

# Industrial Dialogue – Robotics in Construction

*We will start in a few minutes...*

29/04/2026

# Industrial Dialogue – Robotics in Construction

*Moderator – Ana Xavier HoU DG GROW H2*

29/04/2026



# OPENING OF THE INDUSTRIAL DIALOGUE – ROBOTICS IN CONSTRUCTION BY DIRECTOR – ECOSYSTEMS III: CONSTRUCTION, MACHINERY AND MARKET SURVEILLANCE BARBARA BONVISSUTO

Barbara Bonvissuto, Director DG GROW Directorate H , European Commission



Presentations:

## **“Robotisation” of the construction sector in Europe**

Joël Schons, Vice-President FIEC

Riccardo Viaggi, Secretary-General CECE

# Construction robotics

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*DG GROW · Robotics Industrial Dialogue · Brussels · 29 April 2026*



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## Joël Schons

President · FIEC Working Group on Housing · Vice-President Social Affairs · FIEC  
Owner · Stugalux (Luxembourg)

# Robotics reality is far more challenging than the demo



Building  
the  
change

Stugalux · Luxembourg · autonomous LiDAR robot on active sites since 2020.



## WHAT WE LEARNED

Demos run on clean floors.  
Real sites do not.

The robot lives with cables, debris,  
water and dust – and has to keep  
working.

Updated software Uni Luxembourg

**Day-one bottleneck:** architects still deliver 2D plans – we rebuild the 3D model by hand for every project

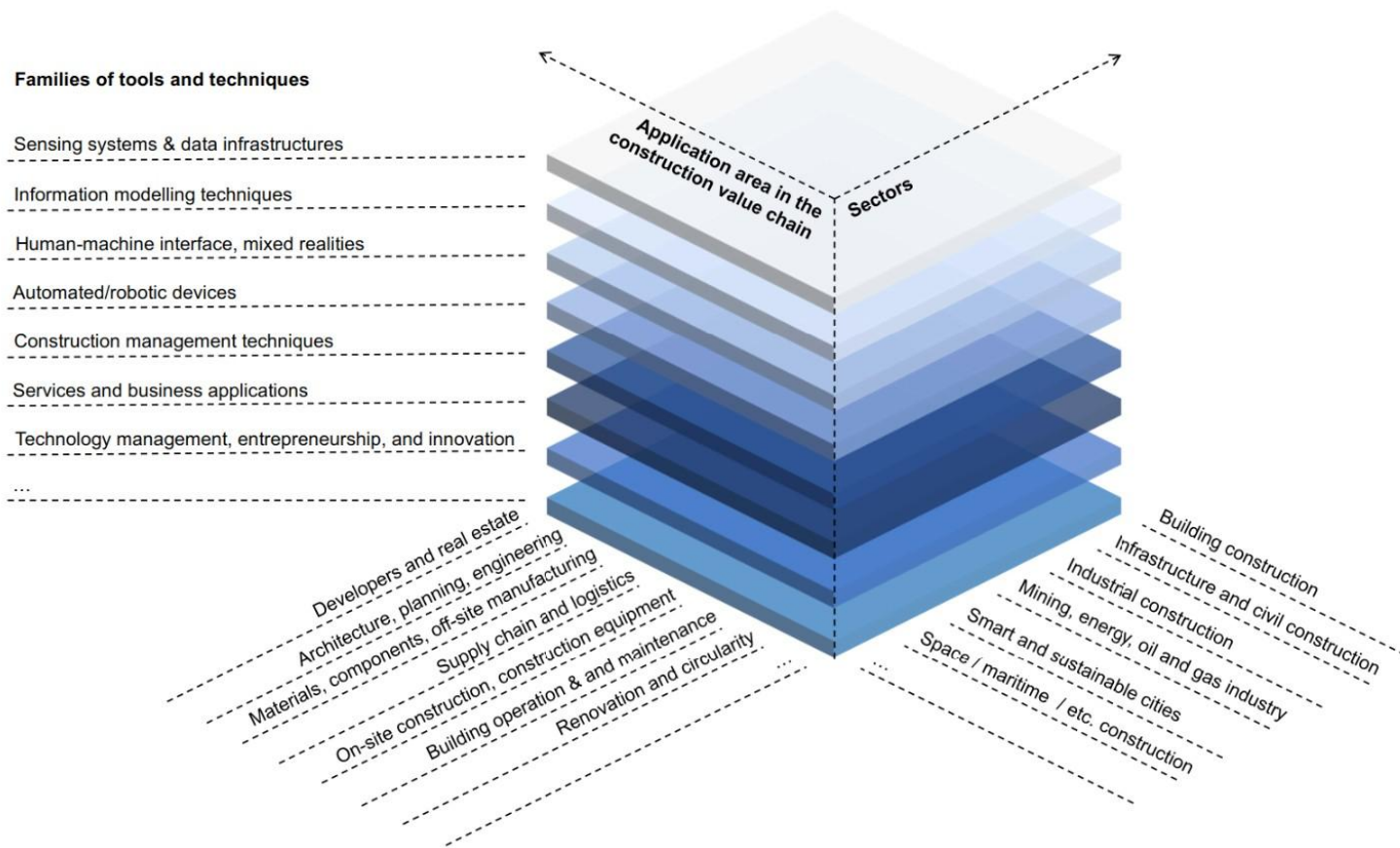
Source: Stugalux operational record (since 2020); research partnership with the University of Luxembourg.

# Innovation in construction is broader than robotics



Building  
the  
change

Robotics is 1 of 7 families of tools – not the whole picture.



READ AS:

**Robotics = 1 of 7 or more families**

- 1 Sensing systems & data
- 2 Information modelling (BIM)
- 3 Human-machine interface, mixed reality
- 4 Automated / robotic devices
- 5 Construction management techniques
- 6 Services & business apps
- 7 Tech management & innovation

Source: IAARC ISARC 2026 Topics Framework – International Association for Automation and Robotics in Construction · [iaarc.org/isarc-2026](http://iaarc.org/isarc-2026).

# What construction robots actually do today



Three archetypes · eight workflow families.

PLOTTERS	GRINDERS	SCOUTS
<p><b>Turn digital plans into physical reality.</b></p> <p><i>Layout printers, BIM-driven drilling.</i></p>	<p><b>Take over brutal, repetitive work.</b></p> <p><i>Rebar tying, trenching, sanding.</i></p>	<p><b>Move around to collect data – not manipulate.</b></p> <p><i>Drones, mobile scanners, pipe crawlers.</i></p>

## EIGHT WORKFLOW FAMILIES – where the work clusters on site

<b>01</b> Layout & measurement	<b>02</b> Groundworks	<b>03</b> Structural & concrete	<b>04</b> MEP & utilities
<b>05</b> Envelope & façade	<b>06</b> Interiors & finishes	<b>07</b> Inspection & capture	<b>08</b> Energy & linear infra

Source: Zacua Ventures · 94 Ventures – Construction Robotics Report 2026 (March 2026).



# Humanoids – direction of travel?



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the  
change

*Credible for the second half of ? – not for 2026.*

## STATUS TODAY

Factory logistics, simple handling, repetitive motion.  
Not deployed in real construction work.

## OPEN QUESTIONS

**Durability** – wet, dirty, extreme-temperature environments – full-shift power autonomy under load.

**Cost discipline** – does a general-purpose humanoid pay back vs specialised single-task robots in real construction work?

**Workforce acceptance & public trust** – trades on site, residents nearby – the visible gap between humanoid demos and a real shift.

***Humanoids are not the answer to the 2026 housing problem in front of us.***

*Sources: McKinsey Humanoid robots – A future vision (Oct 2025); Bain Humanoid Robots – From Demos to Deployment (2025); industry tracking Jan 2026.*

# Every robot needs a digital map: DBP!



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change

*The robot is not the bottleneck. The model is.*

## Ceiling-drilling robots

Read BIM directly. Print holes from the model. Useless if the model is 2D.

## Autonomous masonry systems

Receive a digital wall layout and lay it. The wall lives in the model first.

## LiDAR-equipped scout robots

Compare the point cloud against the BIM model – progress and quality are measured.

***Every robot on site is software that needs a digital twin to operate against.***

### THE PRACTICAL BOTTLENECK

Most architects deliver 2D plans – we rebuild the 3D model by hand for every project.

*Source: Stugalux operational record; vendor product documentation across Plotter / Grinder / Scout archetypes; industry interviews 2025–2026.*

# Scale reference – CN · EU · US



How big are the others moving – and how big is Europe moving?

CHINA	EUROPE	UNITED STATES
<b>DEPLOYMENT AT SCALE</b>	<b>INVESTMENT FOOTPRINT</b>	<b>DEPLOYMENT MOMENTUM</b>
<b>2.890</b> construction robots deployed across 350+ projects, 25 provinces	<b>EUR 1,16 bn</b> total EU construction-robotics VC, 9M 2025	<b>33</b> US construction-robotics companies (most of any country)
<b>USD 137 bn</b> NDRC 20-year guidance fund (AI & robots)	<b>EUR 140 mn</b> largest single EU round to date (Austria)	<b>USD 851 mn</b> US construction-tech sector funding, Q1 2026
<b>+48,7 %</b> construction-robot exports y/y, 2025	<b>1 city</b> Guangzhou or Beijing robot investments alone matches all of EU construction-robotics VC for 9M 2025	<b>40k–70k</b> sq ft per shift on US robotic layout (vs 8k–15k human crew)

Sources: CSIS ChinaPower (2025–26); IFR World Robotics 2025; Zacua – Construction Robotics Report 2026 (March 2026).

# Two regulations land in 2027 – they meet on a construction robot



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## 9 Dec 2026

Revised Product Liability Directive (EU) 2024/2853 applies – strict liability extended to software & AI.

## 20 Jan 2027

Machinery Regulation (EU) 2023/1230 applies  
Annex I Part A: ML safety components are high-risk.

## 2 Aug 2027

AI Act (EU) 2024/1689 high-risk regime applies for safety components of Annex I products.

### EACH REGULATION, ON ITS OWN, IS WORKABLE

**Machinery Regulation:** CE marking, technical docs, third-party assessment for high-risk components.

**AI Act:** horizontal high-risk regime – third-party conformity, human oversight, post-market monitoring.

EIC Conference 24th April: AI Literacy PROVE?

### WHERE THEY MEET ON A CONSTRUCTION ROBOT

**Two parallel conformity assessments.** Notified Body capacity for construction robotics is almost non-existent.

**Liability bites first.** PLD applies Dec 2026 – 8 months before the AI Act high-risk regime.

**AI Act has a testing pathway. Machinery Regulation has none.** a construction site is not a laboratory.

**Three regulations, three landing dates, one construction robot – the regulatory interface is what the panel can address.**

Sources: Regulation (EU) 2023/1230; Regulation (EU) 2024/1689; Directive (EU) 2024/2853.

# Five observations for the dialogue ahead

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Building  
the  
change

**01** Pilots do not compound – the gap starts at next site: **TECH IS READY.**

**02** The bottleneck is the input – the 3D-model, not the robot.

**03** SME economics are tight – robots must earn their keep on day one.

**04** Workforce capacity is a separate, hard constraint. **SKILLS?**

**05** The international benchmark is moving fast.



Riccardo Viaggi

Secretary General of CECE

Committee for European  
Construction Equipment

#WEMAKE2BUILD

# OUR MOTTO



COMMITTEE FOR EUROPEAN  
CONSTRUCTION EQUIPMENT

Constructing the  
Europe of Tomorrow

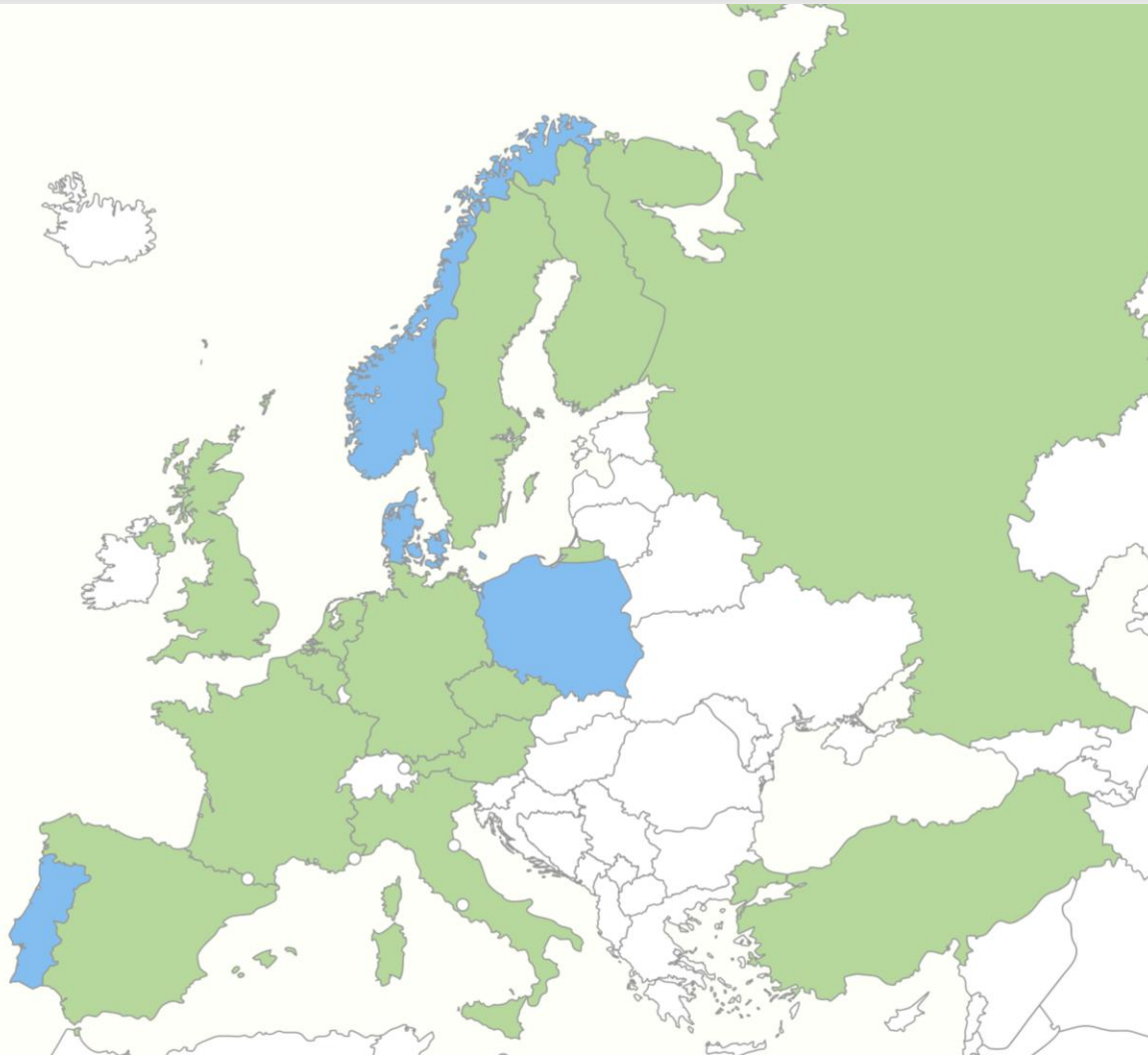
#WeMake2Build



# CECE IN A NUTSHELL

## CECE Membership

- Members
- Associate Members



**300 000**  
OVERALL  
EMPLOYMENT



**1 200**  
COMPANIES



**59 BN €**  
REVENUES



**15 BN €**  
EXTRA EU EXPORT

# Robotics – automation – autonomy

**Productivity**

**Safety**

**Sustainability**

# State of play

European – and global – OEMs invest heavily already  
Interesting complementarity with mining machinery

ISO 17757 - safety standard for autonomous and semi-autonomous earth-moving and mining machine systems.

End-goal is autonomous machinery - is it doable?  
BUT automation already taking place

# Opportunities

Automation/robotics  
starts with full mechanization

# Just a few use cases

- Semi or fully **autonomous operations** - pilots *Quarries*
  - Closed perimeters
- Remote controlled **robots** – accessible *Demolition*
  - Line of sight visibility – replacing manual work
- Safety features – **collision avoidance/warning** *All sites*
  - on-board cameras and sensing
- **Operation assistance** – available *Earth-moving*
  - Simplifying repetitive tasks or precision digging
- **3D-printed concrete** – pilots *Building construction*
  - Semi-automated laying BUT needs supervision at all times

# Bauma innovation award winner

## MAXX – by RWTH Aachen

Plug & produce solution for (semi-) automated, scaffold-free assembly in building refurbishment

[Watch this video](#)

RWTH Aachen runs the Center for Construction Robotics  
4,000m<sup>2</sup> reference jobsite for testing & commercialization

Target-X EU-funded project on 5G/6G connectivity for large-scale automation in industrial settings, including construction

[Watch this video](#)

# Challenges

- Very diverse operations on jobsites
- Construction sites not standard & difficult to map
- Workers & machine interactions unpredictable
- New skill sets needed
- Lack of standardization
- Lack of understanding by users
- Investment mind-set needed

# Possible support measures

- No need for legislation
- Continued push for mechanization of construction
- Upskilling & reskilling is necessary
- R&D funding support – BUT EU funding too complex

## Potential example to look at – Japan

Top-down approach by MLIT with concrete goals  
30% job-savings & 1.5 times productivity increase by 2040  
Supportive response by industry

# EU Industrial Dialogue on Robotics

- A very interesting first-time for the value-chain
- Should be continued in the future
- Could be geared towards a proper Strategy

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# Thank you!

[www.cece.eu](http://www.cece.eu)



**#WEMAKE2BUILD**





COMMITTEE FOR EUROPEAN  
CONSTRUCTION EQUIPMENT



## INTERVENTIONS:

# Company interventions – 2 minutes – challenges/ opportunities

Jairis A. Trujillo, Innovation & Manufacturing and Research and Development Engineer, RINA-C

Rafal Sankowski, international Sales Director, GMT ROBOTICS

Jörg Reinold, Chief Information & Digital Officer, WEINERBERGER AG

Francesco Petrucco, Technical Director, ICOP

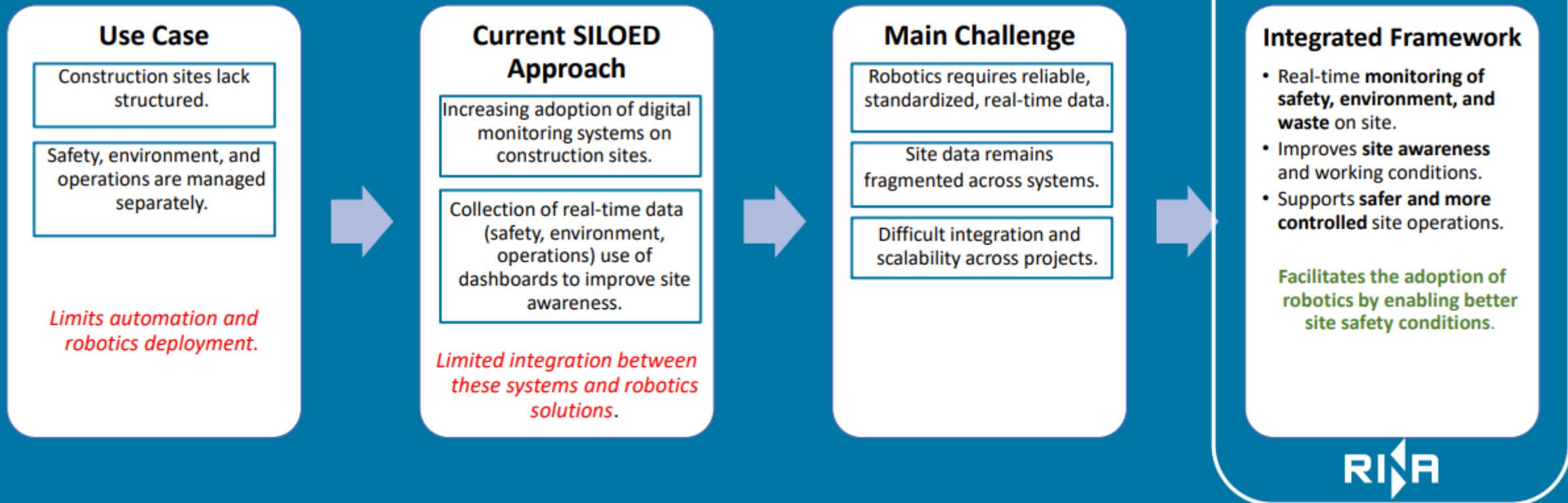
Markus Fräsch, CEO, INSTATIQ

Borja Cuesta, Public Affairs Manager, ETEX

Martin Krupicka, Managing Director, BROKK

# Digital Site Monitoring as an Enabler for Robotics in Construction

We don't build robots; we create the conditions that allow them to work safely.



Challenge: According to McKinsey, the gap in construction labor and productivity could result in a staggering \$40 trillion loss of output.

## Solution: From manual to fully automated keeping full flexibility

GMT Robotics replaces outdated manual jigs inefficient processes with fully automated robotic solutions.



75% less  
manpower required



90% faster  
construction on-site



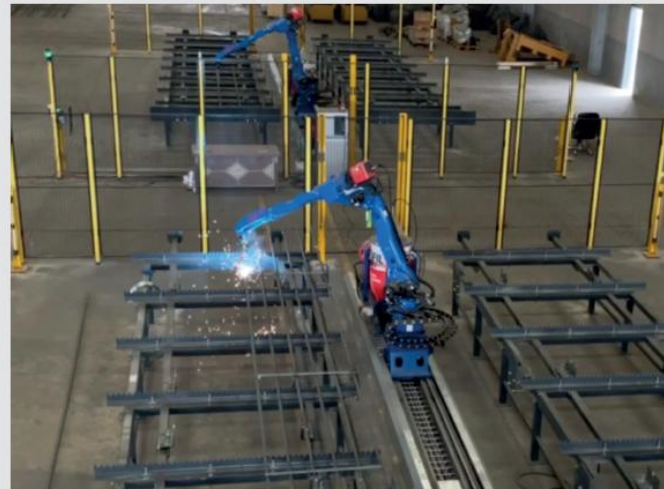
Consistent  
precision and quality



Scalability  
for any project size



Reduce human errors  
and inefficiencies



# CAR FACTORY EARLY 20th CENTURY



# CAR FACTORY EARLY 21st CENTURY



# CONSTRUCTION SITE EARLY 20th CENTURY



# CONSTRUCTION SITE EARLY 21st CENTURY



**Pioneering Productivity**

**GMT  
ROBOTICS**

# ROBOT AS A PLATFORM | MASONRY CONSTRUCTION



Prefab wall



XXL elements



Robot as a Service

## > Opportunities

- > Transforming masonry from a manual, labor-constrained craft to a scalable, **technology-driven system with predictable economics**
- > **Enabling** faster, sustainable, and more **affordable buildings**
- > Full flexibility to utilize the **robotic solution for offsite pre-fabrication** (e.g. wall elements), **onsite pre-fabrication, and automated masonry**

## > Challenges

- > Design **not optimized for robotic construction**
- > **Site conditions** and **workface** not properly prepared
- > **Shifting schedules** require flexible capacity management

# RoboGo

AI-powered robotic maintenance of port infrastructure — rehabilitating submerged concrete substructures with zero workers at risk and continuous terminal operations.

## THE SYSTEM — IN OPERATION

FIG. 01 - 04

MEASURED - FIELD DEPLOYMENT



## Key results

SCOPE

01

614K m<sup>2</sup>

3,654 RC slabs rehabilitated at Molo VII while the terminal stays operational.

EFFICIENCY

02

+80% vs. traditional

Up to 2,000 m<sup>2</sup> / day per unit. AI classifies degradation at 5 cm resolution.

SAFETY

03

0 workers at risk

Remote operation from the control barge. No personnel in confined, wet spaces.

SUSTAINABILITY

04

100% on-board recovery

All water & debris treated on board. Zero discharge into the water and Port area.

### 01 THE USE CASE

3,700 RC slabs over 367,000 m<sup>2</sup> at Molo VII — full rehabilitation with the container terminal **operating continuously**. Traditional methods exposed workers to 70 cm confined, wet, high-risk substructure spaces.

### 02 OUR SOLUTION

Semi-submersible robotic barge with dual arms + underwater sensors and cameras. ML detects deterioration type and autonomously executes hydroblasting, grouting & waterproofing — **fully unmanned, 24/7**.

### Built for wider uptake

WHAT IS NEEDED - 03

#### REGULATION

framework for autonomous marine systems in active port areas

#### STANDARDS

shared protocols for robotic inspection & repair

#### PARTNERSHIPS

contractor - port authorities - tech provider - terminal operators



## 3D Concrete Printing at Industrial Scale

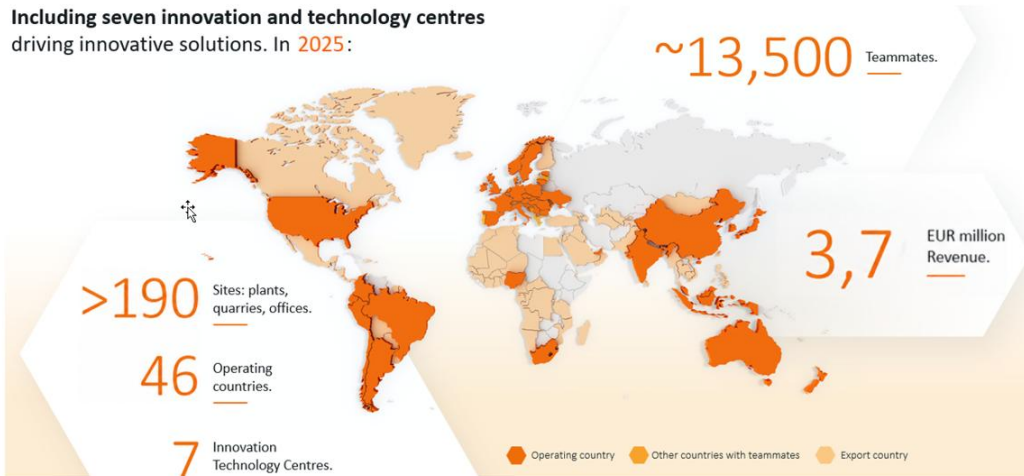
Robotics in construction is not limited by technology – but by integration into existing processes

- **Technology is ready**
  - Our Robot delivers 300% **higher productivity and reduced labor dependency** – one robot + 2 workers, replacing 8 masons
- **Adoption is slow**
  - Construction is **fragmented, regulated and risk-averse**
  - New tech must fit into **existing workflows, not replace them**
- **Scaling requires system integration**
  - Design → data → materials → execution → regulation must be aligned
  - Not a single innovation, but a **coordinated system change**
- ▶ **We can already build within today’s regulatory frameworks** - scaling now requires collaboration across the value chain and a pragmatic, forward-looking approach to implementation.

# On-Site Robotics – Challenges & Opportunities

 **Etex: An international industrial company specialized in construction materials**

Including seven innovation and technology centres driving innovative solutions. In 2025:



## Robotics in construction: Problematics to solve and main challenges

### Our portfolio

Etex develops and manufactures lightweight building products well-suited for on-site robotics compared to more heavy materials.

### Use case

Deploy robotics to automate non-value-added tasks on jobsites (handling, transport, measurement, cutting, fixing) to (i) reduce worker movements in non-constant environments, (ii) address labour scarcity, cut time & cost, and (iii) reduce injury risks.

### Key challenges

- High variability of jobsite configurations
- Need for safe, fast, and autonomous systems in dynamic environments
- Transportability and right-sizing of robotic equipment
- Cost of robotic solutions
- Acceptance by workers

### Opportunities

Learn from the state of art in robotics from other industries & partnerships

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# Brokk: Robotic Demolition

Industrial dialogue for robotics in construction

April, 2026



# Mechanization is first step to robotics



- Still manual labor in construction
  - First step to "robotization" is mechanization
  - Brokk demolition robots have been enabling this for 40+ years
  - Productivity and safety is value proposition
- However:
  - Requires investment
  - Smaller contractors
  - Low compliance with safety regulations
- Brokk is now investing in automation / robotization to lower barriers



Presentations:

# Supporting instruments for robotics companies and funding opportunities

Cem Gulec, DG CNECT European Commission

Fabrizio Seminara, European Investment Bank (EIB)



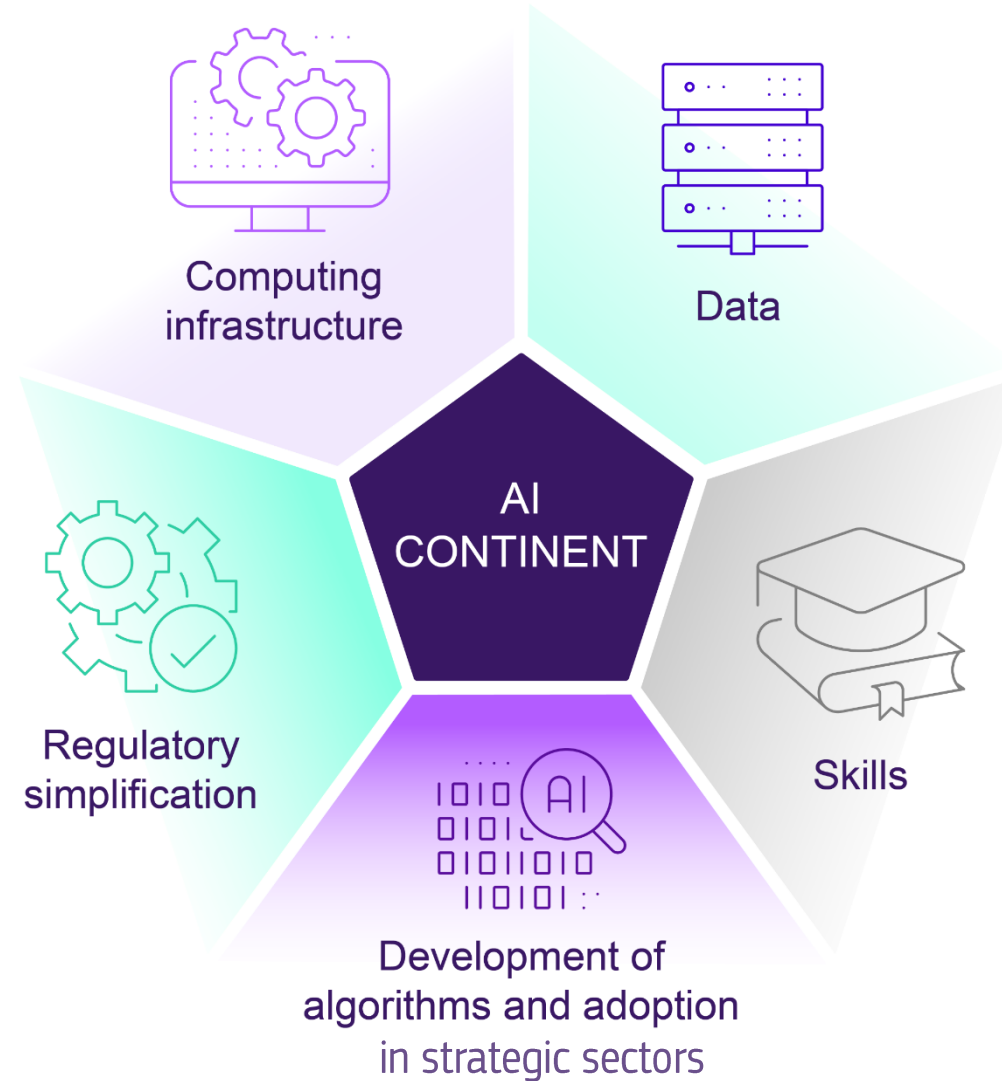
# Apply AI strategy in Robotics and Manufacturing



Cem GULEC  
Policy and Programme Officer  
Unit Excellence in AI and Robotics  
European AI Office

# AI Continent Action Plan – 9 April 2025

## 5 Pillars:





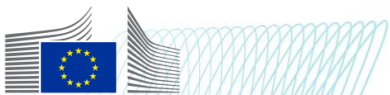
## Apply AI Strategy

- **AI First** : businesses to consider AI to tackle their challenges while considering the risks
- Support **adoption & integration of AI in 10 strategic industrial sectors** & the public sector
- **Tailored actions to sector specific needs** to harness the transformative potential of AI



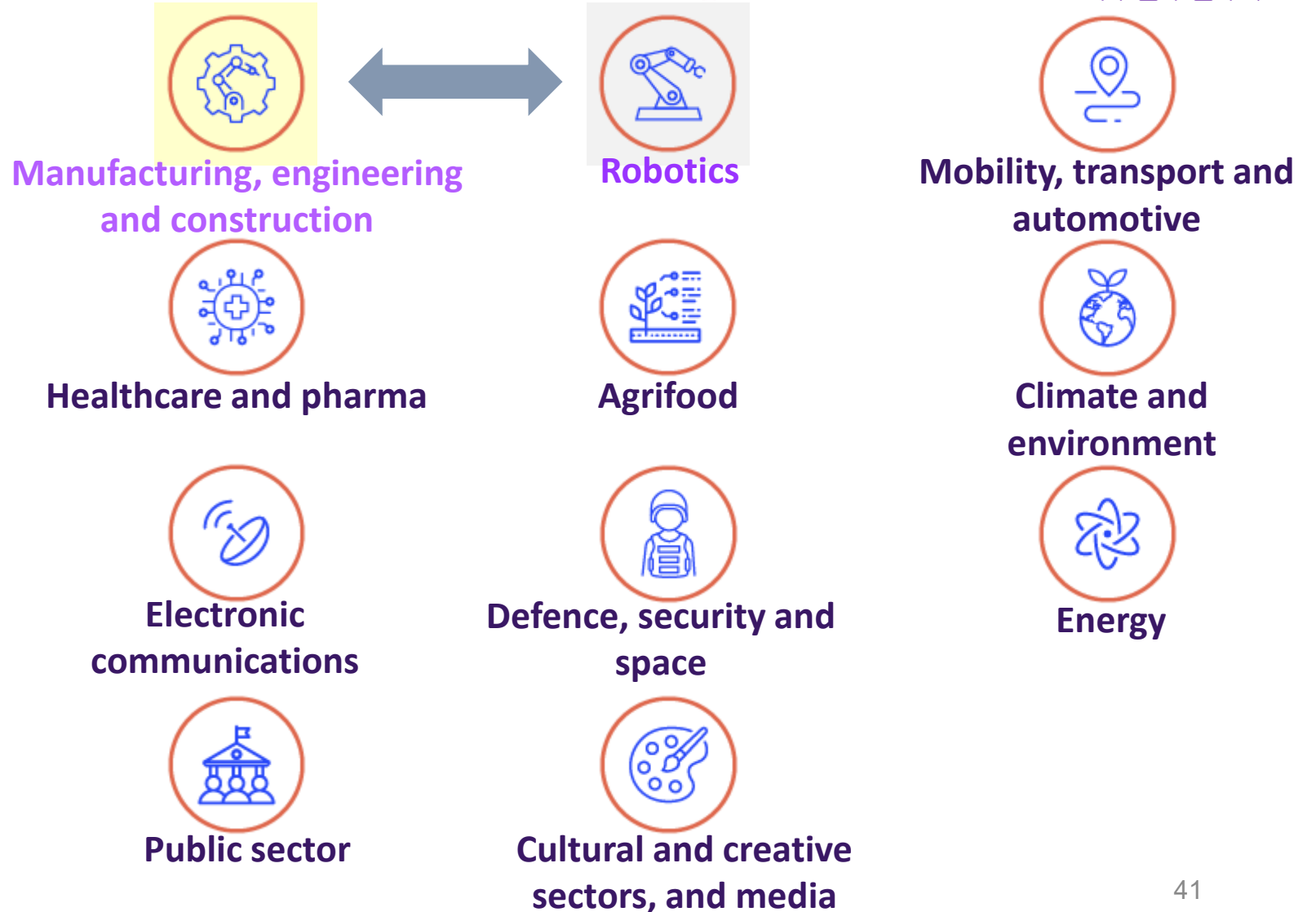
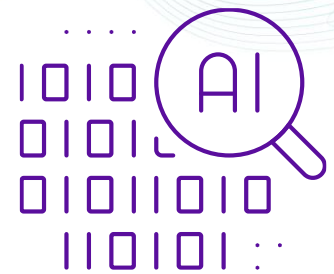
**ENHANCE COMPETITIVENESS**

**FURTHER DEVELOP EU'S TECHNOLOGICAL SOVEREIGNTY**



# Pillar 3: Integration of AI in key sectors

## Apply AI Strategy – 9 October 2025



## European Robotics Catalyst - Apply AI Flagship

*To support AI uptake in the robotics sector, the Commission will:*

*Establish a **Catalyst for the uptake of European Robotics**, bringing together developers and user industries to **accelerate the development and uptake of European solutions **replying to market needs****.*

*This will be done **in collaboration with the AI Data and Robotics Association (ADRA)**.*

*In this context, the Commission will fund the development of **sectoral Acceleration Pipelines** for the adoption of AI-powered robotics, focussing on high-impact use-cases, prioritised in close collaboration **with end-user industries**, ensuring that innovation aligns with real-world needs.*

***Coordinated initiative driven by end-user industries to speed up development, testing and deployment of AI-driven robots across key sectors.***



# Objective: End-user driven robotics excellence, from the lab, to large-scale deployment

## INPUT STACK

Integration Frameworks



Flexible Robotics Platforms



Foundation Models for Robotics



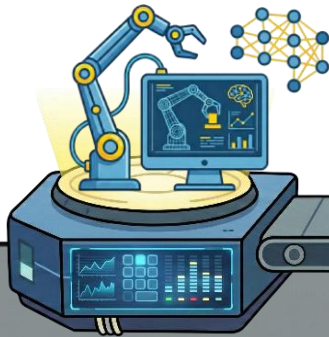
Compute



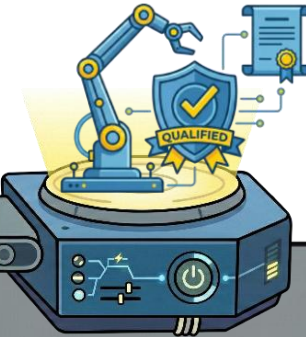
Data



## Robots' Skills Booster



## Robots' Skills Qualification Centres



## ACCELERATION PIPELINES

TRL 1 TRL 5 TRL 9  
Manufacturing Use Case

Agrifood Use Case

Healthcare Use Case



Testing and Experimentation Facilities



European Digital Innovation Hubs



Skills



# European Robotics Catalyst

# Manufacturing, Engineering and Construction

## Excerpts from the Apply AI Strategy

- **Flagships:**

1. *Support the development of frontier AI models and AI agents adapted to manufacturing.*
2. *Fund the development of Acceleration Pipelines for the adoption of AI in manufacturing, bridging the gap between research labs and deployment more effectively.*

- **Other relevant actions:**

*Reinforce the capabilities of the Testing and Experimentation Facility in manufacturing to support innovating companies of AI-powered machines in their processes.*

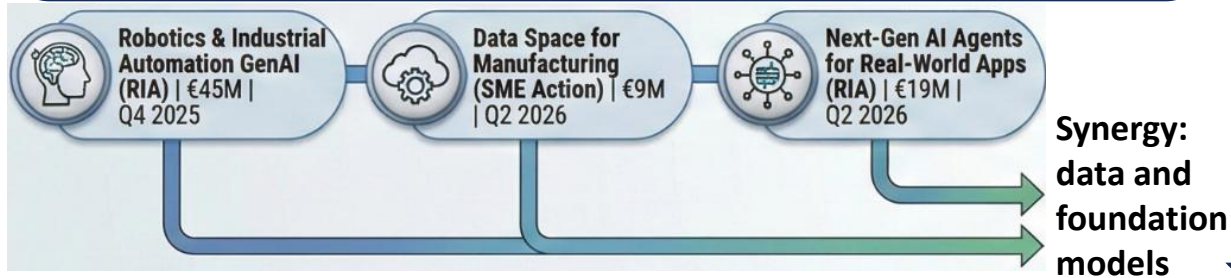
# Apply AI actions in manufacturing: objectives and implementation

## AI Continent & Apply AI Strategy

### FLAGSHIP 1: Frontier AI Models and Agents

#### Objectives:

Build on Data Spaces and Data Union Strategy to provide data, models and tools for user-driven industrial applications

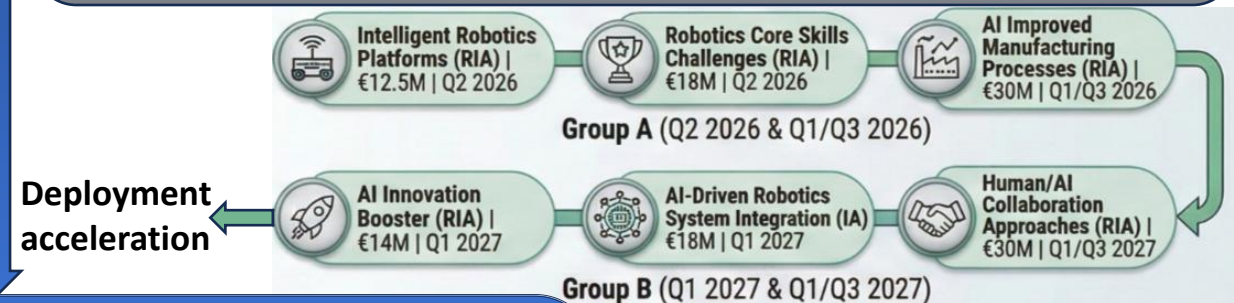


73 M€ funding under current MFF

### FLAGSHIP 2: Acceleration Pipelines for the adoption of AI

#### Objectives:

- Speed up the adoption of AI-powered robotics in manufacturing
- Increase the competitiveness through AI-enabled processes and operations
  - Transform industrial jobs through AI-based H-M interactions
- Knowledge formalization and adaptability of the machines to workers

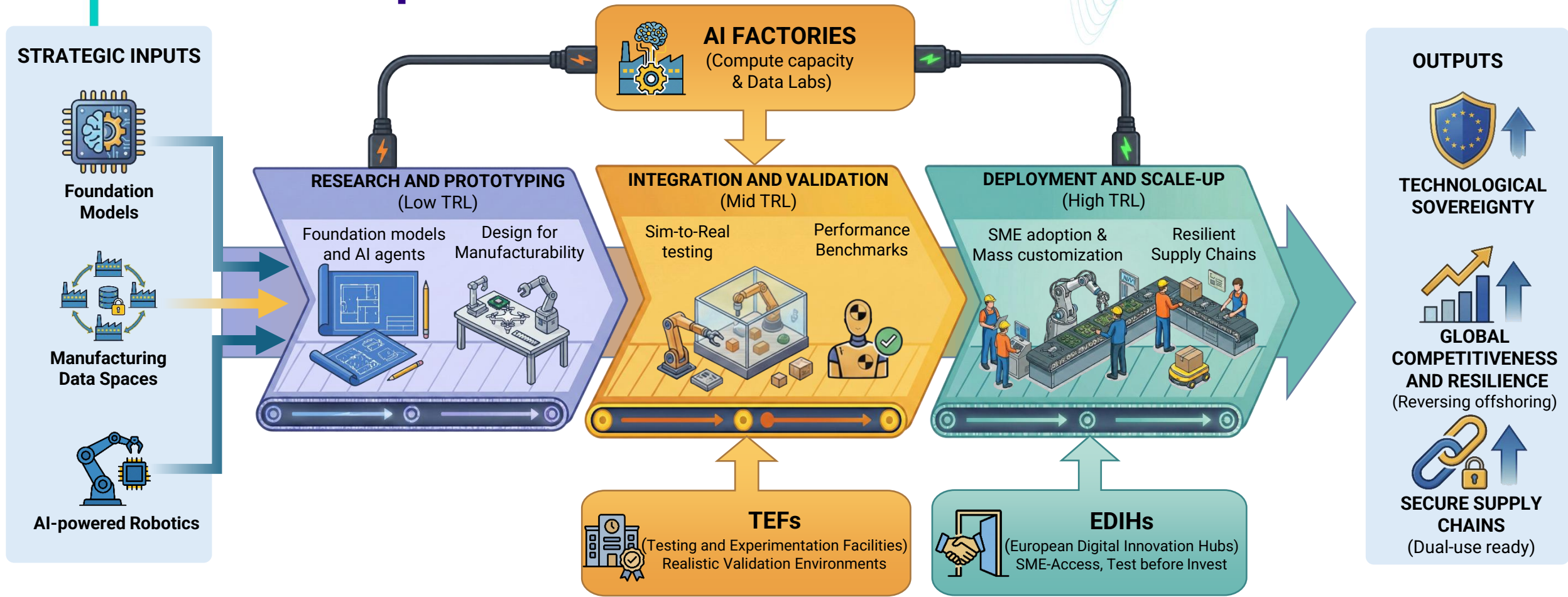


122,5 M€ funding under current MFF

### Other relevant actions and support ecosystem

- **Stakeholder workshops:** Use case, roadmap, gap analysis
- Reinforce TEFs capabilities (development and certification support)
  - **EDIHs:** SME coaching, training, finance access
- **Standardisation:** Interoperability, data integration and safety

# Flagship 2: Acceleration Pipelines for the Adoption of AI



## ENABLERS SUPPORTING THE ECOSYSTEM



**BLENDED FINANCE**  
(FP10 + MS co-funding + private funding)



**WORKFORCE SKILLS**  
(Hybrid AI/Manufacturing Profiles & Masters)



**STANDARDS & DUAL-USE SYNERGIES**  
(Civil-Defence Integration & Harmonised Regulation)



**Thank you!**



**EUROPEAN ARTIFICIAL  
INTELLIGENCE OFFICE**



# **EIB**

## **Supporting innovation in housing and construction**





# EIB AT A GLANCE

## ONE OF THE WORLD'S MAJOR MULTILATERAL LENDERS AND BORROWERS

- We raise our funds on the international capital markets
- We pass on favourable borrowing conditions to clients

## OVER €2 TRILLION INVESTED SINCE 1958

- More than **16 000 projects** in **over 160 countries**
- **€6 trillion** mobilised from only €22 billion of paid-in capital

## HEADQUARTERED IN LUXEMBOURG

- **4 378 staff**: finance professionals, engineers, economists and socio-environmental experts
- **60 offices** around the world

# OUR PRIORITIES



**CLIMATE ACTION AND ENVIRONMENTAL SUSTAINABILITY**



**DIGITALISATION AND TECHNOLOGICAL INNOVATION**



**SECURITY AND DEFENCE**



**A MODERN COHESION POLICY**



**AGRICULTURE AND BIOECONOMY**



**SOCIAL INFRASTRUCTURE**

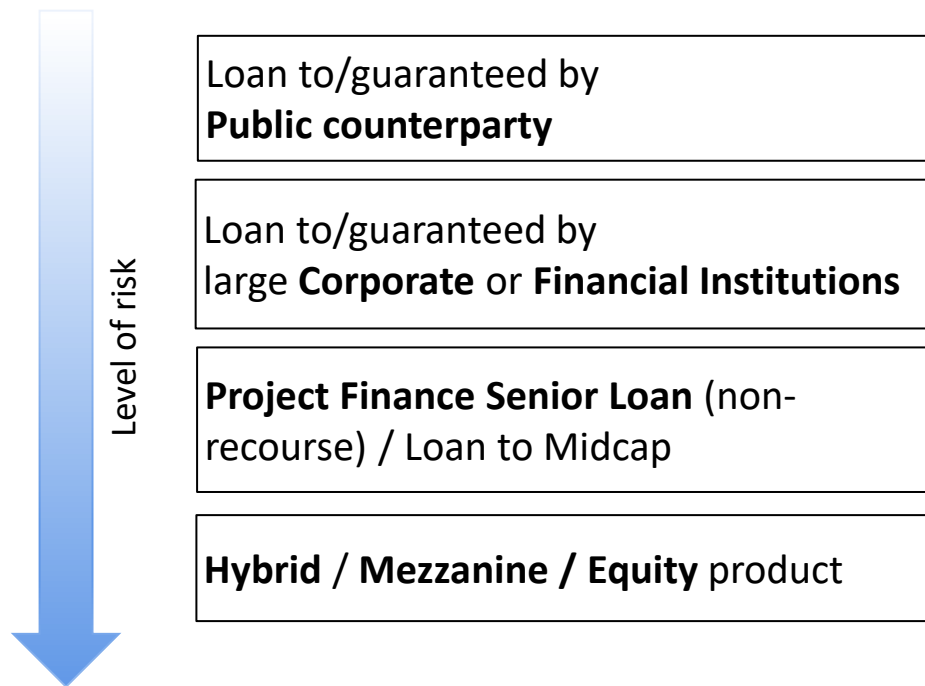


**HIGH-IMPACT GLOBAL INVESTMENT**



**SAVINGS AND INVESTMENTS UNION**

# GENERAL PRODUCT OVERVIEW



## Public sector Loan

Ticket size: EUR 25 – 500m  
Tenor: 5-10 years bullet  
InvestEU possible



## Corporate Loan

Ticket size: EUR 25 – 500m  
Tenor: 4-10 years bullet  
InvestEU possible



## Project Finance

No/limited recourse  
financing  
Ticket size: EUR 50 – 500m  
Tenor: 4-7 years bullet  
InvestEU possible



## Venture debt

Loan with equity  
component  
*Innovative companies  
within e.g. cleantech in  
early commercialization  
stage*  
Ticket size: EUR 15 – 45m  
Tenor: up to 5 years  
bullet



## Advisory

Help improve  
technical and  
financial maturity to  
improve access to  
financing

# EIB'S CORPORATE LENDING

## What do we offer?

- Corporate loans to companies to finance RDI expenses and/or investments aligned with one or more priorities of the EIB

## Who is eligible?\*

- Large corporates or groups
- Mid-caps

## What is eligible?

- Investment costs (typically accumulated over a period of up to three years), such as for research and development, capital expenditures on facilities and incremental working capital

\* SMEs and Scale-ups are eligible for other EIB's products

\*\*No element of subsidy. The pricing takes advantage of the EIB's favorable borrowing costs (AAA rating) and no-for-profit goal

\*\* \*Other jurisdictions possible on need basis

## POTENTIAL FINANCING TERMS

<b>Product:</b>	Term Loan
<b>Purpose:</b>	Finance future investment budgets (capex, R&D related opex)
<b>Size:</b>	> EUR 25m
<b>Maturity:</b>	Flexible (usually 4-7 years bullet or 7-12 years amortized)
<b>Seniority:</b>	Senior
<b>Security:</b>	Secured or unsecured (pari passu)
<b>Interest rate:</b>	Variable/Fixed/Revisable**
<b>Currency:</b>	EUR and other major currencies
<b>Jurisdiction:</b>	Luxembourgish law***
<b>Appraisal:</b>	Technical, economic and financial appraisal

# BENEFITS OF EIB'S FINANCING

- ✓ EIB offers loans for financing of a broad range of tangible and intangible investments
- ✓ Long-term senior investment loans at attractive interest rates (fixed/ floating)
- ✓ Financing for up to 50% of project cost
- ✓ Long maturity matching economic life of project assets
- ✓ No cross-selling and hold-to-maturity strategy
- ✓ EIB financing offers financial value-added through its Aaa/AAA/AAA rating
- ✓ Signalling Effect and Quality Stamp: due to the Bank's reputation for its prudent lending policy and its strong market/technology know-how
- ✓ Lending in all major currencies

# TechEU lending envelope focused on innovation in housing and construction sector

## Pan-European Lending Envelope

- **All EU countries** incl. cross-border operations
- EUR 400m: main focus on **mid-sized corporates**
- Serving **existing** as well as **new clients**
- Expecting around 10 sub-operations
- Primary focus on Innovation: **TechEU**

## Support will focus on:

- a) Innovative materials
- b) R&D of equipment manufacturers
- c) Innovation in construction
- d) Innovative solutions for energy efficiency

# Key areas of innovation in the construction industry

Automation and robotics, equipment innovation



Digital Solutions, AI and Advanced Analytics



Modular and prefabricated construction



Sustainable materials and energy-efficient designs



# What have we already done

## ULMA Group: EUR 45m

- Applying advanced manufacturing technologies
- Supporting production of new sustainable building materials



## Heidelberg Materials: EUR 100m

- Development of innovative material, digitalisation and use of new technologies



## GROPYUS: EUR 40m

- Developing a modular, digital construction platform that connects all processes from architectural design to on-site assembly



# Presented for you

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**THANK  
YOU**





## PANEL DISCUSSION:

# Industrial Dialogue – Robotics in Construction

**Moderator** Szabolcs Szekacs, Policy Officer, DG GROW H2 European Commission

**Panelists** Joël Schons, Vice-President FIEC and owner of Stugalux

Riccardo Viaggi, Secretary-General CECE

Rafal Sankowski, International Sales Director at GMT Robotics

Jörg Reinold, Senior Vice President New Business & Ventures, Wienerberger AG

Manuel Flug, Executive Assistant to the Management - Digital Services, fischer Group (Baubot)



## CLOSING REMARKS

Ana Xavier, Head of Unit, DG GROW H2 European Commission