, benchmarking, and comparability for investors

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<ul style="list-style-type: none"> - How can investors drive innovation and are a net-positive for sustainability efforts? 	<ul style="list-style-type: none"> - Are LPs pushing harder for diversity in fund manager selection, and how is this influencing GP strategies? <p>Will disclosure requirements and investor pressure accelerate real progress?</p>	<ul style="list-style-type: none"> - The role of data analytics and digital solutions in enhancing ESG reporting efficiency and accuracy - How transparent and standardised reporting unlocks new opportunities for investment and value creation - Mandatory reporting – what do investors need?
11:00 Coffee & networking		
10:20 Defining Responsible AI in private equity <ul style="list-style-type: none"> - What does it mean to develop and implement AI solutions that align with ethical principles and societal expectations? - How are private market leaders incorporating responsible AI into their strategies? - How can investors drive innovation and are a net-positive for sustainability efforts? 	10:20 Driving diversity across portfolio companies <ul style="list-style-type: none"> - How are firms translating DEI commitments into measurable change in hiring, retention, and leadership representation? - Are LPs pushing harder for diversity in fund manager selection, and how is this influencing GP strategies? <p>Will disclosure requirements and investor pressure accelerate real progress?</p>	
11:30 Impact Convergence Forum (ICF): advancing standardised impact measurement	11:30 Policy & regulation trends: Setting the framework for responsible infrastructure	

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- Enhancing LP/GP alignment on impact definitions, benchmarks, measurement, management and disclosure
- Addressing challenges around deploying capital to impact on scale
- Providing a platform for learning and partnerships for established and new impact investors

- A playbook to tackle greenwashing: The role of robust frameworks in ensuring accurate sustainability measurement throughout the investment process
- Practical strategies for meeting climate disclosure regulations effectively
- LP perspectives: Aligning investment strategies with new sustainability mandates

Ruairi Revell, Head of Sustainability - Economic Infrastructure, **aberddeen**
Severin Buchwald, Senior Expert Sustainable Finance, **MEAG**

12:10

Managing sustainability risks in the supply chain: practical tips for managers

- How growing pressure from regulators and investors has raised the importance of human rights issues in the supply chain
- The role of due diligence in identifying and mitigating environmental and social risks among suppliers.
- Leveraging technology and data analytics to enhance supply chain transparency and compliance.

PRI

12:10

How sustainability enhances value creation in infrastructure investments

- Exploring the impact of ESG and due diligence on value creation in infrastructure investments
- How can technology and data providers support portfolio companies in driving value creation?
- Examining live investment examples and the value generated

Félix Heon, Head of Sustainability, **Antin Infrastructure Partners**
Cléo Fitzsimons, Head of Sustainability, **Pension Insurance Corporation**
Barbara Weber, Founder & Managing Partner, **B Capital Partners**
Olta Cibuku, Senior Asset Manager, **Sosteneo Infrastructure Partners**

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	<p>Kristina Klobberdanz, Senior Managing Director, Chief Sustainability Officer, Macquarie Asset Management</p>
<p>12:45 Oxford Style Debate: This house believes that the Omnibus Proposals represent a retreat from leadership in sustainability</p> <p><i>This is an Oxford-style debate in which we'll have two speakers for the proposition and two speakers against, with audience voting on their views at the start and at the end of the session. This session will be an off-the-record discussion.</i></p> <p>Maarten Biermans, ESG & Investor Relations, Prow Capital</p>	<p>12:45 Transition to Transformation: The social impact of renewables</p> <ul style="list-style-type: none"> - Balancing economic growth with social responsibility in renewable energy - How to address the impact on procurement and supply chains on greenfield projects in a tariff-based world - What is sustainable procurement and how to ensure assets have a "net zero behaviour" - How to overcome NIMBYism ("Not In My Backyard") in sustainable energy projects <p>Carmela Mondino Borrromeo, ESG Advisor, Borrromeo Mondino Advisors Joost Bergsma, Global Head of Clean Energy, Nuveen Infrastructure Gwen Colin, Head of ESG and Partner, Vauban Infrastructure Partners Nik Stone, Head of ESG, Nala Renewables</p>
<p>13:15 Lunch</p>	
<p>14:00 Regulatory Workshop</p>	<p>14:00 The role of the infrastructure debt market: Balancing risk & reward in a sustainable future</p>

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	<ul style="list-style-type: none">- The growing role of infrastructure debt in responsible investment strategies- Managing risk exposure in an evolving regulatory and environmental landscape- LP expectations: ESG integration in debt financing and project selection <p>Jorge Camina, Partner & Head of Sustainable Infrastructure Credit, Denham Capital Nadine Wagner, Asset Management Infrastructure Debt, MEAG</p>
	<p>14:40 Driving the evolution of sustainable data centers</p> <ul style="list-style-type: none">- Successful case studies of aligning digital infrastructure expansion with sustainability goals- Balancing data center power demands with investment opportunities <p>Responsible digitalisation - Addressing data privacy, social equity, and ethical tech deployment</p>
<p>15:00 Value Creation Masterclass</p>	<p>15:20 LP Panel: The future of responsible infrastructure: What's next?</p> <ul style="list-style-type: none">- Will responsible infrastructure continue to deliver strong returns?

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- Exploring the evolving role of investors, policymakers, and industry leaders in shaping the sector
- What infrastructure themes will dominate the next decade?

Matthew Jordan-Tank, Director, Sustainable Infrastructure Policy & Project Preparation, **EBRD**

16:00

Close of conference

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