



# Women in Private Markets Summit

## 2026 Agenda

### Day One | December 2

07:45-09:00

Coffee & registration

08:00-09:00

**LP Breakfast Roundtable**

Discuss key challenges with the shifting landscape of organisational expense obligations over breakfast with other LPs as part of an off-the-record, facilitated group conversation hosted by ILPA.

08:00-09:00

**Private Wealth Roundtable**

Explore how the rapid growth of private wealth capital is reshaping product design, distribution and fund structures in this closed-door, peer-led breakfast discussion.

09:00

**Chair's opening address**

09:05

**Keynote address: Geopolitics and Policy**

09:25

**Navigating the New Macro Era: Rates, Inflation, Refinancing and the DEI Imperative**

- Impact of geopolitical fragmentation and volatility on the private markets landscape
- How current macro conditions are feeding into fundraising, deal flow and pricing discipline

**Sponsorship enquiries**

Chris Wagland | [chris.w@pei.group](mailto:chris.w@pei.group)

**Agenda enquiries**

Hannah Ogun | [hannah.o@pei.group](mailto:hannah.o@pei.group)

**Registration**

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- What's the next phase for DEI in Europe, and how can leaders create environments where diverse talent can thrive?
- What structural barriers and emerging opportunities are influencing private capital's trajectory in Europe?

**James Yu**, Partner, Head of Global Client Solutions, **EQT Partners**

10:05

### Pulse check 2.0: How investors are actually reallocating in 2026

- How are investors rethinking asset allocations amid geopolitical and financial market volatility?
- Beyond regions and sectors, what underlying factors are shaping portfolio decisions in 2026?
- What are LPs underwriting now- market structure, regulatory direction, and the conditions needed for sustained capital formation
- Identifying durable managers- operational resilience and long-term performance considerations

**Anne Valentine Andrews**, Global Head of Private Markets, **Manulife Investment Management**

10:45

### The Growing Influence of Secondaries, NAV finance and GP led solutions in Private Markets

- What does the current secondaries landscape signal for the broader private markets?
- What are the main challenges in identifying the right deals for secondary investments compared to other alternative investments?
- Who are the new entrants and how are they navigating the market?
- What is the opportunity set in the middle market for GP-led deals?

11:25

### Networking Break

Join allocated spaces and network with investors and managers within your asset class.

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	Women in Infrastructure, hosted by 	Women in Private Equity, hosted by 	Women in Real Estate, hosted by 	Women in Private Debt, hosted by 	Women in Private Wealth, hosted by 
12:10	Opening remarks	Opening remarks	Opening remarks	Opening remarks	Opening remarks
12:15	The state of play in infrastructure <ul style="list-style-type: none"> <li>Impact of energy-driven inflation and higher rates on capital deployment in infrastructure and investor strategy</li> <li>How investors are responding to disruption and redefining infrastructure investment priorities</li> <li>Fundraising dynamics in a competitive landscape</li> </ul>	The state of play in private equity <ul style="list-style-type: none"> <li>How are exits and liquidity pressures reshaping the private equity landscape?</li> <li>Impact of the macro and geopolitical environment for private equity dealmaking</li> <li>Outlook on the current private equity investment landscape</li> </ul>	The state of play in real estate <ul style="list-style-type: none"> <li>Outlook for deployment, exits, and valuations over the next 12 months</li> <li>Which regions, sectors and investment strategies are most attractive today?</li> <li>Impact of the pressures of the current environment on real estate investment</li> </ul>	The state of play in private debt <ul style="list-style-type: none"> <li>Outlook on current tensions in private credit</li> <li>Market developments in terms of pricing and how that's changed</li> <li>How are managers balancing underwriting discipline, governance frameworks, and liquidity design to ensure resilience?</li> </ul>	State of play: The rise of private wealth in private markets <ul style="list-style-type: none"> <li>What's spurring interest for private wealth clients to invest in private markets, relative to public equities and other types of investments?</li> <li>What compliance and regulatory hurdles are there for funds to overcome?</li> <li>Where are private wealth investors seeing opportunity</li> </ul>

12:50

### Capital in transition: Funding the next generation of energy infrastructure

- How are investors evaluating long-term infrastructure and energy opportunities
- Capital deployment strategies for energy transition assets built for long-term growth and resilience
- How to balance innovation with reliability

### Creative Deal Sourcing in a Competitive PE market

- How are GPs putting dry powder to work in today's competitive private equity market?
- Structured solutions to sustain deal activity
- Challenges of integrating generative AI in the deal sourcing process

**Harveen Judge**, Investment Director, **Generation Investment Management**

### Driving value creation in real estate

- Which property type, sector or geography is driving value creation in the current market?
- Active management approaches on the asset and portfolio level in creating value for investors
- How are managers leveraging AI and emerging technologies to enhance decision-making, improve operational efficiency, and drive profitability?

**Alexandra Bryant**, Chief Executive Officer of Value & Risk Advisory, **JLL**

### The reality of deal origination capabilities

- Differentiated approaches to deal sourcing and when to decline
- The role of AI in optimising credit sourcing
- Relationship driven Bank fund partnerships

**Clare Kim**, Director, **BC Partners Credit**

and where are they seeing downside?

### Deep dive into retail inflows in private markets

- What challenges do private wealth LPs have in making good investments?
- What is risk/return appetite like, and how does that translate to the type of strategies being targeted?
- How will regulatory changes and liquidity constraints impact the growing adoption of private market investments in wealth management?

13:25 Lunch

14:25 Investor perspectives: Diversification and Strategic Portfolio Design in Infrastructure

- How is geopolitical volatility affecting investor demand for infrastructure assets and where capital is deployed?
- How are investors tackling portfolio diversification in the quest for relative value?
- Why are investors drawn to infrastructure and what are they focused on?

Investor perspectives: Approaches to Private Equity Portfolio Design

- How are exits and liquidity pressures shaping how LPs approach portfolio design?
- How to design and stress-test PE allocations against the current macro backdrop
- How are LPs weighing up opportunities with asset class risk, portfolio risk, fund manager risk, co-investment risk?

Imogen Richards, Partner, **Pantheon**

Investors perspectives: Scaling international investments – Where is the smart money going?

- How is institutional capital shifting amidst economic and geopolitical headwinds and how is it impacting international allocation strategies?
- How valuations reset are creating opportunities in real estate
- How are investors building and managing portfolios for greater returns?

Katherine Robertson, Associate Portfolio Manager, **Aware Super**

Investor perspectives: Appetite, Allocation, and Manager Selection in Private Credit

- Overview of investor momentum with current interest rates.
- How is the investor profile developing as the asset class matures?
- How are LPs weighing up growth opportunities and default risks?

Investor perspectives: Unlocking Diversification and Returns Through Alternative Markets

- Where are investors seeking diversified sources of risk and return?
- How is asset allocation in the wealth management industry evolving?
- What is the appetite for different types of assets and thematic priorities?

15:00

### Drivers in the Infrastructure Debt market

- Current view of the infra debt market and stability of the asset class
- Where are the key opportunities emerging in debt investing, particularly across high-growth sectors like data centres?
- What risks, opportunities, and market trends are currently influencing investor sentiment in the debt market?

**Xi Chen**, Partner, Private Debt Infrastructure, **QIC**

**Charlotte Jacobs**, Senior Investment Manager, **Zürcher Kantonalbank**

### Underwriting Single-Asset Continuation Vehicles: Risk, Return and Discipline in Concentrated Deals

- Key diligence priorities: what really drives conviction at asset level?
- Assessing GP alignment, incentives and track record in continuation vehicles
- Managing downside protection in concentrated exposures

**Pravi Prakash**, Investment Manager - Private Markets, **Railpen**

### Unlocking opportunities across real estate debt

- Dynamics in the real estate lending market
- Impact of the geopolitical environment on deal flow in the debt markets?
- Differences between real estate debt and equity

**Lesley Chen Davison**, Managing Director of Capital Markets, **Delancey**

### Asset backed finance- the obvious alternative?

- How does the risk profile compare to typical cash-flow direct lending?
- Current value proposition of asset backed finance in 2026 and how has it changed?
- Which evolving sectors within asset-backed finance are poised for expansion?

**Toni McDermott**, Head of Credit and Lending Solutions, **Arrow Global**

### Evergreen Structures in Private Markets: Growth, Evolution, and Challenges

- How can new fund structures widening accessibility for retail investors
- What innovation are we seeing in fund structures and what risks do they potentially carry?
- How are BDC redemption issues impacting the private investor view?

15:35 Coffee break

16:05 Resilience in infrastructure investing: Building for long-term stability

- How can digitalisation drive operational improvements and support the transition to a resilient energy infrastructure.
- Strategies for building resilient infrastructure investment strategies amid today's market headwinds
- What needs to be actioned to attract the level of investment needed to create long term resilience of our key assets?

The growing opportunity in natural capital investing

- Current State of the Natural Capital Investment Landscape
- The role of private natural capital assets in improving portfolio diversification
- How do risk-return profiles vary in approaches to natural capital investing?

Residential – Rethinking living for every generation

- How are changing demographics, regulation, affordability pressures, and evolving lifestyles shaping demand across the residential and living sector?
- The appeal of multifamily real estate for institutional investors
- Affordable housing in Europe- what is the outlook in the next 5 years?

Broadly Syndicated Loans vs Direct Lending: The Battle for Middle Market Share

- What are the distinct benefits and risks for investors and sponsors? Do LPs view both markets as complimentary tools or supplementary?
- How are the two financing channels responding to volatility, regulation and sponsor behaviour?
- How is the upper middle market, large cap DL space evolving with the current volatility?

The Great Wealth Shift: How the Next Generation Is Redefining Investment Priorities

- What are the opportunities and challenges from the generational wealth transfer?
- What is the role of sustainability in investment decisions for these types of investors – must-have or nice-to-have?
- Addressing the digital divide between wealth managers and the next generation of wealth clients

16:40	Case study	Case study	Case study	Case study	Fireside chat
		Siby Diabira, Head of Western Europe, IFC			
16:55	<b>Powering the digital economy: Investment strategies for a high-demand era</b> <ul style="list-style-type: none"> <li>How are investors assessing the evolving risk-return profile of fibre assets relative to other digital infrastructure sectors?</li> <li>Where are investors identifying the next major opportunities within Digital Infrastructure 3.0?</li> </ul>	<b>The future of private equity and venture capital</b> <ul style="list-style-type: none"> <li>How will credit market conditions over the next 12 months affect the private equity and venture capital industry</li> <li>Outlook on short/mid-term capital deployment, sector-specific opportunities and cross-border regulations</li> <li>Impact of technology and AI as a value lever in private equity</li> </ul>	<b>Industrial 2.0 – New frontiers in a maturing asset class</b> <ul style="list-style-type: none"> <li>How well positioned is industrial real estate to emerge as Europe’s strongest real estate growth story?</li> <li>Which regions and sub-sectors currently present the most attractive opportunities within the industrial real estate sector?</li> <li>How are geopolitical and supply chain risks accelerating nearshoring and reshoring across Europe?</li> </ul>	<b>Private Credit: The ‘Canary in the Coal Mine’- Are We Sleepwalking Into the Next Liquidity Crunch</b> <ul style="list-style-type: none"> <li>Will private credit be the trigger for the next financial crisis?</li> <li>The rise of ‘covenant-light’ deals, PIK structures, and the potential for weakened lender protections</li> <li>How should the regulatory lens shift as private credit becomes more systemically important?</li> </ul>	<b>The future of wealth management</b> <ul style="list-style-type: none"> <li>What is the future outlook for wealth management portfolios?</li> <li>What are the operational considerations for funds looking to build out their wealth management capabilities?</li> <li>How are wealth managers integrating AI to gain a competitive edge?</li> </ul>



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Tami Chuang, **Boreal IM**

17:25

Short break

17:30

### Keynote: The CIO Interview

In this closing session, a leading CIO will share their perspectives on key investment themes and offer insights into how they are shaping future investment strategies.

17:50

Close of conference, followed by cocktail reception

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### Day Two | December 3

07:30

Coffee & registration

08:00

Women in Private Credit & Private Equity Think Tank

Women in Real Assets Think Tank

Women in Private Markets Operations Think Tank

#### Women in Private Markets Summit Plenary

Speed Networking for conference delegates will also take place between 09.15-10.15

This is a great way to meet 6-8 new people with 4 minutes per meeting.

Please note, places are limited and look out for our communication regarding how to sign up. This will occur roughly 3 weeks prior to the event.

PEI will then email the week before the event those that have been accepted and more details on the format.

09:10 Chairperson's Opening Remarks

Women in Private Markets Operations, hosted by



Convening senior leaders across fund operations, finance, compliance, risk, legal, investor relations, ESG, reporting, portfolio operations and technology functions from across private markets.

Focused on how private investment firms are actually built, governed and scaled, this forum examines the operational backbone of private capital: from infrastructure and oversight to talent, systems and strategic execution

Opening remarks

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### 09:15 Blurred lines: The intersection of private market asset classes

- How will consolidation and integration become a value-add as we enter a new era of private markets?
- Implications of the boundaries between asset classes blurring and being integrated into multi-asset portfolios
- What has driven the acceleration of consolidation in the market in the past few years?
- What's driving organisations to merge real estate and infrastructure teams and is this the new model for institutional portfolios?

**Anne-Laurence Roucher**, Global Head of Private Assets,  
**Edmond de Rothschild**  
**Jenny Buck**, Chief Investment Officer, **London CIV**

### 09:55 PEI Private Markets Performance Data Presentation

### The operational mandate: navigating a more complex private markets landscape

- Scaling operational infrastructure for multi-strategy growth and new distribution channels
- Navigating rising regulatory and reporting complexity across transparency, valuation and ESG
- Modernising data and technology stacks to improve efficiency and decision-making
- Building and retaining operational talent while doing more with leaner teams

### AI and the intelligent fund platform

- Practical AI use cases across investing, operations and portfolio management
- Moving from experimentation to enterprise-wide AI adoption
- Using automation and generative AI to increase productivity and reduce manual workloads
- Managing governance, risk and data security in AI-enabled organisations

Fiona Satchell, Operating Partner, [Three Hills Capital Partners](#)

### 10:05 Private Markets at the Frontline of Defence

- Where are investors identifying distinctive opportunities in defence?
- How have ESG-related exclusion policies evolved to accommodate growing investor interest?
- What are the key trends, principal drivers, and challenges shaping private markets investment in the defence sector?
- What entry level barriers are there and regulatory considerations for investors entering this space compared to other sectors?

### 10:45 Coffee & networking break

### 11:15 Fuelling the Future: AI expansion and the demand for new datacentres

- What are the investment opportunities being created by AI power demand and the need for datacentres?
- Impact of the AI build-out on power demand and potential constraints on growth.
- What is the balance between sustaining existing infrastructure and building for the future?
- How is Europe vs US responding to the anticipated growth?

### Fireside chat: Building a career beyond the org chart

### Operations as a value creation engine

- Building the data, reporting and systems capabilities that enable better portfolio performance
- Aligning finance, operations and portfolio teams to drive operational improvements across the portfolio
- Scaling operational capabilities as firms grow, diversify strategies and support more portfolio companies
- Embedding portfolio company leadership into value creation

Victoria Brown, Partner & General Counsel, [AnaCap \(AB\)](#)  
Elisabetta Ricci, Chief Operating Officer, [Stirling Square Capital Partners](#)

## 11:50 Sustainable Capital in Flux: Governance, Resilience and Returns

- How has the shift in US policy away from sustainability influencing Europe's own trajectory on sustainability within private markets?
- Investor approaches to sustainability assessment, reporting and risk management
- Adapting investment strategies amid diverging US and European sustainability policies

## 12:25 Rising Stars Panel

13:10

Lunch and room set (Future Leaders arrive for future leaders' session)

Senior Leaders Lunch and Future Leaders attendee arrival

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Lizzie Meadowcroft, VCP Director, Operations, Carve Out & Integration,  
LDC

## Cultivating and retaining human talent internally and within the portfolio

- Attracting top operational talent in an increasingly competitive market
- Building career pathways to retain and develop the next generation of leaders
- Creating high-performance teams in an increasingly complex operating environment
- Balancing culture, flexibility and performance to attract and retain top talent

Michelle Farkas, Chief People Officer, Egeria

## What LPs want: the operational signals that win capital

- How are investors evaluating operating models?
- Where are LP expectations rising?
- What operational weaknesses most commonly kill a commitment at IC stage?
- At what point does strong operational infrastructure accelerate allocation decisions?



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14:10

### 2nd Annual Future Leaders Session

A unique opportunity for the next generation to connect and discuss career advancement strategies. Hosted by esteemed industry leaders, this session will offer invaluable insights and guidance to help you navigate your career path. Engage in dynamic discussions, ask questions, and gain the knowledge and inspiration needed to advance in alternatives. Join us for this empowering experience and take the next step in your professional journey

15:30

Chair's closing remarks and close of conference

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