



KPMG 2025 Global Infrastructure and Transport CEO Outlook

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Foreword

Infrastructure and transport sector CEOs have plenty on their minds, as they guide their organizations to support digital transformation and artificial intelligence (AI), smart cities, the global energy transition, changing supply chain priorities, and a shift to connected, electric vehicles (EVs) and mobility-as-a-service. At the same time, there is a pressing need to upgrade or replace aging infrastructure and build greater resilience to climate risks and extreme weather events. De-risking, in the form of enterprise risk management, is taking on greater importance, to drive organizational resilience.

[KPMG's 2025 Emerging Trends in Infrastructure and Transport](#) talks of a “Great Reset”, where national interests come to the fore, alliances and supply chains are rewired, and a widening infrastructure funding gap intensifies competition for capital. Decentralization of finance is widening sources of investment across multiple layers, and some governments are seeking to share risks and rewards with the private sector to access funds.

Sustainability is increasingly about hard business imperatives like cutting waste, re-using rare resources, and reducing energy costs, with an emphasis on value rather than compliance, to future-proof the business. Internet of things (IoT) sensors, robotics and drones are enabling real-time monitoring of working assets and construction projects. The war for talent shows no signs of abating with growing investment pipelines around the world increasing competition for critical skills.

This year's Infrastructure and Transport CEO Outlook looks at how the sector's leaders are tackling these pressing issues. The findings suggest general optimism over growth prospects and the potential of AI, tempered by concerns about inflation, supply chain disruption, and the technological capability of their workforces.

The future for the infrastructure and transport sector may be bright, but there are plenty of obstacles to overcome, and companies should ensure that they have the technological capabilities, resilience and regulatory nous to seize opportunities. To learn more about the topics or ideas raised in this report, I encourage you to contact your local KPMG member firm.



Lisa Kelvey

Global Head of Infrastructure and Transport
KPMG International



For companies across the Caucasus and Central Asia, the priority today is closing the gap between ambitious goals and actual delivery. While interest in the region as a transit hub is growing, aging infrastructure and a persistent talent shortage remain significant bottlenecks. CEO optimism must be backed by more than just technology purchases — it requires building transparent processes and sound long-term investment planning. In an environment of high capital costs and climate risks, the leaders will be those who can effectively manage their assets and retain specialists capable of leveraging digital monitoring tools.



Vitaliy Yakovlev

Head of Infrastructure
KPMG Caucasus and Central Asia



Executive summary

The 2025 Infrastructure and Transport CEO Outlook finds a sector riding a wave of optimism over growth, digital transformation and sustainability. CEOs are bullish on the growth prospects of both their company and their sector, but this ‘optimism overdrive’ is tempered by a decline in global economic confidence, reflecting concerns over a volatile geopolitical environment. Strategic, ‘moderate impact’ mergers and acquisitions (M&A) are rebounding, as companies seek to consolidate and beef up their digital capabilities.

Infrastructure and transport CEOs have high hopes for AI, with expectations of a rapid return on investment (ROI) in this technology, to drive improvements in project delivery, asset performance and energy efficiency as well as building agility into their operations and supply chains. However, AI investment levels trail other sectors, while executives struggle to keep pace with the pace of AI development. Ethical challenges are a further brake on implementation as companies consider how to achieve safe, trusted use of AI.

Digital transformation is having a profound impact on infrastructure and transport workforces, replacing many tasks, yet CEOs admit they’re struggling to access appropriate technology skills. Although hiring is high on the agenda, there’s a recognition that upskilling and redeploying existing employees is the way ahead.

Sustainability is very much front of mind for infrastructure and transport CEOs, who express confidence in their organizations’ ability to embed sustainability into the business and navigate fast-changing regulations. But execution gaps persist, with many companies failing to integrate sustainability into capital investment decisions, and continued concerns over the ability to decarbonize supply chains.

Optimism is high, but execution gaps remain. The winners will likely be those who turn bold headlines into actionable strategies — especially in AI, talent, project performance and financing.

Infrastructure and transport

CEOs have high hopes for AI, with expectations of a rapid return on investment (ROI) in this technology, to drive improvements in project delivery, asset performance and energy efficiency as well as building agility into their operations and supply chains.



Key findings

Economic outlook and business confidence

84% are confident in the sector's growth, 87 percent in their own organization's growth, but only 46 percent are confident in global economic growth

61% expect annual earnings growth of 2.5 percent or more in the next 3 years

59% expect M&A with 'moderate impact', up from 37 percent in 2024

Biggest influence on short-term decisions is supply chain resilience (33 percent)

AI-powered technological innovation

70% consider AI to be a top investment priority, and 73 percent expect ROI from AI within 1–3 years

Just **58%** plan to allocate 10–20 percent of their budgets to AI — the lowest of any sector

Only **8%** feel "very confident" in keeping pace with the rapid evolution of AI

Biggest obstacles to AI adoption are lack of regulation (**60 percent**), ethical challenges (**58 percent**), and data readiness (**49 percent**)

Tuning your workforce into an AI world

59%

believe lack of technology skills could hold back AI implementation

91%

expect to expand their workforces, but 55 percent expect numbers to grow by 5 percent or less

72%

plan to retain and retrain high-potential employees, 66 percent are redesigning roles and career paths

Achieving strategic advantage through sustainability

65%

have fully embedded sustainability into their business

92%

are confident in their organization's ability to navigate sustainability regulations

29%

claim to fully integrate sustainability costs and ROI into every capital decision

Number one obstacle to net zero is the complexity of decarbonizing supply chains (32 percent)

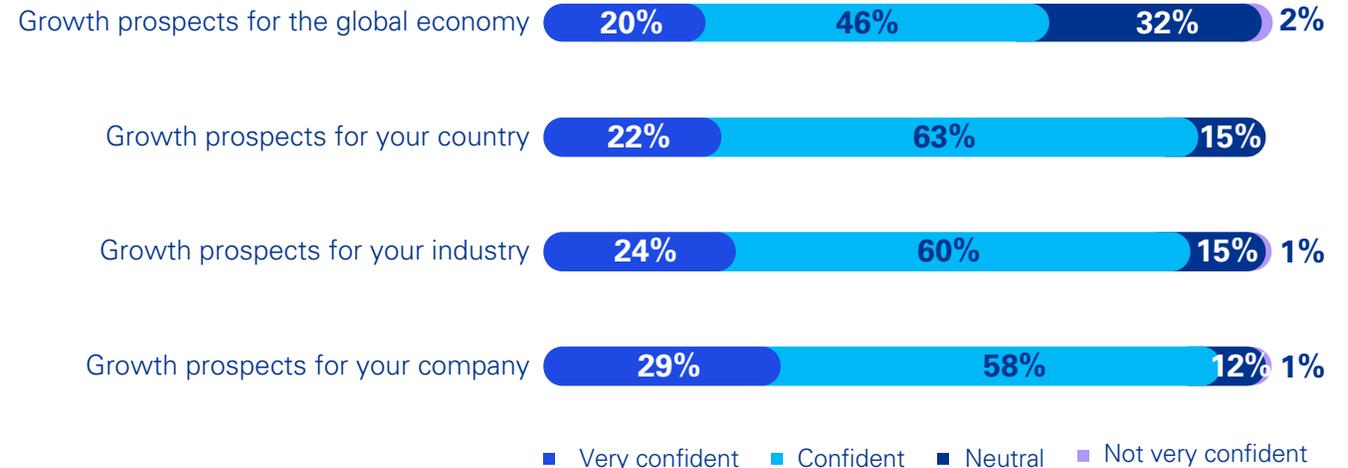


Economic outlook and business confidence

Despite geopolitical and economic challenges such as tariffs, wars, sanctions, high interest rates and inflation, infrastructure and transport CEOs remain positive about their companies' prospects.

An overwhelming 84 percent express confidence in the sector's growth — amongst the highest of all the industries in our 2025 CEO Outlook survey. And 87 percent say they are confident about their own organization's future growth — a significant rise from 69 percent in 2024. Six out of ten CEOs (61 percent) expect their companies to enjoy annual earnings growth of 2.5 percent or more in the next 3 years, and 28 percent forecast earnings to rise by more than 5 percent.

Level of confidence in growth prospects over the next three years



Q1. In terms of growth prospects, please indicate your level of confidence in the following over the next three years.



These findings reflect the pivotal role of infrastructure and transport in laying the foundations for digitally-driven economies — from building out 5G telecommunications networks, data centers, and EV charging facilities, to modernizing and digitizing global supply chains and logistics networks that enhance the movement, tracking, and storage of goods. This is complemented by the large and growing pipeline of infrastructure requiring upgrades or replacements, such as buildings, bridges, airports, and power stations. In Asia Pacific, growth is being driven by a burgeoning middle class with a propensity to spend, as well as increased intra-regional trade, which calls for both connected infrastructure and more digitally-enabled transportation systems between countries. There is an abundance of finance from banks, insurance companies and lateral institutions, and governments in certain geographies are seeking private sector support for projects, relaxing restrictions on foreign ownership of assets including state-owned enterprises.

However, this ‘optimism overdrive’ is tempered by a year-on-year fall in confidence about the global economy, from 58 percent in 2024 to just 46 percent in 2025, with 5 percent of CEOs projecting zero growth for their organization — up from 1 percent last year. This is likely to spell positive news for the sector, as governments around the world invest in infrastructure and transport

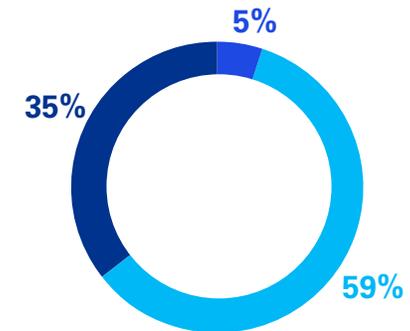
to boost overall economic growth, diversify trade, and achieve greater economic self-reliance rather than depend upon potentially unreliable partners.

These trends have an inevitable impact on inorganic growth, with 59 percent of infrastructure and transport leaders favoring acquisitions with ‘moderate impact’, up from 37 percent in the previous year. Despite this shift, 35 percent of CEOs remain committed to high-impact mergers and acquisitions (M&A), a modest drop from in 37 percent in 2024. Targets include renewable energy providers, digital infrastructure, and rail, utilities and telecommunications assets to accelerate consolidation. As trade restrictions pull the shutters on certain markets, some companies are stuck with significant investments and overcapacity, and may focus more on pricing and pivoting to new regions, rather than pursue deals.

35%

of CEOs remain committed to high-impact mergers and acquisitions (M&A), a modest drop from in 37 percent in 2024.

M&A appetite over next three years



- Low — Unlikely we will make any acquisitions
- Moderate — We will make acquisitions, but with moderate impact to my overall organization
- High — Likely to undertake acquisitions which will have a significant impact to my overall organization

Q10. Over the next three years, how would you describe your organization’s M&A appetite?



Barriers to progress

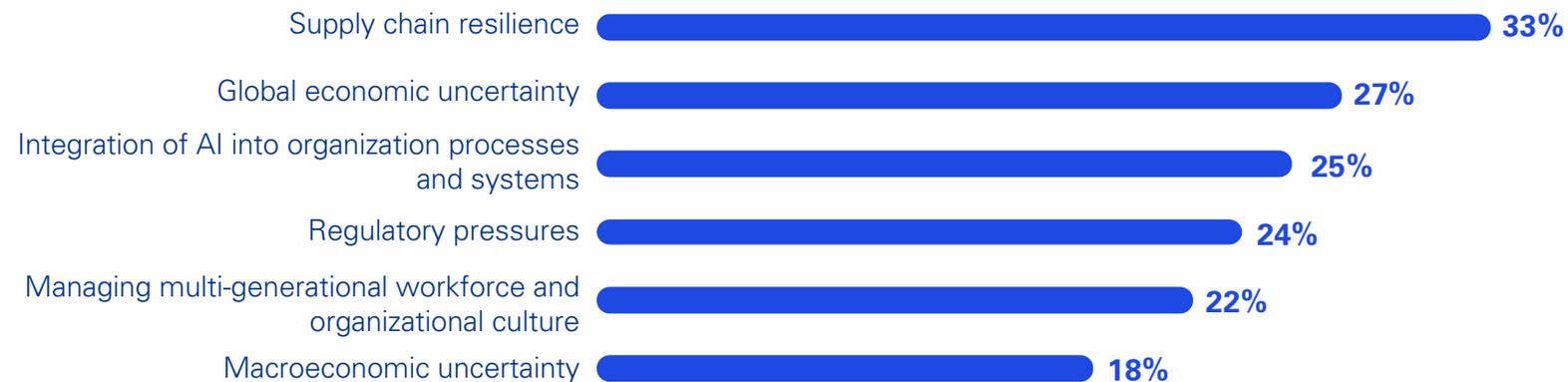
Our survey shows that the biggest threat to growth is rising costs or inflationary pressures (79 percent), which push up project expenses, cause delays or even cancellations, and exert downward pressure on margins. Given the high level of supply chain disruption in recent years — from changing trade policies, wars, climate events and resource scarcity — it's little surprise that the biggest influence on short-term decisions is supply chain resilience (33 percent), along with global economic uncertainty (27 percent).

According to the [KPMG 2025 Emerging Trends in Infrastructure and Transport](#), most elements of global supply chains are “fractured, unstandardized and misaligned”. The quality of logistics infrastructure (like roads, rails and ports) can differ

widely, which, along with varying regulations and processes, can slow down and add costs to the movement of raw and finished materials and parts — and increase the carbon footprint. To address such risks, 32 percent of infrastructure and transport CEOs report increased investments in supply chain resilience and operational continuity.

Given the continued uncertainty, infrastructure and transport CEOs should focus on stress-testing growth plans against global volatility. Through regularly scenario planning, their organizations can prepare for global economic downturns, rather than simply relying on optimism. Flexible strategies should enable them to adapt quickly if macro conditions worsen, assisted by contingency budgets, diversified investments, and rapid-response teams that can react to market shocks.

Top challenges driving short-term decisions



Q2. Which of the following pressures or challenges are driving your short-term decisions?



In the wake of trade protection and tariffs, supply chains are top of mind for CEOs and governments, as they look to new regions. This calls for public and private sector collaboration, to expand ports and other infrastructure and build trade corridors.”

Zach Parston

National Infrastructure,
Capital Projects,
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KPMG in Canada



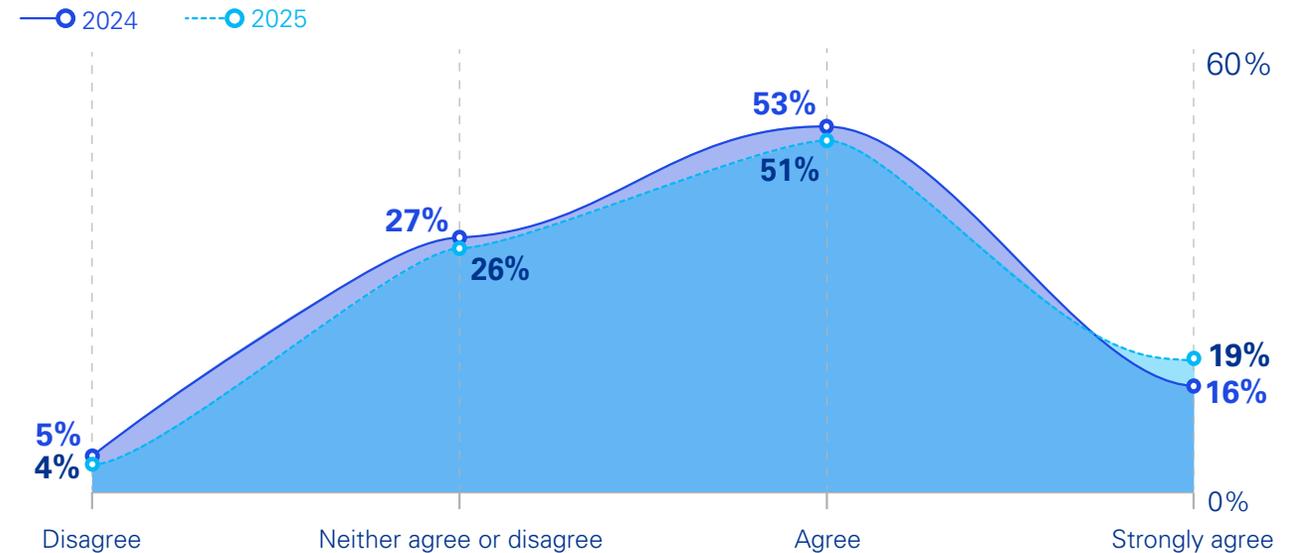
AI-powered technological innovation

Infrastructure and transport CEOs recognize the exciting potential of AI — yet the sector remains by far the last in terms of actual AI investment. While AI-powered predictive maintenance, logistics optimization, and digital twins offer clear opportunities to enhance efficiency, safety, and asset performance, adoption still lags significantly behind other industries. This gap is particularly striking given the sector’s asset-heavy nature and the transformative impact AI, machine learning, and IoT can have across airports, ports, logistics networks, and transport systems.

Data-driven scenario modeling leads to more efficient planning and budgeting, while automation speeds up many back-office activities. AI is also being used to cut energy consumption in projects and buildings, improve traffic flow, and optimize inventory. KPMG in India’s recent paper [AI-powered road infrastructure transformation — Roads 2047](#) discusses how AI can predict future mobility needs, to design more efficient road networks, tailored to topography, land use, traffic patterns and ecological considerations.

These advances are fueling expectations in AI. More than two-thirds (70 percent) of the CEOs surveyed consider AI to be a top investment priority, and 73 percent expect a return on investment (ROI) from AI within 1–3 years — the second highest of any sector in our global survey (where the average score was 67 percent).

AI as a top investment opportunity



Q13a. To what extent do you agree or disagree with the following statement?
Despite ongoing economic uncertainty, AI is a top investment priority for your organization.



However, compared to CEOs in other industries, infrastructure and transport executives appear less likely to invest in AI. Just 58 percent plan to allocate 10–20 percent of their budgets to AI — ranking them last, well below the cross-sector average of 69 percent. Without sufficient funding, the plans for AI risk stalling.

Can leadership steer a course through the technological maze?

Our survey responses indicate a marked improvement in leaders' clarity on how to deploy AI. When asked whether they understand how AI can benefit the organization and provide a competitive edge, the proportion who "agree" or "strongly agree" rose from 71 percent in 2024 to 82 percent in 2025.

Yet, at the same time, doubts prevail. Only 8 percent feel "very confident" in keeping pace with the rapid evolution of AI, suggesting that the sector's traditional tag of technology laggard remains relevant. The engineering and construction industry is characterized by razor thin margins, with many companies lacking the capital to invest into transformational technologies. Innovation can subsequently suffer, as evidenced by responses to KPMG's most recent [Global Construction Survey](#), where less than half of sector executives say their organizations have invested in basic data analytics technologies, with even fewer adopting mobile platforms or drones.

Overcoming challenges in AI implementation

When asked about the biggest obstacles to AI adoption, infrastructure and transport CEOs cite lack of regulation (60 percent), ethical challenges (58 percent), and data readiness (49 percent). There are concerns over bias and unreliable data insights, which impacts companies' willingness to invest in AI. KPMG's Trusted AI framework helps organizations design, build, deploy and use AI strategies and solutions in a responsible and ethical manner, to accelerate value with confidence. It's likely that industry clusters and associations will drive regulation in tandem with government.

58%

percent plan to allocate 10–20 percent of their budgets to AI — ranking them last, well below the cross-sector average of 69 percent.

Percentage of budget in next 12 months

Between 10%–20%



Lower than 10%



Between 20%–30%



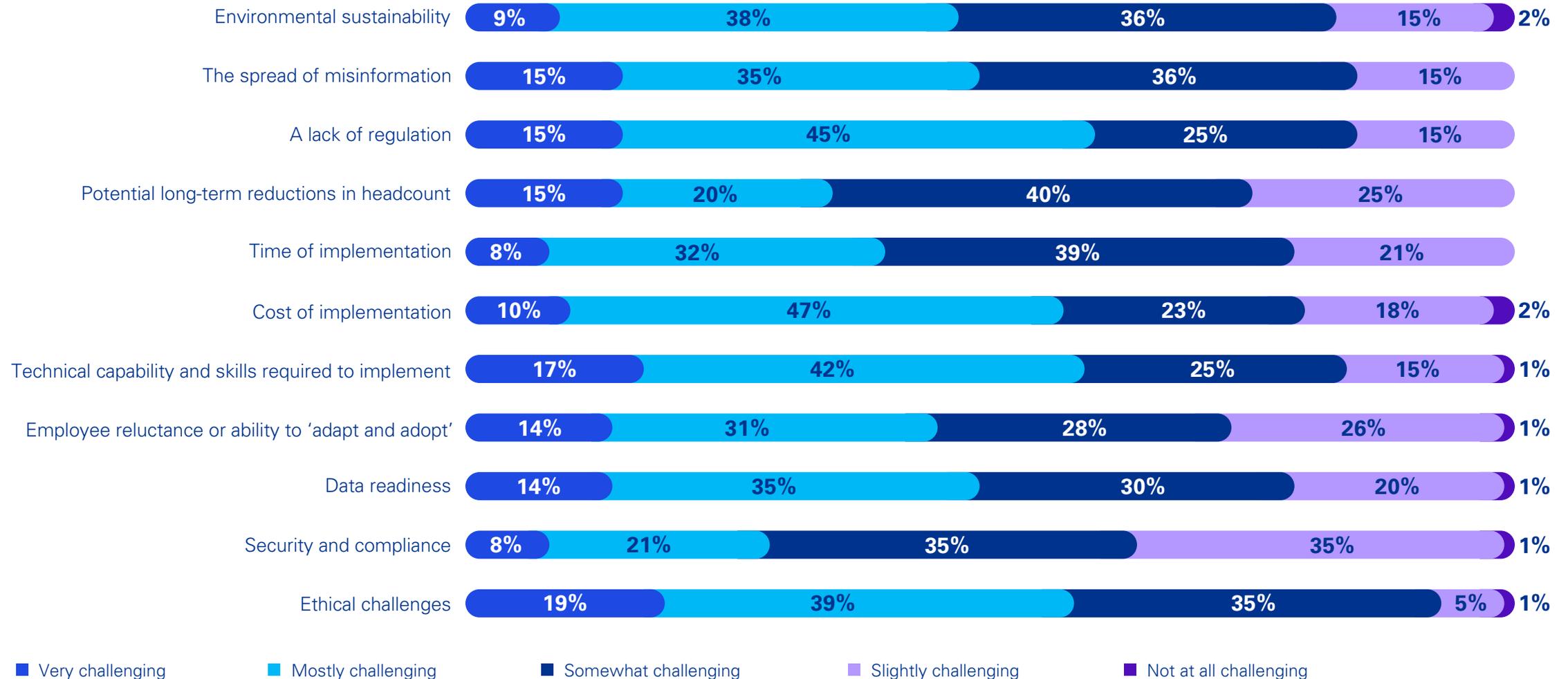
Between 30%–40%



Q13b. What percentage of your budget do you anticipate spending on AI in the next 12 months?



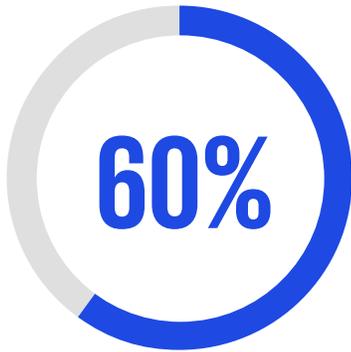
Challenges in implementing AI



Q17. Of the statements below, please indicate the degree to which they present a challenge when it comes to implementing AI within your organization.



Cybersecurity is another concern, as bad actors use advanced techniques to infiltrate corporate defenses. Sixty percent of responding CEOs are “extremely concerned” about fraud detection and prevention, and 57 percent about identity theft and data privacy. Recent years have seen more and more cyberattacks on critical infrastructure, exposing vulnerabilities of energy grids, transportation systems, water treatment plants and healthcare facilities. This calls for robust incident response plans, regular testing and drills, and cross-functional collaboration, as part of a culture of resilience throughout their organizations.



of responding CEOs are “extremely concerned” about fraud detection and prevention, and 57 percent about identity theft and data privacy.



The maturity of AI now positions it as a powerful enabler for accelerated project execution and better management and predictability of escalating costs and risks associated with complex, multi-phased mega-projects. This is achieved through process standardization, readiness validation, systematic application of lessons learned, improved supply-chain leverage, and the unlocking of economic benefits.”

Zyna Boubez

Partner, Global Infrastructure Advisory & National Transport Lead
KPMG in Canada



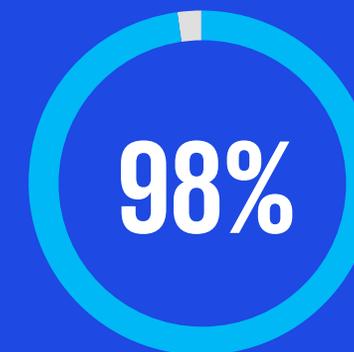
Tuning the workforce into an AI world

In a sector aiming to attract graduates and other skilled candidates, AI is proving a double-edged sword. On the one hand, it has the capability to significantly improve operations and back-office tasks, by carrying out work historically performed by humans, faster, and more accurately. CEOs rank increased efficiency and productivity as the number one benefit of AI (23 percent).

Technology is also changing the nature of work, with rapid advances in technologies such as remote sensors, advanced analytics and automation giving the opportunity to re-design roles, release capacity and improve productivity. Agentic AI bots are expected to become part of the workforce over time, acting as co-workers to humans. The growing use of technology, including AI and robotics, can help make jobs more interesting and appealing to potential recruits.

On the other hand, infrastructure and transport companies are in a race to acquire the skills to manage AI and make the most of its potential. Six out of ten CEOs surveyed (59 percent) believe technical capability and skills could hold back AI implementation. When it comes to attracting and retaining AI talent, the two biggest challenges are competing with tech giants and high salary offerings (26 percent) and addressing AI-talent skill gaps (25 percent).

One sign of the sector's desire to accommodate employees' wishes is the shift to flexible work arrangements. Whereas in 2024, 98 percent of CEOs anticipated a fully in-office setting, by 2025, this figure has declined to just 50 percent.



of CEO's in 2024 anticipated a fully in-office setting. One year later, this figure has declined to just 50 percent.



Challenges in attracting and retaining AI talent



Bridging the gap between existing skills and desired capabilities.



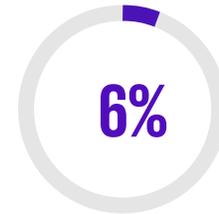
Identifying candidates with suitable technical and collaborative skills.



Adapting organizational culture to meet employee expectations.



Competing with tech giants and high-salary offerings.



Retaining talent once they have acquired specialized experience.

Q25. In your view, what is the biggest challenge your organization faces in attracting and retaining AI and digital talent?

Hiring versus upskilling

Like many industries, infrastructure and transport is impacted by the great retirement. According to our CEO Outlook survey, the most significant labor-market factors impacting the sector are the retirement of seasoned employees without adequate skilled workers to replace them (28 percent), and growing generational gaps (24 percent). Further, the percentage experiencing a high impact from an aging workforce rose from 18 percent in 2024 to 28 percent in 2025. Retirement has impacted the industry since the COVID-19 pandemic, leading to shortages of major project experience and specialized knowledge. In some countries, the competition for talent is driving geographical movement of both skilled labor and office workers.

In response, virtually all CEOs (91 percent) expect to expand their workforces, but at a modest rate, with just 3 percent anticipating increasing their numbers by more than 10 percent. Fifty-five percent expect their numbers to grow by five percent or less.

These modest increases reflect the reality of a world of scarce talent, where developing existing people becomes a higher priority than mass hiring. The CEOs acknowledge this, stating that their top workforce strategy (72 percent) is to retain and retrain high-potential employees, followed by redesigning roles and career paths (66 percent).

Organization headcount in next three years

Increase less than 5%



Increase between 6–10%



Stay the same



Increase between 11–25%



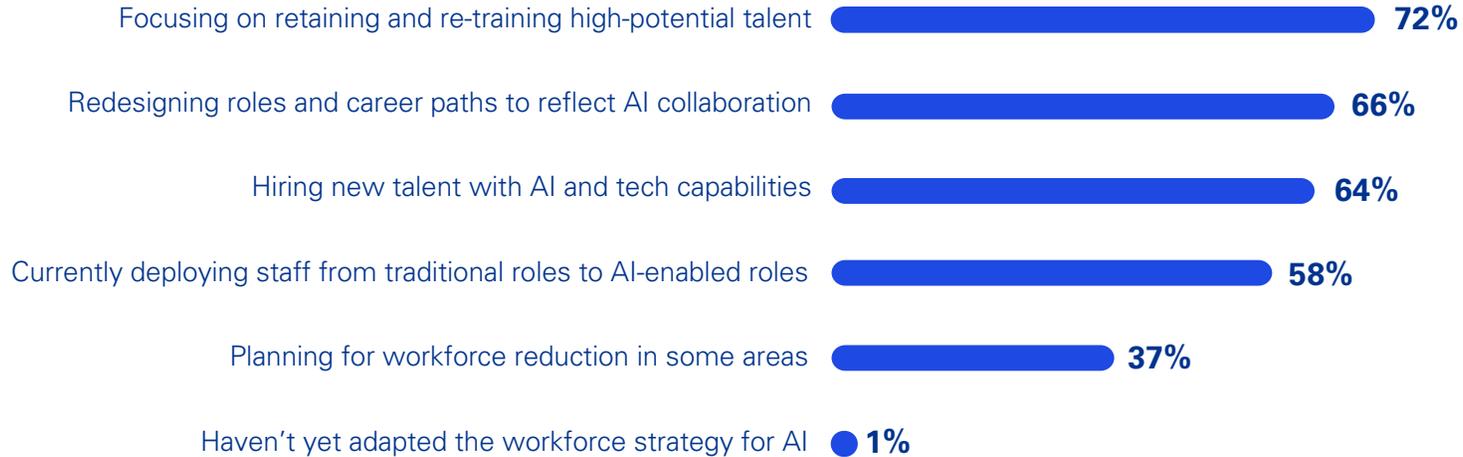
Decrease less than 5%



Q7. How do you expect your organization's headcount will change over the next three years?



Longterm workforce strategy in response to AI



Q24. How is your long-term workforce strategy (2–5 years) changing in response to AI?

The most recent [KPMG Global tech report](#) highlighted 'high-performing' companies that were more advanced in their digital transformation. Almost half (47 percent) of these organizations have created AI centers of excellence to consolidate AI expertise and innovation. These working groups feature employees from across multiple functions. 89 percent say they use AI to fill skill gaps among knowledge workers.



The three critical enablers for AI to be mainstreamed in any organization are stakeholder buy-in, capacity development to use AI tools, and redesigning business processes.”

Sharad Somani

Partner, Head of Infrastructure Advisory,
Head of Infrastructure,
Asia Pacific and Head of ESG Consulting
KPMG in Singapore



Achieving strategic advantage through sustainability

Around the world, critical infrastructure and transport systems are impacted by their age, condition, lack of investment, and insufficient maintenance. Some have inherent design flaws and they're increasingly exposed to climate events that are growing in both frequency and severity, from floods to fires, storms to extreme heat and drought. A failing asset could have huge consequences, including loss of power, interruption of public and private services, loss of life, and environmental damage.

The CEOs taking part in our global survey acknowledge the importance of building resilience to climate change and aging. Almost two-thirds (65 percent) have fully embedded sustainability into their business — although this figure is down slightly from 67 percent in 2024, reflecting changing attitudes in certain regions. Companies are likely to take a pragmatic approach by balancing sustainability with affordability.

Only

29%

of CEO's are claiming to fully integrate sustainability costs and ROI into every capital decision, suggesting vital infrastructure and transport assets may continue to be at risk.



From compliance to commitment: Business perspectives on ESG progress

Successfully addressing sustainability issues is important to the longevity of our business, but the public debate detracts from our ability to stay focused on what matters



Sustainability as a concept is losing relevance for driving business success and progress



Confident we can meet the net zero goals by 2030



Stakeholders' expectations about sustainability change faster than we are able to adapt our strategy



Have fully embedded sustainability into our business and believe it is critical to long-term success



Have the capability and capacity required to meet new reporting standards



As confidence and trust in governments decline, the public is looking to businesses to fill the void on societal challenges



■ Strongly agree ■ Agree ■ Neither agree or disagree ■ Disagree ■ Strongly disagree

Q30. To what extent do you agree with the following statements?

Regulations bring compliance risk, and a large majority (92 percent) of infrastructure and transport heads say they're confident in their organization's ability to navigate sustainability regulations. Fifty-seven percent are prioritizing compliance and reporting standards to meet investor and regulatory demands — the second highest of any sector in the global survey, and well above the cross-sectoral average of 51 percent.

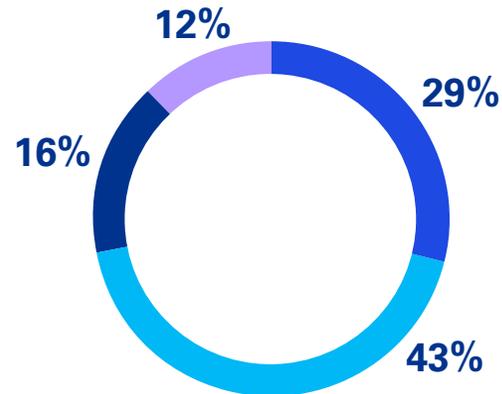
However, only a minority of companies appear to be 'walking the walk' in their commitment to sustainability, with just 29 percent claiming to fully integrate sustainability costs and ROI into every capital decision. Without a full commitment, vital infrastructure and transport assets may continue to be at risk.

57%

are prioritizing compliance and reporting standards to meet investor and regulatory demands — the second highest of any sector in the global survey.



Incorporation ROI of sustainability in capital decisions



- We comprehensively calculate and integrate both the costs and potential return on investment of sustainability initiatives into every major capital decision
- We consider the costs and potential return on investment of sustainability initiatives in some capital decisions, but not all
- We assess sustainability initiatives qualitatively but have not yet developed a quantitative approach to valuing them in capital decisions
- We have begun developing methods to quantify the costs and return on investment of sustainability initiatives, but do not yet apply them in decision-making

Q31. To what extent does your organization incorporate the cost and value of sustainability initiatives when making capital decisions?

Maintaining momentum towards net zero

The infrastructure and transport sector is a leading contributor to carbon emissions, both from its construction (embodied carbon) and its operations. According to this year's CEO Outlook, the number one obstacle to net zero is the complexity of decarbonizing supply chains (32 percent) — which is a concern, given that supply chain emissions often constitute the largest carbon footprint of major projects.

Technology has a role to play in decarbonization, and 87 percent of CEOs see AI as key to identifying opportunities for resource efficiency, and 85 percent feel it can help reduce emissions reduction and improve energy efficiency. AI-driven advances include optimized energy management and smart grids that adapt energy supply more closely to demand, and real-time data analysis and automation to cut waste and improve logistics efficiency. Ultimately, decarbonization requires the involvement of the entire supply chain, with government support.

The
number one
obstacle to **net zero** is the
complexity of decarbonizing
supply chains
32%



The journey ahead

How can infrastructure and transport CEOs steer their companies through geopolitical, economic and competitive challenges, to realize their growth ambitions?



AI-powered technological innovation

Link AI investment to measurable business outcomes

CEOs should move beyond AI hype by setting clear, quantifiable targets for AI projects — such as cost savings, productivity gains, risk reduction, and select some simple ‘no regrets’ projects to get started.

Maintain a human touch to gain trust in AI

No matter how advanced, AI should augment and not replace individuals’ judgement and expertise. People should continue to question output, verify facts and test for biases. KPMG’s Trusted AI framework is based upon three core principles of being human-centric, values driven and trustworthy.

Pursue data standards

Companies should connect structured and unstructured data, to enable AI tools to integrate into planning, design, construction, and operations.



Tuning the workforce into an AI world

Focus on your existing workforce

Place upskilling at the center of your talent strategy, investing heavily in continuous learning, digital academies, and AI training for current employees. Prioritize internal mobility and career path redesign to help maximize the value of existing talent, and measure success by skills growth — not just headcount.



Achieving strategic advantage through sustainability

Focus on value

Incorporate sustainability metrics into every investment decision, to determine the value created from decarbonization, energy efficiency, energy transition and a net zero roadmap.



Methodology

The 11th edition of the KPMG CEO Outlook, conducted with 1,350 CEOs between 5 August and 10 September 2025, provides unique insight into the mindset, strategies and planning tactics of CEOs.

This report focuses exclusively on the 110 infrastructure and transport company CEOs surveyed. Where year-over-year comparisons are made (e.g., 2024 vs 2025), the data is drawn from equivalent questions in previous editions of the KPMG CEO Outlook survey. While the infrastructure and transport company sample size and composition are broadly consistent, minor variations may affect comparability.

All respondents oversee companies with annual revenues over US\$500M and a third of the companies surveyed have more than US\$10B in annual revenue. The complete survey included CEOs from 11 key markets (Australia, Canada, China, France, Germany, India, Italy, Japan, Spain, UK and US) and 12 key industry sectors (asset management, automotive, banking, consumer and retail, energy, infrastructure and transport, healthcare, insurance, life sciences, manufacturing, technology, and telecommunications).

NOTE: Some figures may not add up to 100 percent due to rounding.



How KPMG can help

The KPMG global organization of infrastructure and transport professionals see the bigger picture. Our people think holistically. They can leverage the organization's multidisciplinary capabilities. They can tap into new technologies and alliance partners to help deliver outcomes. And they focus on the future to help ensure clients are enhancing their opportunities and managing their risks.

As public and private sector organizations pick up the pace of action on the energy transition, service modernization and economic growth, our people bring the insights, tools and capabilities organizations need to help create, quantify and execute their strategies more efficiently and effectively.

Global infrastructure and transport insights with local experience

Our strength lies in harmonizing local experience with a vast global perspective. We understand the nuances of local markets, so we can tailor approaches that resonate with specific regional needs while drawing upon international best practices from our extensive operational footprint. This helps ensure that the advice provided is both locally relevant and global in scope, allowing organizations to navigate their unique challenges while staying on top of global trends.

A world of capabilities

With more than 2,500 infrastructure and transport professionals in 120 countries providing deep sector expertise across critical projects like digital infrastructure, roads, rail, ports and energy infrastructure, KPMG member firms can help you overcome challenges at each stage of the asset lifecycle for both new and existing infrastructure.

Whether planning, procuring, delivering, operating or transitioning, our infrastructure professionals take an connected approach with strategic, commercial and technical capabilities to help deliver projects that are environmentally sustainable, socially impactful and can help drive lasting economic growth.

We're ready to help

At KPMG, our multidisciplinary teams of infrastructure and transport professionals are dedicated to helping public and private sector organizations deliver the outcomes they are seeking, as efficiently and effectively as possible. We thrive on helping solve some of the world's biggest challenges. And we are eager to share our insights and knowledge as we move towards a transformed infrastructure sector. To learn more about the trends and topics raised in this report, we encourage you to contact your local team on the next page.



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Zyna Boubez is a Partner in KPMG's Global Infrastructure Advisory practice in Montreal and Transportation Lead for KPMG Canada. Economist, Chartered Professional Accountant and PMP, she specializes in major infrastructure delivery across traditional, collaborative and public private partnership models. Zyna supports government clients from business case development through procurement, financial close and project management, ensuring strong commercial, contractual and financial outcomes. With 30 years of experience across Canada and the U.S., she has led significant transportation, rail and marine projects. Zyna has also contributed through board roles with the Project Management Institute, the Infrastructure Council and the Women Infrastructure Network.



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Zach Parston is a Partner in KPMG's Global Infrastructure Advisory practice, helping public and private sector organizations deliver major capital projects and programs. His experience spans transit, energy, mining, power and utilities, pipelines and social infrastructure. Zach specializes in project governance, risk management, commercial strategy and strengthening execution environments. He has led high-profile assessments and advisory mandates focused on independent project assurance, governance improvement and readiness for multibillion-dollar initiatives. Previously, he worked with a global EPC firm on complex capital projects and corporate strategy. Zach holds an MBA and a BA in Political Science from the University of Calgary and is a PMP.



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Sharad Somani is KPMG's Asia Pacific Head of Infrastructure and Head of ESG, advising clients on energy transition, decarbonization, smart infrastructure and Public-Private Partnerships. With more than 20 years of experience across power, water, cities and transport, he has guided governments, regulators, developers and financial institutions through the full infrastructure lifecycle — from concept to operations. Sharad focuses on technology-enabled infrastructure delivery and innovative financing solutions, helping clients address climate and sustainability challenges. He has supported public and private sector organizations across Asia Pacific, the Middle East and Africa. Sharad is an electronics engineer and holds an MBA in Finance.

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