

## ADAPT TO MOVE FORWARD: LESSONS FROM THE NORTH CAPITAL FORUM 2025



**A** few days ago, I had the opportunity to attend the North Capital Forum 2025, a three-day gathering that brought together leaders from Mexico, the United States, and Canada to discuss the major challenges we face as a region. It was an enriching experience—full of ideas, perspectives, and conversations about how we can build a more integrated and competitive future for North America.

It was inspiring to be reminded that our three nations rank among the 15 largest economies in the world, and that by working together, we become even stronger. During the opening session, Antonio del Valle Perochena, President of Grupo Kaluz, said something that truly resonated with me: “To be successful in business, we must be optimistic and adapt effectively.” I couldn’t agree more. We are living through a change of era, and those who learn, connect, and adapt will be the ones driving our region’s growth.

I represent the infrastructure sector, and from that perspective, the challenge is clear: we need to develop better roads, logistics services, and connectivity. Education was also a major topic of discussion, and I found it very relevant to focus on aligning graduates’ skills with the real needs of companies. It’s not enough to develop talent; we must connect it to today’s challenges.

One of the most impactful sessions for me was led by Sean Randolph, Senior Director of the Bay Area Council Economic Institute, who spoke about mass deportations in California. He noted that the state is home to 2.3 million undocumented people, representing about 8% of the workforce, mainly in agriculture and construction. It’s a human, economic, and political issue that deserves our full attention.



Another key topic was artificial intelligence, which is transforming the way we work but also poses enormous energy and ethical challenges. I was also struck by the discussion about the nearly 40 million Mexicans who remain unbanked, representing a major opportunity for financial inclusion.

In one of the sessions on migration, someone highlighted that migrants have an entrepreneurial mindset—and I completely agree. Migration requires courage, resilience, and the ability to adapt.

I'd like to close with a quote shared by Max El-Mann, President of the Special Committee for Investment and Business Relocation:

"Today, Mexico—despite current tariff issues—is in a very good position. We have infrastructure, energy, connectivity, and above all, talent. Each year, more than 250,000 engineers graduate—a workforce like no other."

After hearing all of this, I'm left with a strong conviction: Mexico has enormous potential, and to unleash it, we need vision, strategy, and coordination. When managed wisely, challenges can become the driving force that helps us innovate, create value, and build a stronger, fairer region.