



Infrastructure, Construction and Transport

Whatever your requirements in infrastructure, construction or transport, you need experienced advisors with deep knowledge of your markets and the challenges that you face, both locally and internationally.

Economies and individuals depend on infrastructure and transport that are properly funded, professionally delivered and expertly operated. Although these goals present complex challenges in tightly regulated and highly visible public environments, successful infrastructure shapes communities and bring significant economic and societal benefits.

This complexity is why so many leading organizations rely on us. Our experience and international reach set us apart. Our sector focused lawyers based all over the world understand your business, and we can help you manage risks and achieve success.

Every asset and investment is unique and our clients measure success in different ways.

Our focus is based on a simple premise: helping you to achieve your goals, wherever you are and whenever you need us. We become a part of your team, helping you to fund, build, operate, buy and sell essential assets and deliver successful projects, transactions and initiatives.

Our clients include investors, lenders, contractors, operators, governments, regulators and non-profit organizations. We advise on all aspects of the sector, including regulations, M&A, financing, projects, intellectual property, commercial agreements, political environment, construction, disputes, restructurings, investigations and tax. Client satisfaction is our key measure of success and we are very proud of the projects and transactions that we have delivered shoulder to shoulder with our clients.

Our multi-disciplinary teams guide clients throughout the full infrastructure lifecycle. In the early stages, we advise on consenting and land assembly. We also represent promoters, funders, contractors and other partners in the delivery phase, including on novel funding and procurement structures. We are solution focused and deliver with our clients through a proactive approach based on deep industry knowledge. In the operational phase, we support on refinancing, regulatory issues and managing operational and maintenance solutions. We also advise all types of M&A transactions, as well as on decommissioning and life extension.

If problems, distress or disputes arise at any point in the lifecycle of an asset, our lawyers are ready to assist. We pride ourselves on our pragmatic and commercial delivery approach and the experience that we can draw upon to deliver bespoke solutions to a wide range of sector issues with our 360 degree international perspective.

Our approach has resulted in numerous awards, and our practices and people are ranked highly around the world, including:

- Ranked #1 European Social Infrastructure Legal Adviser by deal count and #2 by deal value - Inframation, H1 2019
- Ranked #1 global and European Social Infrastructure Legal Adviser by deal count - Inframation, Q2 2019

KEY CONTACTS

Maxine Hicks

Partner

Atlanta

T: +1 404 736 7809

maxine.hicks@dlapiper.com

Martin Nelson-Jones

Partner

London

T: 02077966704

martin.nelson-jones@dlapiper.com

- Ranked #2 Europe Infrastructure Legal Adviser by deal value - Inframation, Q2 2019
- Ranked #2 global Infrastructure Legal Adviser by deal value - Inspiratia, 2018
- Ranked #2 global Infrastructure Legal Adviser by transaction volume - Inspiratia, Q4 2018

FOCUS AREAS

Infrastructure Funds

Providing, owning and operating essential infrastructure is undoubtedly a complex endeavor that requires all stakeholders to deliver successfully on their ongoing responsibilities, be they to investors, lenders, contractors, governments or society more broadly, on a long-term, sustainable basis.

As custodians of critical infrastructure, we know that infrastructure funds need advisors who understand this complexity and the unique responsibility matrix that you operate in. Our depth of industry knowledge in this area, dedicated international infrastructure funds practice and understanding of the critical balance at play in infrastructure delivery models and transactions, means we can work with you to deliver ongoing and sustained success when delivering, owning or operating infrastructure assets.

We help you build investor confidence, mitigate risk, finance projects, buy and sell assets and act as good custodians of infrastructure assets. We understand the need to combine achieving the right financial returns with acting responsibly to deliver benefits to society in line with ESG drivers which are of particular importance in the infrastructure sector.

We provide pragmatic and commercial legal advice in the right place at the right time. We can operate dynamically alongside our fund clients as investment trends and requirements develop or evolve. We help you achieve value and manage both financial and reputational risks, whatever the scope of the asset, project or transaction and wherever in the world the asset is located.

Our work includes:

- consortium arrangements
- M&A processes
- acquisition finance, project finance and refinancing
- antitrust and regulatory clearances
- ongoing regulatory obligations
- structuring investments in a tax efficient way
- construction contracts
- asset management support, particularly operational matters and disputes
- restructuring and insolvency
- strategic advice
- InfraTech

Our full life-cycle and 360 degree approach to infrastructure assets means that we can assist with all of the challenges and opportunities presented by the global infrastructure investment market.

In a world where significant amounts of debt and equity are chasing too few high-quality assets, we constantly scan the horizon for the best assets for tomorrow (advising on future risks and opportunities globally) and use our industry knowledge to assist with ongoing portfolio returns and maximization of investor confidence.

Get in touch to find out how we can help you succeed.

InfraTech

Innovation brings disruption as well as opportunity. We understand the impact of new and emerging technologies and we can help you benefit from the changes in how infrastructure and transport assets are funded, delivered and operated.

We see the prevalence of technology in our physical spaces and the ways we move around them, in the digital world, and in the

delivery of infrastructure and public assets and services. Our InfraTech practice combines our infrastructure expertise with a full range of technology, telecoms and data experiences - from 5G connectivity and the internet of things to electric vehicles, drones and autonomous vehicles. This means that our InfraTech team has the experience and know-how to help you succeed.

Acting for corporates, funds, technology specialists, and banks and other lenders, our team has adopted an award-winning approach that can help you apply innovation wherever and whenever opportunity arises, including:

- 5G impacts and ultrafast fiber to the home
- network management and outsourcing
- smart metering
- smart vehicles
- telecoms
- data centres
- multijurisdictional regulatory issues covering data
- replicating physical assets through digital twinning
- applying AI to smart energy grids
- submarine cable investments
- payment systems and smart ticketing
- smart cities

We partner with clients at every stage of the InfraTech lifecycle, and recognize that success looks different for each situation.

Get in touch to find out how we can help you succeed.

Aviation

Aviation is a sector where change is constant and new issues regularly arise - frequently on an urgent basis.

Whichever part of the sector you operate in, you need advisors who understand your business, know the market inside out and are available whenever and wherever you need them.

Our clients get all this and more from a global aviation team that works seamlessly across borders on all aviation matters, including litigation, regulatory, post-accident liabilities and M&A/ transactional.

Many aviation stakeholders are siloed from other elements of the market. We aren't, so no matter what challenge you face, the chances are that we've seen it before and delivered a solution.

Our award-winning, full-sector service is unrivalled. We act for all industry stakeholders, including:

- airlines
- insurers
- airports
- maintenance, repair and overhaul organizations
- ground handlers
- service providers
- product manufacturers
- helicopter operators
- industrial aid operators
- leasing companies
- charterers
- banks

Get in touch to find out how we can help you succeed.

Ports and Shipping

With the shifting landscape of globalization and innovation, port and shipping operations have increased in complexity and scale. Our experienced team in the ports and shipping sector spans a range of legal disciplines, and is well-equipped to help you navigate your way through the industry and meet your needs.

We represent a full range of stakeholders in the sector, including port owners and operators, port authorities, shipping groups, shipowners and charterers, shipbuilders, lenders and financial investors. We also have extensive experience handling shipping-related disputes before courts and arbitration panels worldwide, such as disputes involving contamination, shortage and delay, charter party claims, shipbuilding and repair disputes and salvage and collision claims.

We provide advice in every aspect of the maritime industry, including:

- port concessions
- port projects, including financing, development and construction
- M&A / joint ventures
- vessel construction
- transfers and registration
- charter parties
- contracts of affreightment and bills of lading
- offshore installations
- towage, pilotage and salvage
- marine regulatory advice
- marine casualties and insurance
- maritime attachments, vessel arrests and liens

Our ports and shipping practice combines experience in every aspect of the maritime industry with our full range of services globally in transactional matters, ranging from M&A deals and joint ventures to consortium bidding, project developments, and significant financings involving maritime-related equipment and assets.

Through our global network, we are able to combine international reach and industry expertise with vital local knowledge. We can draw on these resources to advise our clients on the full range of issues in the sector so that they can achieve their objectives.

Get in touch to find out how we can help you succeed.

Road and Rail

Whether in relation to high speed rail, conventional rail, mass transit or other passenger transportation and infrastructure, road or rail cargo, roads, highways, bridges or tunnels, or any other part of ground transport and its infrastructure, you need advisors with deep knowledge and experience of all aspects of transport systems and the drivers behind their delivery, management and regulation.

We offer extensive experience and capability in both road and rail, with lawyers who live and breathe these sectors. We work with all types of industry stakeholders worldwide, giving us deep insight into the inner workings of the entire value chain.

We apply this global best practice and commercial knowledge to offer you the right support at the precise time you need it.

This can mean helping you complete high-profile road or rail projects on time in safe and sustainable ways, avoiding commercial risks and achieving strong financial returns, or capitalizing on market opportunities through organic growth or M&A, whilst managing legal risk including procurement challenge and regulatory risk. Examples of our work include:

- franchising, concessions and operating agreements
- decarbonization strategy
- manufacture, maintenance and financing of rolling stock: we advise manufacturers, owners, operators and funders
- major infrastructure engineering: rail and highway infrastructure, including bridges, tunnels, depots, digital rail and smart motorways
- regulatory compliance
- EU rail liberalization
- InfraTech for smart cities

- transport integration (including mobility as a service)

Our lawyers work closely with governments and state bodies, public and private operators, consortia, equipment manufacturers, and cross-border freight and logistics operators.

We also advise funders and investors, building and construction firms, civil engineers, contractors, and other companies in the supply chain.

Get in touch to find out how we can help you succeed.

Public Sector and Social Infrastructure

Advising a diverse global community in public and social infrastructure requires commercial agility and judgment combined with political intuition, reputational sensitivity, and a passion to help delivery in these vital areas.

When the delivery of new projects and provision of public services is critical, clients look to us.

Drawing on global skills and industry best practice from multiple disciplines, we work with governments, states, legislators and administrators, commercial bidders, delivery partners, investors and funders, contractors, and nonprofit organizations. We focus on the detail without losing sight of the bigger picture of public needs and private sector cooperation.

We can help at every stage of the lifecycle of a public / social asset, dealing with the issues and challenges that matter most, ensuring you achieve your goals on time and to budget, including:

- group tendering
- IT procurement
- PPP
- large infrastructure projects
- construction contracts
- regulatory compliance
- M&A
- managing public assets and infrastructure
- defense

We advise government bodies on strategy in the early stages, design smarter procurement and tendering, negotiate contracts, manage risk and help deliver value for money. We also draw on this experience to advise the private sector on how best to deal with public bodies to cooperate together and achieve mutual objectives.

Construction

Working at all levels of the construction industry, we understand the challenges, risks and opportunities facing you in a complex sector that is crucial to infrastructure in both the developed and developing world.

Our job is to help you manage risk and balance quality with speed on projects of all shapes and sizes; from commercial office projects to complex infrastructure engineering projects like process plants and refineries.

With deep experience gained from numerous construction projects around the world, and over many decades, our lawyers advise developers, multinationals, main contractors, specialists, consultants and governments on how they can take projects forward successfully and deliver infrastructure and assets in the most efficient way.

Importantly, our teams will also provide a fast response to support you if your project is not running smoothly or if you run into any problems and disputes that need resolution.

Projects we have advised on include:

- energy
- oil and gas

- water plants and waste treatment
- renewables bridge building
- commercial

We partner with our clients at every step of a project. This includes working with a client team on the financial models that work best and seeing a project through from the planning stage, procurement, negotiation of contracts and project support through to completion of construction.

We regularly advise on project strategy before issues on projects turn into serious problems, and so help you avoid formal disputes. We believe that where a project becomes "distressed" we can help save you significant costs by being engaged early and working with the project teams to mitigate risks and maximize recoveries. If commercial resolution isn't possible, we'll help you to develop the best position and strategy to resolve the dispute.

Success looks different for each of our clients. Get in touch to find out how we can help you succeed.

INSIGHTS

Publications

Episode 1: Infrastructure in a post-COVID-19 world

22 September 2020

[THE DLA PIPER INFRASTRUCTURE PODCAST](#)

In this episode, partners Martin Nelson-Jones, Colin Wilson and Howard Bassford discuss the future of infrastructure in a post-COVID-19 world.

DLA Piper · Infrastructure in a post-COVID-19 world

Three ESG steps to keep your project bankable in 2021

17 September 2020

Version four of the Equator principles will take effect on 1 October 2020, and it introduces three new requirements to the international environmental and social baseline for project finance.

Human rights compliance programmes in the Infrastructure, Construction and Transport sector

10 September 2020

The risk of adverse environmental, social or human rights impacts is one that Infrastructure, Construction and Transport (ICT) businesses will be familiar with.

Human rights compliance programmes: Why now?

10 September 2020

Businesses are increasingly required to identify and manage their involvement in adverse environmental and social impacts throughout their organisations and supply chains. Previously, drivers for developing human rights compliance programmes have included reputation risk and compliance with best practice and “soft law” standards.

Details of the second tranche of Hong Kong’s Employment Support Scheme released

24 August 2020

On 18 August 2020 the Hong Kong government announced details surrounding the second tranche of the Employment Support Scheme. While the majority of the rules surrounding the second tranche remain largely the same as the first tranche, there are new penalties for employers who have fallen foul of a number of nebulous terms.

Release of exposure draft legislation for major reforms to Australia’s Foreign Investment Framework

10 August 2020

Many governments around the world have been strengthening their laws relating to foreign investment. Australia is no exception to this development and has just released proposed sweeping reforms to its foreign investment regime. In this article, we provide a high level overview of the key proposed amendments and our thoughts on how some of those proposals are likely to affect foreign investment into Australia.

Follow-up: Sustainable and resilient mobility – key considerations

31 July 2020

We, together with the Spanish Chamber of Commerce in the United Kingdom, recently hosted a webinar on key considerations regarding sustainable and resilient mobility. Our panel of speakers which included Maria Pereira (Partner in DLA Piper’s Finance, Projects and Restructuring department), Laura Harding (Head of Environmental Policy at HS2 Ltd), Ri.

Bresco v Lonsdale: Supreme Court rules insolvent company can adjudicate

27 July 2020

With grimly apposite timing, in June, the Supreme Court gave its decision in Bresco Electrical Services Ltd (in Liquidation) v Michael J Lonsdale (Electrical) Ltd and turned on its head the construction industry’s understanding of an insolvent company’s right to pursue an adjudication. It will fundamentally affect construction insolvencies.

Artemis Accords: New law for the moon and outer space?

17 July 2020

NASA has recently released the Artemis Accords, aiming to establish principles to govern civil exploration and use of outer space. DLA Piper’s aerospace team explains what the Artemis Accords are, how they will be used and how they articulate with existing space law to possibly form a new law for outer space and the moon.

Hong Kong Government increases statutory entitlement for maternity leave

16 July 2020

On 10 October 2018, the Chief Executive stated in her policy address that the government proposed to increase the statutory maternity leave entitlement from ten to 14 weeks.

The 2019 Rail Franchising Litigation – success for the Secretary of State and the Department for Transport

9 July 2020

On 17 June 2020, Mr Justice Stuart-Smith handed down judgment in the 2019 Rail Franchising Litigation, one of the largest and most complex procurement and commercial judicial review claims litigated to date in the UK. In this article (the first in a series considering the judgment) we consider the Court's findings in general terms.

Changes to Hong Kong anti-discrimination legislation

30 June 2020

Anti-discrimination laws in Hong Kong have undergone a series of changes over the past few years.

COVID-19 and Aviation in Africa: An Insight

18 June 2020

As a consequence of COVID-19 the aviation sector is experiencing a catalyst for enormous change [...] In Africa, airlines and the aviation sector must be supported if aviation is to continue to be the lynchpin that brings the world to its doorstep and with it the benefits that such an opportunity brings to the continent's economies.

COVID-19 Construction Guide

16 June 2020

This guide looks at the impact of COVID-19 on the construction sector in over 30 countries, including the latest position as jurisdictions relax their lockdown measures.

Public Law: COVID-19 - impact on FIDIC model contracts

20 May 2020

FIDIC offers an international model of contract conditions that is supposed to strike a fair balance between the parties and that offers harmonised contract management processes, fostering greater trust in international business relationships. Such trust may be crucial in the current volatile situation of the COVID-19 crisis.

Public law: How does Covid-19 impact the Flemish integrated environmental permit?

14 May 2020

The COVID-19 outbreak has not only created an increasing need for care facilities and medical supplies, but it has also had a far-reaching impact on the ongoing procedures for granting environmental permits. In order to tackle these issues, the Flemish Parliament voted on an emergency decree on 18 March 2020.

Coronavirus: Changes to rules governing meetings and the execution of company documents (Australia)

7 May 2020

Certain requirements in the *Corporations Act 2001* (Cth) (**Corporations Act**) relating to shareholders meetings, and document signatures, are not compatible with public health requirements for social distancing during the coronavirus pandemic. In order to facilitate these important corporate functions during this period, on May 6, 2020 the Australian Federal Government introduced the Corporations (Coronavirus Economic Response) Determination (No. 1) 2020.

This determination modifies the legislative requirements regarding meetings and execution of company documents. These changes come into force on 6 May 2020, and will expire after six months, on 5 November 2020.

COVID-19: New York and Other Northeast Council states take phased approach to reopening economy

6 May 2020

These developments raise a number of immediate questions and considerations for businesses operating in the region.

Coronavirus: Directors' duties and making decisions in a crisis (Australia)

4 May 2020

Directors need to carefully consider the risks of the COVID-19 outbreak within their business, given its impact on the global economy. As many now face significant, and increasing, cash flow pressure, directors should carefully consider their actions in the context of the legal framework.

In this new guide we have set out the practical steps directors should be taking to protect their company and its business going forwards.

Infrastructure in a post-COVID-19 world

28 April 2020

Infrastructure is famously prized by investors for stability and predictability – COVID-19 has turned this on its head in the short term and undoubtedly will have a huge impact on the sector in the longer term. At the same time, it will create significant opportunities for investors and other stakeholders. Attitudes to risk and how it is shared may well have changed due to COVID-19 and its impact, but in reality will investors and lenders turn their backs on infrastructure as an asset class? Unlikely.

Projects Global Insight Issue 3, 2020

24 April 2020

PROJECTS GLOBAL INSIGHT

Contributing to a sustainable future is more important than ever during these uncertain and testing times. Infrastructure and

public services are under particular pressure, especially in terms of what can be done to make them more resilient, yet adaptable.

Responding to a fraught civil construction market

24 April 2020

The contracting market for major civil construction works on Australia's east coast has become fraught - for project owners, major contractors, and the rest of the supply chain. Projects have become more complex and expensive, yet despite rising contract values, contractors struggle with profitability. So, what strategies are being considered?

Fibre broadband networks – an investor's introduction

24 April 2020

Infrastructure and institutional investors are increasingly turning their attention towards digital infrastructure assets and the global rollout of fibre broadband (in particular fibre to the home (FTTH)) is seen as an essential component of digital transformation and as providing a large-scale pool of investment opportunities.

Breaking mega projects into smaller contract packages – a fraught response to a fraught market

24 April 2020

In response to Australia's fraught construction market for major civil construction works, project owners and contractors are adopting various strategies. One of the most common is breaking mega projects into smaller contract packages, however, what exactly are the benefits and risks?

European Commission relaxes State aid rules to counter economic impact of COVID-19

15 April 2020

[ANTITRUST AND COMPETITION: NOVEL ISSUES IN A POST-CORONAVIRUS WORLD](#)

On 19 March 2020, the EU's Competition Commissioner Margrethe Vestager presented the Commission's "Temporary Framework for State aid measures" to help businesses get access to the liquidity and financial support they require to survive the economic crisis caused by the COVID-19 outbreak

Paradigm Change in Germany's Foreign Direct Investments (FDI) Law

14 April 2020

Germany's FDI rules so far had a reputation of not being very strong. In the past few years, only three transactions have been prohibited. This is set to change under a new bill.

COVID-19: New York State provides new guidance on essential businesses

13 April 2020

The Guidelines raise a number of immediate questions and considerations for New York businesses.

UK government to provide additional financial support measures for mid-market business impacted by

COVID-19

9 April 2020

On 3 April 2020 the Chancellor announced a new scheme for larger companies, with the creation of the new Coronavirus Large Business Interruption Loan Scheme (CLBILS) to ensure that more firms are able to benefit from government-backed support during this difficult time.

Contract analysis in a crisis: flowcharts

7 April 2020

Flowcharts providing considerations for analyzing commercial contracts in the context of the COVID-19 pandemic through a logical process flow that can serve as a practical checklist.

Coronavirus - Mitigating supply chain and customer insolvency risk (Canada)

7 APR 2020

The on-going impact of the COVID-19 outbreak could have a significant impact on your global supply and customer chains.

Cost-cutting considerations in the time of COVID-19 (Part 3 – employment issues outside the US)

7 April 2020

A deeper dive into various cost-saving measures and their viability for employers outside the US.

COVID-19 and the "essential business" designation: Practical guidance for businesses that fall in the gray area between "essential" and "non-essential"

6 April 2020

Certain frequently asked questions as well as practical guidance.

Transportation provisions of the CARES Act, the federal COVID-19 relief and economic stimulus law

3 April 2020

The Act targets substantial assistance to certain transportation businesses and their employees.

Beyond social distancing: What employers need to know to keep their workplaces safe and manage privacy obligations in the face of COVID-19

2 April 2020

Guidance from OSHA, EEO and CDC to help employers seeking to protect the health, safety and privacy of their on-site employees.

Coronavirus: Directors' duties and making decisions in a crisis

1 April 2020

Directors need to carefully consider the risks of the COVID-19 outbreak within their business, given its impact on the global economy. As many now face significant, and increasing, cash flow pressure, directors should carefully consider their actions in the context of the legal framework.

Coronavirus: Flemish emergency decree to increase capacity of hospitals and secure permit proceedings

31 March 2020

COVID-19 does not only create an increasing need of care facilities and medical supplies, but also has a far-reaching impact on ongoing permitting procedures. In order to tackle these issues, the Flemish Parliament voted on 18 March 2020 an emergency decree which we will discuss in this publication.

Coronavirus - Mitigating supply chain and customer insolvency risk

31 March 2020

The impact of the COVID-19 outbreak could have a significant impact on your global supply and customer chains. We can assist in responding to such risks in the various jurisdictions in which you operate, source materials and/or supply products and services.

Coronavirus: Cybersecurity considerations for your newly remote workforce (United States)

31 March 2020

Cyber risk management involves balancing the productivity of a workforce with ensuring confidentiality, integrity and availability of the company's own systems and data, as well as that of their supply chain.

Coronavirus COVID-19 and the extension of the Consortia Block Exemption Regulation

30 March 2020

[ANTITRUST AND COMPETITION: NOVEL ISSUES IN A POST-CORONAVIRUS WORLD](#)

The European Commission has decided to prolong the block exemption for liner shipping consortia.

In line with its proposal, the Commission announced on Tuesday 24 March a second extension of Regulation 906/2009, known as the Consortia Block Exemption Regulation (CBER),¹ until 25 April 2024.²

We have provided further details and some hints as to how this will play out in the current coronavirus COVID-19 crisis.

Coronavirus: DHS Response to COVID-19 - What US Employers Need to Know

29 March 2020

Key questions and answers related to the new DHS guidance.

Coronavirus: Cyber hygiene practices

25 March 2020

While the world is responding to the coronavirus disease 2019 (COVID-19), and individuals are increasingly focused on personal hygiene and social distancing, augmenting cyber hygiene efforts at home and at work are increasing in importance too.

Coronavirus: Competition and regulatory measures in Ireland

25 March 2020

ANTITRUST AND COMPETITION: NOVEL ISSUES IN A POST-CORONAVIRUS WORLD

An unprecedented challenge calls for unprecedented measures. The competition and regulatory world has reacted rapidly to the challenge of COVID-19 with bold legal solutions. We discuss how EU and Irish regulators are responding with support for business, exploring the relaxation of competition laws and adopting temporary measures for merger review.

Coronavirus: Employee furloughs, reductions-in-force and similar temporary cost-saving measures in the US - Part 1

25 March 2020

Key employment-related issues for US-based employers in relation to cost-saving measures due to COVID-19.

Coronavirus: Employee furloughs, reductions-in-force and similar temporary cost-saving measures (Part 2 – Employment issues outside the US)

25 March 2020

A general overview of key employment issues to consider outside of the US in light of COVID-19.

Coronavirus: Several state and local governments issue “shelter in place” orders (United States)

23 March 2020

Between March 17 and 22, state and local governments have promulgated at least a dozen “Stay-at-Home” / “Shelter-at-Home”-type Orders. This alert provides details on a number of state and local government orders.

Coronavirus and construction: Q&A (United States)

19 March 2020

With the coronavirus disease (COVID-19) reaching pandemic levels across the world, construction industry clients have been particularly focused on how the outbreak will impact their ongoing and future developments.

Real Estate Gazette: Operational Real Estate

17 March 2020

REAL ESTATE GAZETTE

Operational real estate is a rising star in the real estate investment market. One element that makes this asset class so interesting is the various sub sectors it covers, each calling for specialist experience and practical know-how in both commercial and legal terms.

That diversity is reflected in this issue, we hope you enjoy it.

Introducing the DLA Piper Project Simulator

17 March 2020

One of the most critical challenges faced by our global society is developing high-quality, sustainable infrastructure. To help businesses meet this challenge, DLA Piper has collaborated with leading strategy consultancy BTS to create **The DLA Piper Project Simulator (DPS)**, an interactive training tool.

Building tomorrow's infrastructure

17 March 2020

What does the future look like for infrastructure as a whole?

Coronavirus COVID-19 and a FIFO Workforce

17 March 2020

Media reports have emphasised that the Western Australian resources sector considers itself well-prepared for the threat of coronavirus COVID-19, and have measures in place to ensure any disruption to production levels is minimised. But it's important to consider what obligations employers in the mining sector have to their employees and what steps they may take to appropriately respond to the current threat.

Coronavirus and hotel lockdowns: Who foots the bill when hotels are placed under quarantine? (Europe, Asia Pac)

12 March 2020

For hotel owners and operators already facing nosedives in revenue, the corresponding guest costs, whether over a daily, weekly or monthly basis, can be significant. So who's picking up the tab resulting from these quarantines, and what can hotel owners and operators do now to limit their possible economic exposure later?

Eco-friendly practices and sustainability – a priority consideration in hotel operations

26 February 2020

DLA Piper recently co-hosted a roundtable lunch with PKF to discuss sustainability in the hospitality industry.

Openness of the greenbelt – visual impact only one aspect

21 February 2020

In R (Samuel Smith Old Brewery (Tadcaster) and others) v North Yorkshire County Council [2020] UKSC 3 the Supreme Court has ruled on the approach to be taken by a decision maker when considering "openness" in the context of paragraph 90 (now addressed by paragraph 146) of the NPPF.

Coronavirus COVID-19 and corporate governance (Australia)

18 February 2020

The coronavirus COVID-19 outbreak and ensuing government restrictions raise corporate governance concerns and create areas of risk across the ESG spectrum that should be considered by companies and their directors and officers.

Coronavirus COVID-19: The legal impact on force majeure events (Australia)

12 February 2020

Key considerations for parties that may wish to declare a force majeure event or dispute the declaration of a force majeure event by a counterparty in relation to coronavirus COVID-19.

An update on the impact of the coronavirus on business in Singapore

12 February 2020

Due to the evolving 2019-nCoV acute respiratory disease (the COVID-19) situation, the Ministry of Health (the MOH) and the Ministry of Manpower (the MOM) have, since January 2020, issued advisories which employers will need to be aware of. In particular, the MOH and MOM have, since our last update on February 12 2020, updated and issued new advisories due to the increased risk of importation of COVID-19 into Singapore.

Hong Kong Government introduces mandatory quarantine measures

11 February 2020

On 9 February 2020, the number of deaths due to the rapidly spreading coronavirus in Mainland China officially surpassed the figure seen during the 2002/2003 SARS epidemic.

Numerous governments have been implementing restrictions barring entry to those with recent travel history through Mainland China, including Singapore, Japan, Australia and the United States. Following pressure from public health workers, the Hong Kong Government has now followed suit and has begun a mandatory two-week quarantine for anyone arriving from Mainland China.

How to resume business amid the coronavirus outbreak (China)

11 February 2020

As reported in our previous article, China has extended its Chinese New Year holiday and work suspension period as a result of the novel coronavirus outbreak which has now infected more than 40,000 people around the world.

This is a summary of the Back to Work Day and compensation for working before Back to Work Day in key cities and provinces across China.

Flexing PPPs

10 February 2020

This paper considers how governments can manage this vulnerability when contracting under a PPP contract. It also considers

whether alternative contractual models might provide government with better value for money over the longer term.

Novel coronavirus (2019-nCoV) – potential effects on international arbitration, sale of goods, shipping and shipbuilding (AsiaPac)

10 February 2020

The current outbreak of novel coronavirus (2019-nCoV) is causing widespread concern. This article will discuss the potential impact on international arbitration, sales of goods, shipping and shipbuilding contracts.

Construction delays arising out of the Novel Coronavirus outbreak (AsiaPac)

7 February 2020

Since the first case of coronavirus was confirmed in Hong Kong in early February 2020, the government has imposed various measures in an attempt to contain the spread of the coronavirus. The resulting impact of the novel coronavirus is far-reaching and affects every industry and business in Hong Kong. This alert considers some of the key issues that construction contractors and developers in Hong Kong may face. If you need any specific advice, please contact May Ng or Sandy Au for further details.

EU Policy & Regulatory Alert

3 February 2020

On 29 January 2020, the new European Commission has adopted its 2020 annual Work Programme, announcing 43 new concrete policy and legislative measures to be introduced over the course of the year of 2020, and thereby translating into practice the Political Guidelines of new European Commission President Ursula von der Leyen.

APAC employment issues arising out of the Coronavirus (AsiaPac)

31 January 2020

On 29 January 2020, the number of confirmed cases of the rapidly spreading coronavirus in Mainland China officially surpassed the figure seen during the 2002/2003 SARS epidemic.

Multinationals with local operations around the APAC region have been significantly affected. As staff return to the office following the Chinese New Year holiday period, businesses are now considering what they can do to minimise any risk to health and safety and support staff through this challenging period where anxiety and uncertainty is rife, whilst at the same time complying with their employment obligations and maintaining business continuity. Putting in place detailed business and contingency plans and ensuring careful communications with staff to address key topics and concerns is key, as is keeping such plans and communications under frequent review given the fluidity of the current situation.

This alert considers some of the key issues that HR and business leaders should be considering across the APAC region.

Harsher penalties on discriminatory employment practices in Singapore

29 January 2020

The Fair Consideration Framework was updated in January 2020 to impose harsher penalties on employers found to be engaging in discriminatory practices such as by favouring the hiring of foreigners over Singaporeans.

China extends holidays for workers amid coronavirus outbreak (China)

28 January 2020

Learn about how the widely publicised corona virus outbreak affects business in Greater China.

Iran nuclear deal: the launch of the 'Dispute Resolution Mechanism' and the 'potential snapback' of UN and EU sanctions

17 January 2020

This week, France, Germany and Britain have triggered the Dispute Resolution Mechanism against Iran under the Joint Comprehensive Plan of Action (JCPOA). Will this process lead to the re-imposition of UN and EU sanctions on Iran?

EU launches preparatory work for a global sanctions regime for human rights violations

17 December 2019

On 9 December 2019, High Representative/Vice-President of the European Union Josep Borrell announced that the Foreign Affairs Council has agreed with strong consensus to start the preparatory work for a global sanctions regime to address serious human rights violations.

The changing face of the Asia Pacific LNG market: Trending away from oil linked pricing and long-term contracts

15 December 2019

The market in the Asia Pacific region has traditionally been underpinned by contract structures based on crude oil linked prices and long-term offtake. These contract structures are changing – what pricing and contract duration trends are to be expected?

The EU Commission trailblazing towards a sustainable future

12 December 2019

The European Green Deal is a holistic approach to delivering transformational change and leading the transition towards a new paradigm.

Global bribery offenses guide

4 December 2019

In recent decades, improved standards in the identification and enforcement of international bribery offenses have provided the backdrop to a growing appreciation and management of bribery risk within the business community.

European data centre investment outlook: opportunities and risks in the months ahead

3 December 2019

A new study by DLA Piper, in partnership with the Inframation Group, reveals that investors are overwhelmingly optimistic about the prospects for European data centres over the next two years.

New European Commission Assumed Office on 1 December 2019

2 December 2019

The new leadership of the European Commission has officially assumed office yesterday, Sunday, 1 December 2019, for a five-year term. The newly assembled College of Commissioners obtained a comfortable majority in an approval vote in the European Parliament plenary session on Wednesday, 27 November 2019.

Mobility as a service: Is the UK's Transport Policy ready?

14 November 2019

Prompt payment and adjudication have arrived in Ontario

17 OCT 2019

The second phase of Ontario's *Construction Act* reform has finally taken effect - as of October 1, 2019. Ontario construction contracts that meet the applicable transition test will now be governed by the new prompt payment and adjudication regime in the province. In addition, the Authorized Nominating Authority ("ANA") responsible for administering and overseeing the adjudication of construction disputes has now been established under the name, "Ontario Dispute Adjudication for Construction Contracts" or "ODACC".

This bulletin is an updated and supplemented version of a summary we published in April 2019, which takes into account these most recent developments. Please also look out for a further update on similar proposals and legislation across the country, which will be posted shortly.

Infra

8 October 2019

Using technology to improve infrastructure development and procurement. By dimitri papaefstratiou, partner, dla piper and vicky kefalas, head of investments, developments and projects at consolidated contractors company (ccc), the middle eastern construction conglomerate.

Brazilian federal government issues decree regulating arbitration in disputes between Public Administration and transport and logistics sectors

1 October 2019

The Brazilian federal government recently issued a decree regulating arbitration of disputes involving the Public Administration and relating to infrastructure projects – ports, roads, railways, waterways and airports.

Treasury Department proposes regulations comprehensively implementing FIRRMA and reforming CFIUS national security review

19 September 2019

The proposed regulations affect non-controlling investments involving critical technologies, critical infrastructure, and sensitive

personal data; and transactions involving real estate near sensitive national security facilities.

Construction industry funders: Are your customers prepared for the VAT Reverse Charge on construction services?

29 August 2019

From 1 October 2020 HMRC is introducing a VAT domestic reverse charge on specified construction services. This could affect the cash-flow of businesses operating in the sector, particularly smaller contractors and sub-contractors, who typically rely on the VAT collected from customers as working capital before they pay it across to HMRC.

Coal, iron ore, LNG... Hydrogen?

20 August 2019

Hydrogen shows potential to become new export industry down under.

Projects Global Insight Issue 2, 2019

20 August 2019

PROJECTS GLOBAL INSIGHT

One of the key trends in this issue is growing interest in sustainable, resilient and regenerative projects. This is driven by the heightened awareness and concern surrounding global warming and climate change and, arguably, a lack of funding following the global financial crisis.

Key themes in distressed projects

20 August 2019

Issues and challenges facing global infrastructure projects, and a look at possible solutions and mitigations.

Vendor financing for stage 1 of the bridge power project in Ghana

20 August 2019

Case study of unique, limited-recourse vendor financing for combined cycled gas turbine power project in Ghana. The vendor financing for this project won the Best Financial Structure Silver award and Best Utilities Project Gold award at the Partnerships Awards 2019.

Ensuring Tenants' access to gigabitcapable connections

6 August 2019

On 29 October 2018, the Department for Digital, Culture, Media and Sports published a consultation that focuses on addressing the issue of compelling landlords to consider the telecoms connectivity of their tenants and allowing Operators to install infrastructure where landlords are unresponsive.

Fewer restrictions on the acquisition of agricultural land

26 July 2019

In 2019 we celebrate the 15th anniversary of Poland's accession to the EU. In this period, Poland's economy has strengthened significantly and its real estate market remains strong due to the country's location in the heart of Europe, its excellent economic performance, and the availability of a well-trained workforce, combined with historic low interest rates. These conditions provide for excellent opportunities for foreign investment, which is growing year by year.

The benefits of blockchain technology in construction

26 July 2019

Denmark is currently ranked as the country with the highest digitalization in the EU. The construction industry, however, still lags behind. In fact, construction is among the least digitized sectors in Denmark, even though the building stock constitutes a very large socio-economic asset, with values from investments amounting to approximately 45% of the total investments in the Danish economy.

Building information modeling and the Internet of things in the commercial real estate market

26 July 2019

The commercial real estate market is constantly evolving, and the emergence of new technology tools has brought radical change to the sector. At the forefront of such tools, Building Information Modeling (BIM) and the Internet of Things (IoT) are most likely to leave a significant imprint on the market in the coming years.

Ethiopian Communications Service Proclamation

3 July 2019

The Communications Service Proclamation, which was adopted by the Ethiopian Parliament recently, introduces a number of major changes into the Ethiopian telecom sector. A brief explanation of the major changes is provided below together with some commentary from DLA Piper's telecoms team.

Goods vehicle operators' licenses in an insolvency context

25 June 2019

When dealing with a goods vehicle operator in an insolvency context: early engagement with the Traffic Commissioner is crucial; directors should be proactive in informing the Traffic Commissioner of a material change in circumstances (e.g. a change in the company's financial standing, which extends to launching a company voluntary arrangement (CVA)); and insolvency practitioners should engage as early as possible with the Traffic Commissioner and build such engagement into their contingency planning.

New EU Regulation safeguarding fair competition - Milestone for EU air carriers

22 MAY 2019

On 10 May 2019, the EU regulation on safeguarding fair competition in international air transport was published in the Official Journal of the EU (Regulation (EU) 2019/712 of the European Parliament and of the Council of 17 April 2019). The Regulation aims at ensuring fair competition between EU and non-EU air carriers.

EU Impact - Issue 4/2019

10 MAY 2019

With only two weeks left until the European elections of 23-26 May 2019, Europeans find themselves at the beginning of a months-long period of crucial transformations that are expected to significantly impact citizens and businesses in the medium- and long term.

Procurement Pulse - Our view on developments this month

3 MAY 2019

PROCUREMENT PULSE SERIES

In case law this month the courts have looked at long established issues - that re-negotiating essential contract terms risks being a substantial modification which requires a new procurement, that the utilities rules apply to passenger transport suppliers operating on a fixed network, and that exempting ambulance services from the procurement rule.

The "Plaza Ban" regulation in Hungary

23 APR 2019

In August 2018, the Hungarian government adopted Government Decree No. 143/2018 (VIII. 13) on the detailed rules applicable to the change of designated purpose procedure, which further strengthened the regulation known as the "Plaza Ban." In particular, it extended the scope of the strict rules prohibiting shops and shopping malls (referred to collectively here as "retail buildings") with a gross floor area of over 400 sq.m.

A more flexible approach to practical completion?

15 APR 2019

A recent decision in the Court of Appeal has highlighted the importance of defining the requirements for practical completion.

Getting ready for Ontario's new *Construction Act*

2 APR 2019

Industry observers in Ontario are now well aware of the scope of the changes introduced through the amendments to the old *Construction Lien Act*, giving us what is a dramatically different piece of legislation – the *Construction Act*. However, becoming familiar with these significant changes and implementing them in practice are two very different undertakings. With prompt payment and adjudication now around the corner, a refresher is therefore in order.

EU Impact - Issue 3/2019

29 MAR 2019

Monthly update on the latest EU policy and regulatory developments relevant for your sector

Significant Romanian tax changes in 2019

31 JAN 2019

Following the adoption of new tax legislation (GEO 114/2018) in Romania late last year, the new year has brought significant changes to the tax regimes in certain sectors. Taxpayers operating in these sectors should take note of the 2019 changes while dealing with the impact of the implementation of the EU's Anti-Tax Avoidance Directive in Romania.

Building sports stadiums in Germany: understanding the legal framework

10 JAN 2019

Sporting events, especially football events, have always enjoyed particular popularity in Germany. In the course of the Football World Cup in 2006, a stadium construction boom took place, and since then stadiums in cities such as Frankfurt, Hamburg and Berlin have been either refurbished or newly built.

Inconsistent dispute resolution clauses - when should the "one-stop shop" give way to gravity?

27 DEC 2018

Where, in complex commercial arrangements, there is a multiplicity of agreements, problems associated with inconsistencies between them abound. That can have significant consequences, particularly where there is an inconsistency between dispute resolution provisions in different but related contracts.

Projects Global Insight Issue 1, 2018

19 December 2018

[PROJECTS GLOBAL INSIGHT](#)

Welcome to DLA Piper's Projects Global Insight. In this twice-yearly global insight, we seek to share the knowledge we've gained and put the spotlight on some of the most innovative, market-leading transactions we have been involved in.

Procurement Pulse - December 2018

10 DEC 2018

[PROCUREMENT PULSE SERIES](#)

Monthly update of procurement case law and other relevant intelligence for procurement practitioners

Constructive Thinking Round-up - November 2018

4 DEC 2018

[CONSTRUCTION GUIDES SERIES](#)

Welcome to the November edition of our Constructive Thinking Round-up, DLA Piper's monthly guide to key developments in the Construction and Engineering sector.

The Standard ICC Arbitration Clause - Invalid in Russia?

29 NOV 2018

On 26 September 2018 the Russian Supreme Court upheld the decisions of two lower instances rejecting the recognition and enforcement of an ICC arbitral award in the Dredging and Maritime Management SA v. InjTransStroy AO dispute.

EU Policy & Regulatory Alert: New Regulation on Foreign Direct Investment Screening in the EU

22 NOV 2018

The European Union is moving fast towards establishing a joint regulatory and policy framework for Europeans to seize the opportunities provided by Artificial Intelligence (AI) and to reinforce Europe's competitiveness in this field.

Constructive Thinking Round-up - October 2018

7 NOV 2018

CONSTRUCTION GUIDES SERIES

Welcome to the October edition of our Constructive Thinking Round-up, DLA Piper's monthly guide to key developments in the Construction and Engineering sector.

CFIUS pilot program mandates declarations for certain non-controlling investments in critical technologies

17 OCT 2018

The pilot program covers critical technologies in 27 industries.

Procurement Pulse - September/October 2018

11 OCT 2018

PROCUREMENT PULSE SERIES

Monthly update of procurement case law and other relevant intelligence for procurement practitioners

Constructive Thinking Round-up - August/September 2018

4 OCT 2018

CONSTRUCTION GUIDES SERIES

Welcome to the August/September edition of our Constructive Thinking Round-up, DLA Piper's monthly guide to key developments in the Construction and Engineering sector.

US commits \$7B to ambitious Power Africa initiative

2 JUL 2013

A new initiative aiming to double access to power in sub-Saharan Africa

EVENTS

Previous

International construction law conference

10 September 2020

Scenarios for how the construction sector supply chain will recover, reset and reinvent

30 July 2020

Webinar

UK Construction & Engineering Projects and COVID-19: Beyond force majeure notices

9 July 2020

Webinar

COVID-19 and construction: touching all the bases now

14 April 2020 | 1:30 – 2:30 ET

Webinar

TechLaw

5 March 2020

[TECHLAW EVENT SERIES](#)

Sydney

TechLaw

3 March 2020

[TECHLAW EVENT SERIES](#)

Melbourne

The inexorable rise of the data centre

3 December 2019

London

TechLaw Event - "M&A for the New Digital Economy"

7 MAR 2019

[TECHLAW EVENT SERIES](#)

Amsterdam

TechLaw Event - Online platforms - beyond playing innocence?

17 JAN 2019

TECHLAW EVENT SERIES

Amsterdam

Infrastructure Drinks Reception

5 DEC 2018

Manchester

TechLaw London 2018

5 DEC 2018

[TECHLAW EVENT SERIES](#)

London

TechLaw Event - Virtual Competition

22 NOV 2018

[TECHLAW EVENT SERIES](#)

Amsterdam

Aircraft Leasing in Russia. New Challenges and Latest Updates

20 NOV 2018

Middle East Tech Summit 2018: The Digital Imperative

5 NOV 2018

[TECHLAW EVENT SERIES](#)

Dubai

NEWS

DLA Piper appointed as trustee in Jet Time bankruptcy proceedings

27 August 2020

DLA Piper is advising Danish airline Jet Time A/S as the company filed for bankruptcy at the Maritime and Commercial Court in Copenhagen on 21 July 2020.

DLA Piper advises Hitachi Rail Limited on acquisition of railway technology firm Perpetuum

19 August 2020

DLA Piper is advising Hitachi Rail Limited in connection with the acquisition of Perpetuum, a technology firm that is pioneering digital technology to optimise railway operations, offering improved efficiency, safety and quality of service.

DLA Piper advises Katoen Natie on the acquisition of Nijhof Wassink

7 July 2020

DLA Piper has advised Katoen Natie, an international logistics service provider and port operator, on the acquisition of the warehousing activities of Nijhof-Wassink in Poland, a family-owned company specialising in logistics.

DLA Piper announces partnership promotions for 2020

30 April 2020

DLA Piper is proud to announce that 67 lawyers have been promoted to its partnership. The promotions are effective as of April 1, 2020 in the United States and May 1, 2020 for EMEA and Asia Pacific. The promotions have been made across many of the firm's practice areas in 35 different offices throughout 13 countries.

Across the firm's practices globally, Corporate saw the largest intake of new partners with 19 promotions, followed by Litigation and Regulatory with 15. Intellectual Property and Technology and Finance and Projects had ten and eight promotions respectively, while there were six in Real Estate. Tax and Employment both had four, and there was one in Restructuring.

DLA Piper advises Eiffage and JOHANN BUNTE consortium on Germany's largest ever motorway PPP

14 April 2020

DLA Piper has successfully advised the consortium A3 Nordbayern with its shareholders Eiffage S.A. and JOHANN BUNTE Bauunternehmung GmbH & Co. KG on the financing of Germany's largest PPP project in the motorway sector.

DLA Piper lawyers named Acritas Stars

10 March 2020

Acritas has named over 200 DLA Piper lawyers as 2020 Acritas Stars. Now in its fourth year, Acritas Stars highlights the stand-out lawyers in private practice as nominated by clients around the world. More than 3,000 senior in-house counsel feed into the nomination process to give a comprehensive view of highly recommended lawyers across the globe.

Investors expect boom in European data centres in the next two years

3 December 2019

The vast majority (92%) of debt and equity investors surveyed expect the overall value of investment into Europe's data centre infrastructure to increase over the next 24 months, according to research commissioned by DLA Piper and published today.

Data centres are used by organisations for the remote storage, processing and distribution of large amounts of data and are currently estimated to use 3-4% of world's power¹. According to DLA Piper's report *European Data Centre Investment Outlook: Opportunities and Risks in the Months Ahead*, investors anticipate an investment increase in data centres of between 10% and 29% over the next two years.

DLA Piper makes heavy weight hires to boost its Litigation & Regulatory group

27 November 2019

DLA Piper announces the appointment of Bob Maynard and Caroline Pope as partners in its Litigation and Regulatory practice in London.

DLA Piper advises lenders on the financing of the Stavro Wind Project in Sweden

8 November 2019

DLA Piper has advised DekaBank Deutsche Girozentrale as lender to a 254 MW wind park located in Örnsköldsvik municipality, Sweden. This is DLA Piper's third wind farm project with DekaBank in the last two years.

DLA Piper advises the Natural Gas Public Company of Cyprus

26 August 2019

DLA Piper has advised the Natural Gas Public Company of Cyprus (DEFA) on its tender process for the selection of the contractor for the design, construction, procurement, commissioning, operation and maintenance of an offshore LNG Import Terminal and associated infrastructure, located in Vasilikos, Cyprus (the Project).

DLA Piper advises the UK government on Heathrow expansion

3 MAY 2019

DLA Piper has successfully advised the Department for Transport (DfT) on the Heathrow expansion project for the new third runway.

DLA Piper advises Australia's Transport for NSW on Regional Rail Project

14 FEB 2019

DLA Piper is delighted to announce that today Transport for NSW achieved contract close on the Regional Rail Project, which will see a fleet of new trains deliver safer, more comfortable and more reliable journeys across the state.

International Arbitration lawyers selected by Who's Who Legal

7 Jan 2019

We are delighted that Who's Who Legal, a directory of the "foremost legal practitioners in business law, based upon comprehensive, independent research among general counsel and private practice lawyers worldwide," has selected fifteen DLA Piper lawyers for its latest edition covering arbitration and construction.

DLA Piper advises Avation PLC on US\$50 million Tap Issue

11 DEC 2018

DLA Piper has advised commercial aircraft leasing company, Avation PLC, on its US\$50 million Rule 144A tap issue of 6.5% Senior Notes due 2021, under its existing US\$1 billion Global Medium Term Note Program. The Notes were issued by Avation Capital S.A., its wholly-owned Luxembourg subsidiary.

Sustainability and ESG

The growing importance of Environmental Social Governance concerns in the sphere of infrastructure, construction and transport is evident around the world. We expect to see a continued increase in investment into sustainable initiatives as companies introduce ESG policies and procedures to drive responsible infrastructure across the entire life cycle of projects.

ESG is central to the delivery of high quality infrastructure, construction and transport projects across the globe. It is at the core of responsible delivery in this sector and must pervade every decision, action and initiative in order to drive responsible engagement and sustainable infrastructure projects.

INFRASTRUCTURE

Responsible investment in infrastructure throughout its lifecycle is key. Responsible and sustainable investment choices affect not only the world around us now, but the future of our infrastructure, sustainable development and communities. The United Nations Sustainable Development Goals highlight the importance of investment in infrastructure to increase productivity and incomes as well as deliver improvements in health and education outcomes. Furthermore, the G20-backed Global Infrastructure Hub has identified a \$15 trillion gap in the \$94 trillion investment that is needed in global infrastructure by 2040 and the projects in this sector are critical to promoting the benefits of strong infrastructure and pipelines and, ultimately, shaping how global society develops and prospers. It is incumbent upon us all to share knowledge and facilitate best practice discussions to assist with delivering this objective, with ESG at the very heart of our engagement.

CONSTRUCTION

The Construction sector has a huge impact on our environment, contributing significantly to greenhouse gas emissions, creating all types of pollution and destroying natural habitat. With ESG agendas now a driving factor for both corporates and government, Construction needs to take short-term environmental and long-term climate factors into consideration during the project optioneering phase, through the use of detailed KPIs which are viewed through an ESG lens, including developing new techniques for the construction phase. The focus needs to extend across all aspects of construction, including in the procurement of materials, building green certified buildings to improve energy efficiency, considering carbon footprint on major engineering projects and investing in projects which can provide long-term community benefits.

TRANSPORT AND MOBILITY

Economies require a considerable amount of mobility to keep growing and thriving, and this mobility creates a large proportion of the world's global emissions. In turn, we are seeing a significant focus on reducing emissions and ensuring mobility is sustainable. This includes a shift to more energy-efficient mobility and clean energy sources for road and rail, as well as steps towards mass transit and ride-sharing to reduce the number of journeys taken. Electric mobility and smart cities are just some of the key trends we are seeing which contribute towards decarbonisation, the integration of renewable sources and energy efficiency in transportation. It is also a fertile ground for new technologies and innovation. For the aviation industry, ESG extends beyond reducing carbon emissions from aircraft. The financing, leasing and building of modern aircraft, as well as how we expand and make journeys to and from our airports, are also key considerations for ensuring sustainable development in this sector.

To discuss these issues in more detail please get in touch with our sustainability leaders.