



WORLD  
POLICY  
CONFERENCE

4<sup>th</sup> Edition

December 9-11, 2011 • Vienna • Austria

World Policy Conference 2011 • 4<sup>th</sup> Edition



Institut Français des Relations Internationales  
27, rue de la Procession • 75740 Paris cedex 15 • France  
[www.ifri.org](http://www.ifri.org)

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World Policy Conference  
102, avenue des Champs-Élysées • 75008 Paris • France  
[www.worldpolicyconference.com](http://www.worldpolicyconference.com)



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**Thierry de Montbrial**

President and Founder of the World Policy Conference  
President and Founder of Ifri

# Message from the President and Founder

## *Message du Président et Fondateur*

**T**he World Policy Conference (WPC) is the only large-scale international conference entirely devoted to the issue of global governance in all its forms. The meeting in Vienna in December 2011 is the fourth edition. It comes at a pivotal time in history.

Firstly, I would like to remind you of the five principles underlying this initiative, while referring you to the compendium of the first three editions for a more detailed presentation<sup>1</sup> of this.

- The world's political, economic and environmental dimensions make for a complex system ("non-linear", i.e. the effects of upheaval are not proportional to their causes), which requires a form of governance that is both flexible and steady to prevent the system from coming apart. The methods for such a form of governance should be developed so as to be able to deal quickly with changing and often unpredictable circumstances, as is the case with any complex system.
- States, as major political units, have the collective responsibility of directing the "world system", alongside global, international and regional organisations, with either general or specific objectives. The overall architecture should be constantly adjusted in order to find a better compromise between the partly conflicting objectives of efficiency and legitimacy. Good governance requires that the key states - whether they are existing or emerging powers - should allocate part of their resources to the common good of the planet. Moreover, their weight should not stifle the emerging powers, whose opinions must therefore be heard. Expressions of support for the prevention and management of natural disasters would have an immediate positive impact in terms of ensuring the common good.
- Globalisation has contributed to an increase in the number of non-state international stakeholders (companies, NGOs, think tanks etc.). Good governance should encourage their bottom-up initiatives for the common good and allow deeper cooperation among these stakeholders, states and international organisations, which should be structured in accordance with the areas concerned.
- The European Union deserves special attention as a laboratory for producing a new type of organised political entity, based on a contractual sharing of sovereignty among member states with a view to fostering their prosperity and security.

1. cf. Thierry de Montbrial, "The Foundations of the WPC" in *World Policy Conference – Striving for an effective global governance*, Paris, 2011.

**L**a World Policy Conference (WPC) est la seule grande conférence internationale entièrement consacrée au problème de la gouvernance mondiale dans tous ses aspects. La rencontre de décembre 2011 à Vienne en est la quatrième édition. Elle intervient à un tournant de l'Histoire.

*Je rappellerai d'abord les cinq principes sur lesquels repose cette initiative, renvoyant au compendium des trois premières éditions pour une présentation plus approfondie<sup>1</sup> :*

- *Le monde, dans ses aspects politiques, économiques ou environnementaux, est un système complexe ("non-linéaire", c'est-à-dire que les effets des perturbations ne sont pas proportionnels à leurs causes), qui a besoin pour ne pas diverger d'une gouvernance à la fois souple et forte. Les modalités de cette gouvernance doivent être élaborées de façon à faire rapidement face à la variabilité des circonstances, en partie imprévisibles comme pour tous les systèmes complexes.*
- *Les Etats, en tant qu'unités politiques principales, ont collectivement la responsabilité d'orienter le "système du monde", avec à leurs côtés des organisations internationales globales ou régionales, à vocation générale ou spécialisée. L'architecture d'ensemble doit être constamment adaptée, à la recherche d'un meilleur compromis entre les objectifs partiellement contradictoires d'efficacité et de légitimité. Une bonne gouvernance suppose que les principaux Etats – vieilles puissances ou pays émergents – consacrent une partie de leurs ressources au bien commun de la planète, et en particulier que leur poids n'étouffe pas les plus petits, dont la voix doit par conséquent être entendue. Une dimension immédiate du bien commun est la solidarité pour la prévention et la gestion des catastrophes naturelles.*
- *La mondialisation a contribué à multiplier les acteurs non-étatiques à dimension internationale (entreprises, ONG, think tanks etc.). Une bonne gouvernance doit favoriser leurs initiatives bottom-up en vue du bien commun et permettre une coopération approfondie entre ces acteurs, les Etats et les organisations internationales, structurée en fonction des domaines concernés.*
- *L'Union européenne mérite une attention particulière en tant que laboratoire de fabrication d'un nouveau type d'unité politique, fondé sur un partage contractuel de souveraineté entre les Etats membres, en vue de promouvoir leur prospérité et leur sécurité.*

1. Voir Thierry de Montbrial, "Les fondements de la WPC" in *World Policy Conference – penser les nouveaux modes de gouvernance mondiale*, Paris, 2011.

## Message from President and Founder

*Message du Président et Fondateur*



- Sound global governance does not imply the total homogenisation of the political regimes of the states that make up the international system, and even less the standardisation of cultures. However, it implies the identification of universal values genuinely shared by the members of what could then legitimately be called the “international community”, and which would form the basis of a more effective system of international law.

Events since the third edition of the WPC have illustrated an essential ingredient of complexity, which is so unnerving for most people, namely unpredictability. The “Arab Spring” was no more predictable than the tsunami of March 11, 2011, or the chain reaction caused by the financial crisis in Greece. These very different events have something in common: the immediate causes of the breakdown of a system are not the same as their root causes. Knowledge of the latter does not allow us to predict the “how” or the “when” of a systemic breakdown. This is as true in politics and economics as it is in geology. In terms of the major geopolitical events of 2010-2011, it is clear that the responses in terms of governance have not been equal to the stakes. True, circumstances have allowed the implementation of a new “duty to protect civilian populations”, as in the case of Libya, leading to the fall of the Gaddafi regime. However, in terms of the future of this country, deep international rivalries apparently threaten to prevail over cooperation. In the case of Syria, a potentially far more destabilizing situation, the “international community” seems incapable of acting in a concerted manner. As for Greece, this country has exacerbated the contradictions inherent in the development of the euro zone. As I write these lines, the possibility of the break-up of the single currency, and thus the beginning of the break-up of the European Union, cannot be ruled out. Paradoxically, the existence of such a risk is our saving grace: the enormity of such a prospect incites us all to do our utmost to avoid it. The situation is reminiscent of the Cuban Missile Crisis during the Cold War era. The euro crisis, or rather the crisis of governance in the euro zone, comes at a time when the United States is also experiencing great difficulties and is unable to reach agreement on sustainably restoring its own finances to health. The “West” - the name once used to refer to the transatlantic couple that was the United States and Europe - has lost the upper hand, whilst the emerging countries, albeit lacking the historical experience of politics at an international level, are basing their reasoning, not on the virtues of global governance, but on what they consider to be their best national or regional interests. Whereas the aim of global governance is to find “win-win” solutions that benefit all parties, in a world devoid of leadership, we may find ourselves facing “lose-lose” situations. Could the prosperity of the emerging powers possibly withstand the collapse of the Euro-Atlantic couple? Given the extent and depth it has now attained, interdependence is radically incompatible with a return of outdated nationalism and of an “every man for himself” attitude.

- *Une bonne gouvernance mondiale n’implique pas l’homogénéisation totale des régimes politiques des Etats qui composent le système international et encore moins l’uniformisation des cultures. Elle suppose toutefois l’identification de valeurs universelles, réellement partagées par les membres de ce qu’il serait alors légitime d’appeler la “communauté internationale”, valeurs constituant le socle d’un droit international plus effectif.*

*Les événements postérieurs à la troisième édition de la WPC ont illustré un aspect essentiel de la complexité, si déroutant pour la plupart des hommes, à savoir l’imprévisibilité. Le “printemps arabe” n’était pas plus prévisible que le tsunami du 11 mars 2011, ou encore la réaction en chaîne provoquée par la crise financière de la Grèce. Ces cas très différents ont en commun que les causes immédiates des ruptures systémiques ne sont pas de même nature que leurs causes fondamentales. La connaissance de ces dernières ne permet de prévoir ni les modalités ni le calendrier des ruptures. Cela est vrai en politique et en économie comme en géologie. Pour ce qui est des événements géopolitiques majeurs de 2010-2011, force est de constater que les réponses de la gouvernance ne sont pas à la hauteur des enjeux. Les circonstances ont certes permis la mise en œuvre du nouveau “devoir de protéger les populations civiles” dans le cas de la Libye, entraînant la chute du régime de Kadhafi. S’agissant de l’avenir de ce pays, des rivalités internationales profondes risquent apparemment de l’emporter sur la coopération. Et, dans le cas potentiellement beaucoup plus déstabilisant de la Syrie, la “communauté internationale” semble incapable d’agir de façon concertée. Quant à la Grèce, elle a servi de détonateur aux contradictions de la construction de la zone euro. Au moment où j’écris ces lignes, l’hypothèse d’un éclatement de la monnaie unique, et donc d’un début de décomposition de l’Union européenne elle-même, ne peut plus être totalement écartée. Paradoxalement, l’existence de ce risque est notre meilleure chance, car la perspective est si dramatique qu’on est puissamment incité à tout mettre en œuvre pour l’éviter. La situation rappelle celle de la dissuasion nucléaire à l’époque de la guerre froide. La crise de l’euro, ou plus exactement la crise de la gouvernance de la zone euro, intervient alors que les Etats Unis traversent eux aussi de grandes difficultés et ne parviennent pas à s’entendre pour mettre durablement de l’ordre dans leurs propres finances. Les “Occidentaux”, comme on appelait naguère le couple transatlantique formé par les Etats Unis et l’Europe, ont perdu la main alors que les pays émergents, dépourvus de l’expérience historique de la politique à l’échelle internationale, raisonnent davantage par rapport à leurs intérêts nationaux ou régionaux, tels qu’ils les conçoivent, et non en termes de gouvernance mondiale. Alors que l’objet de celle-ci est d’identifier des solutions “gagnant – gagnant” nous risquons, dans un monde dépourvu de leadership, de nous retrouver devant des situations “perdant – perdant”. Peut-on imaginer que la prospérité des nouvelles puissances résisterait à un effondrement du couple euro-atlantique ? Au niveau de profondeur qu’elle a aujourd’hui atteint, l’interdépendance est radicalement incompatible avec le retour des nationalismes surannés et du chacun pour soi.*

## Message from President and Founder

### *Message du Président et Fondateur*

Thus, it is urgent to become aware of the threats facing today's world. If poorly managed, globalisation will grind to a halt, as it did a century ago, but even more damagingly. A fragmented world, war or at least local wars, could well become our fate. Let us hope that this fourth edition of the WPC will play a modest but significant role in averting such a misfortune.

#### **Thierry de Montbrial**

*President and Founder of the World Policy Conference  
President and Founder of Ifri  
(The French Institute of International Relations)*

*Il y a donc urgence à prendre conscience des menaces qui planent aujourd'hui sur la planète. Mal maîtrisée, la mondialisation serait interrompue, comme il y a un siècle et plus gravement encore. La fragmentation du monde, la guerre ou tout au moins des guerres, deviendraient notre horizon. Puisse cette quatrième édition de la WPC contribuer, modestement mais réellement, à conjurer pareil malheur.*

#### **Thierry de Montbrial**

*Président et fondateur de la World Policy Conference  
Directeur général et fondateur de l'Ifri*

Thierry de Montbrial is President of the French Institute of International Relations (Ifri), which he founded in 1979. He is Professor Emeritus at the Conservatoire national des arts et métiers. In 2008, he launched the World Policy Conference. He has been a member of the Académie des sciences morales et politiques of the Institut de France since 1992 and is a member of a number of foreign academies including the Russian Academy of Sciences.

He serves on the board or advisory board of a number of international companies and institutions. Thierry de Montbrial chaired the Department of Economics at the Ecole polytechnique from 1974 to 1992. He was the first Chairman of the Foundation for

Strategic Research (1993-2001). Entrusted with the creation of the Policy Planning Staff (Centre d'analyse et de prévision) at the French Ministry of Foreign Affairs, he was its first director (1973-1979).

He has authored sixteen books, several of them translated in various languages. He is a Commandeur of the Légion d'honneur and a Grand Officer of the National Order of Merit and has been awarded many other state honors by the French and foreign governments. He holds nine honoris causa doctorates.

Thierry de Montbrial is a graduate of the Ecole polytechnique and the Ecole des mines, and received a PhD in Economics from the University of California at Berkeley.

Thierry de Montbrial est le Directeur général de l'Institut français des relations internationales qu'il a fondé en 1979. Il est professeur émérite au Conservatoire national des arts et métiers. En 2008, il a lancé la World Policy Conference. Il est membre de l'Académie des sciences morales et politiques de l'Institut de France depuis 1992 et membre associé de nombreuses académies étrangères dont l'Académie des sciences de Russie. Il siège au conseil ou au conseil consultatif de plusieurs entreprises ou institutions internationales.

Thierry de Montbrial a dirigé le département de sciences économiques de l'Ecole polytechnique entre 1974 et 1992. Il a été le premier Président de la Fondation de la

recherche stratégique (1993-2001). Il a mis sur pied le Centre d'analyse et de prévision du Ministère des Affaires étrangères et en a été le premier directeur (1973-1979).

Il est l'auteur de seize livres, certains traduits en plusieurs langues. Il est Commandeur de la Légion d'honneur, Grand Officier de l'Ordre national du mérite et titulaire de nombreuses autres décorations françaises et étrangères, ainsi que de neuf doctorats honoris causa.

Thierry de Montbrial est ancien élève de l'Ecole polytechnique, docteur en économie de l'Université de Berkeley (Californie) et ancien ingénieur général au corps des Mines.



# Agenda *Programme*



## Friday, December 9 • Vendredi 9 décembre

- 15:00 • 16:15 Opening session • *Ouverture*
- 16:15 • 17:15 Plenary session 1 • *Session plénière 1*  
With the President of the European Central Bank  
*En présence du Président de la Banque Centrale européenne*
- 17:15 • 17:30 Coffee break • *Pause-café*
- 17:30 • 19:30 Plenary session 2 • *Session plénière 2*  
"Arab Spring and global governance"  
*"Printemps arabe et gouvernance mondiale"*
- 19:30 • 20:45 Plenary session 3 • *Session plénière 3*  
"Major catastrophes and global governance"  
*"Catastrophes majeures et gouvernance mondiale"*
- 20:45 • 21:15 Welcome cocktail • *Cocktail d'accueil*
- 21:15 • 23:00 Dinner at the Hofburg Palace (Conference Center) •  
*Dîner au Palais Hofburg (Conference Center)*

## Saturday, December 10 • Samedi 10 décembre

- 9:00 • 10:30 Plenary session 4 • *Session plénière 4*  
"Africa: what democratic transitions?" *"Transitions africaines"*
- 10:30 • 11:00 Coffee break • *Pause-café*
- 11:00 • 12:45 Plenary session 5 • *Session plénière 5*  
"The future of the G8 and G20 and governance of the world economy"  
*"L'avenir du G8 et du G20 et la gouvernance de l'économie mondiale"*
- 13:00 • 15:00 Lunch debate • *Déjeuner débat*
- 15:30 • 17:00 Plenary session 6 • *Session plénière 6*  
"Europe as a laboratory for global governance"  
*"L'Europe comme laboratoire de la gouvernance mondiale"*
- 17:00 • 17:30 Coffee-break • *Pause-café*
- 17:30 • 19:30 Parallel workshops • *Ateliers en parallèle*
1. Energy and environment *Energie et environnement*
  2. Food security *Sécurité alimentaire*
  3. Health *Santé*
  4. Global governance and its current state  
*Gouvernance mondiale et état des lieux*
- 20:30 Gala dinner at the Rathaus • *Dîner de gala au Rathaus*

## Sunday, December 11 • Dimanche 11 décembre

- 9:00 • 10:00 Reports from parallel workshops • *Compte rendu des ateliers parallèles*
- 10:00 • 11:15 Plenary session 7 • *Session plénière 7*  
"Development and security" *"Développement et sécurité"*
- 11:15 • 11:30 Coffee break • *Pause-café*
- 11:30 • 12:45 Plenary session 8 • *Session plénière 8*  
"Corporate social responsibility and global governance"  
*"Responsabilité sociale des entreprises et gouvernance mondiale"*
- 12:45 • 14:45 Lunch debate • *Déjeuner débat*  
"Lesson learned: an experience of the Polish-Russian rapprochement"  
*"Leçons de l'expérience du rapprochement polono-russe"*
- 15:00 • 16:00 Plenary session 9 • *Session plénière 9*  
With the Minister of Defense and Deputy Prime Minister of Israel  
*En présence du Ministre de la Défense et Vice-Premier Ministre d'Israël*
- 16:15 • 17:45 Plenary session 10 • *Session plénière 10*  
"General debate" *"Débat général"*
- 17:45 • 18:15 Envoi • *Conclusions*
- 20:30 Closing dinner • *Dîner de clôture*



Conference themes  
*Thème des sessions*

## Conference themes

Thèmes des sessions



**La séance d'ouverture de la quatrième édition de la WPC est centrée, après une introduction d'ensemble aux travaux, sur les points de vue, au plus haut niveau, de deux acteurs clefs du monde musulman : la Turquie et le Qatar. Suivront dix sessions plénières et quatre ateliers.**

**1** La première session sera organisée autour du nouveau Président de la Banque Centrale Européenne. La BCE, dont les statuts ne laissent qu'une place limitée à l'interprétation, est soumise aux pressions de ceux qui voudraient la voir se substituer au moins partiellement aux obligations des Etats membres de la zone euro. L'Allemagne résiste, tandis que les peuples grondent.

**2** La deuxième session sera consacrée au "printemps arabe" et à ses suites, du point de vue de la gouvernance mondiale. La parole sera donnée à de hautes personnalités politiques de la région. Les aspects économiques, notamment énergétiques, seront également abordés, ainsi que la comparaison, souvent faite en Europe, avec la chute du mur de Berlin et la fin de l'Union soviétique entre 1989 et 1991.

**3** Un des aspects de l'interdépendance croissante caractéristique de la mondialisation est l'augmentation du risque de catastrophes réellement mondiales. Une dimension souvent citée est la prolifération nucléaire, notamment à propos de la Corée du Nord et de l'Iran. Une autre dimension, moins systématiquement

**After a general introduction, the opening session of the fourth edition of the WPC will focus on the viewpoints, at the highest level, of two key players in the Muslim world: Turkey and Qatar. This will be followed by ten plenary sessions and four workshops.**

**1** The first session will be organised around the new president of the European Central Bank. The ECB, whose statutes leave little room for interpretation, is subject to pressure from those who would like to see it deployed, at least partially, as a crisis backstop in the euro zone. Germany is resisting such a proposal, while the peoples of Europe become increasingly angry.

**2** The second session will be devoted to the "Arab Spring" and its consequences in terms of world governance. Important political figures from the region will take the floor. Economic aspects, notably energy efficiency, will also be discussed, as will the comparison, often made in Europe, between the current crisis and previous historic events such as the Fall of the Berlin Wall and the collapse of the Soviet Union between 1989 and 1991.

**3** One aspect of the growing interdependency characteristic of globalisation is the increased risk of truly global catastrophes. Nuclear proliferation is an example that is often mentioned, particularly in relation to North Korea and Iran. Another possibility is nuclear terrorism, which has perhaps been less systematically explored until now. This could be practised by states or small non-state political units. The third session will address these two topics.

**4** Contrary to still widely held preconceived ideas, Africa is undergoing thriving development and has abundant resources. On the whole, however, this continent suffers from poor governance, which has significant global consequences. The fourth session will look at this issue.

**5** The G8 and especially the G20 have become the two pillars of global political and economic governance. Their efficiency and legitimacy, however, remain controversial. It is therefore natural that each year this subject is taken up by the WPC. This year, it is centred on the main players under the Korean (2010), French (2011) and Mexican (2012) Presidencies.

**6** The European Union is a true governance laboratory, on the scale of a continent. Perhaps it could foreshadow the very long-term evolution of global governance. Beyond the current crisis, what lessons can be learned from its experiences? In the sixth session, this issue will be discussed, from various angles, by the major players, both from inside and outside the EU.



explorée jusqu'ici, est le terrorisme numérique, qui pourrait être le fait d'Etats ou de petites unités non-étatiques. La troisième session traitera de ces deux sujets.

**4** Contrairement à des idées encore répandues, l'Afrique connaît un développement vigoureux et regorge de richesses. Mais, dans l'ensemble, ce continent souffre de mal-gouvernance, ce qui a des lourdes conséquences globales. La quatrième session abordera cette question.

**5** Le G8 et surtout le G20 sont devenus deux piliers de la gouvernance politique et économique mondiale, dont les performances en termes d'efficacité et de légitimité restent cependant controversées. Il est donc naturel que, chaque année, ce sujet soit repris par la WPC, cette année autour des principaux acteurs des présidences coréenne (2010), française (2011) et mexicaine (2012).

**6** L'Union européenne est un véritable laboratoire de gouvernance, à l'échelle d'un continent, mais qui pourrait préfigurer l'évolution de la gouvernance mondiale sur le très long terme. Au-delà de cette crise actuelle, quelles leçons peut-on tirer de son expérience ? Dans la sixième session, la question sera abordée, sous des angles variés, par des acteurs majeurs, intérieurs et extérieurs à l'Union.

**7** La mondialisation profite à toutes les unités actives de la planète, y compris aux

## Conference themes

### Thèmes des sessions

terroristes et aux criminels, ce qui ajoute une dimension à la problématique de la gouvernance. Tel sera le sujet de la septième session, à partir de l'expérience indienne et de celle de l'Office des Nations Unies contre la drogue et le crime.

8 Bien que les Etats demeurent les principaux acteurs du système international, ils ne sont pas les seuls. Les entreprises mondialisées ont des responsabilités, tant au niveau de chacun des pays où elles sont présentes qu'à celui de la gouvernance globale. Ce sujet majeur sera traité dans la huitième session par deux grandes personnalités issues, l'une de la politique, et l'autre de l'entreprise.

9 Pour des raisons uniques dans l'histoire, Israël joue un rôle spécifique dont l'enjeu dépasse largement le Proche et le Moyen-Orient. En conséquence, l'Etat Hébreu est un acteur mondial dont la vision, en termes de gouvernance globale, est rarement discutée. La neuvième session abordera ce sujet autour d'une très haute personnalité du gouvernement israélien.

10 La dernière session sera consacrée à un débat d'ensemble, avec plusieurs personnalités ayant exercé, dans un passé récent, des responsabilités éminentes. Elles s'efforceront de tirer quelques enseignements de la conférence mais aussi d'ouvrir de nouvelles avenues.

7 Globalisation benefits active units all over the world, including terrorists and criminals, adding another dimension to the issue of governance. This will be the topic of the seventh session, based on the experience of India and of the United Nations Office on Drugs and Crime.

8 Even though states are still the principal actors of the international system, they are no longer the only ones. Global companies have responsibilities both at the level of the countries in which they operate, as well as in terms of global governance. This important issue will be explored by two influential figures, one from the world of politics and the other from the world of business.

9 For unique historical reasons, Israel has a specific role to play on the world stage, the scope and influence of which extends far beyond the Near and Middle East. The Jewish State is therefore a world player, whose vision in terms of global governance is rarely discussed. The ninth session will examine this issue with a very important figure from the Israeli government.

10 The last session will be devoted to an overall debate led by several figures, each of whom has played an important role in recent events. They will try to draw some lessons from the conference and open up new perspectives and possibilities.



Les quatre ateliers porteront sur des aspects fondamentaux et donc récurrents de la gouvernance mondiale.

#### L'énergie et l'environnement

Du point de vue de la gouvernance, le lien entre les deux sujets ne cesse de se renforcer, en raison du changement climatique et de l'impact d'événements comme la catastrophe de la centrale de Fukushima. Les travaux de cet atelier seront introduits par les perspectives d'un grand industriel, d'une ONG et d'une agence de notation spécialisée.

#### La sécurité alimentaire

Le sujet est motivé par la croissance de la population mondiale, le changement et les aléas climatiques, l'évolution des habitudes alimentaires et la volatilité des marchés. Le débat sur le rôle des Etats et des organisations internationales pour la régulation – au sens large – de ces marchés, fait apparaître de fortes oppositions. Il sera introduit ici par d'éminents spécialistes privés et publics.

#### La santé

Les problèmes de santé publique font désormais partie intégrante de la problématique de la gouvernance mondiale, en raison de l'intensification des mouvements de personnes et des biens. Le sujet sera introduit cette année par deux grands industriels de la pharmacie et par un généraliste des politiques publiques.

#### Gouvernance mondiale – état des lieux

Il s'agira dans cet atelier d'échanger des vues synthétiques sur la gouvernance, à partir de l'observatoire créé dans ce domaine par le Council on Foreign Relations de New York et de Washington, des travaux sur le sujet d'un éminent intellectuel singapourien, et de deux grands industriels à vocation mondiale.

The four workshops will look at some of the fundamental, and thus recurring, elements of global governance.

#### Energy and environment.

From a governance perspective, the link between these two issues is increasingly strong due to climate change and the impact of events such as the Fukushima nuclear power plant disaster. The workshop will look at these issues from the varying perspectives of a large company, an NGO and a specialised rating agency.

#### Food security

This topic is connected to world population growth, climate change and hazards, changing food habits and market volatility. The debate on the role of states and international organisations in regulating - in the broadest sense - markets has given rise to strong opposition. The topic will be addressed in this workshop by prominent specialists from the private and public sectors.

#### Health

Public health issues have become an integral part of the problem of global governance due to the increased mobility of people and goods. The subject will be addressed this year by two major pharmaceutical firms and a public policy generalist.

#### Global governance - Taking stock

The aim of this workshop is to exchange overall views on governance, using the data collected by the observatory set up by the Council on Foreign Relations in New York and Washington, as well as the results of the work on this subject by a prominent Singaporean intellectual and two industry leaders operating globally.



# Participants

*Participants*

## Participants



### **Abdelatif, Soumeia**

Algerian physician. First Vice President of North/South dialogue for Arab countries and the Mediterranean at the Robert Schuman Institute for Europe. Founding member of the House of Europe in Alsace.



### **Abiteboul, Jean**

President of Cheniere Supply & Marketing, a 100% subsidiary of Cheniere Energy, Inc., a Houston based company specializing in liquefied natural gas importation. He joined Cheniere in 2006, after having held various positions within Gaz de France (now GDF Suez), among which Executive Vice President for Supply, Trading & Marketing, President of Gaselys, International Executive Vice President as well as Advisor to the Chairman & CEO and Secretary of the Board of Directors.



### **Aita, Samir**

President of the Cercle des Economistes arabes, Editor in chief and General Manager of *Le Monde diplomatique* éditions arabes, CEO of A Concept, a consulting firm in economy and information technologies. He consulted for international organizations (UNDP, European Union, World Bank), Arab countries' governments and industrial firms. He graduated from Ecole Polytechnique, Ecole nationale des Ponts et Chaussées, with a MBA from the Centre de perfectionnement des Affaires (HEC), and post-graduate degrees in mechanical engineering from the Institut National des Sciences et Techniques Nucléaires and in social anthropology from the Ecole des Hautes Etudes en Sciences Sociales.



### **His Royal Highness Prince Turki Al-Faisal**

His Royal Highness Prince Turki Al-Faisal served as the Ambassador of the Kingdom of Saudi Arabia to the United States of America from September 13, 2005 until February 2, 2007. His Royal Highness is involved in a number of cultural and social activities. He is one of the founders of the King Faisal Foundation and is the Chairman of the King Faisal Center for Research and Islamic Studies in Riyadh. He is a member of the Board of Trustees of the Center for Contemporary Arab Studies at Georgetown, the Oxford Center for Islamic Studies, and the King Faisal Foundation. He graduated from The Lawrenceville School in Lawrenceville, New Jersey. He subsequently pursued an undergraduate degree at Georgetown University in Washington, DC.



### **His Highness Sheikh Hamad Bin Khalifa Al-Thani**

Emir of the State of Qatar. He joined the Royal Military Academy, Sandhurst, and graduated in 1971. He joined the Qatari Armed Forces in the rank of Lieutenant Colonel. He played a major role in developing the Qatari Armed Forces, modernizing existing units, increasing its personnel and equipping it with the most up-to-date weapons. On May the 31, 1977, he was appointed Heir Apparent and Minister of Defense in addition to his post as Commander-in-Chief of the Armed Forces. He chaired the Higher Council for Youth Welfare. He gave much support and attention to youth and sports sectors. He acceded to power on June 27, 1995. His Highness has been awarded decorations and orders by a number of Arab and foreign countries in appreciation of his efforts to boost bilateral relations and promote cooperation with these countries.



### **Alaoui Mdaghri, Driss**

President of the Association Marocaine d'Intelligence Economique (AMIE) and of the Fondation des Cultures du Monde (FCM), President of

the Economy Commission of the CGEM and Vice-President of the International Chamber of Commerce in Morocco. He is also a university professor, columnist and writer. He has been a minister several times (Communication and Spokesman of the Government, Youth and Sports, Energy and Mines, State Secretariat for Foreign Affairs in charge of the Arab Maghreb Union). Former CEO of the ISCAE and of the CIDC.



### **Alhajeri, Manaf**

Chief Executive Officer of Kuwait Financial Center, better known as Markaz since March 2004, one of the leading asset management and investment banking entities in the Middle East with a strategic focus to achieve regional leadership. Prior to joining Markaz, he held the position of Deputy Director in the Investment department in the Kuwait Fund for Arab and Economic Development. He writes occasionally in the Kuwaiti economic press and serves on the boards of non-profit community groups. He is a Certified Financial Manager (CFM) from The Institute of Management Accountants (IMA) New Jersey. He also holds a Master of Science and Bachelor degrees in Civil Engineering from Kuwait University.



### **Allard, Patrick**

Consultant on international economic issues to the Policy Planning Staff, Ministry of Foreign and European Affairs, France. Formerly, he held the position of Chief Economist / Counsellor for international economic issues, Policy Planning Staff, Ministry of Foreign and European Affairs, France. He also has served as Head of the International Macroeconomic Forecasts Division and Head of the Public accounts Division of the French Ministry of Economy. He has also been staff economist at the Economic department of the OECD. He is alumnus of the Ecole nationale d'administration.



### **Amano, Yukiya**

Director General of the International Atomic Energy Agency (IAEA), he previously served as Permanent Representative and Ambassador Extraordinary and Plenipotentiary of Japan to the International Organizations in Vienna (2005-2009). He chaired the 2007 Preparatory Committee for the 2010 Nuclear Non-proliferation Treaty Review Conference. Before that, he was appointed as Director-General for the Disarmament, Non-Proliferation and Science Department at the Japanese Foreign Ministry (until 2005) after serving as a governmental expert on the U.N. Expert Group on Disarmament and Non-Proliferation Education in 2001. He graduated from the Tokyo University Faculty of Law.



### **Ancram, Michael**

Former Conservative Member of Parliament. He is a member of the Top Level Group of UK Parliamentarians for Multilateral Nuclear Disarmament and Non-proliferation. He was a member of the Parliamentary Intelligence and Security Committee, Member of the Shadow Cabinet (1997-2005), Shadow Secretary of State for Foreign and Commonwealth Affairs (2001-2005), International Affairs (2003-2005), Defence (2005), Deputy Leader of the Opposition (2001-2005). He was also Chairman of the Conservative Party (1998-2001), Minister of State, Northern Ireland Office (1994-1997). He graduated from Christ Church at the University of Oxford in History, and the University of Edinburgh, Scotland.



### **Androsch, Hannes**

Former Austrian Federal Minister of Finance (1970-1981) and former Vice Chancellor of the Republic of Austria (1976-1981). He served as Director General of the banking institution *CA Creditanstalt Bankverein* (1981-1989) and Consultant at the World Bank (1988-1989). In 1989, he founded AIC Androsch International

## Participants

Management Consulting GmbH. Today he is an industrialist and he is dedicated to economic-political, socio-political, and scientific-political matters. He has received numerous distinctions and awards and is the author of a multitude of publications. He has a degree in Business Administration and a PhD in Economics.



### Aranda Bezaury, Lourdes

Vice Minister of Foreign Affairs since 2003 and Mexican Sherpa for the G20 since 2008. She is also President of the *Instituto Matías Romero* and a member of the Mexican Council of Foreign Affairs (COMEXI). She was appointed Ambassador in 2002. She served as Director General for Global Affairs at the Mexican Ministry of Foreign Affairs and as Deputy Representative at the Mexican Permanent Mission to the OAS. She holds a Bachelor's Degree in International Relations from El Colegio de México. She graduated in History and Foreign Policy from the Institut universitaire de hautes études internationales of Geneva and from the Inter-American Defense College (IADC), Washington, D.C.



### Avital, David

President of MTP Investment Group. Entrepreneur, venture capitalist and philanthropist who has realized great success in real estate, parking, biotech and other areas thanks to the strong values and principles acquired through his long military career. The tenets and cornerstones of his business philosophy are creativity, flexibility, persistence and an infallible moral code. He serves on the board of directors of several companies and is actively involved in charity and political organizations.



### Badinter, Robert

Former French Minister of Justice, Keeper of the Seals. He joined the Paris Bar in 1951 and practiced law until 1981. He was President of the Constitutional Council. From 1989, he has been called for expertise work on constitutional problems in the new democracies in Central and Eastern Europe. He is the main inspirer and promoter of the Stockholm Convention of 1992, creating the "Court of Conciliation and Arbitration in the O.S.C.E.". In 1995, he was elected to the French Senate and re-elected in 2004. He holds a B.A. (Sorbonne-Paris) and a L.L.B. degree (Paris School of Law), a A.M. degree from Columbia University and a L.L.D. from Paris-School of Law. In 1965, he obtained the highest degree in French Law, the "agrégation de Droit", and was appointed Professor of Law in 1966.



### Barak, Ehud

Israel's Defence Minister since June 2007. He is Chairman of the Haazma'ut faction 2011 and former Chairman of the Labour party. He previously served as Israel's 10<sup>th</sup> Prime Minister and Minister of Defence from 1999 to 2001. He also served as Minister of the Interior and then as Foreign Minister under Prime Minister Rabin and Prime Minister Peres in the years 1995-1996. He received a B.Sc. degree in mathematics and physics from the Hebrew University in Jerusalem in 1968, and an M.Sc. in economic engineering systems at Stanford University in 1978.



### Barrault, François

Chairman and founder of FDB Partners, an investment and consulting firm in TMT, renewable energy and publishing. Prior to joining BT as CEO of BT Global Services and being a board member of BT Group PLC and after having created and led BT International as President, he built businesses and co-founded several companies. He was President and CEO of Lucent EMEA.

Prior to Lucent, he worked at Ascend Communications, where he had the position of Senior Vice President International coming from the acquisition of Stratus Computer. He holds a Master of Science (DEA) in Robotics/A.I. He graduated from the Ecole Centrale de Nantes and started his career as a researcher in IBM labs.



### His All Holiness Bartholomew 1<sup>st</sup>

His All Holiness Bartholomew 1<sup>st</sup> was elected in 1991 Archbishop of Constantinople, New Rome and Ecumenical Patriarch. His personal experience and his theological formation give him a unique perspective within ecumenical relations and environmental issues. He is working to bring about reconciliation with Catholic and Anglican Churches and also with other faiths. He was ordained to the Diaconate in 1961 and to the Priesthood in 1969. He served as assistant Dean at the Patriarchal Theological School of Halki and then as Director of the Private Patriarchal Office (Ecumenical Patriarchate). He studied at the Patriarchal Theological School of Halki, the Pontifical Oriental Institute (Gregorian University), Rome, the Ecumenical Institute, Bossey (Switzerland) and the University of Munich.



### Bartholomew, Reginald

Former Chairman of Merrill Lynch Investment Banking Italy. In the US State Department he was Principal Deputy of the Policy Planning Staff (1974-1977), Assistant Secretary of State for Politico-Military Affairs (1979-1981), Undersecretary of State for International Security Affairs (1989-1992) and held senior positions in the White House (NSC) and the Department of Defense. Abroad, he was US Ambassador to Lebanon (1983-1986), Spain (1986-1989), NATO (1992-93) and Italy (1993-1997). Upon retirement, he joined Merrill Lynch Investment Banking as Vice-Chairman Europe and Chairman Italy (1997-2011). He holds a B.A. from Dartmouth and a M.A. from the University of Chicago.



### Batakovic, Dusan

Ambassador of Serbia to France. Director of the Institute for Balkan Studies, Belgrade, and President of the Serbian Committee of AIESEE (*Association Internationale d'Etudes du Sud-Est Européen*), he also served as Ambassador to Canada, Ambassador at large, Advisor to the President of Serbia and Ambassador to the Hellenic Republic. He holds a Ph.D. "France and the creation of parliamentary democracy in Serbia 1830-1914" from the University of Paris-Sorbonne, Paris IV.



### Bourqia, Rahma

Professor of Sociology in Hassan II University and member of the Moroccan Royal Academy. Former President of Hassan II Mohammedia University. Visiting Professor and Lecturer at four American universities (Old Dominion in Virginia, Harvard, Princeton and Milwaukee), Helsinki University and the School of Oriental Studies in London. Consultant to several international organisations, (IFAD in Rome, WHO in Geneva, World Bank in Washington D.C. and Ford Foundation in Cairo), she received royal honours for her contribution to the Consultative Commission for Reform of the Moudawana (family code). She holds a Ph.D. in sociology from Manchester University in the United Kingdom.



### Bujon de l'Estang, François

Senior International Adviser and member of the European Advisory Board of Citi after having been Director of Citigroup France. Former Foreign Ambassador of France to the United States and to Canada, diplomatic Advisor to Prime Minister Jacques Chirac and special Assistant to President Charles de Gaulle. Former Director of international relations at the French Atomic Energy Commissariat. He is a graduate of the Institut d'Etudes Politiques de Paris, of the Ecole Nationale d'Administration, and of the Harvard Graduate School of Business Administration.

## Participants



### Caillé, André

Chancellor of the University of Montreal and Director of National Bank of Canada. Former Chairman of the World Energy Council and Deputy Minister of Environment Department of Quebec. Former Chairman and CEO of Gaz Métropolitain. He graduated from the University of Montreal, where he obtained a master's degree and a doctorate in physical chemistry.



### Chabannes, François

President of Technochabs. Former Delegate-General of the Council of French Defence Industries (CIDEF), the Group of Telecommunication and Professional Electronics Industries (GITEP-EDS) and General Manager of the Industrial Laser Company (CILAS). Former Vice-President Defence Strategy in the Aeronautic branch and Secretary-General of the International Department within Thompson-CSF Group. He graduated from the Ecole Polytechnique, the ENSAR; he obtained a master's degree in quantum optics and a degree INFO II (CIRO-Defense computer science).



### Charney, Scott

Corporate Vice President for Microsoft's Trustworthy Computing Group. He is responsible for a range of corporate programs that influence the security, privacy and reliability of Microsoft's products, services and internal networks. He serves on the President's National Security and Telecommunications Advisory Committee. Prior to joining Microsoft, he served as a principal at PricewaterhouseCoopers. Before that, he served as chief of the Computer Crime and Intellectual Property Section (CCIPS). He served as Chair of the G8 Subgroup on High-Tech Crime.

He graduated from the Syracuse University College of Law and received his undergraduate degrees from the State University of New York at Binghamton.



### Chestnoy, Sergey

Director of Russian Aluminium (RUSAL) International Department since July 2001. He has held several positions in the Ministry of Foreign Affairs of Russia since 1984, including Deputy Director of Department of North America, Special Adviser to the Russian sherpa in G-8, Director of the Economic Section of the Embassy of the Russian Federation in the USA (Washington) and Deputy Director of the Department of Economic Cooperation. He graduated from Moscow International Relations Institute and obtained a doctorate (PhD) in Economics.



### Cleary, Seán

Founder and Executive Vice-Chairman of the Future World Foundation. Chairman of Strategic Concepts (Pty) Ltd. Strategic Adviser to the Chairman of the World Economic Forum, member of the Board of LEAD International and the International Foundation of Electoral Systems (IFES) and co-author, with Thierry Malleret, of *Resilience to Risk*, and *Global Risks*. He studied social sciences and law and holds a MBA from Henley Management College at Brunel University, United Kingdom.



### Collomb, Bertrand

Honorary Chairman of Lafarge. Director of Total, ATCO and DuPont, and Chairman of IHEST (Institute for Studies in Science and Technology). Former Chairman and CEO of Lafarge. Member of the Académie des Sciences Morales et Politiques. He graduated from the Ecole polytechnique and the Ecole des Mines in Paris. He also holds a French law degree and a PhD in Management (University of Texas).



### Contamine, Jérôme

Executive Vice-President, Chief Financial Officer, and Member of the Executive Committee, Sanofi-Aventis. Former Senior Executive Vice President, Deputy General Manager and Chief Financial Officer of Veolia Environment. Prior to this, he was Vice President Europe and Central Asia, Upstream Division of Total, and Finance Director & Treasurer of Elf Group. He is a graduate of the Ecole Polytechnique (X), France's most prestigious engineering school, ENSAE, the national statistics and economics engineering school, and Ecole Nationale d'Administration.



### Corm, Georges

Academic teacher at Saint Joseph University, former Minister of Finance of the Lebanese Republic (1998-2000). An economist by profession, he specialized in the Middle Eastern and Mediterranean region and is a well-known consultant to International Organizations (The World Bank, The European Union, FAO, etc.). He studied in Paris and graduated from The Institut d'Etudes Politiques (Economic and Financial Department) and from the Faculté de Droit et de Sciences Economiques (Ph.d. in Constitutional Law). He has published extensively on economic topics and the history of the Middle East.



### David, Dominique

Executive Vice-President of Ifri since 2006. He is also Editor of *Politique étrangère*. Researcher at the Ifri since 1992, he was in charge of the Security Studies department (2000-2006). He was a researcher at the Center of Political Studies of Defense (Université de Paris I), Deputy Director of the Institut français de polémologie (French Institute of Polemology), and Secretary General of the FEDN (Fondation pour les études de défense nationale). He was a member of the Scientific Council of Defense to the French Defence Minister (1998-2010).

He also taught at the Military School of Saint-Cyr, at the Paris I University and at the Institut d'études politiques de Paris (IEP).



### Delapalme, Nathalie

Director of Research and Policy of the Mo Ibrahim Foundation since 2010. She served as Inspecteur général des finances at the French Ministry of Economy and Finances, Advisor in charge of Africa to the French Ministers of Foreign Affairs and Advisor to the French Minister of Development. She began her career at the French Sénat, where she served at the Finances and Budget Commission, auditing a number of public expenditures, notably in the defence, foreign affairs, development, environment, research, education, and media sectors. She graduated from the Institut d'Etudes Politiques of Paris and holds a degree (DEA) in applied economics.



### Delienne, Philippe

President of Convictions AM. He is co-founder and Vice President of the Française des Placements's Governance Board. He was CPR's General Manager then Vice President (1988-1999) and CNCA's government finance Manager (1986-1987). Before, he was Vice President of Crédit Agricole in Chicago (1982-1987) and Head of the Group's bond issues. He graduated from the Institute of Actuaries of Lyon (ISFA).



### Delpèch, Thérèse

Director for Strategic Studies at the Atomic Energy Commission. Former member of the IISS Council and Advisor to the French Prime Minister for politico-military affairs and permanent Consultant to the Policy Planning Staff of the French Foreign Affairs Ministry. She studied philosophy and is the author of seven books including *L'Appel de l'Ombre*, *Puissance de l'Irrationnel* (2010).

## Participants



**Dervis, Kemal**

Vice President for Global Economics and Development at the Brookings Institution. Former Head of the United Nations Development Program, member of the Turkish Parliament and Minister for Economic Affairs and the Treasury. He earned his Bachelor and Master's degrees from the London School of Economics, and his PhD in economics from Princeton University.



**Desazars de Montgailhard, Jean**

Executive Vice President, Strategy & Development, Lafarge, and Director of Rexecode. He previously was Regional President for Asia Pacific at Lafarge and played a major role in the Group's development in Asia as well as in Africa. He first joined the Group as Vice President Strategic Planning and Development, a position which he occupied in Paris and Spain, where he subsequently became Vice President Sales and Marketing. He started his career at the French Ministry of Foreign Affairs and was deputy Undersecretary of State for arms control. He is a graduate of the Ecole Nationale d'Administration (ENA) and the Institut d'Etudes Politiques of Paris. He also holds a Master in Economics.



**Desker, Barry**

Dean of the S. Rajaratnam School of International Studies, Nanyang Technological University (NTU) and Director, Institute of Defence and Strategic Studies, NTU. He was Chief Executive Officer of the Singapore Trade Development Board (1994-2000), Singapore's Ambassador to Indonesia (1986-1993), Director of the Policy, Planning and Analysis Division of the Ministry of Foreign Affairs (1984-1986) and Deputy Permanent Representative to the United Nations, New York (1982-1984).

He was educated at the University of Singapore, University of London and Cornell University.



**Djerejian, Edward P.**

Founding Director, James A. Baker III Institute for Public Policy, Rice University. He previously was U.S. ambassador to Israel (1993-1994) and to the Syrian Arab Republic (1988-1991), and Assistant Secretary of State for Near Eastern affairs in both the George H.W. Bush and Clinton administrations (1991-1993). He also served in the U.S. Foreign Service for eight presidents, from John F. Kennedy to William J. Clinton (1962-1994). His book "Danger and Opportunity: An American Ambassador's Journey Through the Middle East" was published in 2008. He has been awarded the Presidential Distinguished Service Award and numerous other honors.



**Draghi, Mario**

President of the European Central Bank since November 2011. He was Executive Director of the World Bank (1984-1990), Director General of the Italian Treasury (1991-2001), Vice Chairman and Managing Director at Goldman Sachs International (2002-2005), Governor of the Banca d'Italia (2006-October 2011). He also served as Chairman of the European Economic and Financial Committee and Chairman of the OECD's Working Party No 3. He is on the Board of Trustees of the Princeton Institute for Advanced Study and the Brookings Institution. He has a degree in Economics, "La Sapienza" University of Rome and a PhD in Economics, Massachusetts Institute of Technology (MIT).



**Drouin, François**

CEO of OSEO (the French Agency for Innovation and SMEs financing). Former Engineer at the Directorate of Navigation of the Nord-Pas-de-Calais Region, Managing Director of the Caisse de Dépôts (French public financial institution) for the Normandie Region and later on for the

Bourgogne region, Chairman of the Board for the Caisse d'Epargne (French savings banks) in the Midi-Pyrenees and for the Crédit Foncier de France (National mortgage bank of France). He holds a degree from the Ecole Polytechnique and from the ENPC (corps de Ponts).



**Einem, Caspar**

President of the Austrian Institute for international Affairs (OIIIP) in Vienna since 2011 and President of the supervisory board of Austro-control. He served as State Secretary in the Federal Chancellery (1994), Federal Minister of Interior (1995-1997) and as Federal Minister of Transport and Sciences, until 2000, member of the Austrian Parliament (2000-2007). He was also a member of the European Fundamental Rights Convention (2000) and of the European Constitutional Convention, President of the European Centre of Employers and Enterprises providing Public services (CEEP) in Brussels. He finished his law degree (PhD) in Vienna in 1971.



**Erlanger, Steven**

Paris bureau chief of *The New York Times*. He has served in numerous postings for *The Times* in Berlin, Prague, Washington, Moscow, Bangkok and New York where he served as Culture Editor for two years. Previously, he worked for *The Boston Globe* as its European correspondent, based in London. He also reported from Eastern Europe, Moscow and revolutionary Iran. He was a Teaching Fellow at Harvard University. He shared in a Pulitzer Prize for Explanatory Reporting for a series on Al Qaeda and global terrorism in 2002. He received an A.B. degree from Harvard College and studied Russian at St. Antony's College, Oxford.



**Fedotov, Yury Viktorovich**

Executive Director of the United Nations Office on Drugs and Crime (UNODC) and Director-General of the

United Nations Office at Vienna (UNOV) since 2010. He holds the rank of Under-Secretary-General of the United Nations. He served as Ambassador Extraordinary and Plenipotentiary of the Russian Federation to the Court of St. James's in London and as Deputy Minister of Foreign Affairs of the Russian Federation for International Organizations. As a member or head of Russian delegations, he took part in many international conferences and forums. He started his foreign service career in 1972 as a member of the USSR delegation to the United Nations Disarmament Committee in Geneva. He graduated from the Moscow State Institute of International Relations (MGIMO).



**Fischer, Heinz**

President of the Republic of Austria (since 2002 and until 2016). He has been a member of the National Security Council and the Foreign Affairs Council of the Republic of Austria. Dr. Fischer was also Deputy Chairman of the Party of European Socialists (PES), Member of the National Council, Federal Minister of Science and Research and executive chairman of the Social Democratic Group in the Austrian Parliament. He is the author of numerous books and smaller publications in the fields of law and political science. He studied Law and Political Science at the University of Vienna from which he obtained a Doctor of Law degree.



**Fischer, Joschka**

Former Vice Chancellor and Foreign Minister of the Federal Republic of Germany (1998 - 2005). He led the Green Party in its first participation in government, both at state level (Hesse) and federal level. From 2006 to 2007, He held a professorship at the Woodrow Wilson School of International and Public Affairs at Princeton University (USA). He is a member of the Board of Trustees of the International Crisis Group and of the Executive Board of the European Council on Foreign Relations. He is a founding partner of Joschka Fischer and Company.

## Participants



### Fleischhacker, Michael

Editor-in-chief and managing director of the daily newspaper *Die Presse* since 2004. He has been working as a journalist since 1991. He joined

*Die Presse* in 2002. Prior to this, he worked at *Kleine Zeitung* and *Der Standard*.



### Fresco, Louise

University Professor at the University of Amsterdam since 2006. Since 2011, she has been a member of the advisory council of The Hague

Institute for Global Justice. She serves as a non-executive director of Unilever and on the supervisory board of Rabobank. She was professor of plant production systems at Wageningen (1990-1997). She held several leading positions within the FAO of the UN. She writes a column for the leading Dutch daily *NRC Handelsblad*. She has also authored or co-authored eight non-scholarly books. She was granted her doctoral degree with honours from Wageningen University in 1986, where she specialised in tropical agriculture.



### Freudenschuss, Helmut

Diplomatic Advisor to the Federal President of Austria since February 2011. He served as Africa Director in the Ministry for Foreign Affairs (2008-2011), as Ambassador of Austria to South Africa (2004-2008) and as Ambassador of Austria to Lebanon (1999-2004). He also held various positions at the Ministry for Foreign Affairs, including Director of the Office for Coordination in the Political Department. He studied law at the Universities of Innsbruck and Salzburg (Master and Doctor of Law) and at the Academy of International Law, The Hague. He holds a M.Sc.(Econ.) from the London School of Economics.



### Fu, Ying

Vice Minister of Foreign Affairs since 2009. She was Staff Member and Attaché, Chinese Embassy in the Socialist Republic of Romania (1978-1982), Attaché, Department of Translation and Interpretation, Ministry of Foreign Affairs (MFA) (1982-1985), Deputy Office Director and First Secretary, Department of Asian Affairs, MFA (1990-1992), Director-General, Department of Asian Affairs, MFA (2000-2003), Ambassador Extraordinary and Plenipotentiary of China to Australia (2003-2006), Ambassador Extraordinary and Plenipotentiary of China to the United Kingdom of Great Britain and Northern Ireland (2006-2009). She completed advanced studies at Kent University (UK).



### Gärtner, Heinz

Professor at the Austrian Institute for International Affairs, Laxenburg/Vienna. He often lectures at the universities of Harvard, Stanford, Princeton, Columbia, Oxford and other American, European, and Asian universities and research institutes. He is also a frequent commentator on European and Austrian television, radio, and print media, including CNN Europe and the BBC. He acts as a Special Adviser to the Austrian Ministry of Defense. In 2011, he published *Obama and the Bomb: The Vision of a World free of Nuclear Weapons* (Peter Lang publisher). He received the Bruno Kreisky Award for most outstanding Political Books: "Models of European Security" (1998). He holds a Ph.D. in political science and communication theory from the University of Salzburg.



### Gernay, Nicolas (de)

Nicolas de Gernay is the CEO and founder of Alandia, an investment company established with some of the most preeminent French industrial families. After selling his first advisory firm to KPMG, he acted as chairman of Kroll in France. During his career, Nicolas has been involved in a number of cases all over Europe but also

in, or for, emerging countries such as India, Malaysia, the Gulf, North Africa, acting on behalf of multinationals, governments or sovereigns. He sits, a has sat, on several Advisory Boards such as British Telecom or PWC. He published a book on globalization in 2010: "Mondialisation, un autre regard".



### Glenn Dylan C.

Managing Director Guggenheim Advisors, LLC. Formerly, he served as Deputy Chief of Staff to Governor Sonny Perdue of Georgia. He also served two years as Special Assistant to the President George W. Bush. He was a member of the National Economic Council team advising the President on various economic issues. He has spent more than 15 years in national and state politics. During his career, he has actively participated in a number of environmental and socio-economic initiatives, including a White House initiative under President George H. W. Bush. He received his BA degree from Davidson College in North Carolina.



### Gomart, Thomas

Deputy Director for strategic development and Director of the Russia/NIS Centre at Ifri. His academic and professional background has been closely related to post-Soviet space. As Lavoisier Fellow at the State Institute for International Relations (University-MGIMO – Moscow), Visiting Fellow at the Institute for Security Studies (European Union – Paris) and Marie Curie Fellow at Department of War Studies (King's College – London), he has acquired a diversified international experience. He is currently editing his next book with A. Dellecker: *Russian Energy Security and Foreign Policy* (2011). He holds a Ph.D in History from Paris I Panthéon-Sorbonne, and an EMBA from HEC.



### Guevara, Jean-Paul

Head of the Graduate Program in "Public Policy and International Relations of the European Union", at the Catholic University "San Pablo" of

La Paz, Bolivia. Former Director-General of Bilateral Relations of the Ministry of Foreign Affairs on the Plurinational State of Bolivia, Knowledge of various foreign languages, extended professional experience on international relations related to migration and international cooperation. Professor at various main universities of Bolivia and Mexico.

Publication: *Les Migrations boliviennes et la mondialisation*, Editions Syllepse, Paris, 2004.



### Gül, Abdullah

President of the Republic of Turkey since 2007. He worked as an economist at the Islamic Development Bank in Jeddah (1983-1991). He was elected

as Member of the Turkish Grand National Assembly (1991-2007). He also served as a member of the Turkish Delegation to the Parliamentary Assembly of the Council of Europe (PACE) and to the NATO Parliamentary Assembly. Following the elections in 2002, he became the Prime Minister of the 58<sup>th</sup> Government of Turkey. He served as the Deputy Prime Minister and Minister of Foreign Affairs (2003-2007). He graduated in Economics from the Istanbul University, where he received his doctoral degree in 1983, after his two year academic work in London and Exeter.



### Harlé, Emmanuel

Executive Chairman of Industries & Finances Partenaires. Former Director and CEO of Morgan Grenfell Investissement, Administrative and Financial Manager of Compagnie Sanara and Deputy Director of Compagnie de Suez. Before that he was Consultant then Project Manager at SORA/IDHR and carried out numerous mission in France, Europe and Africa. He graduated from the Institut d'études politiques in Paris and has a degree in Commercial Law, a PhD in Computer Science and a diploma from the French Institute of Compared Law.

## Participants



**Häupl, Michael**

Mayor and Governor of Vienna since 1994 and Chairman of SPÖ Vienna since 1993. He is member of the Social Democratic Party Committee for the 16<sup>th</sup> district of Vienna (Ottakring). He was Executive City Councillor for the Environment and Sports of the City of Vienna (1988-1994), Member of the Vienna Provincial Parliament and Vienna City Council (1983-1988), elected chairman of the JG Vienna and deputy chairman of the federal JG organisation, co-opted to the executive committee of SPÖ Vienna (1982). He was a research scientist at the Vienna Museum of Natural History (1975-1983). He holds a PhD in biology from the University of Vienna.



**Hendrix, Cullen**

Assistant Professor of Government at the College of William & Mary and research associate at the Peterson Institute for International Economics, the Robert S. Strauss Center for International Security and Law, and the Centre for the Study of Civil War at the International Peace Research Institute, Oslo (PRIO). He is the co-creator of the Social Conflict in Africa Database ([www.scaddata.org](http://www.scaddata.org)). He received his PhD in Political Science from the University of California, San Diego.



**Hitti, Nassif**

Ambassador of The League of Arab States in France and Permanent Observer to Unesco since 2000. Before being appointed Ambassador, he occupied several important positions in the League such as Special Assistant to the Secretary General (1991-1999); Political, Press & Information Officer in Ontario, Canada; and General Director of International Affairs, Department of Arab-American relations. He was also a Lecturer on

Middle East Politics at the University of Southern California (USC) and at the Department of Political Science, American University of Beirut. He is the author of *Theory in International Relations*. He holds a PhD in International Relations from USC and has a M.A. in Political Science from the American University of Beirut.



**Hoagland, Jim**

Contributing Editor to *The Washington Post* since January 2010, after serving two decades as Associate Editor and Chief Foreign Correspondent. He has served in a variety of reporting, editing, and opinion-forming roles since joining the newspaper in 1966. He has been awarded two Pulitzer prizes and other journalism honors. He began his journalism career as a reporter with the *Rock Hill Evening Herald* in 1960 while still in college. He is the author of a book, *South Africa: Civilizations in Conflict*, published (1972). He graduated with an A.B. in Journalism from the University of South Carolina and he has done graduate work at the University of Aix-en-Provence and Columbia University.



**Howard, Steve**

Founding Secretary General of The Global Foundation, the Australian-based citizens' organization. He has an extensive global professional and personal network from 25 years of involvement in business, civic affairs, government and public policy formation in Australia and around the world. Concurrently, he has acted as a private advisor to a number of global companies and institutions. He also serves as Chair of the Editorial Panel for *Australia Network*, Australia's international television service seen in 44 countries. Steve was awarded the French Ordre national du Merite in 2004 for his contribution to France-Australia relations



**Hur, Kyung-Wook**

Chairman of the OECD Pension Budget and Reserve Fund Management Board. Former Ambassador of Korea to the OECD. Former Vice

Minister for Strategy and Finance, Senior Economist for the IMF and Director of the International Financial Institutions Division of the Ministry of Finance and Economy. He holds a MBA from the Stanford Graduate School of Business and graduated from the Graduate School of Business Administration, Seoul National University.



**Ilves, Toomas Hendrik**

Fourth and current President of Estonia. He is a former diplomat and journalist, was the leader of the Social Democratic Party in the 1990s and later a member of the European Parliament. He was elected to the post by an electoral college on 23 September 2006, and his term as President began on 9 October 2006. He grew up in the United States and graduated from Leonia High School in Leonia, New Jersey in 1972 as valedictorian. He received a bachelor's degree in psychology from Columbia University and a master's degree in the same subject from the University of Pennsylvania.



**Iraqi-Houssaini, Bouthayna**

Entrepreneur, Member of the Moroccan Parliament, on behalf of the National Rally of Independents (RNI), former president of the AFEM (Moroccan Women Entrepreneurs' Association), Vice President of the Association "Club Entreprendre", member of the school board of the IRFCJS (Royal Institute of Training of Youth and Sports Administrators). She is currently managing the three companies that she set up, Locamed, Orhtoprotech et AKR. She is a founding member of the MENA Arab Network of Businesswomen. In 2010, she participated in the national debate on media and its future in the Moroccan society and she contributed to the creation of a white paper about it. She holds a doctorate in Pharmacy from the University of Paris XI.



**Itzik, Dalia**

Member of Knesset, Kadima Party and Chairperson, Kadima Parliamentary Group. She was the first female Speaker of the Knesset (2006-2009). She was also the first woman to serve as the President of the State of Israel, holding this interim position for eight months in 2007. She has held a seat in the Knesset since 1992 and has held several ministerial positions: Minister of the Environment, Minister of Industry and Trade and Minister of Communications. She is a former Deputy Mayor of Jerusalem. She received a B.A. in Literature and History from the Hebrew University and a Teacher's Diploma from the Efrata Teachers Seminary in Jerusalem. She received a Law Degree from the Interdisciplinary Center in Herzliya.



**Ivanov, Igor S.**

President of the Russian International Affairs Council since 2011 and Professor at Moscow State Institute for International Relations (MGIMO) since 2007. He served as Minister of Foreign Affairs and as Secretary of the Security Council of the Russian Federation. He holds the diplomatic rank of Ambassador Extraordinary and Plenipotentiary. He represented the USSR and then Russia as Ambassador to Spain. He worked as a researcher at the Institute of World Economy and International Relations (IMEMO), Academy of Sciences of USSR. He graduated from the Maurice Thorez Moscow Institute of Foreign Languages, and he has a Ph.D. in history.



**Jacquillat, Bertrand**

Cofounder and Chairman of the Board of Associés en Finance, University Professor at Sciences Po Paris, Vice President of the Cercle des économistes and board member of Klépierre and Presses Universitaires de France. He was visiting Professor at UC Berkeley (1982), Stanford University Graduate School of Business (1976-1979) and the Hoover Institution (1983-1992). He was also Professor at HEC (1970-1983),

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Lille University (1979-1982) and Paris Dauphine University (1983-2001). He was a member of the French Council of Economic Advisors (2006-2010). He graduated from HEC and Sciences Po Paris. He holds a MBA, Harvard Business School and a PhD in Financial Economics, Paris Dauphine University.



### Jankowitsch, Peter

Secretary-General of the Franco-Austrian Center for European Economic Convergence. Former Federal Minister of Foreign Affairs, Permanent

Representative to the United Nations and to the Organization for Economic Cooperation and Development (OECD), President of the Security Council, and Vice President of the Steering Committee of the International Energy Agency. He studied law, political science and modern languages at the University of Vienna and at The Hague Academy of International Law.



### Jansen, Sabine

Senior lecturer at Conservatoire national des arts et métiers (CNAM), Paris, and Research Fellow at Centre d'histoire de Sciences Po (CHSP),

Paris. Vice President of the Committee for Parliamentary and Political History, she is the editor of *Histoire@Politique. Politique, culture, société*, an online peer-reviewed historical journal. Her recent books *Pierre Cot. Un antifasciste radical* (Fayard, 2002); *De Pierre Mendès France à Charles de Gaulle* (Armand Colin/Assemblée nationale, 2006). She is at present working on the origins and the role of the Institut français des relations internationales (IFRI). She is a Sciences Po alumna and holds the *agregation* and a PhD in Modern History.



### Jokela, Juha

Programme Director in the European Union research programme at the Finnish Institute of International Affairs. He is a member of the

Advisory Board on Human Rights, Ministry for Foreign Affairs of Finland. He was a Senior Visiting Research Fellow at the European Union Institute for Security Studies, Paris (2009-2010), Advisor at the Ministry for Foreign Affairs of Finland (2009), Director of the University of Helsinki Network for European Studies (2008). He graduated from the University of Birmingham (UK) in Politics and International Studies and he holds a PhD, University of Bristol (UK) in Politics.



### Kalin, Ibrahim

Senior advisor to the Prime Minister of Turkey on foreign policy and public diplomacy since 2009, associate member at the Prince Alwaleed

Center for Muslim-Christian Understanding, Georgetown University, and founding-director (2005-2009) of the SETA Foundation for Political, Economic and Social Research based in Ankara, Turkey. Dr. Kalin received his B.A. in history from the University of Istanbul and Ph.D. from the George Washington University, Washington DC.



### Kamhawi, Labib

Chairman and CEO of several firms, including CESSCO, Chemical Supplies & Services Co. and Delta Energy Services Co. He was former Vice-President of Arab Organization for Human Rights

in Jordan and Professor of Political Science at Jordan University. He was also spokesman for the Conference on the Rights of Return for the Palestinian People. He is a member of the Board of Trustees of the Arab Forum and of the Ebal Organisation. He earned his PhD in Political Science from the University of London.



### Kamhi, Jak V.

Chairman of Profilo Holding AS. As a leading industrialist in Turkey, he is Member of the Board of the Istanbul Chamber of Industry. He has

performed duties as an adviser to the Prime Minister of Turkey for Turkey-EU and Turkey-US relations, and acts as a Voluntary Ambassador for EU Affairs. Mr. Kamhi is a Founding Member of the Chairman's Club of the Ronald Reagan Presidential Foundation and Member of the Board of the World Business Council (USA). He was the first and only Turkish industrialist to be selected as a member of the European Round Table (ERT). He has a degree from Yildiz Technical University.



### Kerguziau de Kervadoué, Jean (de)

Professor of Economy and Health Management at the Conservatoire National des Arts et Métiers and Co-Director of the Pasteur/CNAM School of Public Health.

Former Consultant to the OECD, Visiting Professor at Yale University, Under Secretary at the Ministry of Health in charge of French hospitals and Adviser to the Prime Minister. He holds a master in Agronomy from the Institut national agronomique Paris-Grignon, a MBA and a PhD in Socioeconomics from Cornell University.



### Koroma, Momodu

Managing Director of Future Standards (SL) Ltd, Enterprise. Former Minister of Foreign Affairs of Sierra Leone, Minister of Presidential Affairs

and Minister of Energy and Environment. University professor, physicist, environmentalist and also expert on renewable energy, he took part in the setting up of the Peace Building Fund for Sierra Leone together with the United Nations for peace consolidation after the war in his country.



### Kupchan, Charles

Professor of International Affairs in the School of Foreign Service and Government Department at Georgetown University. He was Director

for European Affairs on the National Security Council during the first Clinton administration and worked in the U.S. Department of State on the Policy Planning Staff. Prior to government service, he was an Assistant Professor of Politics at Princeton University. He received a B.A. from Harvard University and M.Phil. and D.Phil. degrees from Oxford University. He is the author of *No One's World: The West, the Rise of the Rest, and the Coming Global Turn* (forthcoming 2012).



### Lablanchy, Jean-Pierre

Medical Doctor, registered in Paris, France and in London, England (General Medical Council). He has worked in

close collaboration with pharmaceutical firms (Laboratoires pharmaceutiques Debat, Laboratoires Lisapharm) and with the National Agronomic Institut (Paris Grignon). He was personal M.D. for President Abdoulaye Wade (Senegal) from 1988 to 2010. From 1985 to 2010, he was associate professor Medical University Paris XIII (Bobigny). From 2006 to 2008, he was Consultant for France Televisions Foundation (main public TV channels). He worked with Sankhia, opening the first white blood cells banking in the US (bio banking FDA approval / Pr Michel Sadelain NYU). He published *Psychostrategy*, Ed Polytechniques, 2002 and *Fighting fatigue*, M.A. Ed. 2005.



### Lafont, Bruno

Chairman and CEO of the Lafarge Group since 2007. He joined Lafarge in 1983 where he has held various positions in finance and international

operations. He is chairing the Energy & Climate Change Working Group of the ERT (European Roundtable of Industrialists). He is also special adviser to the mayor of Chongqing (China), President of the EPE French Association ("Enterprises for Environment") and a member of

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the Board of EDF and of ArcelorMittal. Until recently, he was co-chairing the World Business Council for Sustainable Development's (WBCSD) Cement Sustainability Initiative as well as the Energy Efficiency in Buildings (EEB) initiative. He graduated from the Hautes Etudes Commerciales business school (HEC, Paris) and the Ecole Nationale d'Administration (ENA, Paris).



#### Lahoud, Marwan

Chief Strategy & Marketing Officer of EADS. He was Chief Executive Officer of MBDA. He began his career at the French Defence procurement agency DGA in 1989. He was Advisor to the French Ministry of Defence for Industrial Affairs, Research and Weapons. He was also Vice President Development of Aerospatiale, and then Senior Vice President Strategy and Planning for Aerospatiale Matra, where he also served as Senior Vice President Military Affairs. After the foundation of EADS in 2000, he was appointed Senior Vice President Mergers & Acquisitions. He is Chief Weapons Engineer of the French Army and a graduate of the French engineering school Ecole Polytechnique; an engineering graduate of French aeronautics and space institute Ecole nationale supérieure de l'aéronautique et de l'espace.



#### Langer, Karsten

Partner at global private equity firm, The Riverside Company, since 2006 and Chairman of the EVCA (European Private Equity and Venture Capital Association). Prior to Riverside, he was Managing Partner of an independent corporate finance firm in Brussels, advising on numerous transactions across Europe. He also spent five years with GE Capital Europe, including as Chief Operating Officer of TIP and Modular Space. He started his career with Danske Bank in Copenhagen. He holds a BSc (econ) from the Copenhagen Business School and a Masters in

Management from EAP, European School of Management (now ESCP Europe).



#### Laux, Petra

Head of Global Public Affairs at Novartis since 2006. Prior to that, she was Head of EU Public Affairs for the Novartis Group. She began her career with GlaxoWellcome in Hamburg as Head of Healthcare Policy Unit. She later became Director of Healthcare and Public Affairs at SmithKlineBeecham in Munich. Upon the merger of SmithKlineBeecham with GlaxoWellcome to form GlaxoSmithKline (GSK), she led all corporate and EU government affairs across GSK's subsidiaries in the European Union. She joined Novartis in 2004. She holds a Ph.D. in Pharmaceutical Chemistry and a Master in Public Health from Hannover Medical School in Germany.



#### Lechery, Christian

Deputy Director of the Policy Planning Staff for the French Foreign Office. He was France Ambassador to Turkmenistan (2006-2009), Deputy Director of the South-East Asia section for the Foreign Office (2002-2006), Diplomatic advisor on International Affairs for the Minister of Defence, Sir Alain Richard (1997-2002) and Chief Clerk of the Asia-Pacific section at the Delegation for Strategic Affairs for the Department of Defence (1992-1996). He holds a PhD in Soviet Studies, a Master's Degree in Econometrics and a Master's Degree in International Relations.



#### Lennkh, Georg

Member of the Board of Bruno Kreisky Forum for International Dialogue; of International Law Institute (Washington, Kampala); Chairman of the Board CARE Austria. He was Special Envoy for Africa of the Minister for Foreign Affairs of Austria (2005-2010). He served as Permanent Representative of Austria to OECD, Paris (1982-1993). In 1978, he entered the Cabinet Office of Federal Chancellor Dr. Bruno Kreisky with responsibility for foreign relations; he was sherpa for the preparation of the first

North-South summit in Cancun (1981). He entered the Federal Ministry for Foreign Affairs in 1965. He studied Law and Political Science in Graz, Bologna (Johns Hopkins) and Chapel Hill (NC, US).



#### Lepoutre, Manuelle

Executive Vice President, Sustainable Development and Environment at Total. She served as Vice President-Exploration in Norway before becoming Total's Vice President-Geosciences in the United States in 2000. In 2004, she was appointed Vice President-R&D at Total Exploration & Production, responsible for all programmes designed to secure the technologies and capabilities required for future oil and gas exploration, production and development, while addressing the full range of technical, business and environmental issues. Ms. Lepoutre is a graduate of the École nationale supérieure de géologie de Nancy (ENSG) and the École nationale supérieure des pétroles et des moteurs (ENSPM) engineering school.



#### Lesourne, Jacques

French industrialist and economist. President of the association Futuribles, the project FutuRIS, and the Scientific Committee of the Ifri "Energy" program. He has been Head of the Economic Department of Charbonnages de France (1954-1957), CEO of the group Sema (1958-1975), Director of the OECD Interfutures Project (1976-1979), Head of the Department of Economics at the CNAM, Paris, Director of *Le Monde* (1991-1994). He graduated from the Ecole polytechnique and the Ecole des mines de Paris.



#### Levitte, Jean-David

Senior Diplomatic Adviser and sherpa of President Nicolas Sarkozy. He joined the Foreign Service in 1970. He was first posted in Hong Kong and Beijing. In 1988, he was designated to his first position as Ambassador and served as the French Permanent Representative to the United Nations Office in Geneva from 1988 to 1990.

He served as Ambassador to the United States, French Permanent Representative to the United Nations, Senior Diplomatic Adviser and sherpa of President Jacques Chirac. He held senior positions in the French Foreign Ministry. He holds a law degree and is a graduate of Sciences-Po (the renowned Institute for Political Science in Paris) and of the National School of Oriental Languages, where he studied Chinese and Indonesian.



#### Lévy, Pierre

French Ambassador to the Czech Republic and former Director of the Policy Planning Staff of the Foreign and European Affairs Ministry of France. Former Secretary General of the Commission of the White Paper on France's Foreign and European Policy, Head of the Service for Common Foreign and Security Policy and Deputy Director of the Cabinet of Pierre Moscovici, Minister for European Affairs. He holds degrees from the Ecole européenne des affaires (ESCP-EAP) and the Institut d'études politiques de Paris. He also graduated from ENA.



#### Lévy Lang, André

Non-executive Chairman of *Les Echos*, he chairs the Fondation du Risque and the Institut Louis Bachelier. He also sits on the boards of Ifri and the Institut Europlace de Finance. He is an affiliate emeritus professor in Finance at Paris-Dauphine University. He held various positions in the Schlumberger Group, and he was CEO of the Paribas Group. He started as a research physicist at the French atomic energy commission (CEA). He graduated from the Ecole Polytechnique and holds a Ph.D. from Stanford University.



#### Liautaud, Susan

Imaginer Consulting Limited's founder, a UK registered charity. She served as Associate Dean for International and Graduate Programs and Lecturer in Law at Stanford University Law School, where she developed the first course in

## Participants

international non-governmental organisations. She serves as co-Chair of the Doctors Without Borders/Médecins Sans Frontières U.S. Advisory Board. She holds a PhD in Social Policy from the London School of Economics and Political Science; a Juris Doctor from Columbia University Law School; a M.A. in Chinese Studies from University of London School of Oriental and African Studies; and two B.A.s and a M.A. from Stanford University.



### Liebscher, Klaus

Member of the Managing Board of FIMBAG Finanzmarkt-beteiligung Aktiengesellschaft des Bundes, established in 2008 by the Austrian Government to implement the measures it takes to recapitalize domestic credit institutions and insurance companies. He is also Chairman of the University Board of the Vienna University of Economics and Business Administration (WU) and President of the Austrian Society for European Politics. He served as President of the Oesterreichische Nationalbank (OeNB). He served as President of the Vienna Stock Exchange Council and as Honorary Consul General of the Republic of Singapore (1988-1995). He holds a law degree (Dr. jur.) from the University of Vienna.



### Loiseleur des Longchamps, Hubert

Senior Vice President Public, Total since 2010. Previously, he was Senior Vice President International Relations, Total (2005-2010). He held various positions in the French Administration and abroad as Financial Attaché. He was Deputy Director, Hydrocarbon Division at the French Ministry of Industry (1990-1994). He joined Elf in 1994 as Manager, Middle East New Ventures Division. Then, he held the position of Vice President Middle East Gas & Power, TotalFinaElf and was appointed Managing Director Total E&P Angola in 2002.

He is a former student of the Ecole Nationale d'Administration. He graduated from the Institut d'Etudes Politiques, Paris and he holds a Master of Law.



### Lorentz, Francis

Founding Partner and Chairman of LD&A, (strategy, M&A and corporate finance for IT midcaps) and Chairman of IDATE (Institut de l'audiovisuel et des telecommunications en Europe), a think-tank and consultancy organisation dedicated to telecoms and Internet. He served as Executive Vice-President of Lyonnaise des Eaux (water and energy distribution). He was Chairman and CEO of RATP (Paris public transportation system). He was also an Associate Professor at Paris Dauphine University. He headed the restructuring of the Galeries Lafayette technology services branch, as CEO of e-Laser. He holds an MBA from HEC and is a former student of ENA (Ecole Nationale d'Administration).



### Lorenzi, Jean-Hervé

President of the Cercle des Economistes, Professor at Paris-Dauphine University, Advisor to the Supervisory Board of Compagnie Financière Edmond de Rothschild. He started his career in 1975 as Professor of Economics at the Paris XIII University and the Ecole Normale Supérieure. He was Adviser to the President of Havas Group, Economic Adviser to the French Prime Minister (industry, services, telecommunications), CEO of CEA Industrie. He authored several books and articles, and he participates in different radio and television programs. He holds a doctoral degree in Economic Sciences.



### Louboutin, Hervé

Print media journalist and publisher. He is President of the Regional federation for magazine press (since 2003), member of the national board of Association for parliamentary journalists (since 2001), co-CEO of Les Editions du Privilège (since 2010). He was journalist, Reporter,

Regional Director of publishing in Vendée, Co-Head of editorial team at the daily newspaper *Presse Océan* (1974-1977). He was also correspondent for *Le Monde* and the French Press Agency (AFP) (1976-1986). He is the Founder and Editor of *Le Nouvel Ouest magazine* (since 1998). He served as Publishing Director for *Hebdo de Nantes* (2002). He attended Law university in Nantes.



### Lukyanov, Fyodor

Editor-in-Chief of the *Russia in Global Affairs*, journal published in Russian and English with participation of *Foreign Affairs*. He has extended background in different Russian and international media, as a commentator on international affairs he contributes widely to various media in the U.S., Europe and China. He is a member of the Presidium of Council on Foreign and Defense Policy, an independent organization providing foreign policy expertise. He is also a member of the Presidential Council on Human Rights and Civic Society Institutions. He holds a degree in Germanic Languages from Moscow State University.



### Mahbubani, Kishore

Dean and Professor in the Practice of Public Policy of the Lee Kuan Yew School of Public Policy. He previously served for 33 years in the Singapore Foreign Service and was Permanent Secretary of the Foreign Ministry (1993-1998). He was included in the list of Top 50 individuals who would shape the debate on future capitalism, *Financial Times*, 2009, and was named as one of the Top 100 Global Thinkers, *Foreign Policy*, 2010. He is the author of *Can Asians Think?* published in Singapore, Canada, US, Mexico, India and China and his articles have appeared in a wide range of journals and newspapers, including *Foreign Affairs*, *Foreign Policy*, *Time*, *Newsweek* and *The New York Times*. He graduated in philosophy from Singapore and Canada.



### Maïla, Joseph

Director of the Policy Planning Staff, French Ministry of Foreign and European Affairs. Former President of the Catholic Institute of Paris, former director of the French Centre of Research for Peace and founder of the French Mediation and Negotiation Training Institute. A specialist in Islamic studies and expert in international mediation, he was a consultant for UNESCO in charge of establishing its International Centre for Human Sciences at Byblos. He joined the Policy Planning Staff in 2009 as Head of the "Religions Team". He holds a PhD in Philosophy (1976) and one in Social Sciences (1992). He is a visiting professor at the Center for International Studies and Research at the University of Montreal, at the University of Lyon and at the University of Tarragona.



### Makram-Ebeid, Mona

Professor in the Political Science Department of the American University of Cairo (AUC). She has been a vocal and dynamic member of Parliament where she served in the committees of Foreign Affairs, Education and Budget. She was concurrently elected Regional President of the Parliamentarians for Global Action, a NGO based in New York. She also served as Advisor to the World Bank (MENA region) and Consultant to the CSIS in Washington. A graduate of Harvard University, she received the prestigious Distinguished Alumni Award from the AUC's President.



### Malleret, Thierry

Senior partner at IJ Partners, an investment boutique for ultra-high-net-worth individuals based in Geneva. He was managing partner at Rainbow Insight, an advisory boutique which he founded, providing tailor-made intelligence to investors. He headed the Global Risk Network at the World Economic Forum. He worked as a Chief Economist and Strategist of a major Russian investment bank and as an Economist at the

## Participants

EBRD in London, in think tanks and academia (both in New York and Oxford) and in the Prime Minister's office in Paris. He was educated at the Sorbonne and Ecole des Hautes Etudes en Sciences Sociales in Paris and at St. Antony's College, Oxford. He holds two MAs (in Economics and History) and a PhD in Economics.



**Margerie, Christophe (de)**  
Chairman and Chief Executive Officer of Total since May 2010. He joined Total in 1974 where he served in several positions in the Group's Finance Department and Exploration & Production division. He became President of Total Middle East in 1995. In 2000, he was appointed Senior Executive Vice President of the Exploration & Production division of the newly created TotalFinaElf group. In 2002, he became President of the Exploration & Production division of TotalFinaElf which became Total in 2003. In May 2006, he was appointed a member of the Board of Directors of Total and in 2007, he became Chief Executive Officer of Total, chairing its Executive Committee. He graduated from the Ecole Supérieure de Commerce de Paris, a French business school.



**Marini, Philippe**  
President of the French Senate's Finance Commission and Chairman of the Senate's groups furthering relations with Syria, Arab Gulf States, Saudi Arabia and Sudan. He is now member of several boards of directors. He worked at the Atomic Energy Commission (CEA), where he served as Deputy Director and Director for Financial Services. He was member of the board of the Banque Arjil and Vice-Chair of the Supervisory Board of Kleinwort Benson Gimar & Cie. He was lecturer at the Institut d'Etudes Politiques de Paris (1975-1976). He graduated from the Institut d'Etudes Politiques in Paris and from the National School of Administration (E.N.A.).



**Mariton, Hervé**  
Member of the French Parliament. He is rapporteur spécial (spokesman) for the budget of Transports, Political Adviser of the UMP Party in charge of Defence and Chairman and Founder of the Reform and Modernity Club. He is the author of many parliamentary reports on the budget of transports, the funding of the French railway system, speed camera fines, and local government taxation. He is also Chairman of the French-Russian Friendship Grouping at the Assemblée nationale. He has been Overseas Secretary of State. He is ingénieur en chef du corps des Mines. He graduated from the Ecole polytechnique and the Institut d'Etudes Politiques of Paris.



**Metzeltin, Michael**  
Full professor for linguistics and didactics of Roman languages at the Institute of Romance Studies at the University of Vienna since 1989. He has given lectures in almost every country in Europe, in Cuba, in Chile and in Peru. He is member of the Austrian Academy of Sciences and honorary member of the Romanian Academy of Sciences. He is co-founder and co-editor of the *Romanistisches Kolloquium*, the *Lexikon der Romanistischen Linguistik* and the *Cinderella*-book series. He studied Romance philology at the universities of Basel, Zurich, Salamanca, Coimbra and Padua. Doctorate in 1969 in Ibero-Romance philology, French linguistics and Italian literary studies at the University of Basel.



**Meyer, Jean-Claude**  
Vice Chairman of Rotschild Europe. He previously held the positions of General Partner at Rotschild & Cie, Director of the International Department at Lazard Frères & Cie, and Adviser to DATAR (Délégation à l'Aménagement du Territoire et à l'Action Régionale), a service of the French Prime Minister (1973-1976). He graduated from the *Institut d'études politiques*, Paris, and holds a PhD in Management from Paris-Dauphine University.



**Mistral, Jacques**  
Head of Economic Studies at Ifri, he is a member of the Cercle des économistes, President of the Société d'économie politique and he was a member of the Conseil d'Analyse Economique until 2010. He served as the Minister-Financial Counselor to the Embassy of France in the United States of America and in this position he has been invited as Senior Fellow by the Kennedy School of Government, Harvard University, for the academic year 2005-2006. He received his education at the Ecole Polytechnique and holds a Ph.D. in Economics from the University of Paris.



**Moisi, Dominique**  
Founding member of Ifri of which he is now a Senior Adviser. A Visiting Professor at Harvard University, he is a regular columnist for *Les Echos*, and Project syndicate. His last book "The Geopolitics of Emotions" was published by Doubleday. His next book "Between silence and Secret" will be published by Flammarion in 2011.



**Mokhefi, Mansouria**  
Head of the Maghreb Program at Ifri. She formerly taught Middle Eastern Studies at Vassar College, New York, and International Relations at New York University. She served as a member of the Cermom (Centre de Recherches Moyen-Orient Méditerranée) at l'Institut des Langues et Civilisations Orientales where she taught North African History. She graduated from Sciences-Po and from the Sorbonne (Paris IV). She holds a Master's degree from New York University and a Doctorate on The United States and the Algerian War of Independence from Sciences-Po.



**Moran, Theodore**  
Marcus Wallenberg Professor of International Business and Finance Georgetown University; non-Resident Senior Fellow, Peterson Institute for International Economics. He is consultant to

the United Nations, to governments in Asia and Latin America, and to the international business field. He served as Senior Economic Advisor to the Policy Planning Staff of the Department of State. He received his PhD from Harvard in 1971.



**Moreau Defarges, Philippe**  
Researcher at Ifri and co-editor of its annual report, RAM-SES. A Diplomat and Minister Plenipotentiary, he has held various administrative posts relating to the European Community's development. He also teaches general studies, international affairs and the "right to intervene" concept at the Institute d'études politiques de Paris (IEP). He is the author of many books and articles on international relations, geopolitics, global governance and the construction of Europe. He is a graduate of IEP-Paris and the École nationale d'administration. His most recent books are: *La Mondialisation* (Globalisation), PUF, 2010; *La Gouvernance*, PUF, 2010.



**Morel, Pierre**  
EU Special Representative for Central Asia and EU Special Representative for the crisis in Georgia. He began his diplomatic career at the Quai d'Orsay in 1971. He served at the French Embassy in Moscow. He also served as Diplomatic Advisor of the President of the French Republic. He was Ambassador to the Russian Federation and was also accredited, while in residence in Moscow, to Georgia, Moldova, Mongolia, Tajikistan and Turkmenistan, and to Kyrgyzstan. He served as Ambassador in the People's Republic of China and then to the Holy See. He is a graduate of the Paris Institute of Political Sciences, of the Paris Faculty of Law at Assas and of the Ecole Nationale d'Administration.



**Morgan, Hugh M.**  
CEO of First Charnock, Australia. He is also a board member of the Reserve Bank of Australia, a member of Lafarge International Advisory Board, as well as Trustee Emeritus of the Asia

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Society New York, Chairman Emeritus of the Asia Society Austral Asia Centre, President of the National Gallery of Victoria Foundation and Chairman of the Order of Australia Association Foundation. He is a graduate in Law and Commerce from the University of Melbourne.



### Mouline, Tawfik

Adviser at the Royal Cabinet, he heads the Royal Institute of Strategic Studies, founded by King Mohammed VI. After having carried out important responsibilities in the ONA group, he joined in 1995 the Ministry of Economy and Finance. He is very active in the association and research field and is co-author of Morocco's Economic Panorama. He graduated from the Ecole Polytechnique and the Ecole des Mines de Paris.



### Moussa, Amr

6<sup>th</sup> Secretary General of the League of Arab States. He was Director of the Department of International Organizations, Ministry of Foreign Affairs and Ambassador to India. In 1990, he became the Permanent Representative of the Arab Republic of Egypt to the United Nations, New York and the year after, Minister for Foreign Affairs. He graduated from Cairo University, LLB Faculty of Law.



### Münz, Rainer

Head of Basic Research (Erste Group) and Senior Fellow at the Hamburg Institute of International Economics (HWWI). He is an expert on population change, international migration and demographic aging, their economic impact and their implications for retail banking and social security systems. In 1979, he joined the Austrian Academy of Sciences. He was visiting professor at the University of California at Berkeley, Universities of Bamberg, Frankfurt, Klagenfurt, Vienna and Zurich. He has worked as

consultant for the European Commission, the OECD and the World Bank. He served as an advisor to the Greek, Dutch and Slovene EU presidencies. He holds a PhD from Vienna University.



### Murthy, Narayana

Founder-Chairman of Infosys since 1981, a global software consulting company headquartered in Bangalore, India. He is an IT advisor to several Asian countries. He serves on the boards of HSBC, Ford Foundation and the UN Foundation. He served as a member of the Unilever board (2007-2010). He also serves on the boards of Wharton School; Indian School of Business, Hyderabad; Rhodes Trust, and International Institute of Information Technology, Bangalore. The Economist ranked him among the ten most-admired global business leaders in 2005. He is a Fellow of the Indian National Academy of Engineering and a foreign member of the US National Academy of Engineering.



### Narayanan, Mayankote Kelath

Governor of the State of West Bengal since 2010. He was the Director of the Intelligence Bureau and Chairman of the Joint Intelligence Committee. He headed the Prime Minister's Task Force on Developing an Integrated Capability to address Internal Security Challenges. He served as Senior Advisor and as National Security Advisor to the Prime Minister of India. He was also the Prime Minister's Special Representative for boundary talks with China. He has dealt extensively with a whole range of issues concerning internal, national and global security, including aspects such as Counter-Terrorism, Counter-Intelligence and Strategic Analysis. He holds a Master's Degree in Economics from the University of Madras.



### Nowotny, Eva

President of the Austrian UNESCO Commission. She entered the Austrian Foreign Service in 1973. She served as Counselor to the Austrian

Mission at the United Nations in New York. Then, she was appointed Foreign Policy Advisor to the Austrian Federal Chancellor. She was the Austrian Ambassador to France (1992-1997) and the Austrian Ambassador to the Court of St. James (1997-1999) and the Austrian Ambassador to the United States of America, with accreditation to the Commonwealth of the Bahamas (2003-2008). She retired from the Foreign Service in October 2008. She studied at the University of Vienna with history as her major subject and German literature as a minor and received her Ph.D. in 1968.



### Nowotny, Ewald

Governor of the Oesterreichische Nationalbank (OeNB) since 2008. He served as CEO of the Austrian BAWAG P.S.K. Bank für Arbeit und Wirtschaft, Vice President and Member of the Executive Board of the European Investment Bank (EIB) and President of the Governing Board of Österreichische Postsparkasse (P.S.K.). He was an elected Member of the Austrian Parliament. He served as Full Professor at the Vienna University of Economics and Business Administration, where he also held the position of Vice-Rector. He studied law and government sciences at the University of Vienna and economics at the Institute of Advanced Studies in Vienna. He holds a doctorate in law from the University of Vienna.



### Oganov, Georgy

Adviser to the CEO of Basic Element, Mr. Deripaska, and Member of the Supervisory Board of the company since 2005. He also sits on the Board of Vol'noye Delo, a charity foundation. He was Deputy CEO responsible for International Affairs and Public Relations at Basic Element (2003-2005), Vice President of the M.I.C. Industries (USA) and Co-Chairman of the International Press Center and Club "Moscow". Prior to his career in business, he held several diplomatic positions with the Ministry of Foreign Affairs. He graduated with a degree in International Relations from Moscow State Institute of International Relations and holds a degree in

International Public Diplomacy and Public Relations from the Diplomatic Academy in Moscow.



### Oiknine, Dan

Chairman, Chamber of Commerce and Industry France India since 2009. He founded the India Trade Centre in 2007. He worked in the high-tech and internet industry, holding managing positions for technology leaders such as Netapp and Enition. He started in the luxury goods industry, heading several demanding positions, from Marketing to Business development, within famous brands (Dior, Celine, Lagerfeld, etc.) which he helped develop on the American continent. He holds a Bachelor's degree in Economics from Sorbonne University and a Master's Degree in Science and Techniques from Dauphine University, Paris.



### Patrick, Stewart M.

Senior fellow and director of the program on international institutions and global governance at the Council on Foreign Relations (CFR). Previously he was Research Fellow at the Center for Global Development. He also served on the Secretary of State's policy planning staff (2002-2005) and was research associate at the Center on International Cooperation at New York University, where he also taught U.S. foreign policy (1997-2002). He is the author or co-author of four books and writes the blog "The Internationalist". He graduated from Stanford University with a BA in human biology and received his doctorate in international relations, as well as two masters degrees, in international relations and European history, from Oxford University.



### Perthes, Volker

German political scientist, Middle East specialist. Chairman and Director of the German Institute for International and Security Affairs (SWP), in Berlin. From 1992 to 2005, he headed the Middle East and Africa Research Unit at the SWP. He taught at the American University

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of Beirut and at those of Duisburg, Münster and Munich. He teaches at Humboldt University Berlin.



### Petalas, Periclès-Paul

Chairman and CEO of EFG Bank European Financial Group. After having held various positions at the Union Bank of Switzerland, Zurich, and at the Banque de Dépôts, Geneva, he has been appointed CEO and non Executive Director of various EFG Group companies. He holds a Ph.D. in Theoretical Physics and a post graduate degree in Industrial and Management Engineering at the Swiss Federal Institute of Technology, Zurich.



### Pfaff, William

Regular contributor to *The New York Review of Books*, he has also written for *The New Yorker* (from 1971 to 1992), *Foreign Affairs* (New York), *Commentaire* (Paris), *Neue Zürcher Zeitung*, *Politica Exterior* (Madrid), etc. For a quarter century, he wrote a political column for *The International Herald Tribune* in Paris. Author of nine books on American foreign policy, international relations, nationalism, political romanticism and utopianism, etc. The most recent of these books, *The Irony of Manifest Destiny: The Tragedy of American Foreign Policy*, dealing with the present American crisis, was published last summer by Walker & Co. in New York.



### Pflüger, Friedbert

Director of the European Centre for Energy and Resource Security (EUCERS), Department of War Studies, King's College London. He has previously served as a press secretary to former German President Richard von Weizsäcker. He was also a member of the German Bundestag (1990-2006) and Chairman of the Bundestag

Committee on the Affairs of the European Union (1998-2004). Since September 2009, he is Professor for International Relations at the Department of War Studies, King's College London.



### Phadke, Vijay M.

Advocate registered with the Supreme Court of India since 1976. In 1986, he opened an office in Paris to advise French and European Companies doing business with India. Phadke Law has vast practical experience in the international disputes settlement & institutional arbitration in the energy, aviation & construction industries and also a background on policy matters as advice has been sought in making Indian Governmental policy decisions on taxation, defence & aviation policies. He graduated from the University of New Delhi, the University of Cambridge and the University of Geneva.



### Prioux, Pierre

President of Alcen, group composed of high technology companies in the fields of defense, energy, medical machines and aeronautics. He started his career as President of Tabur Marine and of Dufour. He served at Matra Group as Senior Vice-President in charge of 4 departments (car electronics, robotics, computer-aided design and watchmaking). He set up and managed a telecommunication operator, Kaptech and an equipment manufacturer, Cirpack. He studied at the Ecole Polytechnique and at the Insead.



### Qu, Xing

President of China Institute of International Studies (CIIS). Professor at China Foreign Affairs University (CFAU), he teaches mainly on China's Contemporary Diplomacy and History of China-France Relation. He was Vice President of CFAU and Minister to the Chinese Embassy to France. He graduated from Beijing Foreign Studies University (BFSU) in French language and literature, from China Foreign Affairs University (CFAU) in Diplomatic History and from the

Institute of Political Studies (IEP Paris) with a doctoral degree in politics.



### Quirina, Mireille

Special Adviser to the Management Board of DuPont de Nemours International S.A., Geneva. Former Vice President, Corporate Affairs Europe, Middle East and Africa (EMEA) DuPont de Nemours International S.A. Geneva. A native of Paris, she holds a Master degree from La Sorbonne University, Paris, and an advanced degree (DESS) in International, Comparative and European Law from the Paris Law Faculty, Paris.



### Raidl, Claus J.

President of *Oesterreichische Nationalbank* since 2008. He was Chairman and CEO of BÖHLER-UDDEHOLM AG (1991-2010), Deputy Chairman and Senior Executive Vice President of VOEST-ALPINE STAHL AG (1998-1992), Deputy Chairman and Senior Executive Vice President of VOEST-ALPINE AG (1986-1988). He started his career as Senior assistant at the Institute for Applied Social and Economic Research (1970-1971). He writes various articles on current economic affairs and financial issues in economic journals. He holds a master's degree in commerce and a doctoral degree in economics from Vienna University of Economics.



### Ramsay, William

Director of the Energy Program at Ifri. He formerly served as Deputy Executive Director at the International Energy Agency (IEA), where he also managed relations with non-member countries. He also held the posts of Deputy Assistant Secretary of State at the US State Department and Ambassador Extraordinary and Plenipotentiary to the Republic of Congo. As Head of the Office of Energy Producing Countries, he oversaw bilateral discussions on energy issues between the United States and Mexico, Venezuela, Saudi Arabia, the Gulf Cooperation Council and Japan. He received a MBA in International Marketing from the University of Michigan and

a Master's in International Business and Raw Materials at Stanford University in California.



### Razdan, Anil

Former Power Secretary of India. Energy expert and international negotiator. He was India Chair of World Energy Council, is currently chairing its global study Energy for Mega Cities, and is Scientific Consultant for Energy Technologies, Office of Principal Scientific Advisor to Government of India for developing Advanced Ultra Super Critical Technology. He studied Physics and Law at Delhi University and has been a visiting fellow of the University of Oxford. Among various awards, he received the Hiralal Daga Gold Medal in Law.



### Robinson, Mary

President of the Mary Robinson Foundation, she also serves on the Mo Ibrahim Foundation's board. Former President and founder of Realizing Rights, she was President of Ireland, but also United Nations High Commissioner for Human Rights, Legislator (1969-1989), Barrister (1967-1990) and Chair of the Council of Women World Leaders. She also served on expert European Community and Irish parliamentary committees. She received numerous honours and awards throughout the world including the Presidential Medal of Freedom from President Obama. She is a member of The Elders. She was educated at the Trinity College, King's Inns Dublin and Harvard Law School.



### Rompuy (Van), Herman

First full-time President of the European Council. He was Prime Minister of Belgium in 2009. Prior to this, he served as President (Speaker) of the Chamber of Representatives. He has held a number of portfolios in the Belgian Government including Secretary of State for Finance (1988), Vice Prime Minister and Minister for Budget (1993-1999). He worked as an economist in Belgium's central bank and served in both the Senate (1988-1995) and the Chamber of Representatives (1995-2009).

## Participants



**Rotfeld, Adam Daniel**

Co-Chairman of the Polish-Russian Working Group on Difficult Matters, member of the NATO Group of Experts on new Strategic Concept of Alliance and Commissioner of the Euro-Atlantic Security Initiative Commission. He is former Minister of Foreign Affairs of Poland and Director of the Stockholm International Peace Research Institute. He is also a member of many other boards and scientific councils in Poland and abroad, and a professor at Warsaw University. He is the co-author (with A. Torkunov) of *White Spots – Black Spots. Difficult Matters in Polish-Russian Relations 1918-2008*, published in 2010.



**Maj. Gen. (Res.) Rothschild, Danny**

Director of the Institute for Policy and Strategy (IPS) and Chairman of the Herzliya Conference Series. Partner in the global security consultancy firm NETACS and Chairman of the Board of Trustees of the Afeka School of Engineering. He is a former member of the Advisory Board of the Bank of Israel. He served for more than 30 years in the Israel Defence Forces in a variety of command and staff positions, including Coordinator of Government Activities in the Territories, Chief of the Intelligence Research and Analysis Department of Military Intelligence, Commander of the Liaison Unit in Lebanon and Assistant to the Chief of Staff.



**Ryu, Jin**

Chairman and CEO of Poongsan Group, one of the largest manufacturers of metal products and munitions in the world. He is actively involved in numerous business organizations as Chairman of the International Wrought Copper Council, Chairman of the Korea-Pacific U.S. States

Economic Committee, Chairman of the Korea Nonferrous Metal Association, Vice Chairman of the Business and Industry Advisory Committee to the OECD, Vice Chairman of the Korea-U.S. Economic Council. Additionally, he supports a number of philanthropic organizations worldwide. He also serves as a Board Member of America's Promise, the Korea Exchange Bank (KEB) Foundation and the Korea Foundation, and as Chairman of the Pyongsan Scholarship Foundation and the Pearl S. Buck Foundation Korea.



**SaKong, Il**

Chairman of the Presidential Committee for the G20 Summit in the Office of the President. He served as Special Economic Adviser to the President (2008-2009). He also chaired the Presidential Council on National Competitiveness (2008-2009). During his tenure at key posts in the Korean government, he played the leading role in framing and implementing Korea's most successful development strategy and economic policies of the 1980s. He was Special Consultant to the International Monetary Fund (1989-98). He graduated from Seoul National University (1964) and received his MBA (1966) and Ph.D (1969) from the University of California in Los Angeles.



**Salvador, Luc-François**

President and CEO of Sogeti Group and member of Cap Gemini's executive committee. He was recently chosen by President of the French Republic to become a member of the "Commission for the promotion of economical growth". In 2000, he was appointed by the Cap Gemini Group to prepare the merger of the two US entities Cap Gemini and Ernst & Young. He previously was Vice Chief Executive of Cap Gemini France. In 2010 he was awarded the Legion of Honour. He holds a BA in Organisations and Methods from the University of Witwatersrand (South Africa).



**Sano, Tadakatsu**

Attorney-at-law at Jones Day. He focuses on risk management and regulatory compliance and encompasses a broad range of government regulations. His clients include major Japanese companies. He spent 35 years at the Japan Ministry of International Trade and Industry, where he worked in the field of international trade policy. He was Chief Executive Assistant to Prime Minister Yukio Hatoyama (2009-2010), served in various positions in the Ministry of International Trade and Industry (1969-2004), including Vice Minister of International Affairs and Executive Assistant to Prime Minister Morihiro Hosokawa (1993-1994). He graduated from Kyoto University (LL.B.).



**Sara, Kevin**

Chairman and CEO of Nur Energie and Vice-President of the Tunisian British Chamber of Commerce. After working as a management consultant at McKinsey & Co., he co-founded the European Telecom and Media Investment Banking Practice at the Investment Bank Salomon Brothers (now Citigroup). Later, at the Japanese Investment Bank Nomura International, Kevin invested in European and US emerging technology companies. While working on his PhD in Energy Policy at Imperial College, Kevin co-founded Hazel Capital, a clean-tech investment management company. Kevin obtained a B.A. in Physics from Vassar College (New York) and a MBA from the Ecole National des Ponts et Chaussées (Paris).



**Schweitzer, Louis**

Chairman of the board of AstraZeneca PLC and AB Volvo; he serves on the boards of BNP-Paribas, L'Oréal, and Veolia Environnement. Louis Schweitzer is also Chairman of the Supervisory Board of the French newspaper *Le Monde* and serves on the board of a number of companies and not-for-profit institutions. Formerly, he was President of HALDE, the French high authority

to fight discriminations and promote equality after being Chairman and CEO of Renault.



**Serra, Narcís**

President of CIDOB, President of IBEI and Chairman of the Board of Trustees of the Museu Nacional d'Art de Catalunya. He is also Vice-President of Telefónica Chile, Councillor of Telecomunicaciones de São Paulo S/A –TELESP, Councillor of Telefónica Internacional, S.A.U and Councillor of Gas Natural S.A. He served as President of the Caixa d'Estalvis de Catalunya savings bank, Deputy for Barcelona in the Spanish Congress, Vice-President of the Spanish Government, Minister of Defence, Mayor of Barcelona, Catalan Minister of Town and Country Planning and Public Works. He holds a B.A. in Economics from the University of Barcelona and a Ph.D. in Economics.



**Severino, Jean-Michel**

CEO, Investisseurs et Partenaires (I&P), member of the Académie des Technologies, General Inspector of Finance, French Ministry of Finance. He served as Director in charge of international development at the Ministry of Cooperation and Development, Vice-President of the World Bank for Asia, CEO of France's International Development Agency (AFD) (2001-2010). In October 2007, he launched the blog "Ideas4development" alongside Josette Sheeran, Donald Kaberuka, Kemal Dervis, Pascal Lamy, Abdou Diouf and Supachai Panitchpakdi, in which the authors share their visions, doubts and hopes for international development. He graduated from the Ecole Supérieure de Commerce de Paris, the Institut d'Etudes Politiques de Paris and the Ecole Nationale d'Administration.



**Sheetrit, Meir**

Member of the Israeli Knesset for the Kadima Party. Born in Morocco, he emigrated to Israel in 1957 and served in a number of high-level cabinet positions, including Minister of the Interior, Minister of Housing and Construction, Minister

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of Finance, Minister of Justice, Minister of Transportation and Minister of Education, Culture and Sports. He was first elected to the Knesset in 1981 and served as Mayor of the City of Yavne. He holds a BA and a MA from Bar-Ilan University.



### Sibal, Kanwal

Member of the Board of Directors of the New York based East-West Institute.

He was India's Ambassador to Russia (2004-2007), to Turkey (1989-1992) and Deputy Chief of Mission to the United States (1992-1995). He served thereafter as India's Ambassador to Egypt (1995-1998) and Ambassador to France (1998-2002). He has a MA degree in English Literature and a Bachelor's degree in Law.



### Stadler, Walter

Member of the Atlantic Council of the United States. As a career officer in the United States Foreign Service for 35 years, Ambassador Stadler

was assigned to the United Kingdom, Germany, South Africa, Ethiopia, Sweden and Benin. He served as Advisor to the US Secretary of Defense, European Advisor to the US Mission to the United Nations, Vice President of National Defense University in Washington, DC, and as an advisor to the leaders of the Baltic Republics on developing their post-Cold War policies. He was President and CEO of the National Defense University Foundation (2008-2010). A graduate of Fordham University in Classics, he pursued graduate studies at Columbia University and also studied at the Sorbonne and the University of Perugia in Italy. He is interested in political-military affairs as well as development issues such as the provision of clean water and micro-enterprise capacity building.



### Stark, Hans

General Secretary of the Study Committee for Franco-German Relations (Cerfa) at the Ifri. Expertise: Germany and European integration, history of European construction, European security and defense policy, institutional debate. Lecturer in European Studies at the Institut d'Etudes Politiques in Paris and at the University Paris-III (Sorbonne-Nouvelle).



### Steiner, Tommy

Senior Research Fellow at the Institute for Policy and Strategy at the Interdisciplinary Center, Herzliya. Former executive director of the Atlantic

Forum of Israel. As part of his work at the Institute, he heads research programs that focus on Israeli foreign policy and the European Union's and NATO's relations with Israel and the Middle East. He teaches International Relations, Government and Security Studies at the Lauder School of Government, Diplomacy and Strategy at the IDC. His areas of specialization include regional cooperation in the Middle East Basin and in the Asia-Pacific region. He holds an MA (cum laude) in International Relations from the Hebrew University.



### Stratton, Kim

Head Group Country Management and External Affairs, Novartis. Prior to this appointment, she served as Head of the Country Pharma

Organization and Country President for Novartis in Portugal. Since joining Novartis, she has held positions of increasing responsibility. At AstraZeneca, she was Head of the UK Respiratory Business Unit, and of HIV Business Unit, and worked in both Oncology and Cardiovascular as Head of Marketing at Bristol-Myers Squibb. Her career started in Australia as a sales representative for Glaxo. Ms. Stratton studied Nursing in Sydney, Australia.



### Sur, Serge

Professor of Public Law, Faculty of Law, University of Paris II Panthéon-Assas. He directs the Master's in Research & International Relations Program as well as the Thucydide Centre – International Relations Analysis and Research. He is also ad hoc Judge at the International Court of Justice in The Hague and Editor-in-chief of the *Questions internationales* journal, published by *La Documentation française*. He received the Edouard Bonnefous Award from the French Academy of Moral and Political Sciences at the Institut de France for the *Annuaire Français de Relations Internationales*. He is agrégé Professor of Public Law.



### Swoboda, Hannes

Vice-Chairman of the Group of the Progressive Alliance of Socialists and Democrats in the European Parliament, member of the Committee on

Foreign Affairs, of the Delegation to the EU-Kazakhstan, EU-Kyrgyzstan and EU-Uzbekistan Parliamentary Cooperation Committees, and for relations with Tajikistan, Turkmenistan and Mongolia, of the Delegation for relations with the United States and of the Delegation to the Euronest Parliamentary Assembly. He has been a Member of the European Parliament since 1996, Vice-Chairman, PSE Group, European Parliament and PSE Group parliamentary manager. He was Vice-President, Interparliamentary delegation for relations with South-East Europe (1997-2004). He studied law and economics.



### Tabet, Riad

President of Batiliban-France, Franco-Arab Consortium for development, CEO of Berit International Holding SA, board member of the executive

committee of the Franco-Arab Chamber of Commerce, Paris, board member and founding member of the Lebanese American Chamber of Commerce, Beyrouth. He was Advisor to the Lebanese President for the French-speaking world (1986-1988) and Advisor to the Minister of Finance for the private sector (1999-2001).

He is the author of numerous books and studies on economic development, environment and land-use planning. He graduated from the Institut d'Urbanisme, Paris-Sorbonne University.



### Tadić, Boris

President of the Republic of Serbia. A psychologist by profession, he is a leader of the Democratic Party. He was elected to a four-year term on June 27, 2004, and re-elected for a de facto second four-year term on February 3, 2008. Prior to the Presidency, he served as the last Minister of Telecommunications of the Federal Republic of Yugoslavia and as the first Minister of Defence of Serbia and Montenegro.

He graduated from the University of Belgrade Faculty of Philosophy with a degree in psychology, specifically social psychology in the department of clinical psychology.



### Taittinger, Anne-Claire

Member of the board of Carrefour, Club Méditerranée and Planet Finance & Financité and President of Le Riffay.

After four years devoted to urban planning and public housing development programmes in several cities in France on behalf of the Caisse des Dépôts et Consignations (a major French State financial operator), she joined, in 1979, the business world, participating in the management, development and executive direction of her family's business group. Until January 2006, she was CEO of Groupe Taittinger and Groupe du Louvre. She also served as CEO and then Chairman of Baccarat. She graduated from the Institut d'Etudes Politiques, Paris, from HEC (MBA) and Paris 5 University, post graduate degree in sociology, city planning and urban development.



### Tan, York Chor

Ambassador of the Republic of Singapore to the French Republic and Portugal. He was the Permanent Representative of Singapore to the United Nations in Geneva (2007-2010) and the Permanent Representative of Singapore to the International

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Atomic Energy Agency in Vienna. He joined the Singapore Civil Service in 1985 and worked in the Ministry of Defence and in the Ministry of Foreign Affairs. He served as First Secretary in the Singapore Embassy in Paris, as Minister-Counsellor and Deputy Permanent Representative in the Singapore Permanent Mission to the United Nations in New York. He graduated with a Diplôme d'Ingénieur from the Ecole Nationale Supérieure de Chimie de Strasbourg, France.



#### **Taneja, Narendra**

Founder, CEO and Convener of the World Oil & Gas Assembly (WOGA), the country's premier and most high-profile international platform for brainstorming, interaction and networking on the sector. He is also India's leading television and radio commentator on energy issues. He has studied business administration, energy policy, international affairs and commerce at the University of Oxford and the University of Oslo in Europe and at St John's College, Agra in India.



#### **Tang, Karen**

Executive Director of the Better Hong Kong Foundation since 2006. She served as Deputy General Manager of the Chinese Television Network and General Manager of the Hong-kong Telecom IMS. She worked for the Tung Chee Hwa Election Office in 2001 as the Director of Administration Division, responsible for the coordination of the election campaign. She holds a Bachelor of Arts degree in Social Science and a Master of Arts degree in Public Administration.



#### **Terrab, Mostafa**

Chairman and CEO of OCP Group. He was an advisor in the Royal Cabinet and also served as Secretary-General of the MENA Economic Summit.

In 1998, he was appointed Director-General of the National Telecommunications Regulatory Agency. Then, he joined the World Bank as Lead Regulatory Specialist in the Global Information and Communications Department, and headed the World Bank's Information for Development Program. He holds a MS and a PhD in Operations Research from the Massachusetts Institute of Technology and received an engineering diploma from the ENPC, Paris.



#### **Thorat, Yashwant**

CEO of Rajiv Gandhi Charitable Trust. He has more than 35 years of experience in senior public-bank and microfinance positions. Former

Executive Director of the Reserve Bank of India where he worked for over three decades, culminating as an Executive Director and including more than 10 years dedicated to cooperatives, rural credit and microfinance. More recently, he has been Managing Director and later Chairman of India's National Bank of Rural and Agricultural Development (NABARD, 2004-2007), Chairman of the Expert Groups on Credit Deposit Ratio and Investment Credit, and Chairman of the Micro Finance Development and Equity Fund. He holds a Ph.D. in Economics from Shivaji University, Kolhapur.



#### **Tibi, Ahmad**

Dr. Ahmad Tibi is an Arab-Israeli politician and leader of the Arab Movement for Change (Ta'a). He currently serves as Deputy Speaker of the Knesset, head of Raam-Taal Parliamentary faction, and head of the Parliamentary Enquiry Committee on the Employment of Arabs in the Public Sector. Before being elected to the Knesset in 1999, Tibi served as Senior Advisor for the late Palestinian President, Yasser Arafat, and was the spokesperson of the Palestinian Delegation at Why River Summit. As one of the most prominent politicians in Israel, he describes himself as Arab-Palestinian in nationality and Israeli in citizenship. Dr. Ahmad Tibi is also a physician, graduated from the Hebrew University of Jerusalem.



#### **Torkunov, Anatoly V.**

Russian diplomat, expert on Russian foreign policy. Rector of the Moscow State Institute of International Relations (MGIMO-University).

Member of the Collegium of the Ministry of Foreign Affairs, Chairman of the Russian UN Association, and Ambassador Extraordinary and Plenipotentiary. In 2008, he was elected Full Member, Academician of the Russian Academy of Sciences. He is a Professor at MGIMO. He served at Soviet Embassies in the Democratic People's Republic of Korea and the United States of America. He holds an MA and two doctoral degrees in Political Science from MGIMO-University.



#### **Türk, Danilo**

President of the Republic of Slovenia since 2007. In 1978, he started teaching International Law at the Faculty of Law in Ljubljana. He served

as Chairman of the SZDL Commission for Minorities and Migrants. In 1987, he initiated and participated in the establishment of the Human Rights Council in Slovenia. After Slovenia's declaration of independence, he took an active role in its diplomatic activity. In 1992, he assumed the position of Ambassador of the Republic of Slovenia to the United Nations. He also served as Assistant Secretary-General for Political Affairs, UN. After 13 years in New York, he returned to Slovenia in 2005. He holds a law degree and a doctorate from the Faculty of Law, University of Ljubljana, a masters degree in law from Belgrade University.



#### **Vasconcelos, Alvaro (de)**

Director of the EU Institute for Security Studies. Prior to this, he headed the Institute of Strategic and International Studies (IEEI) in Lisbon,

of which he is a co-founder. He has served as Special Advisor to the Portuguese government on Defence and Home Affairs, and published abundantly on European and international politics. He is author and co-editor of many books,

articles and reports, notably in the areas of EU common foreign and security policy and on the world order. He is a frequent contributor to the European press and his syndicated articles (Project Syndicate) appear in many reference newspapers worldwide.



#### **Védrine, Hubert**

Founder of Hubert Védrine Conseil, a consulting firm. He formerly served as Diplomatic Advisor to François Mitterrand, Spokesman and

Secretary-General at the Elysée presidential palace before joining the Council of State in 1995 and as Minister of Foreign Affairs (1997-2002). He graduated from the Ecole nationale d'administration and his major books are: *Les Mondes de François Mitterrand* (François Mitterrand's Worlds), Fayard, 1996, *Mitterrand, un dessein, un destin* (Mitterrand, a Design, a Destiny), Gallimard, 2005, and *History Strikes Back*, Brookings Institution Press, 2008. He and Pascal Boniface co-authored *Atlas du monde global* (2008) and *Atlas des crises et des conflits* (2009).



#### **Villepelet, Serge**

President of PricewaterhouseCoopers France, a member firm of the worldwide network of PricewaterhouseCoopers International (PWC).

He joined Coopers & Lybrand in 1979 and was admitted to the partnership in 1989 on qualifying as Statutory Auditor. During his 30 years with PWC, he has held a number of other senior positions in management and governance within the firm in France, in Europe and at the international level as a member of PWC's International Board. In 2007, he set up the PricewaterhouseCoopers France Foundation for culture and solidarity. In 2010, he published *Le patron qui aime les littéraires* (éd. Lethielleux/DDB). He graduated from the Ecole Supérieure de Sciences Economiques et Commerciales (ESSEC).

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### Wat, François

Senior Partner, Co-Head of Global Equity Advisory, Rothschild Paris since 2008. Before joining Rothschild, he was a Managing Director at Deutsche Bank, Chairman of Equity Capital Market, Asia Pacific, based in Hong Kong. He joined Deutsche in 1995 as the Head of French Equities in Paris. He became Head of European Equity Sales in 1998, and Head of European Equity in 2000. Prior to joining Deutsche Bank, he was a Managing Director and Head of French Equities for S.G. Warburg Securities in Paris. He also served as a Director at Lazard Frères & Cie in Paris. He received a Master's degree in Law from the University of Paris and is also a graduate of the Institut d'Etudes Politiques de Paris.



### Weymuller, Bruno

Director of Déinove and Kvaerner ASA, and member of the board of directors at Coe-Rexocode. He has been Advisor to the CEO and Executive Vice President at Total (2000-2008) in charge of Strategy and Risk Assessment. After joining Elf Aquitaine Group in 1981, he has held various management positions in the upstream division and was Chief Financial Officer (1994-2000). He began his career at the Ministry for Industry (1972-1978), then he joined the Prime Minister Raymond Barre's cabinet (1978-1981). He graduated from the Ecole Polytechnique and the Ecole des Mines in Paris. He holds a Master of Science from the Massachusetts Institute of Technology.



### Yeoh, Michael

Founder and Chief Executive Officer of the Asian Strategy and Leadership Institute (ASLI), a leading independent Think Tank in Malaysia and ASEAN. He is also Founder and Chairman of

the World Chinese Economic Forum and the ASEAN Leadership Forum. He was Organising Chairman of the Asia Economic Summit, the Organisation of Islamic Countries (OIC) Business Forum and the World Islamic Economic Forum. He is also Secretary-General of the Malaysia China Business Council and the ASEAN Business Forum. He studied at Monash University and the Aresty Institute of Wharton School and was conferred this year an Honorary Doctorate in Laws by the University of Nottingham.



### Yurgens, Igor

Chairman of the Management Board of the Institute of Contemporary Development, Vice President of the Russian Union of Industrialists and Entrepreneurs and a member of the Presidential Council for the Development of the Information Society in Russia. He graduated from the Economics Department of Moscow State University. He is a professor of the Higher School of Economics and author of numerous articles and monographs. He is also the recipient of the Order of Honor of the Russian Federation.



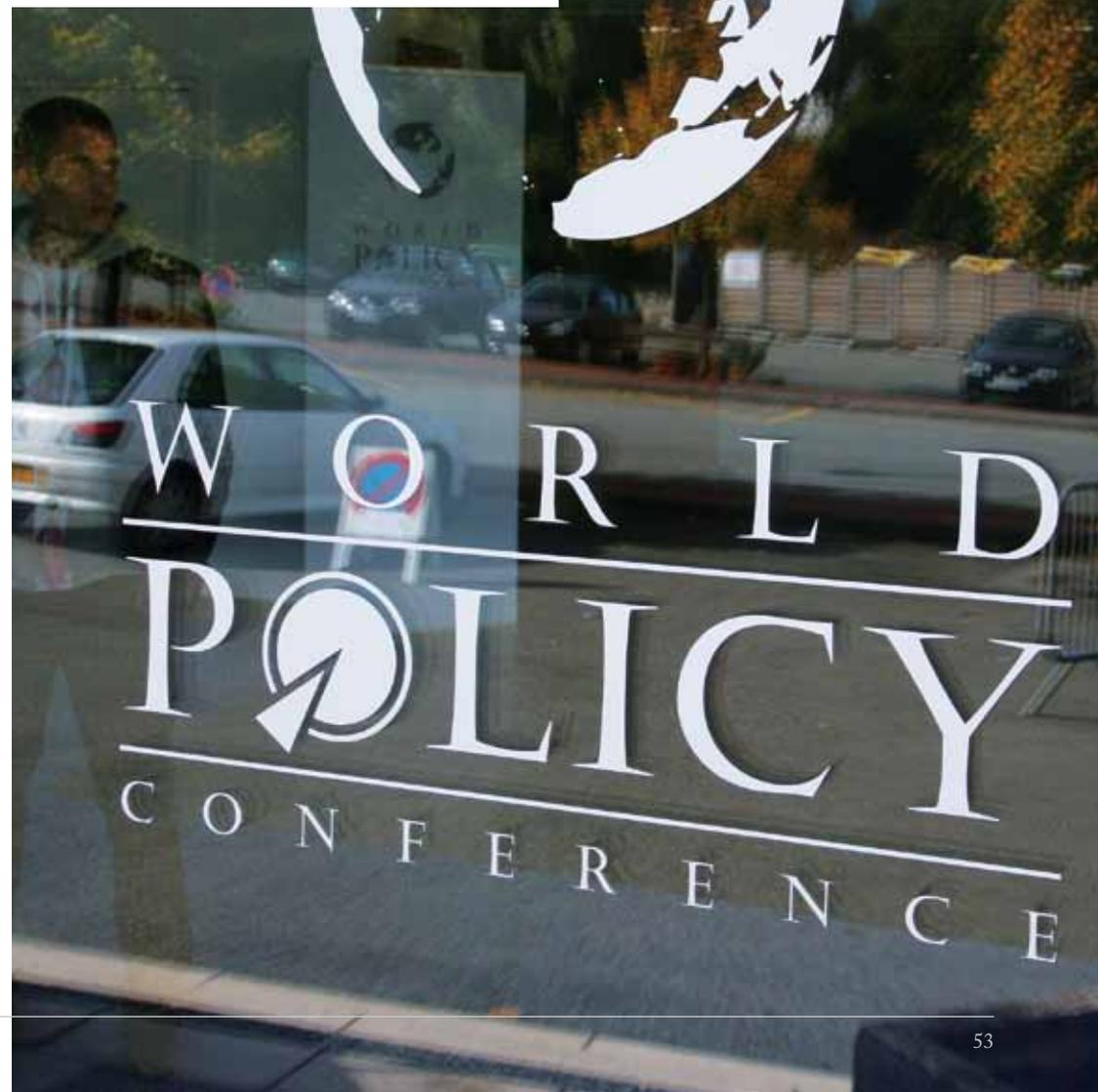
### Zinsou, Lionel

CEO of the Private Equity firm PAI since 2009. He started his career as a lecturer in economics at Paris University and was a member of the Department of Industry's Minister's Office and the Prime Minister's Office. In 1986, he joined Danone where he held various positions including Corporate Development Director and then CEO of the grocery division. In 1997, he joined the Rothschild Bank as General Partner; he was Head of the Consumer Products Group, Head of Middle East and Africa. He graduated from Ecole Normale Supérieure, Sciences Po, the London School of Economics and La Sorbonne in history and economics. He is a "professeur agrégé de sciences économiques et sociales".



### Zinsou, Marie-Cécile

Marie-Cécile Zinsou was born in 1982; she is the President of the Zinsou Foundation that she founded in June 2005 in Benin. The Zinsou Foundation aims to promote contemporary Art in Africa and leads cultural, educational and social actions as well as a microfinance program. So far the foundation has hosted 24 exhibitions and has received 3 000 000 visitors.





# Conference venue

*Lieu de la conférence*

## Conference venue

Lieu de la conférence

### **Vienna, ville impériale rayonnant sur le Monde**

*Au cœur de l'Europe, Vienne allie beauté, savoir-vivre, et modernité. De par sa proximité avec les capitales du continent et la richesse de ses infrastructures, elle est le lieu d'accueil naturel pour les événements touchant aux grands problèmes de l'Europe et du monde.*

*Fondée par les Celtes il y a plus de 2500 ans, la « ville blanche » de l'Empire romain devient au cours du Moyen Age la capitale des Habsbourg, centre de commandement sur le Saint Empire romain germanique, ville impériale, rayonnante comme son aigle.*

*Un rayonnement qui va d'ailleurs la porter à accueillir le Congrès de Vienne et, jusqu'à aujourd'hui, du fait de sa neutralité, à servir d'assise pour de grands organismes internationaux comme l'OSCE, l'OPEP, le Vienna International Centre (ONU) ou l'Institut international de la presse, et à demeurer privilégiée pour la signature d'accords importants – on pense aux Conventions de Vienne.*

### **Vienna, an imperial city with global reach**

Located at the heart of Europe, Vienna is a remarkable blend of beauty, civilised manners and modernity. Its proximity to the principal capital cities of the European continent and the high quality of its infrastructure make it a natural venue for conferences and meetings on major European and global issues.

Founded by the Celts over 2,500 years ago, in the Middle Ages, the Roman Empire's "white city" became the Habsburg dynasty's centre of power. The imperial capital's radiance and influence would extend across the entire Holy Roman Empire under the city's black eagle standard. Due to the Empire's political and military influence, the Austrian capital would host the Congress of Vienna in 1814. Today, it is Austria's status as a neutral power that renders it the ideal home for major international organisations such as the OSCE, OPEC, the Vienna International Centre (UNO) and the International Press Institute. Vienna has also remained a favourite location for signing important agreements, such as the Vienna Convention.

# Vienna

Vienna

Just as the Danube river flows across the European continent, Vienna has travelled through the ages, preserving what was best from each: its world famous museums (the Fine Arts Museum and the Museum of Modern Art), architectural marvels (the Opera House, the splendid Belvedere Park, and the famous Graben Street), and the Hofburg Palace (whose convention centre will welcome this year's World Policy Conference).

Vienna remains the world's vibrant capital of music, artfully leveraging its renowned musical heritage. Indeed, it is Vienna's exceptional ability to play upon its rich heritage that allows it to remain dynamic and influential to this day.

*A l'image du Danube, qui la traverse dans son périple à travers le continent, elle a traversé les époques, en en gardant les meilleurs souvenirs : des musées aussi réputés que le musée des Beaux-Arts ou le musée d'art moderne, mais aussi des merveilles architecturales telles que l'Opéra, le splendide parc du Belvédère, l'incontournable Graben, ou encore le palais de la Hofburg, qui accueille cette année la World Policy Conference.*

*Capitale mondiale de la musique, elle vit la culture plus qu'elle ne s'en souvient. L'héritage exceptionnel viennois est en effet plus qu'un simple héritage : c'est le moteur de son dynamisme quotidien et de son influence persistante.*





# Hofburg Palace

*Hofburg, le château de l'Empire*



For centuries, the Hofburg Palace was at the very heart of Vienna's power structure, and the surrounding neighborhood was the bustling center of Imperial government.

A veritable city of activity exists inside the imposing facade of the Hofburg, and its many architectural styles reflect the perenity of the power it houses.

The Hofburg still holds a prominent place in Vienna's landscape and continues to shape our world by hosting important international conferences in its congress center.

The history and radiant beauty of the Hofburg Palace makes it the ideal venue of this 4<sup>th</sup> Edition of the World Policy Conference.

*Grand centre de pouvoir depuis des siècles, la Hofburg est un des endroits de Vienne les plus prestigieux à plusieurs titres.*

*Par sa taille, qui en fait une véritable petite ville dans la ville, par la beauté de ses multiples styles et par le symbole qu'il représente.*

*De même que sous l'Empire, la présence de ce palais stimulait la construction de nouveaux édifices autour de lui, il contribue aujourd'hui à la construction de notre monde, en accueillant des conférences d'ampleur internationale dans son centre de congrès.*

*Confortable et rayonnant, c'est donc le lieu idéal pour une nouvelle édition de la World Policy Conference.*

## Conference venue

*Lieu de la conférence*

### Hotels • Hôtels



**Grand Hotel Wien**  
Kärntner Ring 9  
1010 Vienna, Austria  
Tel: +43 (0)1 515 80



**Ring Hotel**  
Kärntner Ring 8  
1010 Vienna, Austria  
Tel: +43 (0)1 221 22



**Europa Hotel Wien**  
Kärntner Straße 18  
1010 Vienna, Austria  
Tel: +43 (0)1 515 94



**Hotel Harrenhof**  
Herrengasse 10  
1010 Vienna, Austria  
Tel: +43 (0)1 534 04



### Venue • Lieu de la conférence

**Hofburg Vienna**  
Heldenplatz  
1014 Vienna Austria



### Shuttles • Navettes

Transfers will be available during the conference. Shuttle drop-off and pick-up will be at the Grand Hotel Wien.

*Tous les déplacements dans le cadre de la conférence s'effectueront en navette au départ du Grand Hotel Wien.*

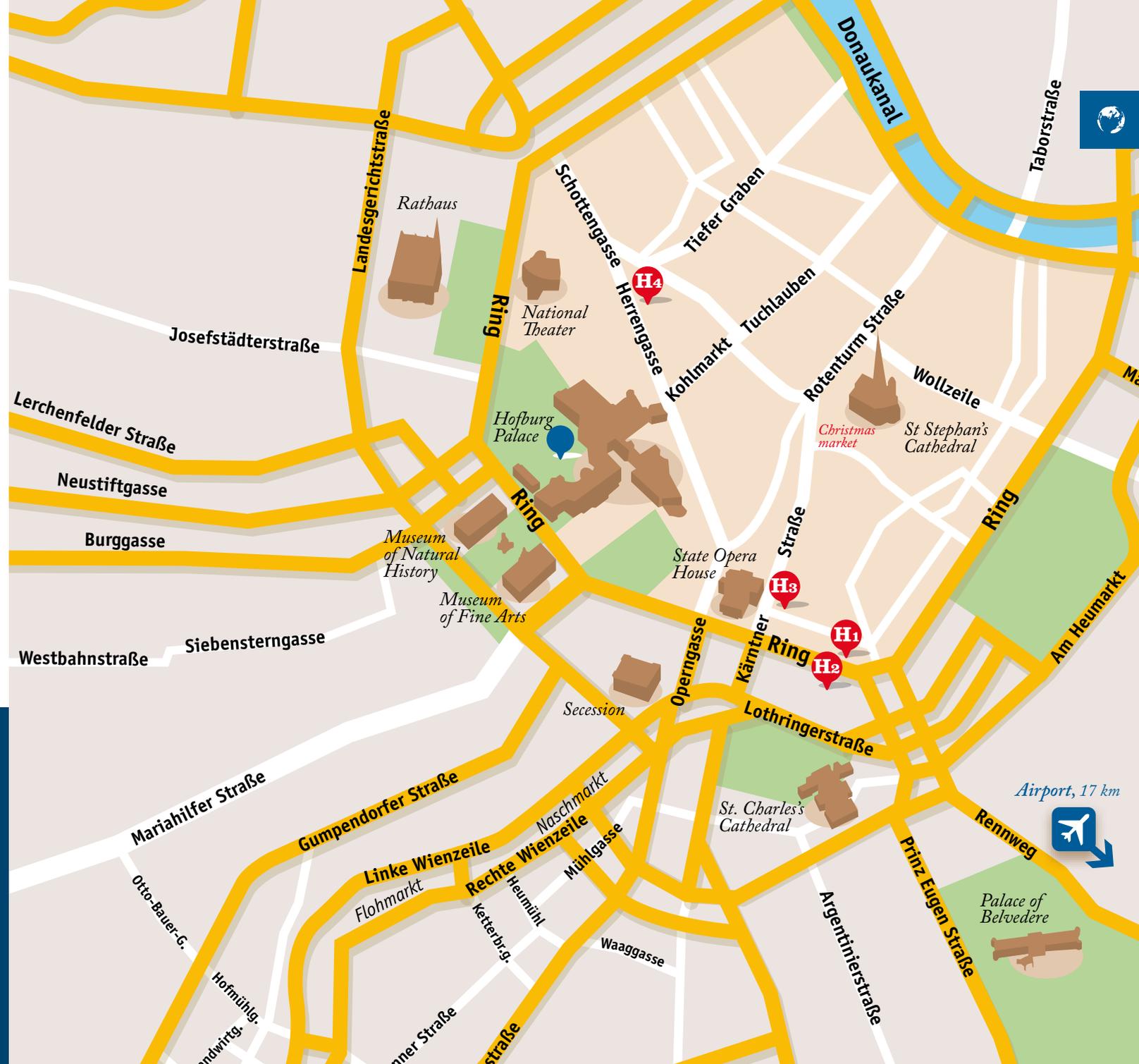


### Taxis • Taxis

**Airport - Aéroport**  
Limowien +43 (0)1 263 1990  
Airport Driver +43 (0)1 228 22  
C&K Airport +43 (0)1 444 44

### In-city - Dans la ville

601 60 Taxi +43 (0)1 601 60  
Taxi 401 00 +43 (0)1 401 00  
Taxi 313 00 +43 (0)1 313 00



# Practical information

## Informations

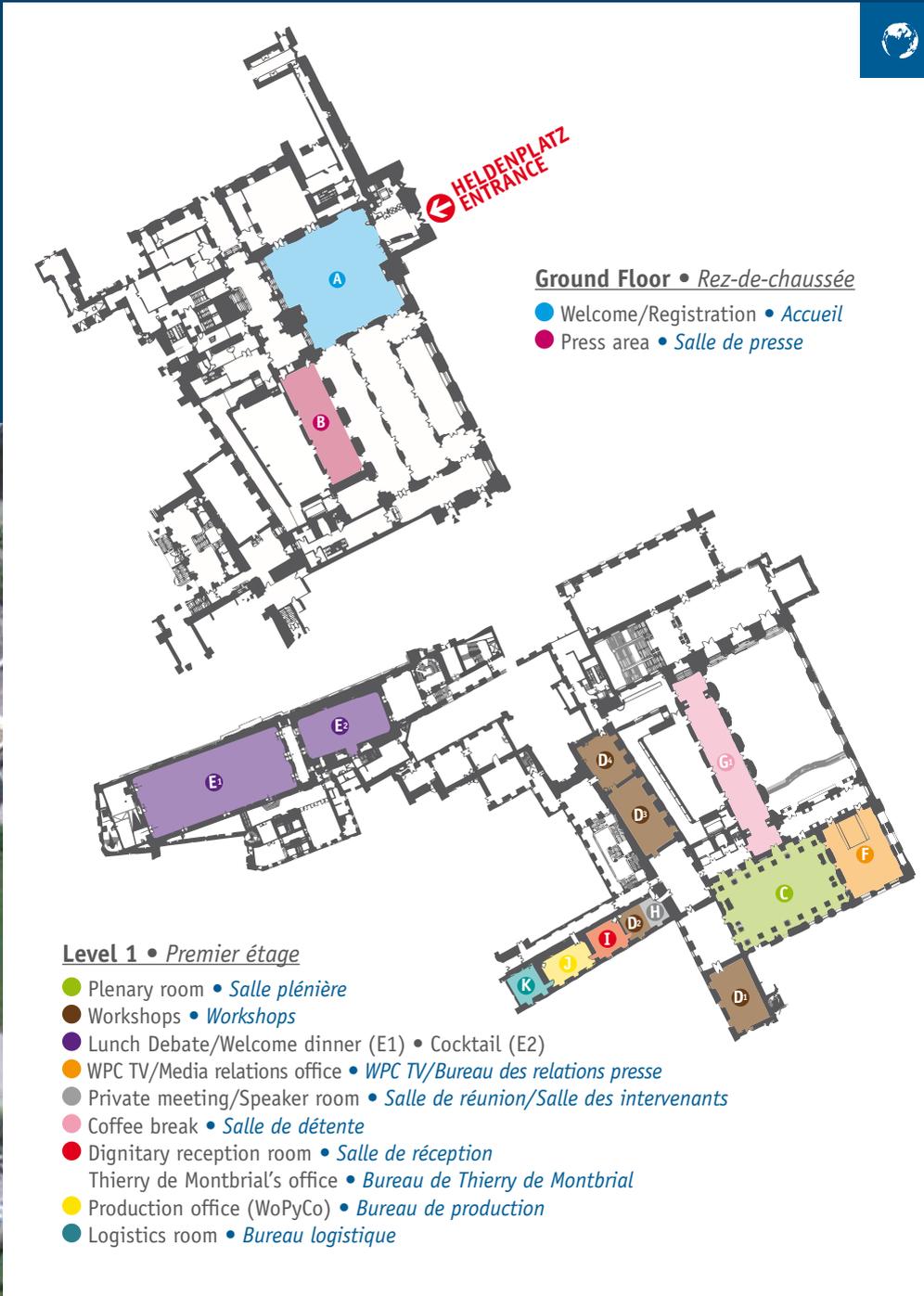
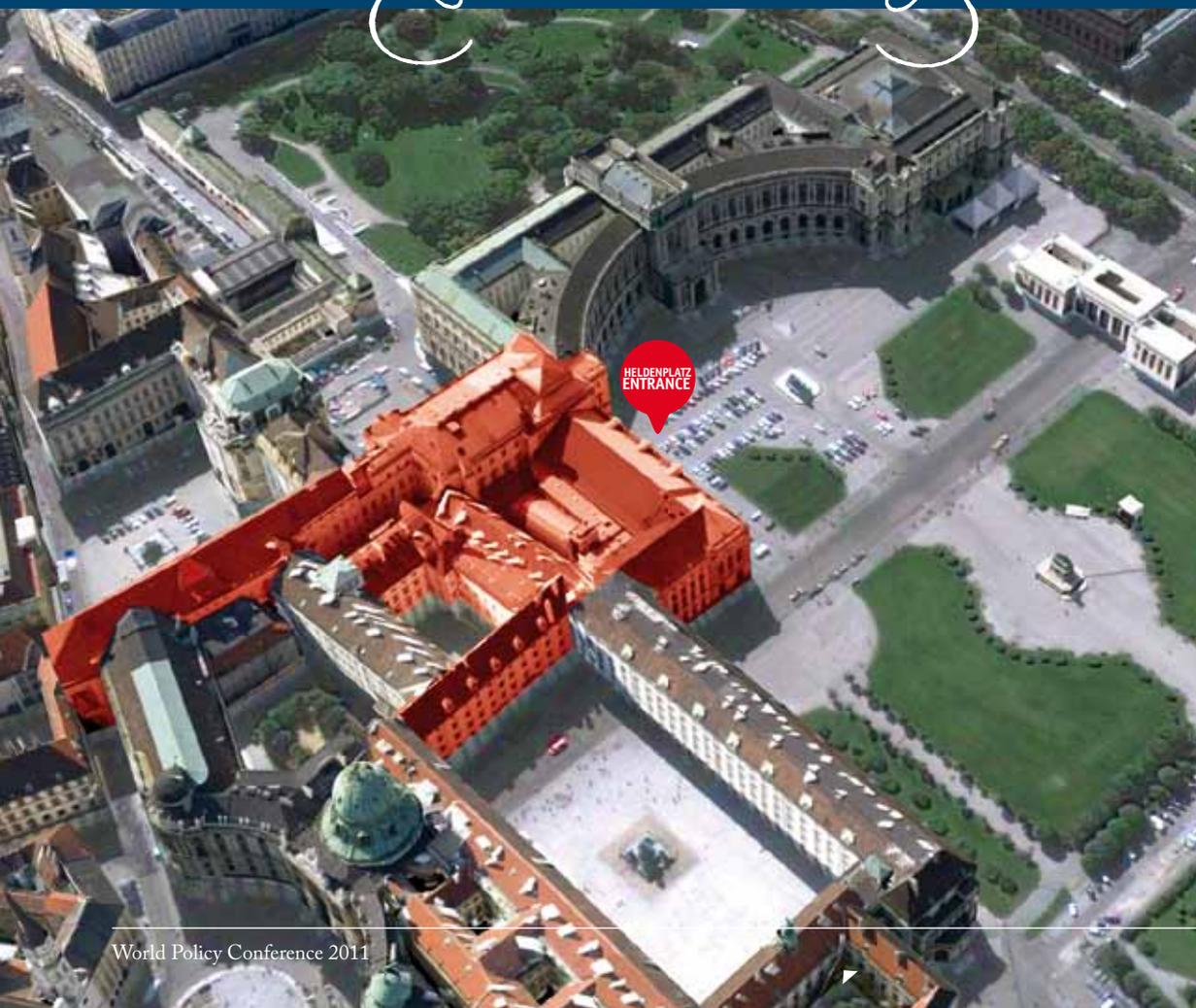
### Information Desk • Accueil

#### Grand Hotel Wien

An information desk will be available daily December 9 – 11, 2011.  
 Un bureau d'accueil sera à votre disposition du 9 au 11 décembre 2011.

#### Hofburg Vienna Conference Center

Friday, December 9 • *Vendredi 9 décembre* 13:00 – 21:30  
 Saturday, December 10 • *Samedi 10 décembre* 8:00 – 20:00  
 Sunday, December 11 • *Dimanche 11 décembre* 8:00 – 18:30





Sponsors  
*Partenaires*

### L'OCP en quelques mots

*Le groupe OCP est leader mondial de l'industrie du phosphate et produits dérivés. Ces produits sont fondamentaux pour la sécurité alimentaire mondiale et la productivité agricole, car ils fournissent des éléments nutritifs essentiels à l'agriculture et participent à la reconstruction des sols. Entreprise multinationale marocaine, OCP fournit un réseau de plus de 130 clients dans les 5 continents, et à travers eux des millions d'agriculteurs aux quatre coins du monde.*

*Fondée en 1920, OCP a su évoluer d'une entreprise d'extraction de phosphates à une entreprise responsable, producteur et fournisseur d'une large gamme de produits dérivés du phosphates, répondant aux besoins divers du marché. La combinaison de la plus large réserve mondiale de phosphate (située en majorité au centre du Maroc dans le bassin de Khouribga), d'usines de production à la pointe de la technologie et de capacités de recherche et développement de classe mondiale, permet à OCP de répondre efficacement à la demande mondiale croissante pour une large gamme d'engrais à base de phosphate et de produits dérivés.*

*OCP joue avec fierté un rôle important dans le développement économique et la compétitivité mondiale du Maroc. Il s'agit de la plus grande entreprise du pays, avec plus de 18 000 emplois directs et 40 000 emplois indirects au Maroc. OCP représente approximativement 3.5% du PIB*

### About the OCP Group

The OCP Group is a global leader in the production and export of phosphate rock, phosphate-based fertilizers and related products. These products are an important component of global food security and agricultural productivity, as they provide essential nutrients to food crops and help rebuild healthy soils. As a Moroccan Multinational company with global reach, OCP serves a network of over 130 customers on 5 continents, and through them supports farmers in all corners of the planet. Founded in 1920, OCP has evolved from its roots as a phosphate mining company to become a diversified producer and supplier of a broad range of products adapted to different markets and needs. The combination of the world's largest phosphate reserves (located mostly in the Khouribga basin in the center of Morocco), cutting-edge chemical and production facilities, and world-class research and development capacities, permits OCP to respond creatively and cost-effectively to growing global demand for a wide range of phosphate-based fertilizers and related products.

OCP proudly plays an important role in the economic development and global competitiveness of Morocco. It is the largest company in the country, providing over 18,000 direct jobs and 40,000 indirect jobs across Morocco. OCP represents approximately 3.5% of Moroccan GDP and accounts for one quarter of Moroccan exports. At the same time, OCP is a substantial contributor to the success of Morocco's own agricultural sector, which accounts for 15% of the country's GDP in a country where 40% of the population is rural. OCP is a major supporter of Morocco's national agricultural development plan, the "Plan Maroc



Vert", particularly through its support for the development of a detailed set of soil fertility maps for Moroccan farmers and the recent creation of an OCP-sponsored investment fund to support agricultural innovation in Morocco.

More broadly, OCP supports the economic and social development of Morocco through its substantial investments in social infrastructure and services in the communities and regions of its mining and production sites, and through its recently-launched "OCP Skills" program to provide training and enterprise-creation support to thousands of young Moroccans.

Morocco's location at the crossroads where Europe meets Africa and the Atlantic meets the Mediterranean is reflected in OCP's commitment to its partnerships in Africa and the Global South, including our partnerships in the Atlantic basin, which is an increasingly important stage of global food security efforts. OCP has a growing number of phosphate-processing joint ventures with partners from countries such as India, Pakistan, Brazil, Belgium and Germany.

A proudly Moroccan company at the crossroads of North Africa, with strong and growing networks around the world, innovating to provide a vital resource sustainably and affordably to our customers: this is OCP.

*marocain et compte pour ¼ des exportations du pays. Bien entendu, OCP est un soutien majeur du plan national de développement de l'agriculture, le « Plan Maroc Vert », en particulier à travers son soutien au développement pour les agriculteurs marocains de cartes de fertilité des sols et d'engrais adaptés à ces sols, mais aussi à travers la récente création d'un fonds d'investissements sponsorisé par OCP afin de soutenir l'innovation agricole au Maroc.*

*Plus généralement, OCP soutient le développement économique et social du Maroc à travers des investissements conséquents dans les infrastructures sociales et les services au sein des communautés et des régions dans lesquelles il est présent, et à travers le lancement récent du programme d'employabilité « OCP SKILLS » qui se décline en trois volets, l'embauche directe de 5800 employés, la formation sur mesure à 15000 jeunes, et l'aide à la création d'entreprise pour plusieurs jeunes marocains.*

*La situation géographique du Maroc, au carrefour de l'Europe et de l'Afrique, ou l'Atlantique rencontre la Méditerranée, se reflète dans l'implication d'OCP dans ses partenariats en Afrique et dans les pays du Sud, mais aussi dans ses partenariats dans le bassin Atlantique, ce qui représente une étape importante vers une plus grande sécurité alimentaire mondiale. Par ailleurs, OCP a un nombre croissant de joint-ventures avec des partenaires tels que l'Inde, le Pakistan, le Brésil, la Belgique et l'Allemagne.*

*Une entreprise marocaine fière de ses racines, au carrefour de l'Afrique du Nord, avec des réseaux mondiaux solides et dynamiques, qui innove pour fournir durablement une ressource vitale et abordable pour ses clients : voilà ce qu'est OCP.*



**TOTAL**

**Agir de manière responsable pour l'accès à l'énergie du plus grand nombre dans un monde où la demande ne cesse de croître.**

**C'est la mission que s'est fixée Total.**

*Notre ambition est d'être une Energy Company, l'une des premières compagnies pétrolières internationales, acteur mondial du gaz, de la pétrochimie et demain, de la biomasse et de l'énergie solaire.*

*Agir de manière responsable pour l'accès à l'énergie du plus grand nombre dans un monde où la demande ne cesse de croître. To responsibly enable as many people as possible to access energy in a world of constantly growing demand. C'est la mission que s'est fixée Total. This is the mission that Total has set itself.*

**To responsibly enable as many people as possible to access energy in a world of constantly growing demand.**

**This is the mission that Total has set itself.**

Our vision is to be an Energy Company that is a leading international oil company and a global operator in gas, petrochemicals and, tomorrow, biomass and solar energy.

### **Notre stratégie**

*Pour accomplir notre ambition, nous nous appuyons sur notre modèle intégré, tirant ainsi parti des synergies qui existent entre nos différentes activités.*

*L'éthique, la sécurité, la responsabilité sociétale et environnementale forment le socle commun de nos quatre axes stratégiques :*

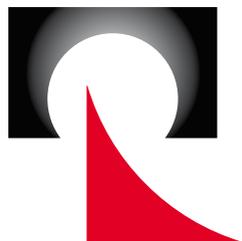
- *Assurer une croissance rentable et durable dans nos activités d'exploration-production.*
- *Développer des plateformes de raffinage et de pétrochimie compétitives de premier niveau.*
- *Répondre aux besoins de nos clients en leur apportant des solutions innovantes notamment en termes d'efficacité énergétique.*
- *Miser sur le solaire et la biomasse pour préparer l'avenir énergétique.*

### **Our Strategy**

To realize our vision, we are leveraging our integrated business model, which enables us to capture all of the synergies in our business base.

Together, our commitments to ethical practices, safety and corporate social responsibility form a shared foundation for our four strategic objectives:

- Drive profitable, sustainable growth in our exploration and production operations.
- Develop competitive, top-tier refining and petrochemical platforms.
- Respond to customer needs by delivering innovative solutions, particularly in terms of energy efficiency.
- Focus on solar energy and biomass to secure the energy future.



RUSAL

**UC RUSAL** is the world's largest producer of aluminium, accounting for approximately 10% of global production of aluminium and alumina. RUSAL employs about 76,000 people in 19 countries, across 5 continents. RUSAL markets and sells its products primarily in the European, Asian and North American markets. RUSAL's ordinary shares are listed on Hong Kong Stock Exchange and global depository shares representing RUSAL's ordinary shares are listed on the professional compartment of Euronext Paris.

*RUSAL est le premier producteur d'aluminium au monde. Il représente approximativement 10% de la production mondiale de l'alumine et 10% de la production mondiale d'aluminium. RUSAL emploie environ 76 000 personnes dans 19 pays différents, répartis sur 5 continents. RUSAL vend ses produits sur les marchés européens, asiatiques et nord américains. Les actions ordinaires de RUSAL sont cotées à la Bourse de Hong-Kong et les actions dépositaires globales qui représentent les actions ordinaires de RUSAL sont cotées à la division professionnelle d'Euronext Paris.*

EADS

#### À propos d'EADS

*EADS est un leader mondial de l'aéronautique, de l'espace, de la défense et des services associés. En 2010, le Groupe – qui comprend Airbus, Astrium, Cassidian et Eurocopter – a dégagé un chiffre d'affaires de 45,8 milliards d'euros, avec un effectif de près de 122 000 personnes.*

#### About EADS

EADS is a global leader in aerospace, defence and related services. In 2010, the Group – comprising Airbus, Astrium, Cassidian and Eurocopter – generated revenues of Euros 45.8 billion and employed a workforce of nearly 122,000.



## Sponsors Partenaires

Sanofi-aventis est un leader mondial et diversifié de la santé, centré sur les besoins du patient. Le Groupe s'appuie sur trois axes pour atteindre ses objectifs et assurer une croissance pérenne : accroître l'innovation en R&D, saisir les opportunités de croissance externe, s'adapter aux enjeux et opportunités à venir. Sanofi possède des atouts fondamentaux dans le domaine de la santé avec ses plateformes de croissance : les marchés émergents, les vaccins humains, la santé grand public, le diabète, les produits innovants et la santé animale. Avec Genzyme, Sanofi renforce son expertise dans le domaine de la biotechnologie et des maladies rares.

### Chiffres clés :

- Environ 110 000 collaborateurs répartis dans 100 pays ;
- Chiffre d'affaires 2010 : 30,4 Mds d'euros

**Plus d'informations : [www.sanofi.com](http://www.sanofi.com)**

Leader mondial des matériaux de construction, Lafarge occupe une position de premier plan dans chacune de ses activités : Ciment, Granulats & Béton et Plâtre. Avec 76 000 collaborateurs dans 78 pays, le Groupe a réalisé en 2010 un chiffre d'affaires de 16,2 milliards d'euros.

Lafarge a été classé 6<sup>e</sup> au sein du « Carbon Disclosure Project » et a rejoint l'indice mondial du « Dow Jones Sustainability Index » en 2010 pour ses actions en matière de développement durable. Doté du premier centre de recherche au monde sur les matériaux de construction, Lafarge place l'innovation au cœur de ses préoccupations, au service de la construction durable et de la créativité architecturale. Des informations plus complètes sur Lafarge peuvent être obtenues sur son site Internet [www.lafarge.com](http://www.lafarge.com)



Sanofi is a diversified global healthcare leader, focused on patient's needs. Group strategy is based on three key principles in order to deliver long-term sustainable growth: increasing innovation in R&D, seizing external growth opportunities, adapting to future challenges and opportunities. Sanofi has core strengths in the field of healthcare with its growth platforms: emerging markets, human vaccines, consumer healthcare, diabetes, innovative products and animal health. Through the acquisition of Genzyme, Sanofi has reinforced its footprint in biotechnology and rare diseases.

### Key figures:

- Approx. 110,000 employees in 100 countries;
- Euros 30.4 billion 2010 net sales.

**For more information: [www.sanofi.com](http://www.sanofi.com)**



Lafarge is the world leader in building materials, with top-ranking positions in all of its businesses: Cement, Aggregates & Concrete and Gypsum. With 76,000 employees in 78 countries, Lafarge posted sales of Euros 16.2 billion in 2010.

Lafarge was ranked 6th in the "Carbon Disclosure Project" and entered the global "Dow Jones Sustainability Index" in 2010 in recognition of its sustainable development actions. With the world's leading building materials research facility, Lafarge places innovation at the heart of its priorities, working for sustainable construction and architectural creativity. Additional information is available on the web site at [www.lafarge.com](http://www.lafarge.com)

## POONGSAN

Founded in 1968, and now Korea's largest manufacturer of fabricated copper and copper alloy products, Poongsan Corporation plays a crucial role in a wide range of industrial sectors, from heavy industry to high-tech areas such as electronics and semiconductors.

The product line includes a broad spectrum of copper and copper alloy products such as sheets, strips, pipes, tubes, rods, bars, wires, precision forging products, and ammunition for military and sporting use.

Poongsan also enjoys the distinction of being the world's number one supplier of coin blanks. Governments around the world entrust the company with the task of providing the highest quality coin blanks to be used in minting their coins.

Poongsan operates one brass mill, two defense plants, and six domestic affiliates in Korea.

In addition, Poongsan has eight overseas subsidiaries with the largest of which is PMX Industries, Inc. in the USA.



The Renault-Nissan Alliance is a strategic partnership between Paris-based Renault and Yokohama, Japan-based Nissan, which together sell one in 10 cars worldwide. The companies, which have been strategic partners since 1999, have 350,000 employees and five major brands: Renault, Nissan, Renault Samsung Motors, Dacia and Infiniti. They sold 7.28 million cars in 2010, making the Alliance the world's third largest automotive group. Since its founding 12 years ago, the cross-cultural Alliance has expanded significantly, particularly into emerging markets. The Alliance is the auto industry's leading champion of sustainable transportation and the only one to have mass-market, affordable zero-emission vehicles for mainstream consumers.

Fondée en 1968, Poongsan Corporation est aujourd'hui la plus grande entreprise coréenne de fabrication de cuivre et de produits en cuivre allié. Elle occupe une position majeure au sein d'un large éventail de secteurs industriels, de l'industrie lourde jusqu'au secteur high-tech avec l'électronique et les semi-conducteurs.

Sa gamme de produits inclue un large spectre de cuivre et de produits en cuivre allié tels que des feuilles, des bandes, des tuyaux, des tringles, des barres, des fils, des outils de forgeage de précision ainsi que des munitions, autant pour un usage militaire que sportif.

Poongsan est également le premier fournisseur mondial de pièces de monnaie vierges. Partout dans le monde, des gouvernements confient à Poongsan le soin de leur fournir des matériaux de grande qualité afin de battre monnaie.

L'entreprise exploite un lieu de production de cuivre, deux usines d'armement et travaille avec six partenaires locaux en Corée. Par ailleurs, Poongsan détient huit filiales à l'étranger, la plus importante d'entre elles étant PMX Industries, Inc. située aux Etats-Unis.

L'Alliance Renault Nissan est un partenariat stratégique entre le groupe Renault, basé à Paris et le Groupe Nissan, basé à Yokohama au Japon et ce depuis 1999. Ensemble, ces deux groupes vendent une voiture sur 10 dans le monde sous 5 marques (Renault, Nissan, Renault Samsung Motors, Dacia et Infiniti) et emploient 350 000 personnes. En 2010, le Groupe Renault et le Groupe Nissan ont vendu 7.28 million de véhicules, faisant de l'Alliance le 3<sup>e</sup> plus grand constructeur mondial. Depuis sa création, il y a maintenant 12 ans, cette Alliance multi-culturelle s'est étendue géographiquement et en particulier dans les pays émergents. L'Alliance est le leader de l'industrie automobile en ce qui concerne la mobilité durable et le seul groupe à avoir mis sur le marché des véhicules zéro émission abordables pour tous.

## Sponsors Partenaires

### A propos de Novartis

Novartis propose des solutions thérapeutiques destinées à répondre aux besoins en constante évolution des patients et des populations dans le monde entier. Novartis, dont le siège social est situé à Bâle, Suisse, propose un portefeuille diversifié de produits susceptibles de satisfaire ces besoins : médicaments innovants, génériques peu coûteux, vaccins préventifs, instruments de diagnostic ainsi que produits pharmaceutiques en automédication et pour la santé animale. Novartis est le seul groupe à occuper une position de leader dans ces domaines. En 2010, le Groupe a réalisé un chiffre d'affaires net des activités poursuivies s'élevant à USD 50,6 milliards et a investi environ USD 9,1 milliards (USD 8,1 milliards hors charges pour pertes de valeur et amortissements) dans la recherche et le développement (R&D). Le Groupe Novartis emploie quelque 121 000 collaborateurs équivalents plein temps et déploie ses activités dans plus de 140 pays. Pour plus d'informations, veuillez consulter notre site [www.novartis.com](http://www.novartis.com).

La Fondation Zinsou, première fondation privée au Bénin, tournée vers la culture et l'art contemporain africain a ouvert ses portes à Cotonou en juin 2005. La mise en valeur du patrimoine artistique africain, l'éducation, le développement et la réduction de la pauvreté sont au cœur du projet de la Fondation Zinsou.



### About Novartis

Novartis provides innovative healthcare solutions that address the evolving needs of patients and societies. Headquartered in Basel, Switzerland, Novartis offers a diversified portfolio to best meet these needs: innovative medicines, eye care, cost-saving generic pharmaceuticals, preventive vaccines and diagnostic tools, over-the-counter and animal health products. Novartis is the only global company with leading positions in these areas. In 2010, the Group's continuing operations achieved net sales of USD 50.6 billion, while approximately USD 9.1 billion (USD 8.1 billion excluding impairment and amortization charges) was invested in R&D throughout the Group. Novartis Group companies employ approximately 121,000 full-time-equivalent associates and operate in more than 140 countries around the world. For more information, please visit [www.novartis.com](http://www.novartis.com).



Opened in Cotonou in June 2005, the Fondation Zinsou is Benin's first private foundation. It is dedicated to culture and African contemporary art. The promotion of African artistic heritage, education, development and the reduction of poverty are at the heart of the Fondation Zinsou's mission.



FONDATION LATSIS  
Internationale

The International Latsis Foundation, a nonprofit institution of public interest, which was founded in 1975, established the Latsis Prizes in Switzerland in 1983. Annually, it awards four Latsis University Prizes, a National Latsis Prize and a European Latsis Prize. The principal purpose of the Latsis Prizes is to recognize and reward scientific and technological work of particular excellence undertaken in Switzerland and Europe. The International Latsis Foundation is associated with the John S. Latsis Public Benefit Foundation which is principally active in Greece in the fields of scientific research, education, environmental protection and social welfare.

[www.latsis-foundation.org](http://www.latsis-foundation.org)



Raiffeisen Bank International AG (RBI) regards both Austria and Central and Eastern Europe (CEE) as its home market. In CEE, RBI operates an extensive network of financial service providers in 17 markets. RBI is the only Austrian bank with a presence in both the world's financial centres and in Asia, the group's further geographical area of focus. In total, around 60,000 employees service about 13.5 million customers through around 3,000 business outlets.

*And with the support of*



GDF SUEZ, global player in energy and the environment, develops its businesses around a model based on responsible growth to take up today's major energy and environmental challenges: meeting energy needs, ensuring the security of supply, fighting against climate change and maximizing the use of resources.

*La Fondation Latsis Internationale, institution non lucrative d'intérêt public, créée en 1975, a instauré les Prix Latsis en Suisse dès 1983. Elle attribue annuellement quatre Prix Latsis Universitaires, un Prix Latsis National et un Prix Latsis Européen. Ces prix ont pour but principal d'apporter aux chercheurs un encouragement et une récompense en reconnaissance de contributions scientifiques et technologiques exceptionnellement importantes et prometteuses effectuées en Suisse et en Europe. La Fondation Latsis Internationale est associée avec la John S. Latsis Public Benefit Foundation qui est principalement active en Grèce dans les domaines de la recherche scientifique, l'éducation, la protection de l'environnement et de l'assistance sociale.*

*Raiffeisen Bank International AG (RBI) considère l'Autriche ainsi que l'Europe centrale et orientale (PECO), comme son marché national. Dans les PECO, la RBI dispose d'un réseau à mailles serrées de sociétés de prestations de service financiers, et ce sur 17 marchés. RBI est la seule banque autrichienne présente non seulement dans les centres financiers mondiaux, mais également en Asie, l'autre marché géographique clé du groupe, par le biais de filiales et de représentants. Près de 60.000 employés conseillent environ 13,5 millions de clients dans quelques 3.000 agences.*

*Avec le soutien de*

*GDF SUEZ, acteur mondial de l'énergie et l'environnement, inscrit la croissance responsable au cœur de ses métiers pour relever les grands enjeux énergétiques et environnementaux : répondre aux besoins en énergie, assurer la sécurité d'approvisionnement, lutter contre les changements climatiques et optimiser l'utilisation des ressources.*

## Bloomberg Businessweek

*Reconnu comme l'un des magazines les plus influents de l'année 2011 par Adweek, Bloomberg Businessweek est une source fiable d'informations indispensables sur lesquelles s'appuient les hommes d'affaires. Bloomberg Businessweek offre une perspective globale qui permet aux dirigeants d'entreprise de prendre rapidement des décisions plus intelligentes car mieux informées.*

*Fondé en 1929, le magazine est un leader du marché, avec plus de 4.7 millions de lecteurs chaque semaine dans 140 pays. S'appuyant sur plus de 2300 journalistes dans 146 bureaux à travers 72 pays, Bloomberg Businessweek couvre le monde des affaires comme aucun autre magazine. Bloomberg.com et Businessweek.com combinés touchent plus de 20 millions de personnes chaque mois.*

Named one of the most successful and influential magazines of 2011 by Adweek, Bloomberg Businessweek is a trusted source of essential, comprehensive insight that business leaders depend on to get ahead. Bloomberg Businessweek offers a global perspective to help senior executives profit from smarter, faster, and more informed decisions.

Founded in 1929, the magazine is a market leader, with more than 4.7 million readers each week in 140 countries. Drawing on more than 2,300 journalists in 146 bureaux across 72 countries, Bloomberg Businessweek covers the business world like no one else can. Bloomberg.com and Businessweek.com combined reach more than 20 million individuals each month.



The Chosun Ilbo is recognized as the most influential daily newspaper in Korea. Its circulation is 2 million per day. It publishes 48~64 pages everyday. Maintaining the No.1 position in newspaper subscriptions and readership for the past decade, it is the most preferred newspaper among opinion leaders. The Chosun Ilbo is also Korea's first private and national newspaper. Established on March 5, 1920, it was suspended four times during the Japanese colonial period. It overcame these ordeals and strengthened the groundwork for a centennial history.

*Le Chosun Ilbo est reconnu comme étant le quotidien le plus influent en Corée du Sud. Avec 48 à 64 pages d'information chaque jour, il est distribué à 2 millions d'exemplaires quotidiennement. Il se classe depuis 10 ans N°1 en termes d'abonnements et de lectorat, et demeure aujourd'hui le journal le plus lu par les leaders d'opinions. Le Chosun Ilbo est également le premier journal national privé en Corée du Sud. Fondé le 5 mars 1920, il a été suspendu quatre fois pendant la période coloniale japonaise. Il a surmonté ces épreuves et s'est renforcé au travers d'une histoire presque centenaire.*



### About CNBC

CNBC, First in Business Worldwide, is the leading global broadcaster of live business and financial news and information, reporting directly from the major financial markets around the globe, with three regional networks in Asia, EMEA and the US. In EMEA, CNBC is the only real-time, pan-regional business and financial news network dedicated to CEOs, senior corporate executives, the financial services industry and EMEA investors. The channel is available in more than 130 million homes, 1,400 banks and financial institutions and leading hotels across Europe, the Middle East and Africa. Additionally, CNBC.com gives you access to live streams of all three CNBC regional networks and to the world's most comprehensive archive of business news videos ever assembled.

### À propos de CNBC

*CNBC, première chaîne d'information économique et financière dans le monde, est le principal diffuseur international d'actualités économiques et financières, avec des reportages en direct des plus grandes places financières sur trois réseaux : l'Asie ; l'Europe, le Moyen-Orient et l'Afrique ; et les Etats-Unis. En Europe, au Moyen-Orient et en Afrique, CNBC est le seul réseau pan-régional d'informations économiques et financières en temps réel, dédié aux PDG, aux cadres supérieurs, à l'industrie des services financiers et aux investisseurs. La chaîne est diffusée dans plus de 130 millions de foyers, 1 400 banques et institutions financières et dans les grands hôtels à travers l'Europe, au Moyen-Orient et en Afrique.*

*En outre, CNBC.com vous donne accès à la diffusion en direct des trois réseaux régionaux de CNBC, ainsi qu'aux archives d'informations économiques et financières les plus complètes jamais rassemblées au monde.*



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*El País est le journal leader dans le monde hispanophone. Créé le 4 mai 1976 par un large groupe de professionnels, intellectuels, journalistes et politiciens, il est rapidement devenu le journal le plus influent et le plus lu d'Espagne. Quelque 400 000 exemplaires sont en circulation chaque jour pour un lectorat quotidien de plus de 2 millions de personnes .*

*El País est un journal global en espagnol et imprime ses propres éditions dans différents pays d'Europe et en Amérique Latine.*

*El País s'est adapté aux temps nouveaux et s'est largement impliqué dans les nouvelles technologies. Son site Internet a vu son nombre de visiteurs considérablement augmenter ces dernières années.*

## EL PAÍS

El País is the leading newspaper in Spanish language. It was born on May 4, 1976, established by a wide group of professionals, intellectuals, journalists and politicians, and it quickly became the most influential and best-selling newspaper in Spain. It currently has an audited circulation of over 400,000 copies and a daily readership of over two million. El País is the global newspaper in Spanish and has its own editions in several European and Latin American capitals.

El País has adapted to the new times and is committed to new technologies. Its website, [www.elpais.com](http://www.elpais.com) has increased considerably the number of its users.



*France 24 est la chaîne d'information internationale 24h/24 et 7j/7 diffusée en français, en anglais et en arabe. Sa mission est de couvrir l'actualité internationale avec un regard français fait de diversité des opinions, de débats contradictoires et de confrontation des points de vue. France 24 propose un décryptage à travers ses journaux télévisés et fournit des éléments de repère et d'analyse à travers des magazines thématiques, des reportages et des débats.*

*Disponible partout dans le monde sur le satellite, le câble, les réseaux ADSL, France 24 est aussi sur les smartphones et sur [france24.com](http://france24.com).*

*Aujourd'hui, France 24 est regardée par 30 millions de téléspectateurs hebdomadaires.*

France 24 is a leading 24/7 international news channel, broadcast in French, English and Arabic. Covering international current events from a French perspective, France 24 values diversity of opinion, debate and confrontation of viewpoints. France 24 programming provides the keys to understanding ever more complex events through in-depth analysis, with a news bulletin every half hour, magazines, reports and debates.

Broadcast throughout the world, France 24 is available on cable, satellite, IPTV, mobile phones and on [france24.com](http://france24.com). France 24 is watched by 30 million viewers every week.

## JEUNE AFRIQUE

### About Jeune Afrique

Distributed in more than 80 countries and read weekly by nearly 800,000 people, Jeune Afrique offers objective coverage of African and international news, as well as thought-provoking analysis of the continent's political and economic challenges. Jeune Afrique is edited by the Groupe Jeune Afrique. As the African continent's leading specialized media company, it registers total sales of 25 million Euros, with 130 contributors across 15 countries.

### À propos de Jeune Afrique

*Distribué dans plus de 80 pays et lu chaque semaine par près de 800 000 personnes, l'hebdomadaire Jeune Afrique propose une couverture objective de l'actualité africaine et internationale ainsi que des pistes de réflexion originales sur les enjeux politiques et économiques du continent. Jeune Afrique est édité par Le Groupe Jeune Afrique. Premier groupe de presse spécialisé sur le continent africain, il réalise un chiffre d'affaires de 25 millions d'euros, avec 130 collaborateurs répartis dans 15 pays.*

## L'EXPRESS

L'Express, the first French newsmagazine has 2,052,000 readers every week. Its website attracts 5.2 million visitors. Born close to 60 years ago, the magazine published regular contributions by Albert Camus, Jean-Paul Sartre, André Malraux, François Mauriac, Françoise Sagan. It remains today at the heart of debates that shape the news.

*L'Express, premier hebdomadaire d'information en langue française, bénéficie d'une audience de 2 052 000 lecteurs et de 5.2 millions de visiteurs uniques sur son site. Dès sa naissance, ce magazine publie régulièrement Albert Camus, Jean-Paul Sartre, André Malraux, François Mauriac, Françoise Sagan.*





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# Contacts

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### Organization - Production • Organisation - Production



WoPyCo

**WoPyCo • World Policy Conference**

102, avenue des Champs-Élysées  
75008 Paris • France

*Nicolas de Germay - COO*

[ndegermay@worldpolicyconference.com](mailto:ndegermay@worldpolicyconference.com)

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**Ifri • Institut français des relations internationales  
World Policy Conference**

27, rue de la Procession  
75740 Paris Cedex 15 • France

*Dr. Song-Nim Kwon*

+33 (0)1 40 61 72 81

[kwon@worldpolicyconference.com](mailto:kwon@worldpolicyconference.com)

### Press - Media • Presse - Média



**FTI Consulting**

5, Rue Scribe  
75009 Paris • France

+33 (0) 1 47 03 68 10

[FTIParwpc.sc@fticonsulting.com](mailto:FTIParwpc.sc@fticonsulting.com)

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