

# Our learnings from three decades of infrastructure equity investing

## Learning 3

# Build the right team

By Kyle Mangini



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Our third learning is about building the right team.

People are central to our ability to drive value for our clients. From our own global team and pool of senior advisors to the teams who run our portfolio companies, we look to cultivate a diversity of skills and experience. It's important that we have people with the right expertise to address the challenges and opportunities that arise across the diverse assets in the portfolios we manage.

When we acquire an asset one of the first things we do is consider whether the people managing the company are the right people for the job, given its lifecycle stage and the challenges it's confronting. As necessary, we second or appoint people with the relevant experience and expertise.



**Managing essential infrastructure assets in multiple markets requires a large and experienced team.**

### Specialist expertise

Due to sector, sub-sector and geographic diversity across the portfolio, we recognise the value of three types of specialist expertise:



#### Industry expertise

We've developed an extensive group of senior advisors with specific industry expertise to work with us exclusively. The network includes former CEOs and executives of airports, seaports, utilities and other types of assets from across the globe.



#### Regional expertise

When we started doing more deals in European markets, we also recognised the value of regional expertise – people who were well-established in a country's or region's business community, who understood specific market nuances and who could guide us through regional issues.



#### Issue-specific expertise

Our senior advisor network grew further when we recognised the need for other specialists to provide expertise on specific issues and topics, such as those relating to labour and unions, or technology.

## IFM’s diverse team underpins our investment capabilities globally

Managing essential infrastructure assets in multiple markets requires a large and experienced team. Our own infrastructure (equity) team of more than 120 executives underpins our capabilities globally. It’s crucial for us to have our own team members on the ground in local markets where we manage investments and where we see attractive deal flow. We have one of the longest-serving teams

in the market with diverse backgrounds across engineering, construction management, investment financing, mergers and acquisitions and sector-based operational experts. We also have more than 20 languages spoken across the team in 11 offices globally, which helps us to build and maintain strong working relationships with local stakeholders.

We believe our focus on building teams with a diversity of skills and experience helps us to drive value for our clients.



Pictured: Aleatica

### UNLOCK MORE EXPERTISE →

After almost three decades of investing in infrastructure globally, we continue to focus on leveraging the learnings outlined here for the benefit of our clients and their beneficiaries. And we are still learning.

**This is our third learning in a series of six infrastructure equity learnings.**  
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