



International Conference on the “Transport Agency of the Future”

Madrid, Spain

October 21 – 22, 2025

Organized by:

PIARC (World Road Association)

Asociación Técnica de Carreteras (ATC)

in cooperation with:

Ministerio de Transportes y Movilidad Sostenible

Ayuntamiento de Madrid



Venue

Salón de Actos, Colegio de Ingenieros de Caminos, Canales y Puertos

caminos



Colegio de Ingenieros
de Caminos,
Canales y Puertos

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VENUE

The TC 1.1 Conference on the Transport Agency of the Future, is taking place on Tuesday and Wednesday, October 21 – 22, 2025 and will be held at the Colegio de Ingenieros de Caminos, Canales y Puertos, located at:

- Calle de Almagro, 42, Chamberí, 28010 Madrid, Spain

CONFERENCE OVERVIEW

The World Road Association (PIARC) and the Asociación Técnica de Carreteras (ATC), in collaboration with the Ministerio de Transportes y Movilidad Sostenible (MITMS) and the Ayuntamiento de Madrid (City of Madrid), are pleased to announce an **International Conference on the Transport Agency of the Future**.

PIARC Technical Committee 1.1 – Performance of Transport Administrations and ATC, extend a sincere invitation to you to participate in the upcoming conference. The primary objective of the conference is to exchange information on the current knowledge, future vision, and funding and financing for the Transport Agency of the Future, including innovation, artificial intelligence in the road and mobility sector, public value creation and customer engagement, and creating a stronger future-focused talented workforce.

The Conference is open to members of PIARC, members of the ATC, and other sponsoring organizations, who are interested in gaining and sharing knowledge on these topics that are shaping the Transport Agency of the Future, as well as best practices in governance of transport administrations.

INTRODUCTION

The rapid development and fusion of multiple disruptive and innovative technologies over the last decade are changing the behavior and the expectations of road and mobility customers and stakeholders all over the world. At the same time demographic, economic, environmental, technological and other trends are changing the demand and mobility options for moving people and freight. The COVID-19 Pandemic, increased frequency and intensity of extreme weather events, and recent geopolitical conflicts have directly impacted the transport sector and the capacity of transport agencies to carry out their mission. Transport Agencies must be able to address these disruptions while continuing with their central mission of providing essential services in the safe, efficient, sustainable and inclusive movement of passengers and freight, maintaining critical infrastructure, as well as ensuring resilience and environmental responsibility.

PIARC TC 1.1, composed of experts from all continents, has been tasked in the 2024-2027 cycle to research the cross-cutting theme the ‘Transport Agency of the Future’ focused on roads and mobility. Through this International Conference, the Committee wishes to share with Spanish experts, planners and policy and strategy makers, and with anyone interested in the road sector and mobility, the progress and results that are being achieved. The conference also aims to serve as a forum in which professionals, leaders and representatives of the wide range of stakeholders in Spain can share information and diverse opinions on how the major challenges facing road and mobility administrations and the sector in general are being addressed.

LANGUAGES

The official language of the Conference will be English and Spanish with simultaneous translation.

TOPICS

The conference will provide an opportunity for speakers to address both technical and management issues broadly based around but not limited to the following:

- Innovation in the Road and Mobility Sector
- Public Value and Customer Engagement
- Creating a Stronger Future Focused Workforce
- Artificial Intelligence (AI) in the Road and Mobility Sector
- The Transport Agency of the Future
 - State of Knowledge
 - Challenges and Vision
 - Funding & Financing Options and Consequences

CONFERENCE AGENDA AT A GLANCE

The following is the preliminary conference agenda.

Tuesday, October 21		Wednesday, October 22	
08:30 09:00	Registration	08:30 09:00	Call to Order & Recognition of Sponsors
09:00 09:45	Welcoming Remarks & Introduction of TC 1.1 Members	09:00 10:15	Session 5 – The Transport Agency of the Future: State of Knowledge
09:45 11:15	Session 1 – Innovation in the Road and Mobility Sector	10:15 12:00	Session 6 – The Transport Agency of the Future: Challenges & Vision
11:15 11:45	Coffee Break	12:00 12:30	Coffee Break
11:45 13:15	Session 2 – Public Value and Customer Engagement	12:30 13:45	Session 7 (Presentations) - The Transport Agency of the Future: Funding & Financing
13:15 14:30	Working Lunch	13:45 14:00	Break
14:30 16:00	Session 3 – Creating a Stronger Future Focused Workforce	14:00 15:00	Session 7 (Roundtable Discussions) - The Transport Agency of the Future: Funding & Financing
16:00 16:15	Break	15:00 15:15	Closing Remarks
16:15 17:45	Session 4 – Artificial Intelligence (AI) I in the Road and Mobility Sector	15:30	Light Lunch
17:45 18:00	Day 1 Wrap Up		

PROGRAM

The Conference will be organized according to the following program:

TUESDAY October 21, 2025

Welcoming Remarks

- ✚ Rocío BÁGUENA RODRÍGUEZ, Secretaria General de Transporte Terrestre (MITMS)
- ✚ Álvaro NAVAREÑO ROJO, Presidente de la Asociación Técnica de Carreteras (ATC)
- ✚ Miguel CASO FLÓREZ, Technical Director PIARC (World Road Association)
- ✚ María José APARICIO SANCHÍZ, Coordinadora General de Movilidad, Ayuntamiento de Madrid
- ✚ Miguel Ángel CARRILLO SUÁREZ, Presidente del Colegio de Ingenieros de Caminos (CICCP)

Session 1 – Innovation in the Road and Mobility Sector

The challenges trends and external influences that Road and Transport Administrations face are becoming increasingly more complex. To deliver the best public value and services to society efficiently and with the highest quality possible, they must embrace and implement a culture of innovation aligned with the

organization's goals, societal megatrends, and focused on technology, processes, and people in an effort to achieve organizational excellence. The ability to successfully implement an idea, a new technology, engineering, or service solution, can transform the public sector's ability to maximize its delivery of policy goals, provide relevant and useful value to customers and stakeholders and improve the image of the organization.

This Session will investigate the keys to the successful identification, adoption, deployment and implementation of new innovative ideas and solutions by Road and Transport Administrations, from both top-down or bottom-up approaches, examine barriers and challenges faced in the successful implementation of innovations, and identify ways to establish whether these solutions are having the expected and right impact and to measure their success.

It will provide practical examples of how different Road and Transport Administrations approach innovation within their organization, including points of view from academia and private sector. The topic will be addressed from both the local perspective of Spain, as well as from different international perspectives.



Session 1 - Innovation in the Road and Mobility Sector

09:45 – 11:15

Introduction - Christos S. XENOPHONTOS, TC 1.1 Chair

PIARC Special Project “Managing Innovation in Transport Agencies” - José Manuel BLANCO SEGARRA, TC 1.1 Spanish Secretary, DGC, MITMS, Member of the PIARC Special Project POT

DGC Future-Focused Strategies for Digitalization and Innovation - Antonio MURUAIS RODRÍGUEZ, Deputy Director for Innovation and Sustainability, DGC, MITMS

ITS for Promoting Innovation in Transport and Mobility - Soledad PÉREZ-GALDÓS ENRÍQUEZ DE SALAMANCA, President of ITS-Spain and Head CRTM Innovation Center

Flagship Projects for a Better Mobility - Ana Isabel BLANCO BERGARECHE, Associated Deputy Director for Traffic, DGT, MIR

The role of transport agency in responding to and shaping new technologies and service models: ‘PMO innovation & change?’ - Anne-Séverine POUPELEER, Member of TC 1.1 and Chair of FinCom, Flemish-Brabant Agency for Roads and Traffic (Belgium)

Questions & Answers - Christos S. XENOPHONTOS, TC 1.1 Chair, USA

Session 2 – Public Value and Customer Engagement



This Session will explore how road and transport agencies are measuring the efficiency and effectiveness of public value creation and customer engagement, and how the principles of public value can be considered by transport administrations as they redefine strategic frameworks to better represent a focus on more holistic societal expectations.

This work is important to road and transport agencies because they must prioritize efforts that create value and contribute positively to society. The adopted approach should be aimed at improving outcomes in areas not traditionally measured by transportation and to which no importance was previously attached. Many emerging measures are closely tied to diverse societal goals through a more comprehensive strategic framework.

The Session will look to address the following key research questions from both the local (Spain) and international perspectives:

- What drivers should transport agencies consider in their strategic framework review that are linked to public value creation?
- How can transport agencies communicate the public value created and improve their overall image with the public?
- Can the use of customer experience in evaluating the implementation of new technologies contribute to increasing the acceptance of new technologies and increasing public value?
- Is there any evidence that links improved design and planning approaches that include more comprehensive engagement that improves public value creation?
- What would agencies need to change in their existing strategic frameworks in order to capture more holistic societal expectations?

Session 2 - Public Value and Customer Engagement		11:45 – 13:15
<u>Introduction</u> - María del Carmen PICÓN CABRERA, Deputy Government Representative for National Toll Motorway Concession Companies, MITMS		
<u>Public Value in Motion: Transportation Agency Impacts</u> - Deanna BELDEN AICP, TC 1.1 WG 2 co-Leader, Senior Research Scientist, Community Coordination Program, Texas A&M Transportation Institute (USA)		
<u>Public value impacts of transport infrastructure developments in the surrounding region of the Austrian capital, Vienna</u> - DI Dr. Michael PLATZER, TC 1.1 WG2 member, Deputy Head of Department for the Public Administration of the Lower Austrian Regional Government (Austria)		
<u>Public Value in the Public Transport Administration</u> - Javier de las HERAS MOLINA, Advisor to the General Secretariat for Land Transport, MITMS		
<u>From Digital to Experience: EMT Madrid's Customer-Centric Journey</u> - Carlos ACHA LEDESMA, Chief Technology and Innovation Officer (CTIO), EMT, City of Madrid		
<u>Madrid Mobility, Present and Future</u> - David GARCÍA NÚÑEZ, President of Madrid World Capital (MWCC)		
<u>Questions & Answers</u> - María del Carmen PICÓN CABRERA, Deputy Government Representative for National Toll Motorway Concession Companies, MITMS		

Session 3 – Creating a Stronger Future Focused Workforce

The ability of transport agencies to meet the challenges faced in their respective environments rely heavily on the capacity and ability of their workforce to meet those challenges. The transformational and technological disruptions faced by the road transport sector requires the continuous development of the workforce. Attracting, training, and retaining talent with the diverse skillset required is a challenge that road and transport agencies face universally, many times competing for the same talent with the private

sector. Furthermore, public agencies have a responsibility to ensure that they create an environment that creates a culture that values innovation, different perspectives, and provides fair opportunities for all to enable economic advancement.

This Session will explore one of the most critical and universal issues facing the entire transportation industry, which includes the inter-related issues of:

- Workforce shortages
- Talent management
- New competencies required because of new technological disruptions taking place within the transportation sector
- Creating a culture that values innovation, different perspectives, and provides fair opportunities for all to enable economic advancement
- Identifying what makes an attractive employer.



Session 3 - Creating a Stronger Future Focused Workforce

14:30 – 16:00

Introduction - Ana ARRANZ CUENCA, Director of the Asociación Técnica de Carreteras (ATC)

Creating a Stronger Future Focused Workforce - Topic Introduction - Alan COLEGATE, TC 1.1 English Secretary and WG-3 co-Leader, Main Roads, Western Australia (Australia)

Artificial Intelligence: How will it affect jobs and education? - Trond Michael ANDERSEN, TC 1.1 WG3 Member, Head of the National Competence Centre for Transport, Roads, and Railways, Norway (Norway) and Petter K. AANONSEN, Head of Communications, Konnekt

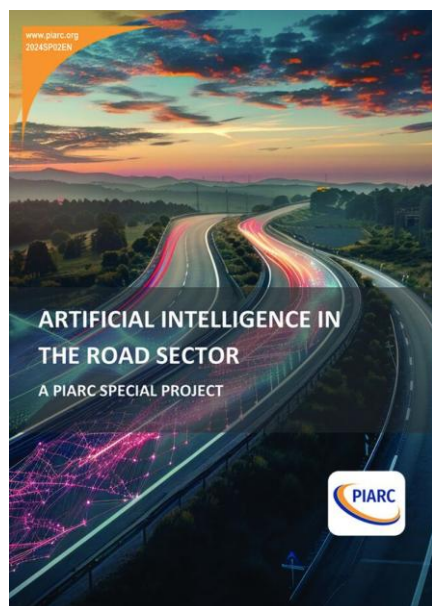
Working within the Public Administration - Isabel ACEBO RUIZ, Coordinator at the DGC, MITMS

Talent Generation in the Private Sector - Noemí VAQUERO REDONDO, Vice-President of WiTAM (Women in Transport and Mobility)

The Spanish Approach to Education in Civil Engineering - José Miguel ATIENZA RIERA, Dean of the Escuela Técnica Superior de Ingenieros de Caminos, Canales y Puertos, Universidad Politécnica de Madrid (ETS, ICCP, UPM)

Questions & Answers - Ana Isabel ARRANZ CUENCA, Director of the Asociación Técnica de Carreteras (ATC)

Session 4 – AI in the Road and Mobility Sector



Artificial Intelligence is redefining the future of transportation—from smarter infrastructure to autonomous mobility. This session explores how AI-driven technologies are accelerating innovation across road planning, traffic management, vehicle autonomy, and public transport optimization. Participants will gain insights into real-world case studies, including AI for predictive traffic flow, adaptive transit systems, and infrastructure safety diagnostics. Emphasis will be placed on ethical considerations, data governance, and the regulatory landscape shaping AI's integration into mobility ecosystems.

The session is designed for transportation professionals, urban planners, engineers, and technology leaders seeking actionable strategies and collaborative frameworks to harness AI's transformative potential for safer, greener, and more efficient mobility.

It will present the findings of the **PIARC Special Project Report** [*Artificial Intelligence in the Road Sector*](#), which offers a comprehensive global assessment of how AI is being used – and can be

further adopted – across all phases of road infrastructure development and management and highlights AI's role in improving safety, efficiency, and sustainability across all phases of road development—from planning to operations. The session will also feature presentations that highlight both local and international achievements and challenges faced in the area and further adoption of AI.

Session 4 - Artificial Intelligence (AI) in the Road and Mobility Sector

16:15 – 17:45

Introduction - Miguel CASO FLÓREZ, PIARC Technical Director

Artificial Intelligence in the Road Sector - A PIARC Special Project - Jonathan SPEAR, Chair of the Special Project POT, TC 1.1 WG-1 co-Leader (United Kingdom)

SIDERA Analytics –AI Platform for Madrid Mobility Planning - Javier CARVAJAL NARANJO, Head of the Planning Department, City of Madrid and Antonio PORRAS BENAVIDES, Head of Project SICE

Using AI to Harness the Potential of Big Data on Mobility - Tania GULLÓN MUÑOZ-REPISO, Director of the Division of Transport Studies and Technology and Ana MALDONADO IBÁÑEZ, Big Data Project Analysis Lead, Ministry of Transport and Sustainable Mobility (MITMS)

AI Autonomous Road Inspection - Ibon ARECHALDE UGARTECHE, Chief Executive Officer and Co-founder of ASIMOB

AI in Australian and NZ road agencies now and into the future - Alan COLEGATE, TC 1.1 English Secretary and WG-3 co-Leader, Main Roads, Western Australia (Australia)

Questions & Answers - Miguel CASO FLÓREZ, PIARC Technical Director

WEDNESDAY October 22, 2025

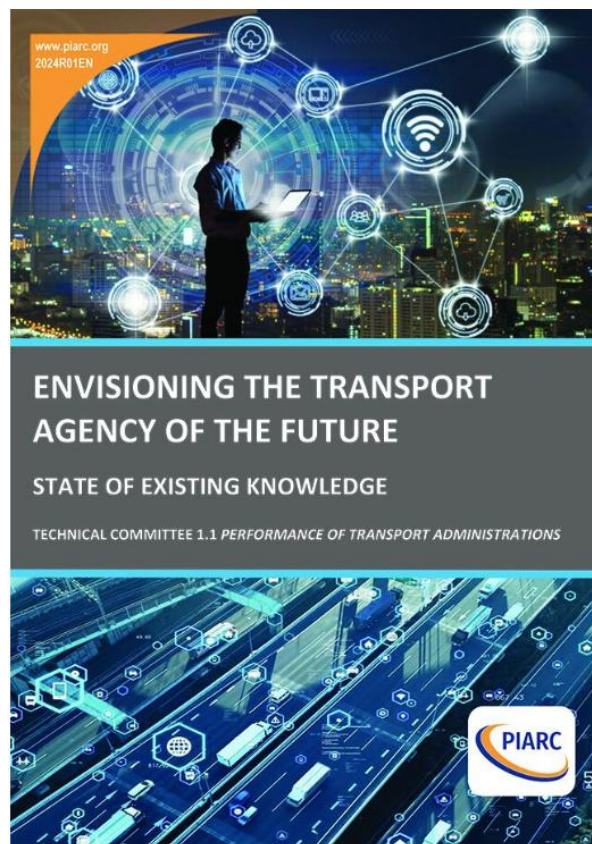
Session 5 – The Transport Agency of the Future (Road and Mobility): State of Existing Knowledge

Over the last decade, there have been unprecedented and disruptive changes in transportation with the rise of new technological and service models, new pressures such as extreme weather events and the evolution of a complex mobility ecosystem at a fast pace. Additionally, the transport sector is facing important challenges from the systemic changes taking place in society, the economy, and the environment.

The rapid development and fusion of multiple disruptive and innovative technologies over the last decade are changing the behavior and the expectations of customers and stakeholders all over the world. At the same time demographic, economic, environmental, technological, and other trends are changing the demand and mobility options for moving people and freight. Furthermore, the COVID-19 Pandemic, the increased frequency and intensity of extreme weather events, and recent geopolitical conflicts have directly impacted the transport sector and the capacity of transport agencies to carry out their mission.

Transport agencies must be able to address these disruptions while continuing with their central mission of providing essential services in the safe, efficient, sustainable, and inclusive movement of passengers and freight, maintaining critical infrastructure, as well as ensuring resilience and environmental responsibility.

This session will present the current state of knowledge assembled from previous PIARC work and continue the discussion that began at the XXVIIth PIARC World Road Congress in Prague and continued at the Transportation Research Board's (TRB) 2024 Annual Meeting in Washington, DC, at the Transport Research Arena (TRA) 2024 in Dublin, and at the iCHE2024: Future-Proofing Roads for Asia and Beyond in Bangkok.



Session 5 - The Transport Agency (Road & Mobility) of the Future - State of Knowledge

9:00 – 10:15

Introduction - Christos S. XENOPHONTOS, TC 1.1 Chair (USA)

Envisioning the Transport Agency of the Future - State of Existing Knowledge - Jonathan SPEAR, TC 1.1 WG-1 co-Leader (United Kingdom)

Envisioning the Transport Agency of the Future - Literature Review - Maria Eugenia MARTÍNEZ DONAIRE, TC 1.1 WG-1 co-Leader, Head of the International Strategy Department of the Directorate-General for Mobility Planning and Infrastructure, City of Madrid

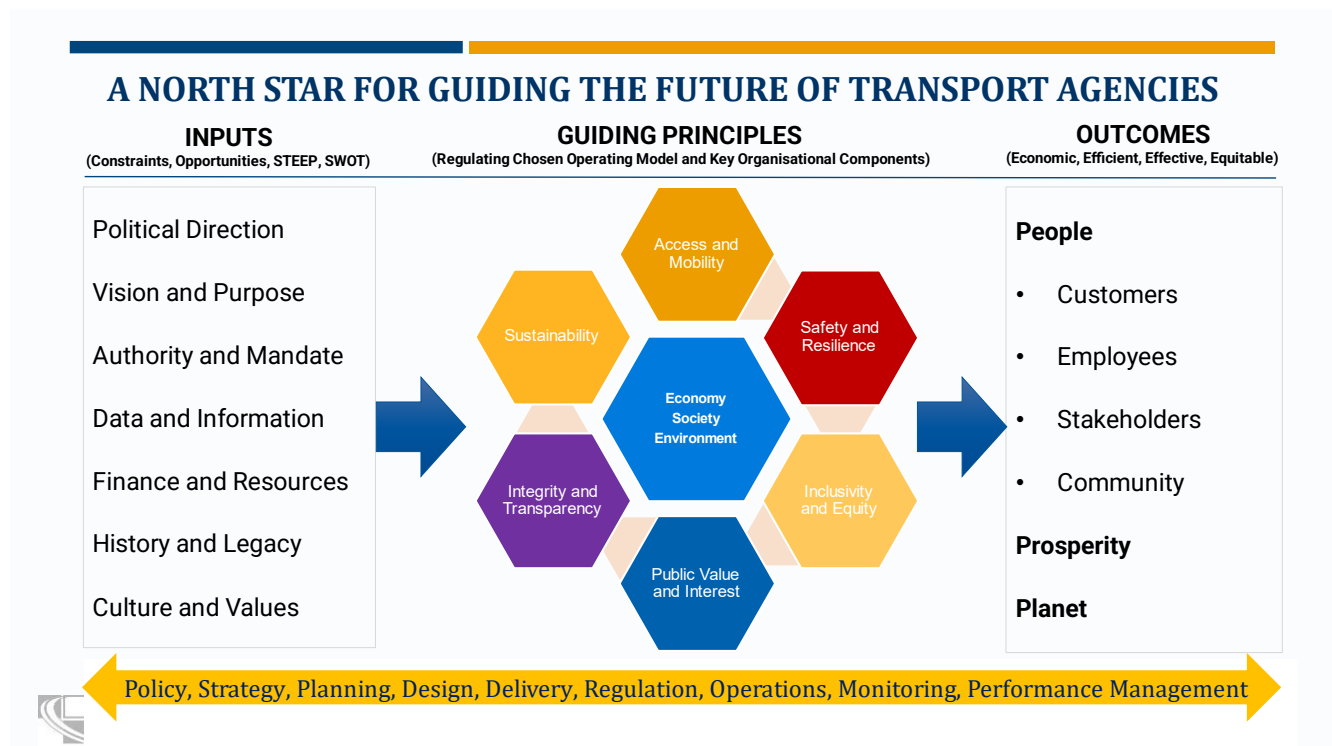
Envisioning the Transit (Public Transport) Agency of the Future – Sylvain HAON, Senior Director Strategy & Transformation, UITP

How does the Transport Agency of the Future work towards the future of mobility”? – Sampo HIETANEN, Owner Aspectu, Founder MaaS Global (Finland)

Questions & Answers - Christos S. XENOPHONTOS, TC 1.1 Chair (USA)

Session 6 – The Transport Agency of the Future (Road and Mobility): Challenges and Vision

In the face of rapid technological advancements, mounting extreme weather events, and shifting social dynamics, the role of road and mobility agencies is being dramatically redefined. This Session will continue the conversation on the Transport Agency of the Future and transition from the state of current knowledge and challenges faced by the Transport (Road & Mobility) agencies to their vision of the Transport Agency of the Future. It will bring together local and international thought leaders, policymakers, technologists, and urban planners to discuss their vision for an integrated, human-centric vision for mobility systems of the future.



Discussions and key line of inquiries will delve into the transformation of governance models, the rise of Mobility-as-a-Service platforms, real-time data utilization, and sustainable infrastructure planning.

Attendees will gain insights into both local and international perspectives on the approach and vision of different agencies as they must evolve from traditional infrastructure managers into agile orchestrators of inclusive, data-driven mobility ecosystems.

**Session 6 (Moderated Panel Discussion) – The Transport Agency
(Road & Mobility) of the Future – Challenges & Vision**

10:15 – 12:00

Introduction - Christos S. XENOPHONTOS, TC 1.1 Chair (USA)

Ministry of Transport and Sustainable Mobility (Ministerio de Transportes y Movilidad Sostenible) - Rocío BÁGUENA RODRÍGUEZ, Secretary General for Land Transport, MITMS

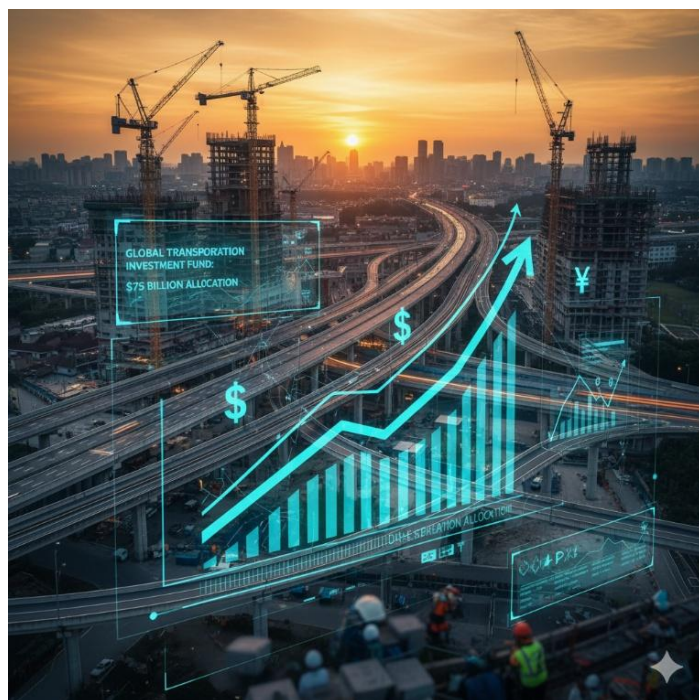
City of Madrid (Ayuntamiento de Madrid) - Lola ORTIZ SÁNCHEZ, Director General for Mobility of Planning and Infrastructures, Madrid City Council

DGC de la C.A. de Madrid (Madrid Region) - María del Rosario CORNEJO ARRIBAS, Deputy-Director General for Planning, Design and Construction, DGC of Madrid Region

International Perspective – ASFiNAG - Andreas FRÖMM, TC 1.1 WG-2 co-Leader, Managing Director ASFiNAG (Austria)

Private Sector Perspective – FERROVIAL - Dimitris BOUNTOLOS, Chief Information & Innovation Officer (CIIO), Ferrovial (Spain)

Session 7 – The Transport Agency of the Future: Funding and Financing



Road agencies in Spain perform a fundamental role in the land mobility of people and goods, provide access to cities and large metropolitan areas, and connect rural and urban areas across the country and beyond. Their road networks constitute some of the country's great national heritage and are essential to economic, social and personal life. The development of these networks over the past four decades has been dramatic. This development has been possible through the utilization of four alternative major funding and financing options (Options), with some used more frequently than others.

Each of these Options has had varying impacts and consequences for the organizational structure, functions, management and public procurement of the managing Administration, as well as for stakeholders and the sector, and has been perceived differently by society in general.

Many useful lessons have been learned, not only for shaping the future Road Agencies in Spain and their role, but also for other countries that wish to follow a similar path.

Therefore, this Session, led by the ATC's CT3 Financing, will bring together experts from the public and private sectors, who will present and discuss the evolution, advantages and disadvantages of these complementary options, their consequences and lessons for improving in the future and addressing current budgetary problems.

**Session 7 - Transport Agency (Road & Mobility) of the Future -
Funding and Financing**

12:30 – 15:00

Introduction - José Manuel BLANCO SEGARRA, TC 1.1 Spanish Secretary, and Chair of TC3 of ATC, DGC, MITMS

Current Options for Funding & Financing and Consequences - Topic Introduction - José Manuel BLANCO SEGARRA, TC 1.1 Spanish Secretary, and Chair of TC3 of ATC, DGC, MITMS

Public Funding Options and Consequences –

When relying solely on Public Budget Christian de la CALLE OTERO, Associate Deputy Director for Conservation and Asset Management, DGC, MITMS and

When alongside PPP Pablo CONDE BLANCO, TC3 of ATC, Head of Planning, Projects and Work Service, Deputy Directorate General for Road Planification and Operation, DGC, MITMS

Private Funding Options and Consequences –

General Overview Rafael LÓPEZ SUBÍAS, TC3 of ATC, Area Manager at the Deputy Government Representation for National Toll Motorway Concession Companies, MITMS

Private Funding – The SEITT Solution Camino ARCE BLANCO, TC3 of ATC, Technical and Business Development Director of the State Land Transport Infrastructure Company (SEITT)

Round Table Discussion ATC TC3 - José Manuel BLANCO SEGARRA, TC 1.1 Spanish Secretary, and Chair of TC3 of ATC, DGC, MITMS

Members of ATC TC3 Financing

- Bruno DE LA FUENTE BITAINE, Director of Concessions, Economy and Studies, SEOPAN
- Carlos MARTÍNEZ GARCÍA-LOYGORRI, CYOPSA SISOCIA Managing Director and University Professor
- Belén PEÑA SANZ, Deputy Director General for Road Concessions & Operations, DGC, Madrid Region
- María del Carmen PICÓN CABRERA, Deputy Government Representative for National Toll Motorways Concession Companies, MITMS
- Enrique SOLER SALCEDO, Director PPP and O&M Manager, Vice-President Management & Finance, TPF Ingeniería
- Federico SORIA MARTÍNEZ, President of ACEX (Association of Infrastructure Maintenance and Operation Companies)

SPEAKER PROFILES

Rocío BÁGUENA RODRÍGUEZ, Secretary-General for Land Transport, MITMS



MSc Civil Engineer from the Polytechnic University of Madrid (UPM). She has been a member of the State Civil Engineering Corps since 2000. She is currently the Secretary General for Land Transport and President of the State Land Transport Infrastructure Company (SEITT).

During her administrative career, she has held various technical and management positions at the Ministry of Transport and Sustainable Mobility, including technician at the Directorate General for Roads, head of the R&D&I management area, and director of the Transport Studies and Technology Division, a position she held until her appointment as Secretary General. She has also been a board member of Renfe Operadora.

Álvaro NAVAREÑO ROJO, President of the Asociación Técnica de Carreteras (ATC)



Dr. Civil Engineering (UPM, Madrid). Since 2023 he serves as Technical Director of the Dirección General de Carreteras (DGC) and President of ATC.

From 2004 to 2023, as member of the State Civil Engineering Corps, he served in DGC's Deputy Directorate General for Maintenance, becoming Deputy Director General after managing numerous maintenance and management contracts. He has given numerous talks at conferences and courses organized by the ATC, PIARC, ACEX, Eduardo Torroja Institute (CSIC), Spanish Railway Foundation and MITMS, and has published diverse articles. From 2008 to 2023, he was President of the ATC Bridges Committee and member of the PIARC International Bridges Committee.

Miguel CASO FLÓREZ, PIARC Technical Director



Miguel CASO FLÓREZ is a MSc. Civil Engineer and an Architect graduated in Spain and France. He also holds an MBA degree. He works at the General Secretariat of PIARC, World Road Association since 2005, serving first as Technical Advisor and since 2016 as Technical Director.

Miguel oversees the technical output of PIARC 25 Technical Committees, which bring together near 2,000 experts from over 80 countries, to produce over 100 publications in a four years cycle. He is responsible for PIARC's International Seminars, Conferences and Workshops program around the World, and the Special Projects program, which aims to provide short-term responses to emerging issues.

María José APARICIO SANCHÍZ, General Mobility Coordinator, Ayuntamiento de Madrid



She holds a degree in Law from University of Comillas ICAI-ICADE and a Master's degree in Accessibility and Smart City.

She is currently the General Mobility Coordinator for Madrid City Council, responsible for implementing the mobility measures of the Madrid360 Strategy, managing the city's mobility, and planning and evaluating new mobility measures.

These measures include the construction of large infrastructure projects to improve public spaces. She is civil servant and member of the State Senior Corps of Traffic Technicians and among other positions she has served as Deputy Director General of Training in the Spanish Government's Directorate General of Traffic (DGT, MIR)

Miguel Ángel CARRILLO SUÁREZ, President of the Colegio de Ingenieros de Caminos (CICCP)



Miguel Angel CARRILLO SUÁREZ is President of Colegio de Ingenieros de Caminos, Canales y Puertos since 2020 and president of the Council of Professional Associations of Ms. Civil Engineers of Portuguese- and Spanish-speaking countries since 2024. He was also dean of Madrid Demarcation between 2010 and 2018 and received the Colegio's Honor Medal.

Among other positions, he has been Deputy Director General of Inspection of Services and Works at Ministry of Transport, Mobility and Urban Agenda.

He holds a PhD in Civil Engineering from the UPM, where he was associate professor between 1992 and 2017, and was president of the State Civil Engineering Corps Examination Board from 2017 and 2021

Ana ARRANZ CUENCA, Director of the Asociación Técnica de Carreteras (ATC)



Ana ARRANZ is M.Sc. in Civil Engineering, Road Safety Auditor, and certified Project Manager Professional (PMP). She currently leads the Technical Spanish Road Association (ATC), and she acts as Secretary of the Spanish National Committee in the World Road Association (PIARC).

She is member of PIARC's Technical Committee 3.1. on Road Safety since 2019, and she has also served as Secretary of the Spanish Road Safety Technical Committee for over than 15 years.

With more than 25 years of experience in senior management positions within the Spanish private road sector, she brings extensive expertise in road infrastructure and transport management.

José Manuel BLANCO SEGARRA, TC 1.1 Spanish Secretary, DGC, MITMS



José Manuel BLANCO SEGARRA, MSc Civil Engineer (ICCP, Spain) has 39 years of experience in the State Road Administration sector, where he has been Road Provincial Head and Road Demarcation Head, as well as Director of numerous design and construction road contracts of all kinds.

He is the Spanish Secretary of PIARC TC 1.1, Chair of ATC's TC3 Financing, a Meritorious Member of ATC, and a member of the General Council of the Colegio de ICCP. Among other positions, he has been Chair of the National Committee on Road Materials and Member of the POT of PIARC Special Project 'Managing Innovation in Transport Administrations'.

Maria Eugenia MARTÍNEZ DONAIRE, TC 1.1 WG-1 co-Leader, Head of the International Strategy Department of the Directorate-General for Mobility Planning and Infrastructure, City of Madrid



M^a Eugenia Martínez is Head of Department in the Directorate-General for Planning and Mobility Infrastructures at Madrid City Council. She is a civil engineer with over 20 years of experience, she specializes in urban mobility, sustainable infrastructure, and international development.

She holds a MSc. Civil Engineering from the Polytechnic University of Madrid (UPM) and a Master's in Sustainable Development from the University of Sussex. She has contributed to the Madrid 360 Sustainable Urban Mobility Plan and manages European Research Projects. Previously, she worked in the Spanish Central Administration and the private sector, leading major infrastructure and energy projects in Spain, Portugal, and Mexico.

Christos S. XENOPHONTOS, TC 1.1 Chair (USA)



Christos S. XENOPHONTOS has over 40 years of experience in the transportation field as an engineer, project manager, and administrator, mostly with RIDOT. He currently leads the agency's Research & Innovation and climate change initiatives.

He serves as Chair of AASHTO's Committee on Performance Based Management and as Chair of PIARC's (World Road Association) TC 1.1, Performance of Transport Administrations. He has also served as co-Chair of TRB's International Coordinating Council.

Christos has a keen interest on the impact of emerging and disruptive technologies on the performance of transportation agencies, workforce development, public value creation, and societal impacts of transport.

Antonio MURUAIS RODRÍGUEZ, Deputy Director for Innovation and Sustainability, DGC, MITMS



MSc Civil Engineer and Graduate in Physics, he began his professional career in the private sector, working from 2001 to 2016 in the transport consultancy sector.

From 2017 he works at the Ministry of Transport and Sustainable Mobility.

Since April 2023, he holds the position of Deputy Director for Sustainability and Innovation of the National Road Directorate, coordinating and developing initiatives about sustainability, digitalization, innovation, mobility and connectivity for the National Road Network.

Soledad PÉREZ-GALDÓS ENRÍQUEZ DE SALAMANCA, President of ITS-Spain and Head of CRTM Innovation Center



Soledad Pérez-Galdós, MSc Civil Engineer with a degree in Physical Sciences, is the Head of the Innovation Center at the Madrid Regional Public Transport Consortium (CRTM) where she is developing innovative projects, and public-private partnerships related to new technologies applied to public transport.

She was recently appointed President of the ITS Spain Association, which is the forum for new technologies for transportation, with the aim of bringing together the public, private, and academic sectors involved in Intelligent Transportation Systems to make the movement of people and goods safer, more sustainable, and more efficient across different modes of transport.

Soledad is also a member of the UITP Technical Committee on Mobility Research.

Ana Isabel BLANCO BERGARECHE, Associated Deputy Director for Traffic, DGT, MIR



MSc Civil Engineer with a degree from the Universidad Politécnica de Madrid, she began her professional career in logistics before joining Spain's General Directorate for Traffic (DGT) in 2002. Over the years, Ana has held several key roles within DGT, where she now leads strategic planning for mobility digitalization and the deployment of Intelligent Transport Systems (ITS) across Spain.

Ana is a strong advocate for the Safe System approach, focusing on infrastructure measures to protect vulnerable road users. Her work also involves integrating new technological capabilities to enhance road safety and mobility. She has been involved in various international projects, contributing to the development of intelligent transport solutions in Europe.

Anne-Séverine POUPELEER, Member of TC 1.1 and Chair of FinCom, Flemish-Brabant Agency for Roads and Traffic (Belgium)



Head of department Flemish Brabant at the Agency for Roads and Traffic, Flemish Government: design, build, maintain, manage, and operate main roads.

Member of the Innovation Board at the agency. Supporting PPP projects.

Sponsor of the regional managers of the agency.

Teaching Professor Doctor Engineer civil engineering at the engineering faculty of the Catholic University of Leuven.

PIARC activities:

- Member of PIARC TC 1.1
- Chair of the Finance commission
- Member of Executive Committee

María del Carmen PICÓN CABRERA, Deputy Government Representative for National Toll Motorway Concession Companies, MITMS



María del Carmen PICÓN CABRERA. MSc. Civil Engineer has over 35 years of experience in the field of road infrastructure and transport, the last 27 years in the public sector.

She is currently responsible for overseeing the contractual, administrative, and economic-financial aspects of user toll and shadow toll road concessions. She pays particular attention to the development of these concessions, with a view to promoting the necessary modifications to improve the service provided to users.

She is a member of the ATC Financing Committee, a member of its Board of Directors, and was a member of the PIARC Executive Committee and chair of its Strategic Planning Commission. She is an honorary member of PIARC and ATC.

Deanna BELDEN AICP, TC 1.1 WG 2 co-Leader, Senior Research Scientist, Community Coordination Program, Texas A&M Transportation Institute (USA)



Deanna Belden is a Senior Research Scientist at Texas A&M Transportation Institute. She joined TTI in 2024 after 25 years at the Minnesota Department of Transportation where she served as Director of Performance, Risk, and Investment Analysis for 13 years. Her career has focused on analysis, methods, and measures for decision support and evaluation.

Deanna is a Working Group Co-chair for PIARC's TC 1.1 Performance of Transport Administrations. She is a member of the Transportation Research Board's (TRB) new Standing Committee on Asset, Performance, and Risk Management after serving on the Standing Committee on Performance Management from 2017 to 2025.

DI Dr. Michael PLATZER, TC 1.1 WG2 member, Deputy Head of Department for the Public Administration of the Lower Austrian Regional Government (Austria)



DI Dr. Michael Platzer is Deputy Head of Department for the Public Administration of the Federal Government of Lower Austria, where he has worked since 2004.

He is responsible for the development of strategical planning and environmental assessments of regional road infrastructure, as well as the coordination of cross-border projects with neighboring countries.

From 2011 to 2015, he served as seconded national expert at the European Commission in Brussels, where he was responsible for program management of several regional transport initiatives of the European Union.

Dr. Javier de las HERAS MOLINA, Ph.D., Advisor to the General Secretariat for Land Transport, MITMS



Dr. Javier de las Heras holds a PhD in Civil Engineering from the UPM. Currently. As a civil engineer for the Spanish government, he works as an advisor to the General Secretariat for Land Transport.

He focuses on both road and rail issues, as well as other cross-cutting issues such as the Sustainable Mobility Law and the Recovery, Transformation, and Resilience Plan.

He previously worked at the Directorate General for Roads, where he contributed to issues related to operations, international affairs, and the development of sustainability measures.

Carlos ACHA LEDESMA, Chief Technology and Information Officer (CTIO), EMT, City of Madrid



Carlos ACHA has a Master's in Civil Engineering from the Polytechnic University of Madrid and an Executive MBA from IE Business School.

Since July 2023, he has served as Chief Technology and Innovation Officer at EMT Madrid, the city's public urban transport company, leading its digital transformation.

He spent over 23 years at ALSA, a leading PTO in Spain, part of Mobico Group, in senior roles including MD of ALSA Chile, Director of Operations, and Chief Digital Officer. In 2023, he also contributed to the startup Meep as Chief Growth Officer. He currently chairs ATUC's MaaS Commission, is Vice-Chair of Eurocities' Digital and Automated Mobility WG and serves on UITP's

Technology Committee.

David GARCÍA NÚÑEZ, President of Madrid World Capital (MWCC)



MSc. Civil Engineer from the Polytechnic University. He is currently the Director of Communications for the construction and concessions division of the FCC Group and President of MWCC since its foundation. During his tenure, he has promoted various urban regeneration and innovation projects.

He began his professional career in the Office of the President of the Madrid government and then continued his professional career at Bankia as assistant to the director of communications. He is a lecturer at various universities and teaches several postgraduate courses at prestigious international business schools such as the Instituto de Empresa (MBA), PDD at IESE and Harvard. He combines strategic vision, technical expertise and social commitment, developed as a volunteer at SAMUR.PC

Alan COLEGATE, TC 1.1 English Secretary and WG-3 co-Leader, Main Roads, Western Australia



Alan has been with Main Roads for 35 years and is responsible for corporate strategic planning and policy and timely, accurate and customer-centred communications. He is the executive lead for diversity, equity and inclusion and the LGBTQIA+ champion.

Alan represents Australia and New Zealand on the World Road Association (PIARC) Technical Committee on Performance of Road and Transport Administrations as English-speaking secretary and co-lead for Working Group 3. He has been actively involved with the Australasian Reporting Awards as a Sector Coordinator and Member of the Awards Committee and was appointed ARA Board Chair in July 2021.

Trond Michael ANDERSEN, TC 1.1 WG3 Member, Head of the National Competence Centre for Transport, Roads, and Railways, Norway



Andersen has more than 30 years of leadership experience from research institutes (Sintef), oil company (Statoil), university rector and CEO for hospitals in Mid-Norway. From 2016 he have been director for Technology in NPRA within Maintenance and Operation. Today he is CEO for Konnekt, a collaboration between rails and roads.

He holds a PhD in Condition Monitoring (NTNU). In the previous PAARC cycle, he was a member of TC3.3 Asset Management group. He is particularly interested in education and competence within the transportation and road sector and how we can we ensure good education and recruitment within our sector.

Petter K. AANONSEN, Head of Communications, Konnekt



Petter AANONSEN has worked in Konnekt for five years, focusing on the need for competence and skills within the transport and infrastructure sector in Norway. Focusing on collaboration between universities and sector.

AANONSEN works as head of communications and has a background in journalism. He has more than 25 years of experience within journalism and communications. Heading digital transformation within media corporations, and communication in private sector.

Aanonsen has a drive to pave the way for student involvement in our sector. Making sure that students get the experience and interest into infrastructure and transport

Isabel ACEBO RUIZ, Coordinator at the DGC, MITMS



Isabel Acebo RUIZ, MSc. Civil Engineering (Escuela Técnica Superior de Ingenieros de Caminos, Canales y Puertos, Universidad Politécnica de Madrid) has more than 25 years of experience in the field of civil engineering (structures, railway, coast design and roads) both, in the private sector and public administration.

She currently collaborates in the management of DGC civil servants, participating in the design of the general management structure that adapts to the new needs of the administration.

Noemí VAQUERO REDONDO, Vice-President of WiTAM (Women in Transport and Mobility)



Noemí holds a Bachelor's Degree in Labor Relations and Human Resources, with additional training in Law. Also holds an MBA, a Master's Degree in Human Resources Management, and has completed studies in Coaching and Sustainability.

With more than 18 years of international experience in Europe and Latin America, she has led projects in urban mobility, public transport, and Smart Cities. She has served as Director of Mobility at the Aranjuez City Council, General Manager at Taryet Perú, and Director at Telefónica Ingeniería de Seguridad. Since 2019, Noemí has been the Director of the Sustainability and Mobility Office at MERLIN Properties.

Currently, she is the Business Development Director at Tema Grupo Consultor and Vice President of WITAM, recognized for her leadership, strategic vision, and commitment to innovation and urban sustainability.

José Miguel ATIENZA RIERA, Dean of the Escuela Técnica Superior de Ingenieros de Caminos, Canales y Puertos, Universidad Politécnica de Madrid (ETS, ICCP, UPM)



José Miguel Atienza holds a PhD in Civil Engineering and is a Professor in the Department of Materials Science at the Technical University of Madrid (UPM).

Since 2022, he serves as the Dean of the School of Civil Engineering at UPM, and he was previously the Vice-Rector for Academic Strategy and International Relations at UPM for five years (2016-2020).

He also coordinates the Tech Diplomacy & International Cooperation Community of the EELISA Alliance of European Universities.

Jonathan SPEAR, Chair of the Special Project POT, TC 1.1 WG-1 co-Leader (United Kingdom)



Jonathan Spear is a Transport Policy and Strategy Advisor experienced in strategy, governance, regulation and capacity building. He has worked extensively in UK, Europe, Middle East, Africa and Asia-Pacific and is currently based in Dubai in the United Arab Emirates.

Jonathan is a Fellow of the Chartered Institute of Highways and Transportation (CIHT), a Fellow of the Chartered Institute of Logistics and Transport (CILT) and Chartered Transport Planning Professional (CTPP). He has supported various Technical Committees and activities of the World Road Association, PIARC, including research on Change Management, Disruptive Technologies, Innovation and Envisioning the Transport Agency of the Future.

Javier CARVAJAL NARANJO, Head of the Planning Department, City of Madrid



Civil Engineer (ICCP & ITOP), Javier has developed most of his professional career as a municipal engineer.

He currently serves as Head of the Mobility Planning Department at Madrid City Council. He actively collaborates with various working groups focused on mobility and urban infrastructure development.

Antonio PORRAS BENAVIDES Head of Project SICE



Antonio is MSc. Civil Engineer (ICCP) and project manager specializing in intelligent transport systems and urban mobility. He leads strategic initiatives integrating Big Data and AI for traffic planning and monitoring.

With experience in public infrastructure and digital transformation, Antonio collaborates with Madrid city council and technology partners to develop smart mobility solutions.

He currently oversees the SIDERA Analytics platform deployment in Madrid, enhancing data-driven decision-making for safer and more efficient urban transport.

Tania Gullón Muñoz-Repiso, Director of the Division of Transport Studies and Technology, Ministry of Transports and Sustainable Mobility (MITMS)



Tania holds a Master's Degree in Geodesy and Cartography from the Polytechnic University of Madrid (UPM) and has been working in the Transport Ministry since 2006.

She worked for 10 years at the National Geographic Institute leading GIS projects (Geographic Information Systems) and specialist in geospatial process automation. For the past 8 years, she has been working at the Ministry of Transports, coordinating data projects in the field of mobility and infrastructure with a multimodal approach. She is responsible for the bigdata mobility studies, the multimodal GIS, the National Access Point or the National Observatory for Logistics and Transport (OTLE) and for the coordination of innovation in the ministry.

Ana MALDONADO IBÁÑEZ, Big Data Project Analysis Lead, Ministry of Transport and Sustainable Mobility (MITMS)



Ana Maldonado Ibáñez holds a degree in Geodesy and a PhD in Geographic Information from the Polytechnic University of Madrid.

Since 2008, she has served in the Corps of Technical Surveying Engineers, beginning her career at the National Geographic Institute under the Ministry of Transport and Sustainable Mobility.

She specialized in automating geographic data processes, including map production and quality control. Recently, she joined the Corps of Geographer Engineers and works in the Directorate of Mobility Strategies. Her current focus is mobility analysis using Big Data, along with Geographic Information Systems, process automation, and database quality assurance.

Ibon ARECHALDE UGARTECHE, Chief Executive Officer and Co-founder of ASIMOB



Trained as a telecommunications engineer and music composer in the 90s, both careers brought together technique and technology, creativity and innovation... and a demanding client.

During 15 years worked in the digital transformation of the electricity network, managing a laboratory that helped to the utilities to specify and test the devices for the Smart Grids.

Now, at ASIMOB, Ibon is focused on the digital transformation of roads, helping the Public Administrations in the maintenance and improvement of Road Safety, through the development and application of Artificial Intelligence, Computer Vision, Data Analytics and sensors in the processes required for that transformation.

Sylvain HAON, Senior Director Strategy & Transformation, UITP



Sylvain Haon is Sr. Director Strategy & Transformation at UITP, the International Association for Public Transport, where he was previously and since September 2014 Director of Knowledge and Membership Services.

After leading the Brussels office of the National Company of the French Railways [Société nationale des chemins de fer français] (SNCF) directorate for European affairs in 2000, Sylvain joined the Polis network of cities and regions where he became Secretary General in 2006 and remained in this position until he joined UITP.

Sampo HIETANEN, Owner Aspectu, Founder MaaS Global (Finland)



Sampo Hietanen is a seasoned executive and a globally recognized thought leader, credited with pioneering the concept of Mobility as a Service (MaaS). This groundbreaking idea is poised to transform the transportation sector. With a background in civil engineering, Sampo led international businesses in the field before founding MaaS Global.

As the founding CEO of MaaS Global Ltd., Sampo has been instrumental in reshaping urban mobility. He is known for inspiring leadership that starts with people. Today, he advises a range of organizations, from governments to corporations, through his company, Aspectu.

Lola ORTIZ SÁNCHEZ, Director General for Mobility Planning and Infrastructures, Municipality of Madrid



Director General of Planning and Mobility Infrastructures at Madrid City Council, where she drives the strategic transformation of the city's mobility under Madrid 360 Strategy, including authoring its Mobility Plan. She leads flagship initiatives such as €400M Paseo Verde del Suroeste, a pioneering urban regeneration project.

Senior civil servant and MSc. Civil Engineer, her career spans leadership positions in national and regional governments, shaping policies on sustainable mobility, infrastructure, and urban development. Former Dean of Madrid's Civil Engineers Association, she serves as Vice-President of Spanish Road Association and President of Women in Transport and Mobility (WiTAM). She is committed to advancing sustainable, inclusive, and innovative mobility for future cities.

María del Rosario CORNEJO ARRIBAS, Deputy-Director General for Planning, Design and Construction, DGC of Madrid Region



MSc Civil Engineering from the Polytechnic University of Madrid (UPM), class of 1993, and civil servant since 1997. Currently holds the position of Deputy Director for Planning, Projects, and Construction at the General Directorate of Roads of the Community of Madrid. Also serves as a board member of the Association of Civil Engineers.

The professional career has been largely developed within the Ministry of Transport, with previous roles including Deputy Director General for Road Maintenance and Operations, and Technical Director at the General Directorate of Roads (DGC, MITMS), where efforts have been focused on driving digital transformation, innovation, and sustainability.

Andreas FRÖMM, TC 1.1 WG-2 co-Leader, Managing Director ASFiNAG (Austria)



Andreas is member of the TC 1.1 Performance of Road Administrations and co-leader of WG 2. During the prior PIARC cycle he was part of the TC 1.2 Contribution of Roads to Economic and Social Development.

He graduated from the University of Natural Resources and Applied Life Sciences in Vienna.

He has been employed by ASFINAG (Austrian Motorway and Expressway Company) since 2003. Until 2018 he held various positions within the company regarding the planning of infrastructure projects and maintenance management. In March 2018 he started the position of Managing Director of ASFINAG Construction Company.

Dimitris BOUNTOLOS, Chief Information & Innovation Officer (CIIO), Ferrovial (Spain)



Dimitris BOUNTOLOS is the Chief Information and Innovation Officer at Ferrovial, a prominent global infrastructure group. With an extensive background spanning over 20 years, he is an expert in leading comprehensive change management and transformation programs across various industries.

As an innovative entrepreneur, Dimitris has founded and partnered in several start-ups in the cutting-edge technology sectors, including ventures in space tourism, satellite micro-launchers, augmented reality, and drones. Dimitris is widely recognized for his contributions to innovation, digital transformation, and sustainability within organizations and has a proven track record in developing and implementing high-impact projects, capturing new business opportunities, and introducing new business models across many sectors.

Christian de la CALLE OTERO, Associate Deputy Director for Conservation and Asset Management, DGC, MITMS



Christian DE LA CALLE is a MSc. Civil Engineer (Madrid Polytechnic University) with 8 years of experience in the private sector delivering masterplans and projects in the fields of roads, railways, water cycle and resilience. Since 2019 he serves at General Directorate of Roads –DGC– (Ministry of Transport) with positions in the Cabinet and the Deputy Directorate General of Road Maintenance and Asset Management. A member of PIARC's TC3.3 Asset Management and former member of TC 1.1, he currently focuses on developing data collection and analysis tools to enhance better decision-making in asset management, digital transformation of DGC and the planning and deployment of noise action strategy in the scope of Road State owned network.

Pablo CONDE BLANCO, Head of Planning, Projects and Works Service. Planification and Operating Roads



Pablo David CONDE BLANCO is a MSc. Civil Engineer (Coruña Higher Technical University), civil servant with the Civil Engineer Corps, with 6 years of experience in the public sector, particularly in the field of public-private partnerships, coordinating the economic, legal and technical areas with concession contracts.

From 2019 he serves at General Directorate of Roads –DGC– (Ministry of Transport) with positions in the Subdirector General of Road Maintenance and currently at the Subdirector General of Planification and Operating Roads.

Rafael LÓPEZ SUBÍAS (Jefe de Área at the Deputy Government Representation for National Toll Motorway Concession Companies, MITMS)



Rafael López Subías holds a MSc. Civil Engineer (ICCP, Spain) from the Polytechnic University of Madrid. He also completed an Executive MBA at the IESE Business School.

After 13 years of experience in a construction company, working on both the execution of works and the study of large international projects in different countries, in 2021, he joined the Corps of MSc Engineers ICCP of the State, where he spent two years in the Catalonia Road Division, being responsible for the reversion of the AP-7 highway and for the operation and maintenance. Since January 2024, he has been Area Manager in the Deputy Government Representation for National Toll Motorway Concession Companies.

Camino ARCE BLANCO, Technical and Business Development Director of the State Land Transport Infrastructure Company (SEITT)



Camino Arce Blanco is Technical and Business Development Director at SEITT, Spain's largest highway operator. She led the execution of €1 billion in annual road infrastructure projects as Deputy Director General for Construction, achieving over 95% execution rates.

A top graduate of the State Corps of Civil Engineers, she holds degrees from UPM and École des Ponts ParisTech.

Camino is committed to innovation and continuous improvement in road conservation, integrating ecological criteria into traditional engineering processes. Her leadership promotes responsible resource management and contributes to the modernization of Spain's transport infrastructure.

Bruno DE LA FUENTE BITAINE, Director of Concessions, Economy and Studies, SEOPAN



Bruno works as Director of concessions, economy and studies at SEOPAN, the Spanish association of construction companies and infrastructure concessionaires, in charge of promoting and defending private initiative, the market economy and freedom of enterprise in the construction, infrastructure concessions and water technology sector.

He is responsible for the coordination of the concessions committee of this association, and of different specialized commissions, such as the exploitation or technology commission. In addition, he is also responsible for SEOPAN's economics and studies department, monitoring all sectoral economic activity and coordinating the preparation of reports and studies.

Carlos MARTÍNEZ GARCÍA-LOYGORRI, CYOPSA SISOCIA Managing Director



Carlos MARTÍNEZ GARCÍA-LOYGORRI has over 25 years of experience in the infrastructure PPP and concessions field as an engineer, financial manager, CFO, administrator, and University Professor.

He serves as Corresponding Member of PIARC's (World Road Association) TC 1.3, Finance and Procurement. He has also served as Chair of CEDR's (Conference of European Directors of Roads) S4, Financing.

Carlos has worked in many areas of infrastructure financing and is keenly involved in various initiatives related to new trends and their impact on the provision and maintenance of infrastructure.

Belén PEÑA SANZ, Deputy Director General for Road Concessions & Operations, DGC, Madrid Region



Belén PEÑA, MSc. Civil Engineer specialized in Roads, Canals and Ports, has over 33 years of experience in the road infrastructure sector, including 23 years within the Administration of the Community of Madrid.

Her career has focused on the operation and maintenance of the regional road network, and she currently also manages concession contracts. She integrates public-private partnership models with a practical and strategic vision of road financing, grounded in decades of technical and administrative expertise. Her work is committed to territorial development and the efficient use of public investment. She is a member of ATC CT3 Committee on Road Financing and the CT2 Winter Road Maintenance.

Enrique SOLER SALCEDO, Director PPP and O&M Manager, Vice-President Management & Finance, TPF Ingeniería



Enrique SOLER SALCEDO has 33 years of experience as an MSc Civil Engineer. He has worked for the last 18 years in the field of highway concessions in Spain and abroad, where he has collaborated on preliminary studies, bid preparation, implementation of concession companies, infrastructure design, execution control, and operation and maintenance management. He also served as General Manager of a shadow toll concession company for several years.

He is a member of the ATC Financing Committee, the ATC Board of Directors, and served on the PIARC Council for several terms.

Federico SORIA MARTÍNEZ, President of ACEX (Association of Infrastructure Maintenance and Operation Companies)



MSc. Ingeniero de Caminos, Canales y Puertos from UPM y MBA from Escuela Europea de Negocios with three decades of experience in infrastructure maintenance.

In his early career he worked at RODIO Cimentaciones Especiales and was linked to the world of terrain, dams and tunnels. In 1997 he assumed the general management of ALVAC, where for 28 years he promoted sustained growth, diversifying activity towards strategic areas such as comprehensive conservation, civil works, urban services, concessions and the environment.

Since 2025 he has held the presidency of ACEX, where he represents the value of a strategic sector for society.

DELEGATES TO THE CONFERENCE

The organizing committee anticipates that there will be good attendance at the conference with representation from:

- Members of the World Road Association Technical Committees and invited international experts, speakers and representatives from Africa, Asia, the Americas, Australia, Europe, etc.
- Ministries, organizations and road authorities from across Spain and international.
- Specialists and scholars from Spanish universities that have a special interest in the topics of the conference.
- Staff members of the Ministerio de Transportes y Movilidad Sostenible (MITMS), the Ayuntamiento de Madrid (City of Madrid), the Asociación Técnica de Carreteras (ATC) and regional administrations.

REGISTRATION

To register for the conference, please go to: [ATC Asociación Técnica de Carreteras](#) and follow the link to [Congresos y formación / Congresos y Jornadas](#).

ACCOMODATION

Attendees to the Conference who require accommodation, must make their own reservations at the hotel of their choice.

TRAVEL INFORMATION

Visa Requirements/Guidelines for obtaining visa for Spain

If you wish to travel to Spain, you should inquire whether you need a visa. If you do need a visa, please make sure to submit an application as quickly as possible. Spain is part of the Schengen zone and therefore a short stay visa issued by Spanish missions abroad is valid for the entire Schengen region.

Detailed information about the Spanish visa rules, including which foreign nationals need visas and any other current requirements can be obtained from the following website:

<https://www.exteriores.gob.es/Consulados/washington/en/ServiciosConsulares/Paginas/Consular/Condiciones-de-entrada-en-Espana.aspx>

Please note that starting **October 12, 2025**, European countries are gradually introducing a new [Entry/Exit System \(EES\)](#) at their external borders. Passport control officers will scan your fingerprints or take a photo of your face upon arrival. For more information, please see the [EES website](#).

ORGANISING COMMITTEE

Ministerio de Transportes y Movilidad Sostenible

José Manuel BLANCO SEGARRA, PIARC TC 1.1 Spanish Secretary
Dirección General de Carreteras (MITMS)
jmblanco@transportes.gob.es

Ayuntamiento de Madrid (City of Madrid)

Maria Eugenia MARTÍNEZ DONAIRE, Jefa de Departamento
Dirección General de Planificación e Infraestructuras de Movilidad
martinezdmar@madrid.es

Asociación Técnica de Carreteras (ATC)

Ana Arranz Cuenca, Directora de la ATC
a.arranz@atc-piarc.com

World Road Association – PIARC

Miguel CASO FLOREZ, Technical Director
miguel.caso-florez@piarc.org

Hyunji KIM, PIARC Technical Advisor ST 1
hyunji.kim@piarc.org

Technical Committee 1.1 Performance of Transport Administrations

Christos S. XENOPHONTOS, TC 1.1 Chair
Assistant Director for Administrative Services
Rhode Island Department of Transportation
christos.xenophontos@dot.ri.gov

Alan COLEGATE, TC 1.1 English Secretary
Acting Executive Director Strategy and Communications
Main Roads Western Australia
alan.colegate@mainroads.wa.gov.au

For questions or additional information regarding this conference, please contact:

- English: [Christos S. XENOPHONTOS](#) or [Alan COLEGATE](#)
- Spanish: [José Manuel BLANCO SEGARRA](#) or [Maria Eugenia MARTÍNEZ DONAIRE](#)