

WORLD POLICY CONFERENCE



15th edition

DECEMBER 9-11, 2022, ABU DHABI

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#WPC2022 - #WorldPolicyConf

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Message du président et fondateur

Depuis la 14^e édition de la World Policy Conference à Abou Dabi le 1^{er} octobre 2021, l'instabilité du système international a encore augmenté. Certes, la situation s'est améliorée sur le front sanitaire, quoique l'incertitude demeure sur l'apparition de nouveaux variants plus ou moins dangereux et contagieux du COVID-19, mais les effets négatifs de la crise sociale et économique qu'il a provoqués se font toujours sentir, notamment sur les chaînes d'approvisionnement. Ces effets sont démultipliés par les conséquences directes et indirectes des autres facteurs disruptifs, principalement la guerre commencée le 24 février 2022 avec l'agression de la Russie en Ukraine, mais aussi les tensions croissantes autour de Taïwan. La conjugaison des chocs – surtout la guerre d'Ukraine – avec la désorganisation plus ou moins profonde qu'elle a déjà provoquée dans les secteurs comme l'alimentation et sans doute plus durablement l'énergie – a accéléré l'inflation. Pour combattre l'inflation, on n'a rien inventé d'autre depuis la Seconde Guerre mondiale que l'accroissement des taux d'intérêt et par conséquent le passage par l'épreuve de la récession. Nous nous trouvons maintenant dans une situation comparable à celle consécutive aux chocs pétroliers des années 1970 dont on se souvient aussi des conséquences sécuritaires au Moyen-Orient. Dans les années 1980, les Américains se préparaient à des guerres contre les pays producteurs de pétrole. Aujourd'hui, les choses sont différentes sur ce plan, en raison de l'autonomie énergétique à laquelle les États-Unis sont parvenus depuis lors et du relatif retrait de la première puissance mondiale suite à ses nombreuses interventions globalement malheureuses depuis le début du XX^e siècle. Le manque de clarté de la politique américaine au Moyen-Orient est en fait actuellement l'une des sources d'incertitude spécifiques à la région.

L'année 2022 restera aussi marquée dans le monde par l'accroissement sensible des phénomènes météorologiques extrêmes, à l'image des inondations catastrophiques au Pakistan. Désormais, nul ne peut plus nier l'ampleur du changement climatique en cours avec ses conséquences ultérieures inévitables dans tous les domaines, par exemple dans l'ordre sanitaire et du fait de l'accroissement potentiellement massif des migrations. On en vient ainsi à des thèmes globaux comme la santé publique et le climat. D'où la question suivante, dont la formulation est très simple : en dépit du durcissement sévère de la rivalité sino-américaine, les deux superpuissances du XXI^e siècle parviendront-elles à coopérer pour une bonne gouvernance des biens communs de l'humanité, bonne gouvernance essentielle pour l'avenir de la planète ? L'importance de cette question ne peut plus échapper à personne. La réponse n'est hélas pas évidente. Chacun constate que l'hypothèse d'une confrontation armée entre les deux superpuissances autour de Taïwan gagne du terrain au sein de la sphère des analystes et commentateurs les plus crédibles dans le domaine des relations internationales.

Ceci me ramène à la guerre d'Ukraine. Après le 24 février, celle-ci a été rapidement perçue par les Occidentaux, c'est-à-dire en gros les pays de l'OTAN et de l'Union européenne, comme une guerre du bien contre le mal, ou même de « la démocratie » contre « les dictatures ». De son côté, Poutine utilise la même expression en faveur des Russes. Même si la quasi-totalité des membres de l'ONU ont reconnu l'agression, la plupart d'entre eux porte un jugement plus nuancé sur les responsabilités d'un affrontement Est-Ouest à retardement, dont les enjeux directs leur sont étrangers mais dont les conséquences les affectent directement, souvent gravement. Du point de vue de la légitimité du droit international, beaucoup s'étonnent ou même dénoncent le « deux poids deux mesures », par exemple dans le traitement juridique de la guerre américaine de 2003 contre l'Irak et dans celui de la guerre de la Russie contre l'Ukraine aujourd'hui. Cet exemple n'est pas le seul. La question du caractère plus ou moins démocratique de l'évolution du droit international lui-même mérite d'être examinée à l'abri des passions et certains grands juristes commencent à le faire. Ce sujet est capital pour l'avenir à moyen et long terme du système international, et la WPC pourrait s'en saisir pour ses éditions futures, comme elle s'efforce de le faire pour tout ce qui peut affecter significativement l'évolution des relations internationales. À court-moyen terme, l'intérêt général de la société sinon de la « communauté » internationale est que l'Ukraine et la Russie, encouragées par leurs partenaires les plus proches, s'engagent dans la recherche d'une paix négociée, dans le cadre du droit international tel qu'il est, c'est-à-dire un droit positif et non pas naturel, en tout cas nullement dérivé de je ne sais quelle « Constitution » mondiale légitime.

Voilà, rapidement décrit, le contexte dans lequel cette 15^e édition de la WPC s'inscrit. Notre ambition n'a pas changé. Elle reste d'œuvrer en faveur d'une gouvernance propre à préserver les chances d'un monde « raisonnablement ouvert », à l'écart des deux extrêmes que sont d'une part le retour à une division en blocs radicalement séparés par l'idéologie ; d'autre part « le monde plat » à la Fukuyama rêvé aux lendemains de la guerre froide par les idéologues de la mondialisation libérale, dont la mise en pratique pendant une vingtaine d'années – disons de la dissolution de l'URSS au « printemps arabe » – a bouleversé le monde, pour le meilleur et pour le pire. C'est contre cette fausse alternative que s'inscrivent les puissances moyennes dont les points de vue intéressent au premier chef la World Policy Conference. Malgré la guerre d'Ukraine, je suis persuadé que les pays de l'Union européenne eux-mêmes ne souhaitent pas se laisser enfermer dans des choix qui risqueraient de les ramener aux pires moments de l'histoire du XX^e siècle.

Thierry de Montbrial
Fondateur et président de l'Ifri
et de la WPC

Message from the Chairman and Founder

Since the 14th World Policy Conference in Abu Dhabi on October 1, 2021, the instability of the international system has increased further. The situation on the health front has improved, although there is still uncertainty about the emergence of new, more or less dangerous and contagious variants of COVID-19, but the negative effects of the social and economic crisis it caused are still felt, particularly in supply chains. These effects are multiplied by the direct and indirect consequences of other disruptive factors, mainly the war that began on February 24, 2022 with Russia's aggression in Ukraine, but also with the growing tensions around Taiwan. The combination of shocks – especially the Ukraine war – with the more or less profound disruption it has already caused in sectors such as food and probably more permanently in energy – has accelerated inflation. The only way to fight inflation since World War II has always been to raise interest rates and therefore to go through a recession. We now find ourselves in a situation comparable to that following the oil crises of the 1970s, the security consequences of which are also remembered in the Middle East. In the 1980s, the Americans were preparing for wars against the oil-producing countries. Today, things are different in this respect, due to the energy autonomy that the United States has achieved since then and the relative withdrawal of the world's leading power following its many, largely ill-fated interventions since the beginning of the 21st century. The lack of clarity in US policy in the Middle East is in fact currently one of the specific sources of uncertainty in the region.

The year 2022 has also been marked worldwide by a significant increase in extreme weather events, such as the catastrophic floods in Pakistan. It is no longer possible to deny the extent of the climate change underway, with its inevitable consequences in all areas, for example in health and the potentially massive increase in migrations. This brings us to global issues such as public health and climate. Hence the following question, which can be formulated very simply: despite the stark intensification of the Sino-American rivalry, will the two superpowers of the 21st century manage to cooperate for the good governance of the common good of humanity, which is essential for the future of the planet? The importance of this question is undeniable. Unfortunately, the answer is not obvious. Everyone can see that the hypothesis of an armed confrontation between the two superpowers on Taiwan is gaining ground within the sphere of the most credible analysts and commentators in the field of international relations.

This brings me back to the Ukraine war. After February 24, it was quickly perceived by the West, i.e. broadly speaking by NATO and EU countries, as a war of good against evil, or even of "democracy" against "dictatorship". For his part, Putin uses the same terms for the Russians. Even if almost all UN members have recognized the aggression, most of them have a more nuanced view of the responsibilities of a delayed East-West confrontation, the direct stakes of which are foreign to them but the consequences of which affect them directly and often seriously. On the legitimacy of international law, many people are surprised or even denounce the "double standards", for example in the legal treatment of the 2003 US war against Iraq and in Russia's war against Ukraine today. It is not the sole example. The question of how democratic or undemocratic the development of international law itself is deserves to be examined dispassionately, and some leading lawyers are beginning to do so. This subject is crucial for the medium- to long-term future of the international system, and the WPC could seize upon it for its future editions, as it tries to do for anything that may significantly affect the evolution of international relations. In the short to medium term, it is in the general interest of society, if not of the international "community", that Ukraine and Russia, encouraged by their closest partners, engage in the search for a negotiated peace, within the framework of international law as it stands, i.e. positive law and not natural law, and not derived in any case from any legitimate world "Constitution".

This is the context in which this 15th edition of the WPC is taking place. Our ambition has not changed. It remains to work for a governance that preserves the chances of a "reasonably open" world, away from on the one hand the two extremes of a return to a division into blocs radically separated by ideology, and on the other hand, the Fukuyama-style 'flat world' dreamed up in the aftermath of the Cold War by the ideologists of liberal globalization, whose implementation over a period of twenty years – let's say from the dissolution of the USSR to the 'Arab Spring' – has turned the world upside down, for better or for worse. It is against this false alternative that the medium powers, whose views are of primary interest to the World Policy Conference, stand. Despite the Ukraine war, I am convinced that the countries of the European Union themselves do not wish to be locked into choices that could lead them back to the worst moments of 20th century history.

Thierry de Montbrial
Founder and Executive Chairman
of Ifri and the WPC

Programme Agenda

Vendredi 9 décembre - Friday, December 9

08:30	Message de bienvenue - Welcome Remarks
08:30 – 10:00	Session plénière 1 : La géoéconomie et le développement dans un monde fragmenté Plenary session 1: Geoeconomics and Development in a Fragmented World
10:00 – 11:30	Session plénière 2 : L'ordre économique international se décompose-t-il ? Plenary session 2: Is the International Economic Order Collapsing?
11:30 – 13:00	Ouverture officielle - Official Opening
13:00 – 14:00	Déjeuner - Lunch
14:00 – 15:15	Session plénière 3 : L'avenir géopolitique et le monde des affaires : construire la résilience et s'adapter à une nouvelle réalité mondiale Plenary session 3: The Future of Geopolitics and Business: Building Resilience and Adapting to a New Global Reality
15:15 – 16:15	Session plénière 4 : Leaders innovants : crise climatique et économie circulaire Plenary session 4: Innovative Leaders: Climate Crisis and Circular Economy
16:15 – 17:30	Session plénière 5 : Le Sahel et l'Afrique de l'Ouest : géopolitique et géoéconomie Plenary session 5: The Sahel and West Africa: Geopolitics and Geoeconomics
17:30 – 19:00	Session plénière 6 : Le reste du monde face à la rivalité sino-américaine Plenary session 6: The Rest of the World Facing the US-China Rivalry
19:30	Dîner-débat avec Kevin Rudd, président de l'Asia Society Policy Institute, ancien Premier ministre d'Australie Dinner Debate with Kevin Rudd, President of the Asia Society Policy Institute, former Prime Minister of Australia

Samedi 10 décembre - Saturday, December 10

08:30 – 10:00	Session plénière 7 : L'avenir de l'UE et la sécurité européenne après la guerre d'Ukraine Plenary session 7: The Future of EU and European Security After the Ukraine War
10:00 – 10:45	Session plénière 8 : Changement climatique et transition énergétique : réalisme vs idéalisme Plenary session 8: Climate Change and Energy Transition: Realism vs Idealism
10:45 – 11:15	Session plénière 9 : Conversation avec Anwar Gargash, conseiller diplomatique du président des Émirats arabes unis Plenary session 9: Conversation with Anwar Gargash, Diplomatic Advisor to the President of the United Arab Emirates
11:15 – 13:00	Session plénière 10 : La gouvernance spatiale : les implications de l'accès mondial aux technologies spatiales Plenary session 10: Space Governance: The Implications of Globalized Access to Space Technologies
13:00 – 14:00	Déjeuner - Lunch
14:00 – 14:30	Session plénière 11 : Conversation avec Dmytro Kuleba, ministre des Affaires étrangères d'Ukraine Plenary session 11: Conversation with Dmytro Kuleba, Minister of Foreign Affairs of Ukraine
14:30 – 15:30	Session plénière 12 : Europe de l'Est, Caucase du Sud et Asie centrale face à la guerre d'Ukraine Plenary session 12: Eastern Europe, South Caucasus and Central Asia Facing the Ukraine War
15:30 – 16:30	Session plénière 13 : Les matières premières critiques – Comment garantir les ressources indispensables à nos industries ? Plenary session 13: Critical Raw Materials – How to Secure the Crucial Resources for our Industries?
16:30 – 19:00	Ateliers parallèles - Parallel Workshops Atelier 1 : La finance et l'économie - Workshop 1: Finance and Economy Atelier 2 : L'énergie et l'environnement - Workshop 2: Energy and Environment Atelier 3 : L'Afrique - Workshop 3: Africa
20:00	Dîner de gala avec Khaldoon Khalifa Al Mubarak, président de l'Autorité des affaires exécutives, directeur général du groupe Mubadala Gala Dinner with Khaldoon Khalifa Al Mubarak, Chairman of the Executive Affairs Authority, Group Chief Executive Officer and Managing Director of Mubadala

Dimanche 11 décembre - Sunday, December 11

08:00 – 08:30	Rapports des ateliers parallèles - Reports from parallel workshops
08:30 – 09:30	Session plénière 14 : Covid-19 et menace de nouvelles pandémies : perspectives Plenary session 14: Perspectives on Covid-19 and Other Pandemic Threats
09:30 – 10:30	Session plénière 15 : La gouvernance mondiale et la santé publique Plenary session 15: Global Governance and Public Health
10:30 – 11:30	Session plénière 16 : La sécurité alimentaire dans un monde fragmenté Plenary session 16: Food Security in a Fragmented World
11:30 – 12:30	Session plénière 17 : De nouvelles technologies pour une nouvelle géopolitique de l'énergie Plenary session 17: New Technologies for New Geopolitics of Energy
12:30 – 13:30	Déjeuner - Lunch
13:30 – 15:15	Session plénière 18 : Le Moyen-Orient dans le nouveau contexte géopolitique Plenary session 18: The Middle East in the New Geopolitical Context
15:15 – 16:15	Session plénière 19 : La politique étrangère américaine après les élections de mi-mandat Plenary session 19: US Foreign Policy After the Midterm Elections
16:15 – 17:15	Session plénière 20 : La pertinence de l'« Indo-Pacifique » comme concept géopolitique Plenary session 20: The Relevance of "Indo-Pacific" as a Geostrategic Concept
17:15 – 18:45	Session plénière 21 : Débat final : la fin des illusions ? Plenary session 21: Final Debate: The End of Illusions?
18:45	Clôture - Envoi



Thèmes Themes

SESSION PLÉNIÈRE 1

La géoéconomie et le développement dans un monde fragmenté

Depuis 70 ans, le développement international s'est principalement concentré sur l'amélioration des conditions de vie des populations dans les pays en voie de développement, sur la réduction de la pauvreté et sur la réponse aux obstacles économiques à la croissance et au développement. À présent, le problème principal du développement est l'intégration des défis mondiaux comme, entre autres, le changement climatique, les pandémies et la biodiversité dans son modèle traditionnel. Dans le même temps, les relations entre les économies clés se sont tendues, transformant les concurrents en adversaires. Dans cette session, les intervenants vont débattre sur les implications de la nature changeante de l'enjeu du développement.

SESSION PLÉNIÈRE 2

L'ordre économique international se décompose-t-il ?

Ce qu'il est convenu d'appeler l'ordre économique international actuel dérive du système institutionnel de Bretton Woods, certes inscrit dans le cadre de l'ONU, mais en réalité ancré dans le monde occidental de l'après-guerre, sous le leadership américain. Pendant la vingtaine d'années où le système international dans son ensemble a paru « unipolaire » après la fin de la guerre froide, on a pu croire que l'ordre de Bretton Woods s'étendrait. Mais avec la fin de la « fin de l'Histoire », après la crise financière de 2007-2008 et le printemps arabe de 2011, la montée vertigineuse de la Chine et, à un moindre degré, de l'Asie dans son ensemble, puis la tendance croissante au recours aux sanctions dans les conflits internationaux, et enfin la remise en cause du libre-échange et le retour à l'inflation, l'efficacité et la légitimité de l'ordre de Bretton Woods sont remises en question. D'autant plus qu'à l'origine, cet ordre n'a pas été conçu pour traiter le problème des biens communs de l'humanité. Se pose donc la question de la survie du système de Bretton Woods au sens large et des conséquences de son éventuelle décomposition.

PLENARY SESSION 1

Geoeconomics and Development in a Fragmented World

Over the past 70 years, the primary focus of international development has been on improving living standards for people in developing countries, reducing poverty, and addressing economic obstacles to growth and development. Now, the key issue facing development today is how to integrate global challenges, including climate change, pandemics, and biodiversity, into the traditional model of development. At the same time, relationships among key economies have become more strained, turning competitors into adversaries. This panel will discuss the implications of the changing nature of the development challenge.

PLENARY SESSION 2

Is the International Economic Order Collapsing??

The so-called international economic order of today derives from the Bretton Woods institutional system, which may have been embedded in the UN framework, but was in fact rooted in the post-war Western world under American leadership. During the twenty years or so when the international system as a whole appeared "unipolar" after the end of the Cold War, it was believed that the Bretton Woods order would be enlarged. But with the end of the "end of history" after the financial crisis of 2007-2008 and the Arab Spring of 2011, the meteoric rise of China and, to a lesser degree, of Asia as a whole, then the growing tendency to resort to sanctions in international conflicts, and finally the questioning of free trade and the return to inflation – the effectiveness and legitimacy of the Bretton Woods order are being questioned. All the more so since this order was not originally designed to deal with the problem of humanity's common good. The question therefore arises as to the survival of the Bretton Woods system in the broadest sense and the consequences of its possible breakdown.

SESSION PLÉNIÈRE 3

L'avenir géopolitique et le monde des affaires : construire la résilience et s'adapter à une nouvelle réalité mondiale

L'état actuel du monde est en train de redéfinir le monde des affaires, un ordre économique en évolution et des blocs géopolitiques qui peuvent avoir des effets de ricochet profonds et larges dans toutes les industries, et peuvent causer des perturbations significatives dans les échanges et les chaînes d'approvisionnement. Les dirigeants doivent naviguer sur les vagues d'incertitude et de complexité que ces vecteurs de changement engendrent. Nous allons étudier les moteurs structurels qui façonnent le monde des affaires d'aujourd'hui, qui fournissent un cadre pour comprendre l'environnement géopolitique complexe du futur et qui ouvrent la discussion sur les possibilités des entreprises pour renforcer leur résilience dans ces périodes de plus en plus turbulentes.

SESSION PLÉNIÈRE 4

Leaders innovants : crise climatique et économie circulaire

Le changement climatique impacte tout, de la géopolitique aux migrations en passant par l'économie. Il façonne les villes, notre qualité de vie et nos choix au quotidien. La température mondiale est à présent 1,1 °C au-dessus de ce qu'elle était au XIX^e siècle, et la quantité de CO₂ dans l'atmosphère a augmenté de 50 %. Le rapport 2018 du Groupe d'experts intergouvernemental sur l'évolution du climat (GIEC) a formalisé le concept du « Zéro émission nette d'ici 2050 » : afin de tenir l'objectif mondial de réchauffement de 1,5 °C, les émissions nettes doivent être nulles d'ici la moitié du siècle. Le sentiment d'urgence était palpable pendant la COP 27 qui s'est tenue en novembre 2022 en Égypte pour se concentrer sur trois domaines d'action principaux (1) la réduction des émissions, (2) l'aide aux pays pour préparer et faire face au changement climatique, (3) la garantie du soutien technique et du financement des actions précédemment citées pour les pays en développement. Dans cette session plénière, nous allons illustrer l'étendue de la nécessité d'une approche multi-dimensionnelle dans la recherche de solutions pour la crise climatique, car aucun secteur n'est épargné : l'économie de décarbonisation fait partie de la solution et la transition vers des sources d'énergie nouvelles est sur le chemin critique. Afin d'utiliser les ressources de notre planète de façon durable, il nous faut des solutions innovantes dans tous les domaines pour faire de l'économie circulaire une réalité, mais également contribuer au programme de souveraineté.

PLENARY SESSION 3

The Future of Geopolitics and Business: Building Resilience and Adapting to a New Global Reality

The current state of the world is reshaping business – an evolving economic order and emerging geopolitical blocs can have broad and deep ripple effects across industries, and may cause significant business and supply chain disruptions. Leaders must navigate the waves of uncertainty and complexity these vectors of change are creating. We will look at the structural drivers shaping today's business, provide a framework for understanding the complex geopolitical environment of the future and open a discussion around how companies can strengthen their resiliency in these increasingly turbulent times.

PLENARY SESSION 4

Innovative Leaders: Climate Crisis and Circular Economy

Climate change impacts everything – starting from geopolitics to economies to migration. It shapes cities, our quality of life and our everyday choices. The world is now about 1.1 °C warmer than it was in the 19th Century – and the amount of CO₂ in the atmosphere has risen by 50%. The 2018 Intergovernmental Panel on Climate Change (IPCC) report formalized the “Net-zero by 2050” concept: in order for the global warming target of 1.5 °C target to be met, net emissions need to zero out around the middle of the century. The sense of urgency was palpable during COP27 held in November 2022 in Egypt focusing on 3 main action areas (i) reducing emissions, (ii) helping countries to prepare for and deal with climate change, (iii) securing technical support and funding for developing countries for the above. In this plenary session, we will be illustrating the extent into which addressing the climate crisis requires a multi-dimensional approach, as no sector is immune: economy decarbonization is part of the solution, and transitioning to new energy sources is on the critical path. To use our planet resources in a sustainable way, we need innovative solutions across the board to make the circular economy a reality, but also contribute to the sovereignty agenda.



Plenary session 11: Conversation with Anwar Mohammed Gargash - WPC 2021, Abu Dhabi, October 2
Thierry de Montbrial, Anwar Mohammed Gargash

SESSION PLÉNIÈRE 5

Le Sahel et l'Afrique de l'Ouest : géopolitique et géoéconomie

Depuis une décennie, les questions de violence au Sahel se sont imposées dans l'agenda mondial. La tendance est à la dégradation. Les zones affectées sont en nette expansion. Dans certains pays comme le Burkina Faso ou le Mali, les États ont perdu le contrôle d'une majorité de leur territoire. La contagion s'étend à certains pays du golfe de Guinée. Malgré l'appui de la communauté internationale, les perspectives à court et moyen terme sont préoccupantes. Au-delà des indispensables réponses sécuritaires, la trajectoire des pays concernés doit composer avec une croissance démographique plus rapide que dans le reste de l'Afrique, des économies encore peu diversifiées et des territoires enclavés. Les tensions sociales sont accentuées par un ressentiment des populations vis-à-vis des élites. Il est donc urgent de penser à l'avenir du Sahel en termes stratégiques, dans toutes les dimensions. L'importance de cette question dépasse largement les limites de la région. Elle concerne au premier chef l'Afrique dans son ensemble, l'Europe et le Moyen-Orient.

SESSION PLÉNIÈRE 6

Le reste du monde face à la rivalité sino-américaine

Le XX^e congrès du Parti communiste chinois a consolidé le pouvoir de Xi Jinping – qui est désormais seul maître à bord – et la ligne dure, tant à l'intérieur qu'à l'extérieur du pays. La compétition entre les États-Unis et la Chine n'est plus seulement une rivalité classique entre une puissance établie et une puissance ascendante. Elle est devenue aussi idéologique, dans

PLENARY SESSION 5

The Sahel and West Africa: Geopolitics and Geoeconomics

Over the past decade, issues of violence in the Sahel have been pushed onto the global agenda. The trend is going towards a deterioration. The scope of the affected areas is clearly expanding. In some countries, such as Burkina Faso and Mali, states have lost control over a majority of their territory. The contagion is spreading to some countries in the Gulf of Guinea. Despite the support of the international community, the short and medium-term prospects are worrying. In addition to the necessary security responses, the countries concerned have to deal with faster population growth than in the rest of Africa, economies that are still not very diversified and land-locked territories. Social tensions are accentuated by the resentment of the populations towards the elites. It is therefore urgent to think about the future of the Sahel in strategic terms, in all its dimensions. The importance of this issue goes far beyond the limits of the region. It primarily concerns Africa as a whole, Europe and the Middle East.

PLENARY SESSION 6

The Rest of the World Facing the US-China Rivalry

The 20th Congress of the Communist Party of China has consolidated Xi Jinping's power – he is now the only one in charge – and the hard line, both inside and outside the country. The competition between the US and China is no longer just classic rivalry between an established power and an ascendant power. It has also become ideological, as Xi Jinping is now



Gala dinner - WPC 2021, Abu Dhabi, October 2 - Khaldoon Khalifa Al Mubarak, Jean-Claude Meyer

la mesure où Xi Jinping s'en prend maintenant aux valeurs occidentales et se rapproche ainsi du discours poutinien sur la décadence de l'Occident. Un discours qui porte notamment dans d'anciennes colonies européennes en Afrique. Mais dans l'ensemble, le « reste du monde », au sein duquel ici se situent les Européens, ne se montre pas disposé à choisir entre les États-Unis et la Chine et entend continuer de commercer avec cette dernière et même d'y investir, certes avec des précautions. De son côté, la Chine se garde bien de se refermer entièrement. Deux questions majeures, qui sont d'ailleurs liées, ne s'imposent pas moins : (1) jusqu'à quel point les États-Unis parviendront-ils à contraindre leurs partenaires à les suivre entièrement ? (2) une guerre de Taiwan plus ou moins comparable à l'actuelle guerre d'Ukraine est-elle évitable pendant la présidence de Xi Jinping et à quelles conditions ? Dans cette session, nous pourrions aussi chercher à analyser l'évolution de la relation entre Pékin et Moscou.

SESSION PLÉNIÈRE 7

L'avenir de l'UE et la sécurité européenne après la guerre d'Ukraine

La guerre d'Ukraine est un échec pour la sécurité européenne, pour l'OSCE et pour les parties prenantes aux accords de Minsk. Il est encore trop tôt pour privilégier tel schéma de sortie de crise plutôt que tel autre, en particulier concernant les frontières de l'Ukraine et de la Russie, ou pour spéculer sur les futurs accords de sécurité. On peut toutefois tenter d'identifier les principaux scénarios et réfléchir à la fois sur les conséquences du nouvel élargissement de l'OTAN et sur la pression en faveur d'un nouvel élargissement de l'UE alors que ceux consécutifs à la chute de l'Union

attacking Western values and thus moving closer to the Putin discourse on the decadence of the West. This is a discourse that is particularly relevant in former European colonies in Africa. On the whole, however, the "rest of the world" – in which the Europeans are included – is not prepared to choose between the United States and China and intends to continue to trade with the latter and even invest in it – albeit with precautions. For its part, China is careful not to close itself off completely. Two major questions, which are related, are no less important: (1) How far will the US succeed in forcing its partners to follow it entirely? (2) Is a Taiwan war more or less comparable to the current Ukraine war avoidable during Xi Jinping's presidency and under what conditions? This session may also seek to analyze the evolution of the relationship between Beijing and Moscow.

PLENARY SESSION 7

The Future of EU and European Security After the Ukraine War

The Ukraine war is a failure for European security, for the OSCE and for the parties to the Minsk agreements. It is still too early to favor one exit strategy from the crisis over another, especially regarding the borders of Ukraine and Russia, or to speculate on future security arrangements. However, one can try to identify the main scenarios and reflect on both the consequences of further NATO enlargement, and the pressure for further EU enlargement when the enlargements that followed the fall of the Soviet Union are far from being fully incorporated. What will be left of the vision of the

soviétique sont loin d'avoir été complètement digérés. Que restera-t-il, dans 20 ans, de la vision des pères fondateurs de la Communauté européenne, surtout dans le cas où les États-Unis s'en distancieraient comme sous la présidence de Donald Trump ? À quelles conditions l'Union européenne pourrait-elle sortir renforcée de la tragédie actuelle et, en sens inverse, face aux autres défis comme les migrations, faut-il prendre au sérieux le risque d'une décomposition plus ou moins lente et donc d'une transformation radicale de la scène géopolitique européenne ?

SESSION PLÉNIÈRE 8

Changement climatique et transition énergétique : réalisme vs idéalisme

Au cœur de cette question, il y a un triple débat. D'un côté, le monde industriel et financier a massivement fait le choix de la transition, mais alors que certains jugent ces objectifs trop ambitieux – par exemple dans la course vers l'abolition des moteurs thermiques – d'autres estiment au contraire que l'on n'en fait pas assez. Le deuxième débat met les acteurs publics sur la sellette, essentiellement au niveau de la coopération internationale. Le troisième porte sur les contradictions résultant de l'interférence avec d'autres enjeux politiques majeurs, le principal étant actuellement les conséquences de la révolution dans les marchés de l'énergie provoquée par la guerre d'Ukraine.

SESSION PLÉNIÈRE 9

Conversation avec **Anwar Gargash**, conseiller diplomatique du président des Émirats arabes unis

SESSION PLÉNIÈRE 10

La gouvernance spatiale : Les implications de l'accès mondial aux technologies spatiales.

La course spatiale du XX^e siècle a laissé place au XXI^e siècle à l'exploration et à l'application spatiales. Les agences spatiales comme la NASA aux États-Unis, l'ESA en Europe et Roscosmos en Russie continuent d'être en tête des nations dotées de capacité spatiale en termes de recherche et de vol spatial. Cependant, l'industrie s'est commercialisée avec l'arrivée d'entreprises spatiales privées comme SpaceX, Blue Origin et Virgin Galactic qui mènent la course en termes d'innovation. Le Traité international des Nations Unies sur les activités spatiales commerciales a permis un accès mondial à l'espace. L'étude de l'espace n'est plus seulement le domaine des scientifiques et des astronautes ;

founding fathers of the European Community in 20 years' time, especially if the United States distances itself from it, as it has done under President Donald Trump? Under what conditions could the Union emerge stronger from the current tragedy and, conversely, in the face of other challenges such as migrations, should we take seriously the risk of a slow breakdown and thus of a radical transformation of the European geopolitical scene?

PLENARY SESSION 8

Climate Change and Energy Transition: Realism vs Idealism

At the heart of this issue is a threefold debate. On the one hand, the industrial and financial world has opted on a massive scale for the transition, but while some consider these objectives too ambitious – for example in the race to abolish combustion engines – others feel that not enough is being done. The second debate puts public actors in the hot seat, mainly in terms of international cooperation. The third is about the contradictions resulting from interference with other major policy issues, the main one being the consequences of the revolution in energy markets caused by the Ukraine war.

PLENARY SESSION 9

Conversation with **Anwar Gargash**, Diplomatic Advisor to the President of the United Arab Emirates

PLENARY SESSION 10

Space Governance: The Implications of Globalized Access to Space Technologies.

The space race of the 20th century gave way to space exploration and application in the 21st century. Space agencies, like NASA in the United States, ESA in Europe and Roscosmos in Russia, continue to lead spacefaring nations in research and spaceflight. However, the industry has become more commercialized with private space companies such as SpaceX, Blue Origin and Virgin Galactic leading the pack in innovation. The UN International Treaty on Commercial Space Activities has given a globalized access to space. The study of space is no longer just the domain of scientists and astronauts; it is now accessible to everyone. The use of space technologies has increased significantly in recent

elle est maintenant accessible à tous. L'usage des technologies spatiales a augmenté significativement au cours des dernières années, avec des applications spatiales utilisées dans toutes sortes de domaines allant de la navigation et des communications à la surveillance de l'environnement et l'aide humanitaire. À mesure que les capacités spatiales deviennent plus sophistiquées, leur potentiel d'utilisation dans des conflits internationaux devient également plus sophistiqué. En particulier, les atouts spatiaux tels que les satellites peuvent être utilisés pour obtenir en temps réel des renseignements sur les mouvements de forces ennemies, ainsi que pour cibler des armes avec plus de précision. Étant donné l'importance grandissante des technologies spatiales, il est essentiel de travailler à garantir qu'elles soient bien gouvernées. Cela implique de créer des mécanismes de responsabilité pour ceux qui utilisent ces nouvelles technologies à mauvais escient et de s'assurer que les infrastructures liées à l'industrie spatiale sont correctement protégées. La gouvernance spatiale inclut également des mesures pour empêcher la militarisation de l'espace et limiter la militarisation des technologies spatiales. C'est uniquement en appliquant ces mesures que nous serons capables de préserver la paix et la stabilité de l'espace. En outre, à mesure que de plus en plus d'entreprises et d'opérations gouvernementales investissent l'espace, les menaces de cybersécurité augmentent. Les applications spatiales sont vulnérables aux attaques qui pourraient perturber ou détruire des systèmes vitaux, avec des conséquences potentiellement catastrophiques. Afin de contrer au mieux ces menaces, il est important de mettre en place de fortes mesures de cybersécurité à tous les niveaux de gouvernance. Une des façons d'adresser ces menaces sur la scène mondiale est de promouvoir la coopération internationale sur les questions de cybersécurité spatiale. Cela permettrait le partage des meilleures pratiques et le développement de pratiques communes. En outre, il est important d'assurer que tous les futurs traités spatiaux incluent des dispositions sur la cybersécurité. Dans l'intervalle, les entreprises doivent jouer leur rôle en développant des protocoles de communication sécurisés, en protégeant les dispositifs de stockage de données et en surveillant et mettant à jour régulièrement les systèmes de sécurité. En prenant ces précautions, nous pouvons aider à garantir que nos activités spatiales sont sûres et protégées. Finalement, cette nouvelle réalité génère de nombreuses questions aux implications sociales, économiques, environnementales

years, with space applications being used for a variety of purposes ranging from navigation and communications to environmental monitoring and disaster relief. As space capabilities have become more sophisticated, so too has the potential for their use in international conflicts. In particular, space-based assets, such as satellites, can be used to provide real-time intelligence on the movements of enemy forces, as well as to target weapons with greater precision. Given the growing importance of space technologies, it is essential that efforts are made to ensure their proper governance. This means creating accountability mechanisms for those who misuse these new technologies and ensuring that space-based infrastructure is properly protected. Space Governance also includes measures to prevent the militarization of space and to limit the weaponization of space technologies. Only by enacting these measures will we be able to preserve the peace and stability of outer space. Additionally, as more and more business and government operations move into outer space, cybersecurity threats are increasing as well. Space applications are vulnerable to attacks that could disrupt or disable vital systems, leading to potentially catastrophic consequences. In order to best counter these threats, it is important to have strong cybersecurity measures in place at all levels of governance. One way to address these threats on the global stage is to promote international cooperation on space cybersecurity issues. This would allow for the sharing of best practices and the development of common standards. In addition, it is important to ensure that any future space treaties include provisions on cybersecurity. Meanwhile, businesses must play their part by developing secure communications protocols, protecting data storage devices, and regularly monitoring and updating security systems. By taking these precautions, we can help ensure that our activities in outer space are safe and secure. Ultimately, this new reality prompts many questions with social, economic, environmental, and legal implications that all need to be taken into account. And of course, any governance regime must also deal with the political realities of the situation. These are difficult challenges, but they must be addressed if we are to make responsible use of the incredible opportunities that space provides. While it is true that the history of space conquest is long and fraught with competition and conflict, it is fundamental that the new era of space exploration be one of cooperation and collaboration, as we strive to unlock the potential of the universe.



Plenary session 10: Conversation with Didier Reynders - WPC 2021, Abu Dhabi, October 2 - Ali Aslan, Didier Reynders

et légales qui doivent être prises en compte. Et bien sûr, tout régime de gouvernance doit également gérer les réalités politiques de la situation. Ce sont des défis compliqués, mais ils doivent être abordés si nous voulons utiliser de façon responsable les incroyables opportunités qu'offre l'espace. S'il est vrai que l'histoire de la conquête de l'espace est longue et fondée sur la compétition et le conflit, il est fondamental que la nouvelle ère de l'exploration spatiale soit une ère de coopération et de collaboration, alors que nous tentons d'accéder au potentiel de l'univers.

SESSION PLÉNIÈRE 11

Conversation avec **Dmytro Kuleba**, ministre des Affaires étrangères d'Ukraine

PLENARY SESSION 11

Conversation with **Dmytro Kuleba**, Minister of Foreign Affairs of Ukraine

SESSION PLÉNIÈRE 12

Europe de l'Est, Caucase du Sud et Asie centrale face à la guerre d'Ukraine

La guerre d'Ukraine est une remise en question majeure des accords selon lesquels s'était effectué, pacifiquement, le démembrement de l'Union soviétique. L'objet de cette session est, à partir de trois exemples (la Moldavie, la Géorgie et le Kazakhstan), de comprendre comment d'autres États issus de l'ex URSS analysent la situation.

PLENARY SESSION 12

Eastern Europe, South Caucasus and Central Asia Facing the Ukraine War

The Ukraine war is a major challenge to the agreements under which the dismemberment of the Soviet Union was peacefully carried out. The aim of this session is, based on three examples (Moldova, Georgia and Kazakhstan), to understand how other states of the former USSR are analyzing the situation.



Plenary session 3 - WPC 2021, Abu Dhabi, October 1 - Ebtesam Al-Ketbi

SESSION PLÉNIÈRE 13

Les matières premières critiques – Comment garantir les ressources indispensables à nos industries ?

La course aux matières premières critiques (MPC) s'intensifie alors que le monde effectue une transition vers un avenir aux énergies propres et que les pays dépendent de plus en plus d'innovations technologiques pour répondre aux défis planétaires. Les MPC sont essentielles à la fabrication de tout composant, des éoliennes aux panneaux solaires en passant par les batteries de véhicule électrique et la production alimentaire. Selon l'AIE, le monde est en voie de doubler ses besoins globaux en MPC pour les technologies d'énergie verte d'ici 2040. Pour les MPC spécifiques comme le lithium, les projections sont bien plus élevées : on prévoit que la demande européenne seule soit multipliée par 60 d'ici 2050. À mesure que la demande mondiale augmente, les questions autour de la garantie d'approvisionnement de ces minéraux cruciaux se multiplient. Les gouvernements du monde entier agissent dans ce sens et ont révélé un nombre d'initiatives réglementaires. Par exemple, l'UE a récemment publié une proposition pour une réglementation européenne sur les matières premières critiques, qui entend gérer toutes les étapes de la chaîne de distribution des MPC et augmenter la résilience tout en assurant que les considérations durables sont prises en compte. Les États-Unis, de leur côté, ont déjà lancé une étude globale de leurs circuits de distribution de MPC par le biais d'un ordre exécutif présidentiel peu de temps après la prise de fonction du Président Biden. Le Royaume-Uni a également récemment publié sa première stratégie pour les minéraux critiques. Ces initiatives seront-elles suffisantes pour garantir des quantités suffisantes de MPC à l'avenir ? Quels défis sont encore à l'horizon ? Et quelles opportunités ? Quel rôle

PLENARY SESSION 13

Critical Raw Materials – How to Secure the Crucial Resources for our Industries?

The race for critical raw materials (CRMs) is intensifying as the world transitions to a clean energy future and nations increasingly rely on new technological innovations to solve planetary challenges. CRMs are essential to the manufacture of everything from wind turbines and solar panels, to electric car batteries and food production. According to the IEA, the world is currently on track for a doubling of overall CRM requirements for clean energy technologies by 2040. For specific CRMs like lithium, the projection is much higher: EU demand alone is expected to increase 60 times by 2050. As global demand increases, so do questions revolving around securing the supplies of these crucial minerals. Governments around the world are taking action and have unveiled a number of regulatory initiatives. For instance, the EU has recently unveiled a proposal for a European Critical Raw Materials Act, which intends to address all stages of the CRM supply chain and increase resilience while ensuring sustainability considerations are taken into account. The US, for its part, already launched a comprehensive review of its CRM supply chains via Presidential Executive Order shortly after President Biden took office. The UK, too, recently published its very first critical minerals strategy. But, will these initiatives be enough to secure adequate CRM supplies for the future? What challenges remain ahead? And what opportunities? What role does industry have to play? This event will feature policymakers, leading experts, and industry representatives to address these and other crucial questions associated with securing CRM supplies and ensuring that industries remain competitive in the future.

le secteur industriel peut-il jouer ? Cette session rassemble des décideurs politiques, de grands experts et des représentants de l'industrie afin de répondre à ces questions et à d'autres questions liées aux aspects cruciaux de l'approvisionnement en MPC et à la garantie de compétitivité du secteur industriel à l'avenir.

SESSION PLÉNIÈRE 14

Covid-19 et menace de nouvelles pandémies : perspectives

En moins de trois ans, on estime que la Covid-19 a entraîné la mort de 17 millions de personnes. On prévoit qu'elle soit responsable d'une perte de plus de 12,5 billions de dollars en production mondiale. La pandémie a aggravé les inégalités dans le monde entier, perturbé les systèmes de santé et annulé des années de progrès pour les objectifs de développement durable. La pandémie est loin d'être finie, le monde apprend à vivre avec le virus. Cette session traitera de la situation en cours et des scénarios épidémiologiques potentiels à court et moyen terme. Elle va déterminer si les leçons de la pandémie ont été apprises ; elle va poser la question de savoir si l'attention politique est en train de disparaître ou de se traduire par des engagements pertinents aux niveaux mondiaux, régionaux et nationaux. La session va également traiter de la menace d'une autre pandémie qui pourrait survenir à n'importe quel moment depuis le royaume animal. Nous allons entendre des perspectives mondiales et régionales en provenance d'Afrique et de Chine.

SESSION PLÉNIÈRE 15

La gouvernance mondiale et la santé publique

La pandémie de Covid-19 a mis à jour les dimensions géopolitiques croissantes de la santé mondiale. Alors que la pandémie progressait, causant de larges perturbations, la santé est devenue depuis deux ans une question critique d'économie et de sécurité dans l'agenda politique de tous les sommets mondiaux et régionaux. Les négociations ont à présent démarré à l'échelle mondiale sur un nouveau traité pandémique, une nouvelle structure financière pandémique et en amont d'une session spéciale de l'Assemblée générale des Nations Unies l'année prochaine sur la préparation et la réponse pandémiques. Cette session traitera des réformes du système international que la pandémie a rendu nécessaires pour répondre aux impératifs de direction, de responsabilité, de gouvernance et de financement de la santé mondiale. Dans l'intervalle, l'Union africaine, l'UE et l'ASEAN ont également pris un certain nombre d'initiatives structurelles et politiques sur la santé régionale. Cette session va parler de comment l'implication possible d'une « régionalisation » de la santé mondiale pour la coopération et la gouvernance peut influencer sur les questions mondiales.

PLENARY SESSION 14

Perspectives on Covid-19 and Other Pandemic Threats

In less than three years, Covid-19 has led to the death of an estimated 17 million people. It is expected to lead to a loss of over USD 12.5 trillion in global output by 2024. The pandemic has worsened inequities around the world, disrupted health systems and reversed years of progress toward the Sustainable Development Goals. The pandemic is far from over; the world is learning how to live with the virus. This session will discuss the current situation and potential short and mid-term epidemiologic scenarios. It will consider whether lessons from the pandemic are being learned; it will ask whether political attention is slipping or translated into relevant commitments at global, regional and country levels. The session will further discuss how another pandemic threat could arise anytime from the animal kingdom. Perspectives will be global and regional from Africa and China.

PLENARY SESSION 15

Global Governance and Public Health

The Covid-19 pandemic has unveiled the growing geopolitical dimensions of global health. As the pandemic progressed, causing widespread disruptions, health became a critical economic and security issue on the political agenda of all regional and global summits in the last two years. Negotiations have now started at global level on a new pandemic treaty, a new pandemic financing facility, and ahead of a special session of the UN General Assembly on pandemic preparedness and response next year. This session will discuss the reforms of the international system called by the pandemic, to address leadership, accountability, governance and financing of global health. Meanwhile the African Union, the EU and ASEAN, have also taken a number of structural and political initiatives on regional health. The session will discuss how the possible implications of a "regionalization" of global health for cooperation and governance on global issues.

SESSION PLÉNIÈRE 16

La sécurité alimentaire dans un monde fragmenté

La combinaison de la croissance de la population mondiale, des changements dans la demande d'alimentation, du réchauffement climatique, ainsi que de l'ensemble du contexte environnemental et sanitaire constituent depuis le début du siècle un défi collectif global unique dans notre histoire humaine. La poursuite au fil de l'eau des tendances actuelles ne peut que déboucher sur des contradictions insoutenables. La résolution de ces tensions implique la combinaison de transformations profondes tant dans les modes de consommation que de production, qui découleront également d'une combinaison de changements dans les technologies, au sens large, que dans les sociétés. La place du monde rural dans le monde de demain restera également longtemps un immense chantier social, car la plus grande partie des pauvres de la planète y seront concentrés, et exposés plus que proportionnellement aux impacts du changement climatique. Origine majeure des migrations planétaires, ce monde rural sera chaque année davantage un enjeu politique et social majeur pour les pays où les densités seront élevées. Le panel ne pourra aborder toutes les dimensions de cet immense défi économique, social et environnemental. Il pourra cependant s'attacher à en caractériser les grandes lignes et pourra se focaliser sur les conséquences géopolitiques des prochaines décennies : comment changeront les lieux de production et de consommation à l'échelle globale, et quels liens entretiendront-ils ? Des conflits significatifs peuvent-ils naître de cette situation et entre qui ? L'auto-suffisance alimentaire, à l'échelle des pays, et à l'échelle d'un continent, est-il un concept soutenable ? Si non, quelles meilleures règles et quelle meilleure gouvernance pourraient-elles assurer la sécurité de l'approvisionnement ? Quels rôles pour la FAO et les institutions internationales romaines comme pour l'OMC et les institutions de Bretton-Woods ? Existe-t-il de bons modèles qui font converger une consommation responsable et saine avec une production durable et socialement juste, bénéficiant notamment à la petite paysannerie, le tout sur une base politiquement sûre pour tous ? Qu'attendre de la technologie dans ce contexte ? Quel rôle pour l'Aide Publique au Développement (APD) et les Investissements Directs Étrangers (IDE) comme outils d'appui à l'investissement pour les pays les plus démunis de capital ?

PLENARY SESSION 16

Food Security in a Fragmented World

The combination of world population growth, changes in food demand, climate warming, as well as the entire environmental and health context has been a global collective challenge unique in our human history since the beginning of the century. The continuation of current trends can only lead to unbearable contradictions. Resolving these tensions involves a combination of profound changes in both consumption and production patterns, which will also result from a combination of changes in technology, broadly defined, and in societies. The place of the rural world in the world of tomorrow will also remain for a long time a huge social project, because the largest part of the world's poor will be concentrated there. It will also be exposed more than proportionately to the impacts of climate change. As a major source of global migration, this rural world will increasingly be a major political and social issue for countries where densities will be high. This panel will not be able to address all dimensions of this immense economic, social and environmental challenge. It may, however, focus on characterizing the main lines and will be able to focus on the geopolitical consequences of the coming decades: how will the places of production and consumption change on a global scale, and what links will they maintain? Can significant conflicts arise from this situation and between whom? Is food self-sufficiency, at the country level, and at the scale of a continent, a sustainable concept? If not, what better rules and governance could ensure security of supply? Are there good models that combine responsible and healthy consumption with sustainable and socially just production, particularly benefiting small farmers, all this on a politically secure basis for all? What role for FAO and the international roman institutions, and for WTO and the Bretton-Woods Institutions? What to expect from technology in this context? What place and role for Official Development Assistance (ODI) and Foreign Direct Investment (FDI) as a global set of investment tools to help changes to take place in the countries most deprived of capital?



Plenary session 5 - WPC 2021, Abu Dhabi, October 1 - François Barrault, Carlos Moreira, Agnès Touraine

SESSION PLÉNIÈRE 17

De nouvelles technologies pour une nouvelle géopolitique de l'énergie

L'affrontement ou la fuite ? La nature nous a équipé de ces mécanismes de réponse face aux menaces. Si la dissimulation a son utilité dans la nature, ce n'est pas une réponse appropriée dans un monde de transition énergétique et de politiques mondiales en mutation. La réaction de fuite de notre époque face aux changements technologiques se traduit par des régulations strictes. Tout ce qui est nouveau est une menace. Alors, comment se fait-il que nous ne vivions plus dans des grottes ? Ce n'est pas grâce à la bureaucratie mais parce nous avons embrassé le plein potentiel de la science, des technologies et de l'innovation. Ce qui nous a mené à aujourd'hui va également nous mener à demain : des initiatives osées, des risques et des esprits brillants. Par conséquent, nous ne devons pas fuir les développements planétaires que l'humanité a mis en mouvement. Nous pouvons façonner ces développements en motivant les investissements et en encourageant les échanges entre scientifiques et innovateurs. Cependant, les solutions de demain vont remettre en question les schémas traditionnels de pensée et d'alignements politiques. Pour une transition vers une énergie durable à l'épreuve du futur, nous devons garder l'esprit ouvert et diversifier les sources énergétiques. Construire les infrastructures et les chaînes d'approvisionnement nécessaires - pour l'hydrogène et les carburants synthétiques - nécessite un soutien politique large plutôt que des régulations à petite échelle et du micro management. En outre, quand on s'attaque à l'héritage nucléaire, il ne faut pas fermer les yeux face aux progrès technologiques. En résumé, nous devons envisager les idées à venir de façon non-idéologique. Plutôt que de trop rétrécir l'éventail des solutions, nous discutons avec des éminents spécialistes, des innovateurs et des représentants de l'industrie pour savoir ce dont ils ont besoin afin de gérer la transition vers une énergie durable et propre.

PLENARY SESSION 17

New Technologies for New Geopolitics of Energy

Flight or fight? Nature equipped us with these response mechanisms when confronted with challenges. While hiding proved valuable in the wild, it is unfit in a world of shifting global politics and energy transition. Today's flight reaction to technological change corresponds to strict regulation. Whatever is new must be a threat. So why do we not live in caves any longer? Not thanks to bureaucracy but by embracing the full potential of science, technology and innovation. What led us here will also lead us to tomorrow: bold initiative, risks and brilliant minds. Consequently, we must not hide from the planetary developments that humanity has set in motion. We can shape these developments by incentivizing investments and encouraging the exchange of scientists and innovators. However, tomorrow's solutions will question traditional thought patterns and political alignments. For a future-proof transition to sustainable energy, we need to keep an open mind and diversify energy sources. Building the necessary infrastructure and supply chains – for hydrogen or synthetic fuels – calls for broad political backing instead of small-scale regulation and micromanagement. Also, when dealing with the nuclear legacy, we must not close our eyes to technological progress. In summary, we need a non-ideological look at upcoming ideas. Instead of narrowing the scope for solutions too much, we discuss with leading experts, innovators and industry representatives what they need to deal with the transition to clean and sustainable energy.

SESSION PLÉNIÈRE 18

Le Moyen-Orient dans le nouveau contexte géopolitique

Le Moyen-Orient reste plus que jamais un enjeu majeur pour les grandes puissances, tant du point de vue géoéconomique (pétrole, gaz, etc.) que géostratégique (nœuds critiques de communication, etc.). Pour les Européens (y compris la Russie), dont l'ensemble ne constitue pas un bloc – pas même l'UE, malgré son rôle non négligeable en tant que tel, mais dont certains États membres jouent toujours un rôle politique significatif à l'échelle mondiale – le Moyen-Orient occupe une situation encore plus importante que pour les États-Unis, la Chine ou même l'Inde. C'est une question de proximité géographique, qui détermine notamment en grande partie les flux migratoires et les complémentarités civilisationnelles. À la rivalité des grandes puissances se superpose donc celle, historique et plus ou moins apparente, des Européens entre eux qui ont aussi à composer avec les grands rivaux de la région elle-même (Turquie, Iran, Arabie Saoudite, Israël, Égypte). L'objet de cette session sera d'essayer de mettre de la clarté – du point de vue des relations entre le Moyen-Orient et l'Europe au sens large – dans la façon dont les développements les plus récents comme les accords d'Abraham ou la guerre d'Ukraine ont modifié les équilibres subtils.

SESSION PLÉNIÈRE 19

La politique étrangère américaine après les élections de mi-mandat

Les résultats de ces élections sont généralement interprétés comme une demi-défaite du Parti Républicain, en tout cas une défaite pour Donald Trump, sans être une victoire pour les Démocrates qui n'ont fait que limiter les dégâts ; et, en ce sens, comme une petite réplique des circonstances qui, en 2020, avaient permis à Joe Biden d'être élu malgré une campagne peu glorieuse. Ainsi les perspectives des élections présidentielles de 2024 restent-elles totalement ouvertes. Dans cette session, on s'interrogera sur les évolutions possibles de la politique étrangère des États-Unis dans les deux prochaines années, notamment par rapport à la guerre d'Ukraine.

PLENARY SESSION 18

The Middle East in the New Geopolitical Context

The Middle East remains more than ever a major issue for the great powers, both from a geoeconomic (oil, gas, etc.) and geostrategic (critical communication nodes, etc.) point of view. For the Europeans (including Russia), who do not constitute a bloc as a whole – not even the EU, despite its non-negligible role as such, but some of whose member states still play a significant political role at the global level – the Middle East is even more important than for the United States, China or even India. It is a question of geographical proximity, which largely determines migratory flows and civilizational complementarities. In addition to the rivalry between the great powers, there is also the historical and more or less apparent rivalry between Europeans, who also have to deal with the great rivals in the region itself (Turkey, Iran, Saudi Arabia, Israel, Egypt). The purpose of this session will be to try to bring clarity – from the point of view of the relations between the Middle East and Europe more broadly – to the way in which the most recent developments such as the Abraham Accords or the Ukraine war have altered delicate balances.

PLENARY SESSION 19

US Foreign Policy After the Midterm Elections

The results of these elections are generally interpreted as a semi-defeat for the Republican Party, or at least a defeat for Donald Trump, without being a victory for the Democrats who only achieved damage limitation; and, in this sense, as a replay in miniature of the circumstances which, in 2020, allowed Joe Biden to be elected despite a lackluster campaign. Thus the prospects for the 2024 presidential elections remain totally open. This session will consider possible developments in US foreign policy over the next two years, particularly in relation to the Ukraine war.



Workshop 2 - WPC 2021, Abu Dhabi, October 2

SESSION PLÉNIÈRE 20

La pertinence de l'« Indo-Pacifique » comme concept géopolitique

Dans le domaine des relations internationales, tout découpage de la planète en « régions » reflète un point de vue géopolitique, et donc idéologique. Les États qui aujourd'hui soutiennent l'idée d'une région « Indo-Pacifique » partagent le désir de faire contre-poids à la puissance chinoise sans se poser en adversaires, la volonté de préserver la liberté de navigation en particulier dans la mer de Chine méridionale et, sur le plan de la politique intérieure de chacun des États de la région, de préserver une conception plus proche de la démocratie ou de l'État de droit que de l'autoritarisme ou de la dictature. Dans cette session, on s'interrogera sur la réalité actuelle de la région « Indo-Pacifique » et sur son devenir, face à la montée des tensions.

SESSION PLÉNIÈRE 21

Débat final : la fin des illusions ?

Traditionnellement, le débat final de la WPC rassemble des personnalités qui reprennent certains points discutés au cours de la conférence en les surplombant, ou qui soulignent les aspects importants de la situation internationale insuffisamment traités dans les jours précédents. Le débat final de la WPC 15 ne fera pas exception, si ce n'est que l'on se demandera s'il est maintenant temps d'en finir avec les illusions d'une gouvernance mondiale digne de ce nom ou si, envers et contre tout, il faut continuer à entretenir la flamme de l'espérance.

PLENARY SESSION 20

The Relevance of “Indo-Pacific” as a Geostrategic Concept

In the field of international relations, any division of the planet into “regions” reflects a geopolitical, and therefore ideological, viewpoint. The states that today support the idea of an “Indo-Pacific” region share the desire to counterbalance Chinese power without posing as adversaries, the desire to preserve freedom of navigation, particularly in the South China Sea, and, in terms of the domestic policy of each of the states in the region, to preserve a conception that is closer to democracy and the rule of law than to authoritarianism and dictatorship. This session will look at the current reality of the Indo-Pacific region and its future in the face of rising tensions.

PLENARY SESSION 21

Final Debate: The End of Illusions?

Traditionally, the final debate of the WPC brings together public figures who take up some of the points discussed during the conference and impart a broader focus, or who highlight important aspects of the international situation that were not sufficiently addressed in the previous days. The final debate of WPC 15 will be no exception, except that it will ask whether the time has come to put an end to the illusions of global governance worthy of the name or whether, against all odds, we should continue to keep the flame of hope burning.

Ateliers

ATELIER 1

La finance et l'économie

I. LA CROISSANCE ECONOMIQUE MONDIALE VA CONTINUER DE RALENTIR L'ANNEE PROCHAINE

Les institutions financières internationales prévoient un ralentissement supplémentaire de la croissance mondiale, de 6 % en 2021 et 3,2 % cette année à environ 2,7 % l'an prochain en 2023. En 2023, le ralentissement devrait être généralisé car les économies représentant environ un tiers de l'économie mondiale devraient se contracter à la fin de 2022 et au cours de 2023.

1. Les défis majeurs de l'économie mondiale

Quatre défis très exigeants, parmi de nombreux autres, caractérisent l'économie mondiale à l'heure actuelle :

1/ Un niveau d'inflation bien plus élevé que celui observé depuis plusieurs décennies. Après une période de très basse inflation et de politiques monétaires très accommodantes dans de nombreux pays, le retour en force de l'inflation est un défi majeur pour les banques centrales, les gouvernements et parlements, ainsi que pour le secteur privé.

2/ Le changement de direction de la politique monétaire décidé par les principales banques centrales modifie considérablement les conditions financières dans les économies avancées et dans la plupart des régions du monde. Les taux d'intérêts nominaux à moyen et long terme sont à la hausse ; l'augmentation des taux d'intérêts à court terme est toujours d'actualité, compte tenu du niveau de l'inflation globale et de l'inflation sous-jacente. Les principales banques centrales ont interrompu leurs achats nets de titres négociables (l'assouplissement quantitatif net est terminé). Ce point d'inflexion dans les conditions financières est d'autant plus complexe que la sphère financière s'est adaptée, au cours des 12 dernières années, à un environnement exceptionnellement favorable et accommodant.

3/ L'invasion de l'Ukraine par la Russie a considérablement amplifié le choc sur les prix mondiaux du pétrole, du gaz et des produits agricoles bruts et a affaibli la croissance européenne, qui est plus vulnérable aux conséquences de la guerre en Ukraine que les États-Unis et les autres régions du monde, à l'exception des pays les plus pauvres et les plus vulnérables. La guerre en Ukraine fragilise considérablement la confiance des agents économiques en Europe et dans le monde.

4/ L'épidémie de Covid-19, même si elle est bien plus bénigne qu'en 2020 et au premier semestre 2021, est toujours présente. Ce serait une erreur de penser que la crise est complètement résolue et derrière nous. On ne peut exclure qu'il y ait encore des perturbations liées à la pandémie dans les chaînes de distribution – la Chine en est l'illustration parfaite.

Workshops

WORKSHOP 1

Finance and economy

I. GLOBAL ECONOMY GROWTH WILL CONTINUE TO SLOW DOWN NEXT YEAR

International financial institutions are projecting further slowing down of global growth, from 6% in 2021 down to around 3,2% this year 2022 and around 2,7% next year 2023. In 2023, the slowdown is expected to be broad based with economies representing around one third of the global economy projected to contract at the end of 2022 and during 2023.

1. Major challenges to the global economy

To make a long story short, four very demanding challenges, among many others, are characterizing the present global economy:

1/ A level of inflation much higher than seen in previous several decades. After a very low period of low inflation and extremely accommodating monetary policies in most countries, the coming back of inflation, with a vengeance, is a major challenge for Central banks, for all authorities, governments and parliaments, and for the private sector.

2/ The change of direction of monetary policy decided by major Central banks is triggering a highly significant change of financial conditions in the advanced economies and in most regions of the world. Nominal medium and long term interest rates are going up; the increase of short term interest rates in major economies is not over, taking into account the level of headline and core inflation. Major Central banks have interrupted the net purchases of tradable securities (net QE is over). This inflexion point in financial conditions is all the more challenging that the financial sphere had adapted, over the last 12 years, to an environment exceptionally favorable and accommodating.

3/ Russia's invasion of Ukraine has considerably amplified the global oil, gas, and non-processed agricultural products prices shock and weakened significantly the European growth, which is more vulnerable to the consequences of the war in Ukraine than the US and the other regions of the world, apart for the poorest and most vulnerable countries. War in Ukraine is also weakening substantially economic agents' confidence in Europe and in the world.

4/ COVID-19 epidemic, even if much benign than in 2020 and in the first half of 2021, is still present. It would be a mistake to consider that this challenge has totally vanished and is now over. Further pandemic related supply side disruptions are not excluded – China being a case in point.



Plenary session 2 - WPC 2021, Abu Dhabi, October 1 - Serge Ekué, Lionel Zinsou, Thierry de Montbrial

2. Risques de détérioration de l'économie mondiale

Il pourrait exister quelques risques à la hausse pour l'économie mondiale, notamment une issue rapide à la guerre russo-ukrainienne, mais cela semble peu probable à l'heure actuelle. Il est clair que la situation mondiale actuelle se détériore. Je vois sept risques à la baisse qui méritent d'être listés :

1/ Une politique monétaire qui adopterait une mauvaise posture en tentant de contrôler l'inflation sans déclencher une récession ou un ralentissement trop préjudiciable.

2/ Des divergences politiques importantes entre des économies majeures qui pourraient empirer les tensions dans les taux de change.

3/ De potentiels nouveaux chocs des prix de l'énergie et de l'alimentation qui pourraient amplifier les pressions mondiales d'inflation et de récession.

4/ Le durcissement mondial des conditions de financement pourrait déclencher des tensions systémiques dans les différentes catégories d'avoirs et amplifier le surendettement des marchés émergents.

5/ On ne peut exclure un retour de la crise du Covid-19, ou d'une autre épidémie sanitaire mondiale imprévue qui pourrait encore freiner la croissance.

6/ Une aggravation de la crise du secteur immobilier en Chine pourrait déborder dans le secteur bancaire nationale et la sphère financière mondiale.

7/ La fragmentation géopolitique pourrait impacter considérablement les échanges, les flux de capitaux et les chaînes de valeur mondiales. La démondialisation ou le ralentissement de la mondialisation font partie des risques à la baisse.

2. Downside risks to the global economy

There might be some upsides risks to the global economy, including a quick settlement of the Russian-Ukrainian war, even if it seems presently very unlikely. But it is clear that the present global situation is tilted on the downside. I see seven downside risks to be mentioned:

1/ Monetary policy could miscalculate the appropriate stance to control inflation without triggering too damaging slowing down/ recession.

2/ Significant divergences of policies between major economies could lead to further exchange rates tensions.

3/ More energy and food prices shock are not excluded and could amplify the global inflationary and recessionary pressures.

4/ Global tightening in financing conditions could trigger systemic tensions in various asset classes and amplify emerging markets debt distress.

5/ A resurgence of the COVID-19 crisis is not excluded, or a possible unpredicted new global health epidemic which could further hamper growth.

6/ A worsening of China's property sector crisis could spill over to the domestic banking sector and to the global financial sphere.

7/ Geopolitical fragmentation could impact significantly trade, capital flow, and global value chains. Deglobalization or slow globalization is part of the downside risks.



Workshop 3 - WPC 2021, Abu Dhabi, October 2

II. LES RISQUES FINANCIERS MONDIAUX

Le secteur financier a vécu dans la menace permanente pendant quinze ans, de 2007 à aujourd'hui. L'enchaînement de la crise des sub-primes, de la faillite de Lehman Brothers, de la crise du risque souverain, de la menace permanente de la matérialisation des risques déflationnistes dans les économies avancées de 2013 à 2020, qui a culminé avec la crise du Covid-19, constitue une suite d'événements absolument sans précédent. Depuis la mi-2021, les économies avancées et leurs banques centrales, ainsi que l'économie mondiale, doivent faire face à une nouvelle situation : le retour en force de l'inflation. Des chiffres élevés d'inflation globale tels qu'on n'a pas vus depuis les années 1970, des augmentations rapides et importantes des taux d'intérêts telles qu'on n'en a pas vu non plus dans les économies avancées, tout cela définit les nouvelles caractéristiques dominantes de notre époque. Ce point d'inflexion spectaculaire survient après 15 ans de politiques monétaires extrêmement avantageuses, une inflation très basse et des taux d'intérêt nominaux négatifs ou proches de 0. Des taux d'intérêts nominatifs et réels présents et futurs considérablement supérieurs surviennent dans une sphère financière sculptée par 15 ans d'accommodation financière extrême (dont beaucoup pensaient qu'elle durerait longtemps, voire toujours !). C'est le nouveau défi majeur de la sphère financière mondiale. Cependant, on peut souligner des points positifs, même dans la situation présente.

1. Les points positifs

1/ Depuis la grande crise financière, les banques commerciales et les institutions régulées ont prouvé leur stabilité et leur résilience. Les banques en particulier ont survécu à la pandémie avec des capitaux importants et des réserves de liquidité. Il convient de féliciter les décisions du Conseil de stabilité financière (CSF) et du G20 depuis la faillite de Lehman Brothers.

II. GLOBAL FINANCIAL RISKS

The financial sector has been permanently under threat over the last fifteen years, from 2007 until now. The succession of the subprime crisis, the Lehman Brothers bankruptcy, the sovereign risk crisis, the permanent threat of materialization of the deflationary risks in the advanced economies from 2013 to 2020, culminating with the COVID-19 crisis, was absolutely unprecedented. Since mid-2021, the advanced economies and their Central banks, as well as the global economy, is coping with a new situation: the coming back of inflation with a vengeance! Headline high inflation figures unseen in the advanced economies since the 1970's, very large and rapid interest rates increases also unseen in the advanced economies are dominant new features in the present time. This dramatic inflexion point comes after 15 years of extremely accommodating monetary policies, very low inflation and nominal interest rates close to 0 or negative. Significantly higher, present and future nominal and real interest rates are hitting a financial sphere carved by 15 years of extreme financial accommodation (believed by many to be very long lasting, if not eternal!). This is the new major challenge for the global financial sphere. Still, one can agree that there are some "positives" to stress, even in the present situation.

1. The positives

1/ Since the great financial crisis, commercial banks and regulated Institutions proved stability and resilience. Banks in particular came through the pandemic with high capital and liquidity buffers. Credit should be given to the Financial Stability Board (FSB) and the G20 decisions since Lehman Brothers bankruptcy.

2/ Overall, global financial stability has been preserved until now, even if the risks of disruption are higher.

2/ Dans l'ensemble, la stabilité financière mondiale s'est maintenue jusqu'à présent, même si les risques de perturbations sont plus importants.

3/ La communauté internationale est lucide et pleinement consciente du fait que le secteur de l'intermédiation financière non bancaire (IFNB) représente maintenant la principale faiblesse de la sphère financière et nécessite des actions et décisions novatrices, déterminées et proactives.

2. Les points négatifs

Il y a de nombreux points négatifs en termes de risques financiers mondiaux inhérents. La liste qui suit ne prétend pas être exhaustive...

1/ Le point d'inflexion en ce qui concerne l'inflation et les politiques monétaires.

2/ Nous nous situons à un moment où les systèmes financiers mondiaux sont particulièrement vulnérables, avec une tendance excessive au risque dans le passé, un très haut niveau de dette publique et privée, une haute évaluation des actifs, etc.

3/ L'énorme part des intermédiaires financiers non bancaires, qui représentent à présent la moitié des actifs financiers mondiaux. Les remous du marché à New York en mars 2020 ou la faillite d'Archegos sont de parfaits exemples. Le Fonds de marché monétaire (FMM) dans cet univers d'IFNB augmente les risques de rachats soudains et massifs.

4/ Le changement climatique même est un risque dans la mesure où des entités de l'économie réelle ou de la finance qui ne voudraient pas internaliser les risques climatiques pourraient provoquer une crise financière. En outre, les investissements massifs nécessaires pour accompagner la transition écologique devraient éliminer progressivement l'excès d'épargne et faire grimper les pressions inflationnistes et les taux d'intérêt réels au niveau mondial.

5/ L'expansion anormale du secteur des valeurs crypto. Nombre des instruments financiers concernés sont des valeurs cryptos purement spéculatives juste valeur. Plusieurs d'entre eux sont également conçus pour effectuer des transactions opaques, facilement utilisés par le crime organisé, des entités frauduleuses et le financement du terrorisme. On ne peut exclure qu'un effondrement en cascade des entités dans ce secteur pourrait créer un risque systémique pour l'ensemble du secteur financier mondial (l'effondrement de FTX est un parfait exemple).

6/ La cyber sécurité représente un risque majeur pour la finance mondiale. Même si, jusqu'à présent, on n'a observé aucune perturbation majeure, le risque qu'une telle perturbation se matérialise reste important, en particulier dans un environnement géopolitique où le « cyber » est considéré comme un élément de guerre et où la guerre elle-même peut être hybride.

7/ De nombreux chocs inattendus peuvent advenir hors de la sphère économique et financière : tensions géostratégiques et guerres, événements catastrophiques liés ou pas au changement climatique, nouvelles épidémies, etc.

3/ The international community is lucid and fully aware that the Non-Bank Financial Intermediation (NBFI) sector represent now the major weak point in the financial sphere and calls for very determined and active new decisions and actions.

2. The negatives

There are many negatives in terms of embedded global financial risks. The following list does not pretend to be exhaustive...

1/ The inflexion point as regards inflation and monetary policies.

2/ Coming at a moment of particular vulnerability of the global financial system, with excessive risk taking in the past, very high level of public and private debt outstanding, high asset valuations, etc.

3/ Huge dimension of non-bank financial intermediaries, representing now half of the global financial assets. The March 2020 market turmoil in New York or Archegos bankruptcy are cases in point. Money Market Fund (MMF) in this NBFI universe augment the risks of sudden and disruptive redemptions.

4/ Climate change itself represent a risk to the extent that entities in the real economy as well as in finance that would not internalize the climate risks could trigger financial crisis. On top of that, the massive investments necessary to accompany the green transition should progressively eliminate the "savings glut" and drive up inflationary pressures and real interest rates at a global level.

5/ Abnormal expansion of the cryptoassets sector. Many of the financial instruments concerned are purely speculative cryptoassets without any fair value. Several of them are also designed to practice non-transparent transactions, easily utilized by organized crime, fraudulent entities and financing of terrorism. It is not excluded that a domino collapse of entities in this sector could create a systemic risk for the whole global financial sector (FTX collapse is a case in point).

6/ Cybersecurity represents also a major risk for global finance. Even if, until now no major disruption was observed, the risk of materialization of such disruption remains important, particularly in a geopolitical environment where "cyber" is considered part of warfare, and war itself can be hybrid.

7/ Many unexpected shocks can occur out of the economic and financial sphere: geostrategic tensions and war, catastrophic events associated or not to climate change, new burst of unexpected epidemic, etc

L'énergie et l'environnement

L'énergie et l'environnement en temps de crises multiples : chaos, retour aux années 2000, ou accélération mondiale des changements ? L'agression martiale de la Russie en Ukraine est un conflit régional aux répercussions mondiales qui exacerbe les tensions systémiques sur des marchés énergétiques déjà profondément affectés par la pandémie. Ancienne superpuissance énergétique, la Russie fait à présent face à une chute brutale de ses exports, avec de lourdes conséquences dont l'étendue est encore incertaine pour elle-même, l'Europe et le monde. En parallèle de ces deux chocs majeurs consécutifs, des événements climatiques dévastateurs et sans précédents se déroulent dans différents points du globe, affectant des dizaines de millions de personnes. La baisse des émissions de gaz à effet de serre (EGES) est encore loin des 8 % par an, objectif nécessaire pour limiter le réchauffement planétaire à 1,5 °C. L'utilisation du charbon est en augmentation, les projets d'usines à charbon n'ont pas été abandonnés et les EGES n'ont même pas encore atteint leur pic.

Le retour d'un conflit entre États au sein de l'Europe a des conséquences pour la population que l'on n'a plus vues depuis la Seconde Guerre mondiale. Pour la plupart des producteurs d'hydrocarbures, ou les pays détenteurs de ressources naturelles, les tensions actuelles offrent l'opportunité d'engranger des capitaux et des investissements dans les stocks, la production en amont et les chaînes de valeurs pauvres en carbone. Pour les importateurs nets de carburants fossiles, en particulier les pays dont la monnaie est dépréciée, la hausse des prix s'ajoute aux autres défis structurels tels que la hausse des taux d'intérêts américains et nourrit l'instabilité économique et sociale. Alors que de nombreux pays sont en pleine tempête, d'énormes incertitudes menacent à l'horizon. Les crises démontrent le besoin d'accélérer le processus de décarbonisation tout en assurant la sécurité des approvisionnements pour les consommateurs et les producteurs dans un contexte de grande inertie des systèmes énergétiques qui dépendent encore fortement des énergies fossiles. Une des questions actuelles est de savoir si le monde peut encore organiser une transition énergétique coordonnée et efficace, ou si la transformation sera chaotique et déstabilisante. Une autre question est de savoir comment concilier les réponses à court terme avec les objectifs de décarbonisation à long terme en évitant de générer des émissions supplémentaires. La troisième question est comment augmenter les investissements dans les énergies propres et gérer le déclin progressif et nécessaire de la production et de l'usage des énergies fossiles sans techniques de compensation tout en garantissant un approvisionnement sûr et concurrentiel pour répondre aux besoins croissants du monde, notamment en électricité. Enfin, un des problèmes majeurs

Energy and Environment

Energy and the environment in times of polycrises: chaos, back to the 2000s or accelerating shifts globally? Russia's war of aggression in Ukraine is a regional conflict with global repercussions, and is exacerbating systemic tensions in energy markets already deeply affected by the pandemic. As a former energy superpower, Russia now faces a brutal decline in exports, with large and still uncertain consequences for itself, Europe and the world. In parallel to these two major shocks in a row, unprecedented, devastating climate events take place in various geographies, affecting dozens of millions of people. Yet greenhouse gas emissions (GHG) are nowhere near the 8% annual decline rate required to put the world on track for a 1.5 °C temperature rise limit. Coal utilization is higher, coal plants are still in the pipeline and GHG emissions have not even peaked.

The return of interstate war in Europe has consequences not seen since World War II for Europeans. For most hydrocarbon producers, or natural resource holding countries, current tensions offer opportunities to ramp up revenues and investments in stocks, upstream production and low carbon value chains. For fossil fuel net importers, especially with depreciated currencies, high prices add to other structural challenges such as high US interest rates and feed economic and social instability. As many countries are in the midst of a storm, huge uncertainties loom. The crises showcase the need to accelerate the decarbonization while ensuring security of supplies for consumers and producers in a context of strong inertia of energy systems largely relying on fossil fuels. An issue now is whether the world can still organize coordinated and efficient transitions, or if transformations will be chaotic and destabilizing. Another is how to reconcile short term responses with longer term decarbonization objectives and avoid a lock in of additional emissions. The third issue is how to ramp up clean technology investment and manage the necessary, progressive decline of unabated fossil fuel production and use while ensuring a secure and competitive energy supply that meets the world's growing needs, notably for electricity. Finally, a major issue revolves around international cooperation in times of geoeconomic confrontation and restrictive industrial policies.

Against this backdrop, key questions for the panel include:

- 1/ Can the world still be on track for an accelerated decarbonization, and are there opportunities to leap or still low-hanging fruits available?
- 2/ What are the technology, energy market and political consequences of the current crises and what are the opportunities and challenges for energy companies, industries and governments in various geographies? What are the no regret decisions and what best practices or strategies can be identified?



Plenary session 4 - WPC 2021, Abu Dhabi, October 1 - Bogdan Klich

concerne la coopération internationale en période de confrontation géoéconomique et de politiques industrielles restrictives.

Dans ce contexte, les questions-clé pour ce panel incluent :

- 1/ Le monde peut-il rester sur les rails de la décarbonisation accélérée et existe-t-il des opportunités à saisir ?
- 2/ Quelles sont les conséquences des crises actuelles sur les technologies, le marché de l'énergie et la politique et quels sont les défis et opportunités pour les entreprises énergétiques, les industries et les gouvernements dans les différentes zones géographiques ? Quelles décisions dites « sans regret » et meilleures pratiques ou stratégies peut-on identifier ?
- 3/ Quels sont les changements systémiques issus des crises en termes d'investissements, d'échanges et d'interdépendances énergétiques ? Qui et où sont les gagnants de la situation actuelle et quelles sont les meilleures stratégies pour les plus affectés ?
- 4/ Après la COP 27 et avant la COP 15, quelles sont les possibles nouvelles voies pour la coopération dans la gouvernance énergétique et climatique comme les minéraux, l'hydrogène, la CSC, les transports, les réglementations, les forêts, les océans, l'efficacité énergétique, l'économie circulaire et comment éviter de futures confrontations ?

3/ What are the systemic shifts from the crises in terms of energy investment, trade and interdependences? Who and where are the winners from the current situation and what are the best strategies for those most affected?

4/ Following the COP27 and ahead of COP15, what are possible new avenues for cooperation in energy and climate governance, such as on minerals, hydrogen, CCS, transport, regulation, forests, oceans, energy efficiency, circular economy and how can further confrontation be avoided?



Plenary session 15 - WPC 2021, Abu Dhabi, October 3 - Ali Aslan, Salem Mohammed Al Zaabi, Jim Bittermann, Renaud Girard, Marc Hecker, Tatiana Kastouéva-Jean, Mayankote Kelath Narayanan

ATELIER 3

L'Afrique

Du Sahel au Mozambique en passant par l'Éthiopie et la Libye, la conflictualité en Afrique s'est accrue depuis plus d'une décennie. En 2020, le Stockholm International Peace Research Institute (SIPRI) notait que sur les 39 États du monde touchés par des conflits, plus de la moitié se trouvaient sur le continent africain, continent qui accueille le plus grand nombre d'opérations de maintien de la paix (OMP) et le plus grand nombre de personnes déplacées en raison des conflits. L'Afrique avait connu entre 2000 et 2015 une phase d'expansion économique importante, mais les taux de croissance se sont depuis lors ralentis. Si la pandémie a eu moins de conséquences sanitaires que sur les autres continents, à l'exception de l'Afrique du Sud et des pays d'Afrique du Nord, la période Covid a en revanche indéniablement impacté les économies, tout comme la guerre d'Ukraine actuellement qui a un effet sur le prix de certaines céréales mais également sur la disponibilité des engrais. Les économies africaines ont beaucoup évolué depuis 2000, amélioration des infrastructures, développement des instruments financiers pouvant orienter une partie de l'épargne nationale vers les investissements productifs, diversification interne des économies, urbanisation et meilleur accès aux services. Les économies nationales se sont en outre montrées résilientes à la crise financière de 2008. Certains signes de fragilité se sont toutefois manifestés ces dernières années. Les deux plus importantes économies au sud du Sahara (Nigeria et Afrique du Sud) connaissent des difficultés, la croissance par habitant s'est fortement infléchie depuis 2015. Le débat est aujourd'hui très vif sur les effets du réchauffement climatique, comme on a pu le voir à la COP 27 de Charm El Cheikh. L'Afrique sera l'une des zones les plus touchées par les effets de l'évolution du climat alors que cette zone a historiquement très peu

WORKSHOP 3

Africa

From the Sahel to Mozambique, Ethiopia to Libya, conflict in Africa has been increasing for more than a decade. In 2020, the Stockholm International Peace Research Institute (SIPRI) noted that of the 39 states in the world affected by conflict, more than half were on the African continent. The continent hosts the largest number of peacekeeping operations (PKOs) and the largest number of people displaced by conflict. Africa had experienced a significant economic expansion between 2000 and 2015, but growth rates have since slowed. While the pandemic has had fewer health consequences than on other continents, with the exception of South Africa and North African countries, the Covid period has had an undeniable impact on economies, as has the current war in Ukraine, which is affecting the price of some cereals and the availability of fertilizer. African economies have evolved considerably since 2000, with improvements in infrastructure, the development of financial instruments that can direct part of national savings towards productive investments, internal diversification of economies, urbanization and better access to services. National economies have also shown resilience to the 2008 financial crisis. However, there have been some signs of fragility in recent years. The two largest economies south of the Sahara (Nigeria and South Africa) are struggling, and per capita growth has fallen sharply since 2015. There is now a very heated debate about the effects of global warming, as seen at COP 27 in Sharm El Sheikh. Africa will be one of the areas most affected by the effects of climate change, even though this area has historically contributed very little to greenhouse gas emissions and now contributes between 2 and 3% of global emissions annually. The return of the food problem in East Africa, even if it cannot be reduced to a single factor, is one illustration of these effects. In

contribué à l'émission des gaz à effets de serre et qu'elle contribue aujourd'hui annuellement entre 2 à 3 % des émissions mondiales. Le retour du problème alimentaire en Afrique de l'Est, même s'il ne peut être réduit à un seul facteur, est une des illustrations de ces effets. De surcroît, des voix s'élèvent aujourd'hui dans la communauté internationale qui reprochent à certains pays africains le développement de certains projets gaziers et pétroliers. Cela est vécu sur le continent comme une profonde injustice historique. De puissants mécanismes de transferts de technologie (pour une production non carbonée) et de transferts financiers doivent être mis en place vers le continent. Enfin, certains progrès démocratiques enregistrés dans les décennies 1990 et 2000 ont été remis en cause ces dernières années, des pays connaissent des involutions, voire, pour les pays du Sahel, le retour des militaires au pouvoir. Dans de nombreux pays, les opinions publiques sont de moins en moins partie prenante des jeux politiques partidaires classiques. L'émergence de candidats populistes, de militaires et des mouvements religieux contribuent à recomposer l'espace politique.

addition, voices are now being raised in the international community that reproach certain African countries for the development of certain gas and oil projects. This is experienced on the continent as a profound historical injustice. Powerful mechanisms for technology transfers (for non-carbon production) and financial transfers must be put in place for the continent. Finally, some of the democratic progress made in the 1990s and 2000s has been called into question in recent years, and some countries have experienced involutions, or even, in the case of the Sahel countries, the return of the military to power. In many countries, public opinion is less and less involved in the classic partisan political games. The emergence of populist candidates, the military and religious movements are contributing to the recomposition of the political space.



Plenary session 18 - WPC 2021, Abu Dhabi, October 3 - Lucia Sinapi-Thomas, Mehdi Benchoufi, Clément Tonon, Faruk Tuncer

Participants Participants



ABDELATIF,
Soumeiya

Medical doctor, director of companies. First Vice President of the Robert Schuman Institute for Europe, former auditor of the Institute of Advanced Studies in National Defence (IHEDN).



ADAMAKIS,
Emmanuel

Elder Metropolitan of Chalcedon. He studied at the Sorbonne in Paris and then at the Catholic Institute and the St. Sergius Orthodox Theological Institute. He was ordained a priest in 1985 and continued his doctoral studies at the Holy Cross Institute of Theology in Boston, United States. In 1995, he was appointed Director of the Office of the Orthodox Church to the European Union in Brussels, Belgium. After being elected Metropolitan of France, he served as Vice President and President of the Conference of European Churches (CEC) as well as Co-President of the Council of Christian Churches in France. In February 2021 he was unanimously elected Elder Metropolitan of Chalcedon.



AHMED,
Masood

President of the Center for Global Development. He enjoys a 35-year career driving economic development policy initiatives relating to debt, aid effectiveness, trade, and global economic prospects at major international institutions including the IMF, the World Bank, and the DFID. He served for eight years as Director of the Middle East and Central Asia Department. He also served as the IMF's Director of External Relations, and Deputy Director of the Policy Development and Review Department. Masood Ahmed served as Director General, Policy and International at the UK government's Department for International Development (DFID). He also worked at the World Bank in various managerial and economist positions.



AKITA, Hiroyuki

Commentator of *Nikkei*. He regularly writes commentaries and columns, analysis mainly on foreign & international security affairs. He joined Nikkei in 1987 and worked at Political News Dept. where he covered Japanese foreign & security policies, domestic politics. He was Senior & Editorial Staff Writer, and he also worked at "Leader Writing Team" of the Financial Times in London (Oct.-Dec. 17). Previously, he was Beijing Correspondent and Washington Chief Correspondent. In Beijing, he reported major news events such as death of Deng Xiaoping, Hong Kong handover to China. In Washington DC, he covered White House & Pentagon, State Department during Bush administration.



AL AWAR,
Saeed

Managing Director and Head of Middle East at Rothschild & Co. Before that, he worked for Linklaters. He also serves as Independent Director of the Board of ADC SPAC and Xcube. He is an Advisory Council Member of the Dubai International Chamber of Commerce.



AL HASHIMY,
Reem Ibrahim

Minister of the State for International Cooperation of the UAE since 2016. Her Excellency Reem Ebrahim Al Hashimy was appointed to the UAE Cabinet as Minister of State in February 2008. Prior to this, Reem led the UAE's bid to host the World Expo 2020 in Dubai. She served as Managing Director of the Expo 2020 Dubai mega-event, following which she was appointed CEO of Expo City Dubai Authority. She also manages the Vice President's Office for Political Affairs. She continues to serve as the Chairperson for Dubai Cares. She was also the former chairperson of the Federal Competitiveness and Statistics Authority and has been appointed as Chairperson of Sorbonne University Abu Dhabi.



**AL HOSANI,
Farida**

Official Spokesperson for the health sector in the UAE, Manager of Communicable Diseases Department of the Abu Dhabi Center of Public Health and Adjunct Associate Professor at the College of Medicine and Health Sciences at the UAE University. Dr. Farida Al Hosani contributed in the field of public health, as she participated in scientific and international research in health and infectious diseases and developed strategic plans for infectious diseases preparedness and dealing with pandemics. She is an expert of the World Health Organization in the field of emerging diseases.



**AL MARRI,
Salem**

Director General of the Mohammed Bin Rashid Space Centre. With close to 20 years of experience in the space industry, H.E. Salem Humaid AlMarri has been responsible for ensuring the success of various programmes within the UAE National Space Programme including Mars 2117, Emirates Mars Mission, UAE Astronaut Programme, and the UAE Satellite Programme. AlMarri received the UAE Pioneers Award in 2014 for being the first project manager of the UAE satellite Dubaisat-1 and Dubaisat-2. He was elected as the first member from the UAE to the International Academy Astronautics (IAA).



**AL SAUD,
Prince Faisal
bin Farhan**

Minister of Foreign Affairs, Ministry of Foreign Affairs of Saudi Arabia. Formerly, 20-year business career, including: Chairman of the Board, Al Salam Aerospace Industries, a Riyadh-based joint venture with Boeing; he also established the Shamel Investment and Training Company. Most recently, he served as Adviser to the Royal Court of King Salman of Saudi Arabia. As Senior Adviser to the Ambassador of Saudi Arabia to the United States in Washington DC, he helped manage the embassy's engagement with US media, experts and opinion leaders; led embassy initiatives to expand bilateral cultural programmes, exchanges and regional outreach.



**AL AUX-LORAIN,
Jean**

Associate within the venture capital arm of BPI France, the French public investment bank. Prior to this, Jean worked in the merger & acquisition team of BNP Paribas based in Singapore and in the life sciences division of software editor Dassault Systèmes in France. A French civil servant, Jean graduated from École normale supérieure in Mathematics and is a Corps des Mines engineer.



**AL MAZROUEI,
Abdullah**

Chairman of Abu Dhabi Chamber of Commerce and Industry. Al Mazrouei served as Managing Director of the National Bank of Abu Dhabi and Chairman of the Board of Directors of the Bank of Tunisia and the Emirates. In 1984, he decided to end his journey with government work and devoted himself to starting his own business. Today, Al Mazrui Group includes about 30 companies and is spread in many sectors, including oil and gas, retail, education, health care, foodstuffs and industry. He is also the Chairman of the BOD of Emirates Insurance Company, which he established during the 1980s.



**AL MIKHLAFI,
Abdulaziz**

Secretary General of the Arab-German Chamber of Commerce and Industry.



**ALHAJJRI,
Abdulwahab**

President at Alternative Tracks Consulting and the Yemen Information Center. He brings with him over three decades of experience in international relations, law, and diplomacy. From June 2012 until June 2014, Abdulwahab Alhajjri was Ambassador at the Yemeni Ministry of Foreign Affairs, fostering and advancing Yemeni international relations. Prior to this, he served as Yemen's Ambassador Extraordinary and Plenipotentiary to the United States and Mexico from September 1997 until June 2012. Prior to becoming an Ambassador, he served twice before in the United States, once as Minister Plenipotentiary in 1995, and in 1982 as Cultural Attaché where he launched Yemen's first cultural mission to the United States.



**AMRI,
Emna**

Innovation Director at CYSEC, Lausanne-CH. Dr. Emna Amri has multiple years of experience in R&D projects management and an extensive background in quantum systems design and implementation for security applications. Emna holds a PhD in Quantum Technologies from the University of Geneva and an international Master degree in Micro and Nanotechnologies from EPFL (CH), INPG (FR) and Polito (IT). Emna is a published author of many papers in top rated scientific journals and patents holder.



**AL MUBARAK,
Khaldoon
Khalifa**

Managing Director and Group Chief Executive Officer of Mubadala. Through organic growth, acquisition and merger, Mubadala has become a \$284 billion business with assets in more than 50 countries across six international offices. In addition to his commercial responsibilities, His Excellency Khaldoon Khalifa Al Mubarak holds a number of UAE Government and Abu Dhabi Government responsibilities, including: a Member of the Abu Dhabi Executive Council since 2006; a Founding Member of Abu Dhabi's Supreme Council for Financial and Economic Affairs; the Presidential Special Envoy to China since 2018; and the Founding Chairman of the Abu Dhabi Executive Affairs Authority.



**AL NEYADI,
Abdulrahman**

Acting Director of the Policy Planning Department at the United Arab Emirates Ministry of Foreign Affairs and International Cooperation since March 2022. Prior to his current position, he served as a Deputy Director within the same department and as a Senior Specialist in the Office of the Minister of State for Foreign Affairs. He currently holds the rank of Counsellor. With a diplomatic career spanning over a decade, Alneyadi has worked as the Head of the International Security Coordination Section in the International Security Cooperation Department. He has also served as the Head of Political and Economics Sections at the UAE Embassy in Ottawa. Prior to this, he worked as a Desk Officer at the European Affairs Department.



**ANDLER,
Daniel**

Emeritus professor at Sorbonne Université and a member of the Académie des sciences morales et politiques. He began his academic career as a mathematician, specializing in logic and teaching at Paris 7 and other universities. He then was appointed as professor of philosophy of science at the universities of Lille, Nanterre and finally Paris IV. He is chiefly interested in cognitive science and artificial intelligence, and in their impacts on education, collective decision and public policy. He was the founder and first director of the department of cognitive studies at the École normale supérieure in Paris.



**ANDREWS,
John**

Contributing Editor to *The Economist* and *Project Syndicate*. He taught at the University of Libya and then at the American University of Beirut before embracing journalism in time for the Lebanese civil war. His subsequent career with The Economist included positions in London as industry Editor and Asia Editor. More recently he has worked with the UN Environment Programme, with the Rockefeller Foundation on fragile states and with BBVA's OpenMind on world conflicts. In July 2021 he became Head Tutor for The Economist's first online course on global trends in geopolitics, with a particular focus on China and the USA.



ANDRILLON,
Florent

Global Head of Sustainability Services of Capgemini Invent. He advises companies from different sectors on their climate, environment, and energy transition transformation projects. Florent graduated from EM Lyon in France in 2001. He started his career in the Energy Industry, before joining Capgemini Invent in 2005. Since then, he has worked with many players in the Energy and Utilities sector on strategy and transformation projects. For a couple of years now, Florent has been working a lot with clients from various industries willing to transform their business and operating model to reduce their environmental footprint.



ANTIL,
Alain

Director of the Ifri Sub-Saharan Africa Center. He works on Mauritania and security issues in the Sahel. He teaches at the Institut d'études politiques (IEP) of Lille and Paris I Panthéon-Sorbonne University. He holds a Ph.D. in political geography from the University of Rouen.



BARK,
Taeho

President of the Global Commerce Institute of Lee&Ko, a leading global law firm in Korea, Vice President of Seoul Forum for International Affairs (SFIA), Professor Emeritus (former professor and Dean) of the Graduate School of International Studies (GSIS) at Seoul National University and Chairman of the Korean Committee of the Trilateral Commission. He has participated in the Task Force on Global Capitalism in Transition of the Trilateral Commission as an Asia-Pacific member. He served as Minister for Trade of the Korean government as well as Chairman of the International Trade Commission of the Korean government.



BARRAULT,
François

Chairman and founder of FDB Partners SPRL, an investment and advisory firm in TMT and publishing. In 2011, he was appointed Chairman of IDATE DigiWorld, the leading European think tank and consultancy organization dedicated to Internet, Telecommunications and Media. He has had unique and diversified entrepreneurial and corporate experiences in the technology sector. He started his career as a researcher in Robotics, Artificial Intelligence with IBM Corporation. He served as President and CEO of Lucent EMEA and then as International CEO and corporate officer. He was also CEO of BT Global Services and a BT Group PLC board member.



APPERT,
Olivier

Chairman of France Brevets, Scientific Advisor of the Center for Energy and Climate of Ifri, former President of the French Energy Council. He has been General Delegate of the French Academy of Engineering. Previously, he was Chairman and CEO of IFP Énergies Nouvelles (2003-2015). In 1999 he was appointed Director of the International Energy Agency's Long-Term Cooperation and Policy Analysis Directorate. He headed the oil and gas department of the French Industry Ministry. (1989-1994). He worked as Executive Vice-President of the IFP in charge of research and development activities (1994-1998). He graduated from the Ecole Polytechnique and the Ecole des mines.



ASLAN,
Ali

Internationally renowned TV presenter, talk show host, conference moderator, emcee and journalist. His international career in broadcast journalism spans more than two decades and three continents. Aslan is also one of the world's most sought-after moderators and Masters of Ceremonies of high-level international conferences & summits. He has interviewed and shared the stage with numerous presidents, prime ministers, CEOs, Nobel Prize winners and leading personalities from all over the world including Bill Clinton, Emmanuel Macron, Olaf Scholz and Angela Merkel, Justin Trudeau, Volodymyr Zelensky and Ursula von der Leyen to name a few.



BARTHOLOMEW
Ist

Archbishop of Constantinople - New Rome and Ecumenical Patriarch since 1991. His personal experience and theological formation gives him a unique perspective within ecumenical and inter-religious relations and environmental issues. Therefore, His All-Holiness plays a vital role in the reconciliation within Christendom. 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 of Ecumenical Patriarch Dimitrios (d. 1991).



BEHANZIN,
Francis

Former Commissioner for Political Affairs, Peace and Security of ECOWAS. General Francis A. BEHANZIN has notably managed with great efficiency and discernment political affairs, promotion of democratic governance, and peace in West African region. He has methodically and rationally led the development of the 2020-2024 regional action plan to combat terrorism. With several specialized military and police trainings in Europe, the United States, Canada and Africa, particularly on organized crime and peace operations, he is lecturer at the Institut des hautes études de défense nationale in Paris and a member of the Benin Human Rights Commission of Benin.



BADRÉ,
Bertrand

Managing Partner and Founder of Blue like an Orange Sustainable Capital. Former Managing Director and Chief Financial Officer of the World Bank Group. Previously, he served as the Group Chief Financial Officer at Société Générale, and before that as the Group Chief Financial Officer of Crédit Agricole (2007-2011). He was Managing Director of Lazard in Paris responsible for the Financial Institutions Group (2004-2007). In 2003, he was invited to join President Chirac's diplomatic team and was closely involved in the preparation of the G8 summit in Evian. He graduated from the École nationale d'administration (ENA), the Institut d'études politiques de Paris, Sorbonne Paris IV University and from HEC.



BARAKAT,
Maha

Director General of the Frontline Heroes Office in the UAE, Senior Advisor to Mubadala, and Chair of the RBM Partnership to End Malaria. Professor Maha Taysir Barakat has held the post of Director General of the Health Authority Abu Dhabi from 2013 until 2018. Previously, she was Co-Founder, Medical & Research Director and Consultant Endocrinologist at the Imperial College London Diabetes Centre (ICLDC) in Abu Dhabi. As part of her role within the Health Authority, in addition to the fight against lifestyle-related disease, she has supported several public health eradication campaigns against communicable disease both within the UAE and internationally, including Africa and the Indian subcontinent.



BEKELE-THOMAS,
Nardos

CEO of the African Union Development Agency/NEPAD, she is the first woman to hold the position. She was previously Resident Coordinator for the United Nations (UN) in South Africa and the Senior Director of the Office of the Secretary-General. She also served as the UN Resident Coordinator and UNDP Resident Representative in the Republic of Kenya and the Republic of Benin. Her interest includes promotion of human development; anchored on the principles of economic, social and political rights for all.



BEL HADJ SOULAMI,
Amine

Head of Middle East and Africa of BNP Paribas Middle East & Africa for Corporate and Institutional Banking (CIB). He has worked for BNP Paribas for 32 years in a number of global roles, including leadership positions in Paris, New York & London. Prior to taking the position as Head of BNP Paribas Middle East & Africa, Amine was Senior Advisor to Global Markets. His previous roles also include Global Head of Sustainable Finance in Global Markets and Global Head of Research and Sustainable Investments within Corporate Institutional Banking. Amine also served as Global Head of Commodity Derivatives, and Head of Equity & Derivatives for the Americas.



**BENSALAH-
ALAOUI,**
Assia

Ambassador-at-Large of his Majesty Mohamed VI, the King of Morocco, Dr. Assia Ben Salah Alaoui is as well: Co-Chair of the Malabo-Montpellier Forum (African Agenda 2063) Vice President of the Association of Moroccan-Japanese Friendship and a member of the BOT of a number of institutions: The Orientation Council of the Royal Institute of Strategic Studies (IRES), Rabat, Morocco; The Moroccan-British Society; the CITpax (Centro Internacional de Toledo para la Paz), and of the Association Leaders for Peace, Paris. Dr. Assia Ben Salah Alaoui holds a Ph.D. in Law, Paris II University and a Master in English Studies, University Mohamed V, Rabat, Morocco.



BESNAINOU,
Pierre

Honorary President of the French Judaism Foundation. He served as President of the European Jewish Congress (ECJ) (2005-2007) and of the French Unified Jewish Social Fund (FSJU) (2006-2014). He also co-chaired the Unified Jewish Appeal of France (AUJF) (2006-2014). In January 2010, he took over from David de Rothschild as President of the French Judaism Foundation, position he held until 2014. He started his career first as an entrepreneur in household appliance and then in internet with LibertySurf (internet service provider). He is also a member of the Board of Governors at the Shimon Peres Center for Peace and of the Weisman Institute France.



BIRUTA,
Vincent

Minister of Foreign Affairs and International Cooperation of the Republic of Rwanda. He previously served as the Minister of Environment of the Republic of Rwanda. Prior to that, Dr. Biruta held several cabinet positions in the Government of Rwanda including the Natural Resources portfolio, Education, Public Works, Transport and Communication, and the Health docket. Beside his cabinet appointments, he was the President of the Senate in the Parliament of the Republic of Rwanda and President of the National Transition Assembly. Dr. Biruta is a qualified physician. He has furthered his studies in Public Health and Nutrition as well as in Planning and Management of Health Services in Developing Countries.



BITTERMANN,
Jim

Senior European Correspondent in Paris for CNN since 1996. Previously he was an ABC Paris correspondent from 1990 to 1996 and the NBC Paris and Rome correspondents from 1978 to 1990. In his long tenure in France he has covered every Presidential campaign since 1981, and traveled widely throughout Europe, the Middle East and Africa on major news stories. He covered Pope John Paul II for more than 25 years, has reported on famines in Sudan, the Iranian and Philippines Revolutions, the Gulf War, civil wars in Lebanon and Somalia, and the collapse of the Soviet Union. His many journalistic honors include television Emmys and a Royal Television Society award for team coverage of the Paris terrorist attacks.



BEYER,
Peter

Member of the German Bundestag. Peter Beyer is also the Spokesperson of the Committee of Inquiry on Afghanistan as well a Coordinator of Transatlantic Cooperation of the Federal Government (2018-2022). Peter Beyer began his legal career as an associate attorney for the US-headquartered firm of Mayer, Brown & Platt (now Mayer Brown). Beyer was directly elected in his constituency in the general elections in 2009, 2013, 2017 and 2021. Beyer has been the Foreign Affairs Committee's main rapporteur on the Western Balkans for twelve years. He is an active member of Atlantik-Brücke in addition to numerous organizations in his district.



BILOA,
Marie-Roger

Chief Executive Director of The Africa International Media Group and its branch MRB Productions. She is also Media Consultant and Adviser on African Affairs with Africa International, an umbrella entity including the "Club Millennium" and MRB-Networks.com, an issues- and solutions-oriented TV channel focussing on Africa's development. Born in Cameroon, educated in Cote d'Ivoire, France and Austria, Marie-Roger Biloa graduated from the universities of Abidjan, La Sorbonne in Paris and Vienna. Ms. Biloa is also an alumni of the Diplomatic Academy in Vienna, where her name is on the Hall of Fame, and of the Harvard Kennedy School of Governance. She is a frequent TV guest to comment on current news and African politics.



BOUQUOT,
Geoffrey

CTO and Group Vice President Corporate Strategy & External Relations of VALEO. Previously, he was technical advisor for Industrial Affairs at the Office of the French Minister of Defense, Jean-Yves Le Drian (2014-2016). He was also project manager at the Aerospace & Defence Unit, French Government Shareholding Agency (2011-2014), advisor for Industry at the Office of the Chairman and CEO of OCP Group (2009-2010). He graduated from the École Polytechnique and the École des Mines, Paris.



BRÉCHOT,
Christian

President of the Global Virus Network. He joined the USF Health Morsani College of Medicine as Senior Associate Dean for Research in Global Affairs, Associate VP for International Partnerships and Innovation, Professor in the Division of Infectious Disease, Department of Internal Medicine, and heads USF's Initiative on Microbiomes. In addition to his past role as President of the Institut Pasteur, he has held senior positions at Institut-Merieux, Inserm (the French NIH) as well as Paris Descartes University. Dr. Bréchet's research activities have focused on viral hepatitis, microbiomes, and viral infections.



BINGMANN,
Holger

Managing Partner of Bingmann Pflüger International. For many years, he has held leading positions in industry and associations. He is President of the German Chapter of the International Chamber of Commerce (Paris), member of the Board of Directors of KfW (Frankfurt/Berlin), and member of the Executive Committee of, among others, the German Federal Association of Wholesale, Foreign Trade and Services (BGA), the German Employers' Association (BDA), and the German eCommerce Association. Holger Bingmann is shareholder of Pressevertrieb München Holding, advisory board member of several press wholesalers and founder and owner of the Digital Business University, Berlin.



BIOT,
Jacques

Board member and advisor to companies in the field of digital transformation and artificial intelligence, former President of the École Polytechnique in Paris. He has international professional experience in higher education and research (First Executive President of École Polytechnique, 2013-2018), life sciences (Roussel-Uclaf, Pasteur-Mérieux Serums and Vaccines, now parts of Sanofi; JNBD, strategic consulting firm in health technology, divested to ICON; and Guerbet, GBT, Euronext), industry and technology financing, and public administration (Prime Minister's office). He currently serves as a Trustee to several scientific academic institutions. He currently chairs the Board of Directors of Huawei Technologies France.



BROWN,
Andrew

Junior Environmental Policy Analyst at the OECD. He is a young leader in resource and environmental policy who has been working on these policy issues for over 10 years. For the past 2 years he has worked for the OECD, primarily on issues relating to resource productivity and waste management, with a strong focus on resource efficiency and the circular economy. In this capacity he has been an author of five recently published research papers. Before joining the OECD, Mr. Brown worked in the U.S. Fish and Wildlife Service specializing in promoting wildlife conservation and sustainable use of natural resources.



BUNETEL,
Geoffroy

Chairman of CCI France UAE since November 2021. Previously, he served as Chairman of the French Business Council Dubai & Northern Emirates (FBC) where he played a pivotal role in leading the alliance between the FBC and the French Business Group Abu Dhabi (FBG) to create CCI France UAE. He is a member of the High-Level France-UAE Business Council ("Haut Conseil d'Affaires franco-émirien") created in 2022. In 2022, Geoffroy Bunetel is elected as Board Member and Deputy Treasurer of CCI France International. Since 2021, he has been Chief of Staff to the President at Chalhoub Group, the leading luxury retailer in the Middle East. Previously, he worked as senior manager specialized in Government Services at EY in Paris.



CABESTAN,
Jean-Pierre

Senior Researcher Emeritus at the French National Centre for Scientific Research (Centre national de la recherche scientifique), attached to the French Research Institute on East Asia (IFRAE) of the National Institute of Oriental Languages and Civilisations. Prior to September 2021, he was Chair Professor of Political Science at the Department of Government and International Studies of Hong Kong Baptist University. He was Head of the Department from 2007 to 2018. He is also Associate Researcher at the Asia Centre in Paris and at the French Centre for Research on Contemporary China in Hong Kong.



CALLONICO,
Guillaume

Senior director, in charge of geopolitical risk and cross-sectoral risk management at La Caisse de dépôt et placement du Québec (CDPQ). At the same time, he teaches political and geopolitical risk management at the University of Montreal and is the author of articles and book chapters on the topic.



COHEN-TANUGI,
Laurent

Member of the Paris and New York Bars. Founder and managing partner, Laurent Cohen-Tanugi Avocats. He served as Chairman of the French governmental task force on Europe in the global economy (2007-2008). He was a Partner at Skadden, Arps, Slate, Meagher & Flom LLP (2005-2007), Senior Vice-President and General Counsel, Member of the Executive Committee of the Sanofi-Synthelabo pharmaceutical group (2004) and a Partner at Cleary, Gottlieb, Steen & Hamilton (1991-2003). He also served as FCPA Independent Corporate Monitor appointed by the United States Department of Justice and Securities and Exchange Commission (2011-2014).



COTTE,
Basile

Senior French civil servant training at the École des Mines de Paris. Basile Cotte joined the Corps des Mines in 2020. He graduated as an engineer from the "Applied Mathematics" program at École Polytechnique before graduating with highest honours at the Economic Policies Masters of the Paris School of Economics. During his studies, he had the opportunity to work for Morgan Stanley in London, then joined Neoen in Paris, an independent renewable energy developer, before finally working for Euronext, a major European stock exchange.



CHALMIN,
Philippe

Founder of Cercle Cyclope, Professor at Paris-Dauphine University, Consultant for various International Organisations (OECD, EEC, UNCTAD). He was a member of the Council of Economic Advisors in the Office of the French Prime Minister. He published around forty books including the latest *Une brève histoire économique du XXème siècle*, published in 2019. He has been the President of the French Observatory on formation of food products' prices and margins since 2010. He graduated from HEC, he is "agrégé" in History and holds a Doctorate in Humanities.



CHARAFEDDINE,
Raed

Central and Commercial Banker, former First Vice Governor of the Central Bank of Lebanon. High-level senior finance professional with profound expertise in public and private sectors in the Middle East and Africa (MEA). International strategist in central banking, regulation and supervision, and financial markets, including direct operational experience in commercial banking. Board member of international and regional monetary and financial organizations. Social and economic reformist focusing on economic inclusion, poverty alleviation, women and community empowerment. Writer and speaker on strategy, leadership, monetary policy, finance, economics, and organizational and personal development.



COZON,
Stanislas

Executive Vice President of Capgemini. He has been Managing director in charge of global industry sectors within Capgemini (consumer products, retail, utilities, tax and welfare, public security, telecommunications, financial services and manufacturing). The transformation of corporations and governments is at the heart of this role. He started his career at the 'Inspection Generale des Finances' (French Treasury) and joined Capgemini in 1989. He holds a diploma of the 'Institut d'études politiques de Paris' and of the 'École nationale d'administration'.



DARSALIA,
Lasha

First Deputy Minister for Foreign Affairs of Georgia since June 2021. His responsibilities include to deal with the issues concerning the Russian-Georgian conflict, as well as neighboring countries and International Organizations. Mr. Darsalia is chief negotiator from Georgia to the Russian Federation in the Geneva International Discussions (GID). Prior to his assignment Lasha Darsalia was First Deputy Minister at the State Ministry for Reconciliation and Civic Equity. His main responsibilities included to work on the issues of the engagement policy with the communities on the Russian Occupied territories.



CHARBIT,
Stéphane

Managing Director of the Sovereign Advisory department of Rothschild & Co. He advises a number of governments, sovereign wealth funds and state-owned companies on economic development, financial policy and debt management, across Europe, Sub-Saharan Africa, the Middle East, Central and Latin America. He is an active member of various think tanks and research initiatives related to economic and social inequality, and progressive reforms. He graduated from Harvard University, Sciences Po Paris, ESCP and holds Law and Economics degrees from Paris University.



COATANLEM,
Yann

Chief Executive Officer of DataCore Innovations LLC, specialized in "antifragile" investment strategies and member of the Board of the Paris School of Economics. He is the co-author of *Capitalism against Inequalities* (PUF, 2022). In 2018, he received, from the Académie des sciences morales et politiques, the Special Prize of the Political Economy, Statistics and Finance section for his book *The government of citizens* as well as for the work he has done at Club Praxis, the think tank over which he presides, and that promotes the use of Big Data in policy making, in particular in revamping the tax and welfare system.



DAVID,
Dominique

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ELBEGDORJ,
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Former President of Mongolia. He is a public servant, a freedom fighter, and a policymaker. He was one of the key leaders of the Mongolian Democratic Revolution and served Mongolia as a member of Parliament, Prime Minister, and President. He prioritized strengthening the rule of law in Mongolia, fostering social justice, fighting poverty, combating corruption, supporting environmental sustainability, and advancing active participatory democracy. He created the Elbegdorj Institute and is Commissioner of the International Commission against Death Penalty (ICDP), Patron of the World Sustainable Development Forum (WSDF), member of World Leadership Alliance – Club de Madrid and President of the World Mongol Federation.



ELIA,
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Attorney at Law and Political Columnist on TV for Tele Lumiere and Noursat International. She manages programs treating social, political, and religious issues. She conducted live interviews of well-known personalities in order to find solutions to national issues. She is a Lawyer and a Legal Consultant to many associations and civic organizations. She was delegated as "Lawyer and Journalist" to attend hearings in the Special Tribunal of Lebanon in The Hague, Netherlands (STL). She participated in several conferences and seminars in Lebanon and abroad. She is a Founder and member of many NGOs and nonprofit associations such as Echo For Peace and Rased Lebanon and writes in many newspapers and reviews.



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Former Deputy Minister of Energy and Industry of Albania (2013-2015). He joined the international private sector in 2015. He has served as External Advisor on Investments to the Prime Minister of Albania since 2016. Previously, he was Director of the European Integration and International Projects at the Ministry of the Economy, Trade, and Energy of Albania (2009-2013). He was also Director of Project Management Unit for the TAP Trans Adriatic Pipeline. He has founded and been involved in several Albanian and international non-governmental organizations such as the Albanian Free Forum, IDEA Institute.



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Managing Director of UAE-based Big Picture Strategy LLC. It is a consultancy that specializes in communication and marketing services for clients in the energy, climate and natural resources sectors. Moreover, he is a Principal at Strategic Minds Company, a founding company of the Berlin Advisors Group (BAG), where he heads its energy, infrastructure and commodities operations and has for over a decade provided strategic advice to a wide range of clients across multiple industries and functions. These include national governments, EU institutions, public and private corporations, infrastructure operators, SPVs, as well as national and international organizations.



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Chief Diplomatic Correspondent, Europe, for *The New York Times*, based in Brussels. Former London, Paris and Berlin Bureau Chief of *The New York Times*. He has served in numerous postings for *The Times* in Jerusalem, Prague, Washington, Moscow, Bangkok and New York where he served as Culture Editor for two years. Previously, he worked for *The Boston Globe* as 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 and for International Reporting on Russia in 2017.



EYL-MAZZEGA,
Marc-Antoine

Director of the Center for Energy & Climate of Ifri since 2017. Prior to joining Ifri, he spent six years at the International Energy Agency (IEA), notably as Russia & Sub-Saharan Africa Programme Manager where he conducted oil and gas market analyses and was responsible for institutional relations with these countries and regions. He also held various other positions, such as at the Robert Schuman Foundation, where he was in charge of a Ukraine observatory. A French and German national, he holds a Ph.D. from Sciences Po Paris in International Relations.



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Senior Counsel at Covington & Burling LLP. His work focuses on resolving international trade problems and business disputes with the US and foreign governments, and international business transactions and regulations on behalf of US companies and others around the world. He has held key senior positions, including Chief White House Domestic Policy Advisor to President Carter, US Ambassador to the European Union, Under Secretary of Commerce for International Trade, Under Secretary of State for Economic, Business and Agricultural Affairs, and Deputy Secretary of the Treasury in the Clinton Administration. He has played a major role in providing justice to Holocaust Survivors in the administrations from Clinton to Biden.



EKUÉ,
Serge

President of BOAD, the development finance institution of the West African Economic and Monetary Union (WAEMU) member countries. Prior to joining, this well-known expert with over twenty years of international experience in global finance, structured finance and capital markets, worked as Natixis' Corporate and Investment Banking (CIB) Country Manager for the UK in London as well as Head of Global Markets for Europe, Middle East and Africa (EMEA) and Head of Natixis' Africa and Russia Departments. Between 2010 and 2016, he managed Natixis' Global Markets for the Asia-Pacific region before taking over as Chief Executive Officer of the bank based in Hong Kong.



FABIUS,
Laurent

President of the Constitutional Council, President of the COP 21. Member of the Conseil d'État, he was also Minister for the Budget, Minister of Industry and Research, Prime Minister, Minister for the Economy, Finance and Industry, Minister of Foreign Affairs and International Development. He was also member of Parliament and President of the French National Assembly. He is a former student of the École normale supérieure of the Rue d'Ulm, holder of an Agrégation higher degree in French Language and Literature and a former student of the École nationale d'administration.



FELBERMAYR,
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Director of the Austrian Institute of Economic Research (WIFO) since October 2021. After working as an Associate Consultant with McKinsey & Co, Vienna (2004-2005), he held various teaching positions (2005-2009) at the University of Tübingen and at the University of Hohenheim in Stuttgart. He led the ifo Center for International Economics at the University of Munich (2010-2019). He was President of the Kiel Institute for the World Economy (2019-2021). His research and advisory activities focus on questions of economic global governance, European economic integration, and German economic policy. He has published a large number of papers in international scientific journals, in policy briefs, and newspapers.



FIGURES,
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Associate Director EU & Global Trade and Investment of the Boston Consulting Group. He has 25 years of experience in public policy, international geopolitics, business regulation, and strategy. He has sectoral experience in international aviation, manufacturing, energy, transport and telecoms. He has worked over 10 years in Brussels negotiating trade, investment and regulatory issues for both the European Commission and the UK Government. He served as the Ministerial Advisor on EU affairs and trade to the UK Secretary of State for Business, Energy & Industrial Strategy. He was Policy Director for Make UK, working to help the industrial goods sector navigate the twin geopolitical events of Brexit and the COVID-19 pandemic.



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Director of the Institute of Global Health at the University of Geneva. Professor of Public Health at Faculty of Medicine of the University of Geneva. In 2019, he was elected as Deputy Director of the Swiss School of Public Health in Zürich. He previously served as Founding Director of the French School of Public Health, Co-Director of the European Academic Global Health Alliance, and President of the Agency for Public Health Education Accreditation. He has conducted his research in mathematical modelling of communicable diseases and he has chaired the WHO collaborative centre for electronic disease surveillance. He is a corresponding member at the Académie nationale de médecine in Paris. MD, and Ph.D. in Biomathematics.



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Diplomatic Advisor to the President of the United Arab Emirates. He joined the Federal Government in 2006 as Minister of State for Federal National Council Affairs, and then he was appointed as Minister of State for Foreign Affairs. He was Chairman of the National Elections Committee, Chairman of the National Committee to Combat Human Trafficking, Chairman of the Board of Trustees of the Al Owais Cultural Foundation. He is a member of the Board of Trustees of the Emirates Diplomatic Academy. He received his Ph.D. from King's College, Cambridge and holds Bachelor's and Master's Degrees in Political Science from George Washington University.



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FRIEDEN,
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GIRARD,
Renaud

Senior Reporter and International Columnist at *Le Figaro*. He has covered major worldwide political crises and armed conflicts for the past 30 years. Expert on geopolitics, he publishes every Tuesday his international column in *Le Figaro*. He wrote several books on the Middle East and the major diplomatic issues of the West. He regularly takes part in international conferences. He is also a Professor at the Institut d'études politiques de Paris and a member of the Editorial Board of the *Revue des Deux Mondes*. In 2014, he was awarded the Grand Prix de la Presse Internationale by the foreign correspondents in Paris. He graduated from the École normale supérieure and the École nationale d'administration.



GOURDAULT-
MONTAGNE,
Maurice

Former Ambassador, former Permanent Under Secretary of the French Ministry of Foreign Affairs. He joined the diplomatic service in 1978 in the Ministry of Foreign Affairs where he had his whole career, alternating between positions in France and abroad. He has notably been Spokesperson for the Ministry (1991-1993), Private Secretary for the Prime Minister (1995-1997), Senior Diplomatic Advisor to President Jacques Chirac as well as Sherpa of G7/G8 (2002-2007), he was also in charge of strategic dialogues with India and China. He worked abroad in India and Germany as Secretary and Advisor to the Embassies and then as Ambassador in Tokyo (1998-2002), London (2007-2011), Berlin (2011-2014) and Beijing (2014-2017).



GADIO,
Cheikh Tidiane

President of the Institute for Pan-African Strategies, Peace-Security-Governance (IPS). He has been a member of the National Assembly of Senegal since 2017 and became Vice President in 2019. He was the Special Envoy of the Organization for Islamic Cooperation (OIC) to the Central African Republic (2014-2017) and Special Representative of the OIC Secretary General for Africa (2016-2017). He was Minister of Foreign Affairs in charge of the African Union and Senegalese Abroad (2000-2002), before serving as Senior Minister, Minister of Foreign Affairs of the Republic of Senegal (2002-2009). Former President of the "Dakar International Forum on Peace and Security in Africa", he is currently the Special Envoy of the OIF.



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Project Manager in the Operations department of the ANSSI, the French national cybersecurity agency. Previously, he worked for the industrial companies General Electric, Alstom, TotalEnergies and Vesuvius, as well as for the Private Equity fund Astorg in Paris. As a Corps des mines Engineer, Godefroy Galas is a French high civil servant. He is also a graduate Engineer of Télécom Paris, a graduate of the Grande École programme of HEC Paris and holds a master's degree in Public Affairs (Prép'ENA) from the Panthéon-Sorbonne University.



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Vice Chairman of the American Hospital of Paris Foundation and Chairman of the Competitive Enterprise Institute, a free market think tank based in Washington DC. He also serves on the Board of Atlas Network and is a member of the Leadership Council of United Way Worldwide. He joined the investment banking firm of Weill Capital LLC, after 5 years with the New York based Galileo Group. He held various positions with Citigroup, Country Corporate Officer for France, Global Relationship Bank Market Manager for France, Belgium, and Luxembourg, and Director of Citibank International PLC (1998-2014). Member of the Board of United Way Worldwide (2014-2020), he chaired its Development Committee (2017-2020).



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Founding President of Europartenaires, former President of the Anna Lindh Foundation for the Dialogue between Cultures. She was first appointed Administrator at the Ministry of Finance and later Secretary General of the Paris Club. In 1981, she served as Advisor to the Minister of Finance, before becoming Chargé de mission to the President. Minister Delegate for European Affairs, then member of the European Parliament, Elisabeth Guigou was Minister of Justice. In 2000, she was appointed Minister of Employment and Solidarity. She was elected Deputy Seine-Saint-Denis. Vice President of the French National Assembly, she served as President of the Foreign Affairs Committee of the French National Assembly.



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Executive President of Banca de Export-Import a României EximBank SA and acting President of the Management Board of Banca Romaneasca S.A. (member of the EximBank Group). His extensive experience includes being part of the team that founded ING Securities in Romania in 1998. Along the years, Mr. Halalai proved vision and determination in establishing successful formats that supported the effective role of the banks in fostering the dialogue with local business community, promoting the national economy both in the country and abroad. He holds a MBA degree from the Doctoral School of Finance and Banking (DOFIN) in Bucharest and completed a specialized fellow training at Erasmus University in Rotterdam, the Netherlands.



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President of the Korean Bretton Woods Club, Chairman of the Board of the Korea Center for International Finance. He is also a Board member of Doosan Shareholding company. He served as Ambassador of Korea to the Organisation for Economic Cooperation and Development. He also held the position of Vice Minister for the Ministry of Strategy and Finance, Secretary to the President for National Agenda, Senior Economist for the International Monetary Fund. He holds a MBA from the Stanford Graduate School of Business and graduated from the Department of Business Administration at the Seoul National University.



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President of the Korea Institute for International Economic Policy (KIEP). Chairing the Korea National Committee for Pacific Economic Cooperation, he is currently President of the APEC Studies Association of Korea. He is a member of the Presidential Committee on Northern Economic Cooperation, an Advisory Board member for the Ministry of Trade, Industry and Energy, and the Chair on the Economy and Trade Division of the Korea-China Committee for the Future from the Ministry of Foreign Affairs. He was among the Advisory Staff to the Deputy Prime Minister/Minister of Finance & Economy of Korea, and had been a key Advisor to the Ministry of Foreign Affairs and Trade on the Korea-EU FTA during the negotiation.



KLICH,
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Senator in the Polish Parliament since 2011. He is currently Chairman of the Foreign and European Union Affairs Committee in the Senate of the Republic of Poland. He was Minority Leader of the Polish Senate. He served as Minister of Defence and was a member of the European Parliament. He managed the Information Department at the State TV Centre in Krakow. He then was Head of the International Centre for Development of Democracy in Krakow and Head of the Institute for Strategic Studies. He was an Advisor for Poland's accession negotiations with the EU. He is a Lecturer at the Institute of European Studies at the Jagiellonian University. In 2001, he founded the Institute for Strategic Studies think tank in Krakow.



KAZATCHKINE,
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KELLER,
Daniel

President of Servir, la communauté des alumni de l'ENA et de l'INSP and former member of the Economic, Social and Environmental Council of France, he is Chief Officer in charge of transversal projects of the Division of complementary pension and social action at Malakoff-Humanis. He began his career at the French Ministry of the Economy and Finance as a Civil Administrator in the General Tax Directorate and then in the Tax Legislation Department. He joined the Renault Group where he held various responsibilities in the sales department. He then managed a group of Renault-Dacia car dealerships in the Paris region. President of the Grand Orient de France from 2013 to 2016, he was then Director of Transformation at Humanis.



KOEN,
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Deputy Director of the Country Studies Branch in the OECD Economics Department, supervising work on around 50 member and non-member countries. He has authored or co-authored reports on a wide range of countries, including China, India, Indonesia, Russia, Japan, the two Koreas, Malaysia, Thailand, New Zealand, the euro area, France, the UK, Turkey, Poland and the Nordics. He has also served as the Department's Economic Counsellor, as the main author of the OECD Economic Outlook and as OECD G10 Secretary. Earlier on, he was an Economist at the International Monetary Fund, in the Research and European departments. He started his career at the Bank of France.



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KORSIA,
Haïm

Chief Rabbi of France. He was elected as a member of the Académie des sciences morales et politiques. He worked closely with the Chief Rabbis of France, Joseph Sitruk and Gilles Bernheim. He was a member of the National Consultative Ethics Committee, General Jewish Chaplain of the Army and the Polytechnic School and Director of the General Chaplain of the Air Force. He also served as General Secretary of the Association of French Rabbis. He is the author of several books. The last one being, *Réinventer les aurores, un plaidoyer pour la République*, published in February 2020 by Fayard.



KOTTI,
Randy

Engineer of the Corps des mines. Graduate of École Polytechnique and Harvard Kennedy School. He completed his military service within the Defense Mission of the French Embassy in the Ivory Coast before joining Neoen in Australia, an independent renewable energy developer. He also consulted for the World Bank on financial inclusion and industrial policy matters. He is now pursuing his Ph.D. in Economics at CREST-Polytechnique.



KOWAL,
Pawel

Professor at the Institute of Political Studies of the Polish Academy of Sciences. He is a political scientist, historian, columnist, expert on Eastern policy, Co-Founder of the Museum of the Warsaw Rising, Lecturer at the University of Warsaw and Chairman of the Scientific Council of the Research Station of the Polish Academy of Sciences in Kyiv. Member of the Polish Parliament - Sejm, he also serves as Deputy Chairman in Foreign Affairs Committee. He was Secretary of State in the Ministry of Foreign Affairs, and was also a member of the National Security Council. He was a member of the European Parliament and its Foreign Affairs Committee, and Chairman of the EU delegation to the EU-Ukraine Parliamentary Commission.



KRISNAMURTHI,
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LAICHOUBI,
Mohamed

Ambassador of Algeria. Former Minister of Labor and Social Protection and Minister of Youths and Sports of Algeria. He also served as Prefect, Deputy, President of the Finance and Budget Commission at the National Assembly, member of the Commission of Foreign Affairs, Cooperation and Emigration. He is a member of the Royal Academy of Spain for Economic and Finance Sciences and of the Forum "Penser l'Europe". Honorary member of the Barcelona Economics Network. Member of the Scientific Committee of the MS'10 Barcelona International Conference. He was also member of the mediator's team for the resolution of the Northern Mali and Northern Niger Conflict, and Co-Editor of the agreements.



LAÏDI,
Zaki

Senior Advisor to the High Representative and Vice President of the European Commission Josep Borrell since 2020. He has been a Professor at Sciences Po for over 20 years. He previously served as Special Advisor to Pascal Lamy, European Commissioner for Trade, and later as Strategic Advisor to the French Prime Minister from 2014 to 2017. Founder of the think tank Telos, he was Executive Director of the French think tank En Temps Réel. His fields of research are Europe as a global actor, trade and politics, and global politics. He is a prolific writer: he is the author of numerous books, academic papers, articles, comments in the press, etc. He was awarded the Légion d'honneur.



KRISTOFFERSEN,
Helle

President Strategy & Sustainability of TotalEnergies and member of the Executive Committee. Before that, she was President Strategy & Innovation from 2019 to 2021, SVP Strategy and Corporate Affairs in Gas Renewables & Power from 2016 to 2019 and SVP Strategy & Business Intelligence from 2012 to 2016, within the Company she joined in 2011. Between 1994 and 2011, she held a number of general management positions within the Alcatel group, which became Alcatel-Lucent, and then Nokia. A dual Danish and French national, Helle Kristoffersen is a graduate of the École normale supérieure (Ulm) and the Paris Graduate School of Economics, Statistics and Finance (ENSAE).



KULEBA,
Dmytro

Minister for Foreign Affairs of Ukraine. He worked at the Permanent Mission of Ukraine to the OSCE. He also worked at the office of Ukraine's Foreign Minister where he was in charge of the issues related to the image of Ukraine abroad, international organizations, and the relations with the US. He chaired the Board of the UART Foundation for Cultural Diplomacy. As Ambassador-at-Large to launch strategic communications, he introduced the concepts of digital diplomacy, strategic communications, cultural diplomacy and public diplomacy into the Ministry's work. In 2016, he was appointed as Permanent Representative of Ukraine to the Council of Europe. He was Deputy Prime Minister for European and Euro-Atlantic Integration of Ukraine.



LANG,
Nikolaus

Global Leader for the Global Advantage practice, Managing Director and Senior Partner of BCG's Munich office. He supports clients on an array of globalization related topics: global trade, localization, international joint ventures, and digital ecosystems. Nikolaus Lang lived in Asia for ten years, and has worked in most of the world's emerging markets. As a global expert in connectivity, autonomous mobility, car sharing, and fleet management, he is a Founder and Director of BCG's Center for Mobility Innovation, a team of urban mobility experts and digital business builders. This team advises cities, public transportation operators, and mobility and automotive companies around the globe on innovative and state of the art mobility solutions.



LANGLOIS,
Bruno

Business Development and Partnerships Director at Carbios. He has over 25 years of experience in the Chemical Industry in developing business with innovative chemistries and establishing long term partnerships, innovating with customers and colleagues, observing and thinking how we could do and think differently. Carbios, with its unique technical solution, business model, and ability to make polyester (PET) circular is a perfect fit to passionately address the major issues to transition to a more sustainable economy by reducing plastic and textile waste. Bruno Langlois holds a Ph.D. from Clarkson University in New York.



KUMAR,
Suresh

Professor in the Department of African Studies, Faculty of Social Sciences at the University of Delhi. He was Head of the Department and Coordinator of Centre for African Studies, UGC Area Study Program. He is the Chief Editor of *the Indian Journal of African Studies* and *AfricaIndia.org*. He has accomplished international projects with NIHSS South Africa, UNESCO Research Group in Brazil, SADC Hashim Mbita Project and nine national projects. About 150 articles have been published in different books, journals, and newspapers. He has actively contributed his opinion on India and Africa in the different international media channels of BBC, Aljazeera, ABC, Yomiuri Shinbun and All India Radio.



LABLANCHY,
Jean-Pierre

Medical Doctor and Psychiatrist, member of the Supervisory Board of Edeis as well as member of Surveillance Board of Edeis.com and active member of Bealy.io. He is specialized in the management of conflict situations, and in particular in the management of post-traumatic syndromes. He participates in work on sleep, biological rhythms, and physiological and psychological adaptation factors. He has carried out numerous consulting missions including with Progress, Danone, Rians, Laboratoires Debat, Spie Batignolles, L'Oréal, EDF, Normédic, La Poste, and with the government of Senegal. He also collaborated with IMS Health and the General Management of Manpower.



LAZRAC,
Omar

Managing Director at BNP Paribas, Middle East and Africa. He is Senior Banking Executive with a 20-year experience in leading coverage, structured finance and product platforms within top-tier international and regional Corporate and Investment Banks.



LEE,
Hyemin

Senior Advisor of KIM & CHANG and Visiting Professor of Hankuk University of Foreign Studies in Seoul. He joined the Korean Foreign Service in 1980. He became Minister-Counsellor of the Korean Permanent Delegation to the Organization of Economic Cooperation and Development in Paris in 2004. From 2006 to 2008, he served as Director General and Deputy Chief Negotiator for the Korea-US Free Trade Agreement. Then, from 2008 to 2010, he was Deputy Minister for Trade and Chief Negotiator for the Korea-EU Free Trade Agreement. Former Ambassador to the Philippines, he was Ambassador to France. He held the position of G20 Sherpa as well as Ambassador for International Economic Affairs of the Republic of Korea.



LÉVY-LANG,
André

Founder and President of the Louis Bachelier Institute. Member of the Board of Ifri, affiliate Emeritus Professor in Finance at Paris-Dauphine University, Non-Executive Chairman of Les Échos, member of the Supervisory Board of Rothschild Martin Maurel, Chairman and Founder of the Fondation du Risque and Institut Louis Bachelier. He held various positions in the Schlumberger Group and he was CEO of Banque Paribas until the merger creating BNPParibas. He started as a Research Physicist at the French Atomic Energy Commission (CEA). He graduated from the École Polytechnique and holds a Ph.D. from Stanford University.



LIECHTENSTEIN
(PRINCE OF),
Michael

Founder and Chairman of Geopolitical Intelligence Services AG, as well as President of the Think Tank ECAEF (European Centre of Austrian Economics Foundation). He is Chairman of Industrie- und Finanzkontor in Vaduz, Liechtenstein. From 1978 to 1987 he worked for Nestlé SA in the fields of controlling, financial management and marketing in various markets in Europe and Africa. H.S.H. Prince Michael of Liechtenstein completed his studies at the Economic University of Vienna, with a Magister der Sozial- und Wirtschaftswissenschaften (M.A. in Business Administration).



MALLIKARJUN,
Manu

Social entrepreneur working in the fields of International Relations and Development. His current projects include a film series, the goal of which is to find potential paths to a peaceful and sustainable world, for which as filmmaker he has documented his interactions with economists, activists, politicians, diplomats, academics, and spiritual leaders. The first film titled *Birth of a Poet* was an official selection at the Global Nonviolent Film Festival, 2019. Furthermore, he is writing a book for the same purpose. He has worked in the private sector in fields of Information & Communication Technology, Finance, and Outsourcing, with the firms Fidelity Investments, Futures First, and Convergys.



MARITON,
Hervé

Mayor of Crest and Chairman of the Franco-British Council. He is Chairman of the Federation of overseas companies (FEDOM). Member of the Steering Committee of the Republicans, he was opposition Spokesperson on the Finance Committee, Special Rapporteur on the Budget for ecology, energy, transport and agriculture, Chairman of the friendship group with Russia and Vice Chairman of the friendship group with the United Kingdom, as well as member of the Delegation for Overseas Territories. He was Minister for Overseas Territories in 2007 and member of the French Parliament. He is a Corps des mines General Engineer. He is an associate member of the Conseil général de l'économie.



LIPSKY,
John

Senior Fellow of the Foreign Policy Institute, at Johns Hopkins University's Paul H. Nitze School of Advanced International Studies (SAIS). Previously, he served as First Deputy Managing Director of the International Monetary Fund, and was Acting Managing Director. Formerly Vice Chairman of the JPMorgan Investment Bank and JPMorgan's Chief Economist, he also was Chief Economist of Salomon Brothers, Inc.. He currently serves as the Chair of the National Bureau of Economic Research, and as the Co-Chair of the Aspen Institute's Program on the World Economy. He also serves as the Vice Chair of the Bretton Woods Committee, and of the Center for Global Development.



MAÏLA,
Joseph

Geopolitics and International Relations at ESSEC Business School. He has been a Visiting Professor at the University of Montreal and an associate member at the Montreal Centre for International Studies, University of Montreal (CERIUM). He was Associate Professor for the European Master of Intercultural Relations in the Mediterranean at Tarragona University and at Paris I University. He was elected Dean of the Faculté des sciences sociales et économiques, before being the President of the Catholic University of Paris. He was Director of the Direction de la prospective (Policy Planning Staff) at the French Ministry of Foreign and European Affairs. He is a member of the Ifri Strategic Board and of the Editorial Board of *Études*.



MEY,
Holger

Vice President of Advanced Concepts for Airbus Defence and Space in Munich, Germany. Before joining Airbus in 2004, he has worked for 12 years as a self-employed security policy Analyst and Consultant in Bonn. He conducted some 30 studies for the German Ministry of Defense and was a frequent TV and radio commentator, publisher, and lecturer. He is an Honorary Professor for Foreign Policy at the University of Cologne. He began his professional career in 1986 as a Research Associate at the Foundation for Science and Politics. He served on the Policy Planning Staff of the German Minister of Defense and as the Security Policy Advisor to the Chairman of the Defense Committee of the German Parliament.



MEYER,
Jean-Claude

Vice Chairman International of Rothschild & Cie. Before joining Rothschild in 1989 as General Partner, he was Managing Director of Lazard Frères & Cie from 1976 to 1988. Previously, from 1973 to 1976, he was Advisor to DATAR (Délégation à l'aménagement du territoire et à l'action régionale), an office of the French Prime Minister. He is a member of the Board of Ifri. He is a Commander of the Légion d'honneur. Graduate of the Institut d'études politiques de Paris, he holds a M.A. in Law and has attended the Ph.D. Management Program of Paris Dauphine University.



MAKRAM EBEID,
Mona

Egyptian Senator and former member of Parliament. She is an Advisor to the UN High Representative for the Alliance of Civilizations, Miguel Ángel Moratinos, and is a Distinguished Lecturer in the Political Science Department at the American University in Cairo. She has been a member of the National Council for Human Rights since 2012 and an Advisor to the Minister of Labour and Immigration responsible for Egyptians abroad since 2011. She was a member of the World Bank's Council of Advisors for the Middle East & North Africa Region. She was an Advisor to the Supreme Council of the Armed Forces in 2012 and served on the Committee for Policy Development (UN, 2001-2004). She is an Officier de la Légion d'honneur.



MALGIN,
Artem

Vice Rector of the MGIMO University, Professor of the Department of International Relations and Russia's Foreign Policy. Artem Malgin is a member of the Valdai Discussion Club Scientific Council, member of the Council "Russian- Polish Center for Dialogue and Understanding", Coordinator of the Russian-French Civil Societies Forum "Trianon Dialogue". He graduated from MGIMO-University and holds a Ph.D. in International Relations.



MICHEL,
Jacques

Chairman of International Public Affairs at THOMSON BROADCAST. He has held various senior management positions across BNP Paribas international network, before he retired from the banking industry in April 2022. Before joining BNP Paribas, he was Deputy CEO/ Chief Risk Officer of Fortis Bank Asia-Pacific in Hong Kong and Chief Risk Officer of Crédit Lyonnais/Calyon for Asia-Pacific before that. He was Senior Country Officer of Credit Lyonnais in Thailand and Area Manager of BFCE for South-East Asia. During his overseas postings, he has always been an active member of the Foreign Trade Advisors of France, President of the Hong-Kong chapter and presently of the Bahrain chapter, also of the French Chambers of Commerce.



MONTEILLER,
Pierre

Engineer French Corps des mines since 2022. He graduated from the École normale supérieure in Paris in Mathematics and is currently training to become a senior civil servant. He worked for the hedge fund Meridiam, the pharmaceutical company Guerbet and the marketing agency M13h.



MORATINOS,
Miguel Angel

High Representative for the United Nations Alliance of Civilizations. Formerly Minister of Foreign Affairs and Cooperation of Spain, he also served as Director of the Institute of Cooperation with the Arab World and was appointed Director General of Foreign Policy for Africa and the Middle East. He held the position of Spain's Ambassador in Israel. He was the EU Special Representative for the Middle East Peace Process. He joined parliamentary activities and ran to be elected Director-General of the FAO. He joined the team of the Global Dry Land Alliance in Qatar promoting this international treaty for food security. He was a member of the High-level Advisory panel of the president of the 67th UN General Assembly.



MOULIN,
Jacques

CEO of IDATE DigiWorld. Jacques Moulin started his career with Thomson SA. He joined France Télécom-Orange Group and participated in its transformation in B2B, consumer, and human resources segments both in France and abroad. He held various managerial and operational posts as well as others within Orange Group: human resources manager of the Eastern Parisian region, human resources manager of Orange Business Services, Regional Manager for Lorraine then Territorial Manager for the Eastern region (Alsace-Lorraine, Burgundy, Franche-Comté). Prior to joining IDATE DigiWorld, Jacques was CEO of Sofrecom, a consulting firm that specializes in assisting large corporations in their digital transformation.



NICOLET,
Patrick

Founder and CEO of Linebreak Ltd., a data venture company dedicated to building a leading Edge Convergence Platform. He spent over twenty years working at CapGemini assuming several global leadership positions. In 2020, he concluded his latest mandate as Group CTO during which he oversaw the Group's Technology, Innovation and Ventures agenda, as well as the global Cybersecurity and IT functions. Driven by a strong belief in planet-centric design and values to match, he can initiate change and implement solutions that deliver impactful results, with a specific focus on Edge, data, security, and decentralization. He brings along an extensive network of experts in the fields of technology, finance and business.



NOLAND,
Marcus

Executive Vice President and Director of Studies at the Peterson Institute for International Economics. He has been associated with the Institute since 1985. He is concurrently a Senior Fellow at the East-West Center. He was a Senior Economist at the Council of Economic Advisers in the Executive Office of the President of the United States. He has held research or teaching positions at several universities, including Yale University, the Johns Hopkins University, the University of Southern California and Tokyo University. He graduated from Swarthmore College and he holds a Ph.D. from Johns Hopkins University. He co-authored *Hard Target: Sanctions, Inducements, and the Case of North Korea* (Stanford University Press, 2017).



MOURTADA-SABBAH, Nada

Secretary-General of the University Leadership Council of the UAE (ULC). Prof. Dr. Mourtada-Sabbah was a pioneer faculty members present at the creation of the American University of Sharjah, where she was elected by her peers as President of the University Faculty Senate, served as the Chairperson of the Department of International Studies, and was named as the founding Vice Chancellor for Development and Alumni Affairs of the American University of Sharjah, serving as pillar of institutional advancement of the university and senior faculty in international law, until she assumed the Secretariat General of the ULC. She has held visiting professorships at leading universities and research institutions in the US and Europe.



NARAYANAN,
Mayankote
Kelath

Former Governor of the State of West Bengal, former Special Advisor and National Security Advisor to the Prime Minister of India. Led India in institutionalized security and strategic dialogues with several countries including Brazil, France, Japan, Sri Lanka, Germany, Russia, UK and the USA. Prior to this, he was Director of the Intelligence Bureau and Chairman of the Joint Intelligence Committee. He also headed the Prime Minister's Task Force on Developing an Integrated Capability to address Internal Security Challenges. 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.



NORDMANN,
François

Chairman of FN Conseil. Former Ambassador of Switzerland to France (2002-2007). He joined the Foreign Service in 1971. He held several positions such as Ambassador to Guatemala and to other States of Central America, Head of the Swiss Delegation to UNESCO, Ambassador to the United Kingdom and Permanent Representative of Switzerland to the international organizations in Geneva. He contributes regularly to the Swiss newspaper Le Temps. He studied law and international relations at the University of Fribourg and the Graduate Institute for International Studies in Geneva.



NORDSTRÖM,
Anders

Swedish Ambassador for Global Health at the Ministry for Foreign Affairs in Stockholm. Medical doctor from the Karolinska Institute. He worked for WHO as the Assistant Director General for General Management, Health Systems and Services and as Acting Director-General and as the Head of the WHO Country Office in Sierra Leone. He has served as Director-General for the Swedish International Agency for Development Cooperation (Sida). As the Interim Executive Director, he established the Global Fund to Fight AIDS, Tuberculosis and Malaria as a legal entity. He headed the secretariat for the Independent Panel for Pandemic Preparedness and Response.



NASR,
Samir

President of ECE Consultants SAL since 1982. Chairman of Phoenician Funds Holding (Lebanon), and Executive Director of the Mouflon Fund (Cyprus). He was a consultant at the OECD and Professor of Economics. He has been Chairman at the National Investment Guarantee Corporation (1993-2018) and economic and financial advisor at various GCC countries. He received a Master's Degree in Economics from the American University of Beirut and a Ph.D. in Economics from Paris.



NAUMKIN,
Vitaly

President of the Institute of Oriental Studies at the Russian Academy of Sciences (RAS) since 2015, Director (2009-2015), Deputy Director (1989-1994). He is Professor, Doctor of Science and Full member of RAS. He has been serving as Editor-in-Chief at *Vostok* (Oriens) journal since 1998. Professor and Chair of the Faculty of World Politics at Moscow State University since 2003, Professor at the High School of Economics, Moscow. He was member of the High Level Group at UN Alliance of Civilizations project (2005-2007), currently Goodwill Ambassador for the Alliance of Civilizations. From 2016 until now he has been Senior Political Advisor to the Special Envoy of the Secretary-General of the UN for Syria.



OBRIST,
Franck

Founder and CEO of Obrist Group, founded in 1996. Before setting up his company, he studied as a mechanical engineer and worked closely with Felix Wankel where he became specialized in R744 compressors and test benches. Obrist Group owns today over 400 patents. He has devoted his professional career to the design of advanced machinery and to the creation of sustainable innovations. His main ambition has been finding the best technical solutions to fight climate change with the help of world-leading scientists. He is leading his company toward renewable technology, such as the Obrist aFuel; The world's first climate-positive energy carrier.



OKWULEHIE,
Sam

Chairman & Chief Executive Officer of LATC Group – a proprietary investment firm with interests in marine logistics, retail, agriculture & manufacturing. He has vast experience in global logistics and commercial aviation having led commercial operations within the Air France/KLM & Kenya Airways group at senior levels in Africa, Europe & the USA. He holds a BA in History & International Relations and is an alumnus of the Executive Management Program of Columbia Business School. In addition to a number of Board positions, He is a member of the Global Advisory Board of the Commonwealth Enterprise & Investment Council (CWEIC) in London and is a Senior Advisor at Boston Consulting Group (BCG).



OUALALOU,
Fathallah

Senior Fellow at the Policy Center for the New South (PCNS), Morocco. He is an economist. He was Mayor of Rabat (2009-2015), Minister of Economy and Finance of the Kingdom of Morocco (1998-2008), Member of the Moroccan Parliament (1977-2002), President of the National Union of Students of Morocco (UNEM) (1966-1968). He has also been a University Professor, Chairman of the Association of Moroccan Economists (AEM) and of the Union of Arab Economists. He has authored many papers on economic theory, financial policy, international economic relations, with a focus on the Euro-Afro-Mediterranean area.



PAAL,
Douglas

Distinguished Fellow at the Asia Program Carnegie Endowment for International Peace. He previously served as Vice Chairman of JPMorgan Chase International and was an unofficial US representative to Taiwan as Director of the American Institute in Taiwan. He was on the National Security Council staffs of Presidents Reagan and George H. W. Bush between 1986 and 1993, as Director of Asian Affairs and then as Senior Director and Special Assistant to the President. Douglas Paal held positions in the policy planning staff at the State Department, as a Senior Analyst for the CIA, and at US embassies in Singapore and Beijing. He has spoken and published frequently on Asian affairs and national security issues.



QIAO,
Yide

Vice Chairman and Secretary General of Shanghai Development Research Foundation (SDRF), a non-profit institution with the purpose of promoting research on the issues of development. Outside Expert for International Finance and Economy at the Ministry of Finance. He entered Harvard Institute for International Development and did research work. He returned to China as Chief Representative and Managing Director of New York Life. He entered Shanghai Development Research Foundation, as responsible for the daily work, a position he still holds today. He conducted research at the Institute of World Economy, Shanghai Academy of Social Sciences, as an Assistant Director.



RABINOVICH,
Itamar

Professor Emeritus of Middle Eastern History at Tel Aviv University, President Emeritus and Counselor of the Israel Institute (Washington and Tel Aviv), and a Distinguished Fellow at the Brookings Institution. He is also the Vice Chairman of the Institute for National Security Studies (INSS) in Tel Aviv. He served as Ambassador of Israel to the United States and Chief Negotiator with Syria in the mid-1990s, and as the President of Tel Aviv University (1999-2007). Professor Rabinovich has been a member of Tel Aviv University's faculty since 1971. He co-authored a book with Itai Brun, *Israel Facing a New Middle East: In Search of a National Security Strategy* (Hoover Institution Press, 2017).



PAUGAM,
Jean-Marie

Deputy Director General of the World Trade Organization (WTO) in Geneva since 2021. Before this, he was Permanent Representative of France to the WTO. Mr. Paugam has held various Senior Management responsibilities on Trade, Development and International Finance, with the French Treasury and with the UN system (International Trade Center). He also was Senior Research Fellow with Ifri. Mr. Paugam graduated in 1993 from the École nationale d'administration (ENA) and holds a Master Degree in Business Law as well as a Diploma of Political Sciences from the University of Aix-Marseille.



PERTHES,
Volker

Special Representative of the Secretary-General for Sudan and Head of the United Nations Integrated Transition Assistance Mission in Sudan (UNITAMS). Prior to this, Volker Perthes was Executive Chairman and Director of SWP (Stiftung Wissenschaft und Politik), the German Institute for International and Security Affairs, where he was also Senior Advisor. He also served as UN Assistant Secretary-General and Senior Advisor to the UN Special Envoy for Syria; he chaired the Ceasefire Task Force (CTF) for Syria on behalf of the UN. He was an assistant professor at the American University of Beirut and has been teaching International Relations at Humboldt University Berlin and other schools.



RAFIH,
Rami

Managing Director and Partner in the Dubai office of Boston Consulting Group (BCG). Rami Rafih has more than 15 years of consulting experience. He leads the Economic Advantage of Nations topic (FDI, clusters/hubs/SEZs, SME development, etc) globally for BCG. Rami is also a member of BCG's Public Sector leadership team, a core member of Principal Investors and Private Equity (PIPE) as well as Global Advantage (GA) practice areas; and worked for government ministries and authorities in Europe, GCC countries, North Africa, and Asia, covering topics such as economy, commerce, investments, industry, healthcare, and tourism.



REGNIER,
François

Country Head UAE for BNP Paribas for the United Arab Emirates. He serves as Multinational Clients Coverage Coordinator for the Middle East region. He has over 30 years of strong and diversified experience with BNP Paribas. He worked both in Inspection Générale and then Coverage in a Banker role. He held several senior executive roles in London and Central & Eastern Europe. He was Country Head for BNP Paribas in Hungary, and then Country Head in Russia. He led the Acquisition Finance team and served as Head of Human Resources at the time of the BNP Paribas and Fortis merger. He was Chief Operations Officer for BNP Paribas London Branch. He served as BNP Paribas' Chief Compliance Officer, UK.



PFLÜGER,
Friedbert

Director of the European Cluster for Climate, Energy and Resource Security (EUCERS) at the University of Bonn, Founding Partner of Strategic Minds Company GmbH, former Visiting professor for international relations at the Department of War Studies, King's College London, former Deputy Minister (State Secretary) in the German Ministry of Defense. He has served as press secretary to former German President Richard von Weizsäcker. He was a member of the Bundestag, Chairman of the Bundestag Committee on the Affairs of the European Union. He is Chairman of the Internet Economy Foundation (IEF) and (non-resident) Senior Fellow at the Atlantic Council's Energy and Environment Program.



PRIEUX,
Pierre

President of Alcen, group composed of high technology companies in the fields of Defense and Security, Energy, Medical and Healthcare, Aeronautics and space, Large Scientific Instruments. 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.



RIBEIRO
DE SOUZA,
Livia

Co-Founder and Chief Technology Officer at Mimicrete Ltd., a spin-off from Cambridge University developing self-healing cementitious materials. She holds a BSc in Chemistry, MPhil in Mineral Science and Technology, and a Ph.D. in autonomic self-healing cementitious materials. Livia Ribeiro de Souza was a Senior Postdoctoral Researcher at the University of Cambridge for 5 years, during which time she started working on the transition of laboratory solutions to commercial products. Now, she focuses mostly on the large-scale manufacturing platforms and extending the utilization stage of construction products.



RICQUIER,
Anita

Founder and Managing Director of Camelot Trust Pte Ltd. Her focus is on family wealth and businesses. She supports her clients on family governance, sustainability of business and wealth objectives in terms of risk management and succession planning to ensure smooth transition of leadership in business and wealth transference.



ROBERT,
Virginie

Foreign Desk Editor of *Les Échos*, the French business newspaper. Previously, she was the daily newspaper's New York Correspondent, where she covered the financial crisis and the two Obama presidential elections. Earlier in her career at *Les Échos*, she held various positions as an IT writer and created in 2000 a special section dedicated to the internet economy and to innovation. Her first job was as a business writer for *01 Informatique*, the leading IT trade magazine in France. Virginie Robert is the Vice President of the European-American Press Club in Paris and a member of the French Diplomatic Press Association.



ROBIN,
Arnaud

Member of the French Corps des Mines since 2022. He is a former graduate from École Polytechnique and Massachusetts Institute of Technology, currently entering his final year of training for senior civil service at école des Mines de Paris. He had the opportunity to work for Jane Street, Google, the French railway group SNCF and the e-commerce giant Wayfair.



SANO,
Tadakatsu

Attorney-at-law at Jones Day. His practice focuses on regulatory compliance and encompasses a broad range of government regulations, product safety, installment sales regulations, commercial transactions regulations, foreign direct investment regulation, energy and environment, and competition law. He represents various clients in civil disputes. He spent 35 years at the Japanese Ministry of Economy, Trade and Industry. During his tenure as Director-General of the Trade Policy Bureau and Vice Minister for International Affairs, he worked in the field of international trade policy. He served as Chief Executive Assistant to Prime Minister Yukio Hatoyama (2009-2010).



SARAN,
Samir

President of the Observer Research Foundation (ORF), India's premier think tank, headquartered in New Delhi. His research focuses on issues of global governance, climate change and energy policy, technology and media, and India's foreign policy. He is the Founder of CyFu, India's annual conference on cybersecurity and internet governance. He spearheads the foundation's efforts to foster new international partnerships and incubate young leaders networks and youth led conversations globally. Samir Saran is a member of the India-CEO Climate Action Group, Global Risks Advisory Board, and the Regional Action Group of the World Economic Forum (WEF). He is a member of the Board of Directors at ORF America.



ROSCA,
Olga

Chief of staff to Moldova's Foreign Minister Nicu Popescu. Olga Rosca joined Moldova's Ministry of Foreign Affairs and European Integration from the European Bank for Reconstruction and Development where she was leading Communications for some of the Bank's largest markets, including Turkey and Ukraine. During her almost ten years at the EBRD, Olga was based at the London headquarters, the regional hub in Istanbul and most recently in Kyiv. Prior, she had been working in the media unit of the OSCE Mission to Moldova. Her previous experience also includes roles at the EU Delegation to Moldova and the Council of Europe in Strasbourg. She holds a master's degree in Public Communication from the Moldova State University.



RUDD, Kevin

President of the Asia Society Policy Institute. Kevin Rudd served as Australia's Prime Minister and as Foreign Minister. As Prime Minister, he led Australia's response during the Global Financial Crisis — Australia was the only major advanced economy not to go into recession. He is also internationally recognized as one of the founders of the G20. As Prime Minister and Foreign Minister, he was active in global and regional foreign policy leadership. He was a driving force in expanding the East Asia Summit to include both the US and Russia in 2010. On climate change, he ratified the Kyoto Protocol in 2007. He is Chair of the Board of the International Peace Institute.



SCHMID,
Dorothee

Head of the Turkey / Middle East program at the French Institute of International Relations (Ifri). She joined Ifri in 2002 to work on the European policies in the Mediterranean region and in the Middle East, on the regional political and economic dynamics and on the Arab policy of France. She started the "Contemporary Turkey" research program in 2008, to follow the emergence of Turkey as a global power. Her present research focuses on Turkish diplomacy, new regional conflicts and their impact on Middle East economies. She directed the book entitled *La Turquie au Moyen-Orient : une puissance régionale ?*, published by CNRS éditions in December 2011, and authored *La Turquie en cent questions*.



SCHWEITZER,
Louis

Former General Commissioner for Investment (2014-2018). He served as Chairman of the French Foreign Affairs Council until 2017 and currently serves as Special Representative of the French Foreign Minister for the Franco-Japanese partnership. He is the President of Initiative France, a not-for-profit organization whose aim is to finance the creation and development of small enterprises. He was Chairman and CEO of Renault (1992-2005). During his tenure, he was also President of the Management Board of Renault Nissan BV (2002-2005). Formerly, he was a Civil Servant at the Budget Department and then served as Chief of Staff of Laurent Fabius, who was Minister of Budget, Minister for Industry and Research, and Prime Minister.



SAGER,
Abdulaziz
Othman

Founder and Chairman of the Gulf Research Center, a global think tank based in Saudi Arabia with a well-established presence and worldwide network of partners and offices in both the Gulf region and Europe. Dr. Sager is a Saudi expert on Gulf politics and strategic issues. In addition to having authored and edited numerous publications, Dr. Sager frequently contributes on major international media channels such as Al Arabiya, France 24, CNN and BBC. Dr. Sager has also chaired and moderated the Syrian opposition meetings in Riyadh in 2015 and 2017. Dr. Sager holds a Ph.D. in Politics and International Relations from Lancaster University, with a focus on Gulf security affairs.



SAKAMOTO,
Haruka

Primary care physician and associate professor at the Department of Hygiene and Public Health, Tokyo Women's Medical University. She worked at the international cooperation department, Ministry of Health, Labour and Welfare of Japan, where she was deeply involved in health policy activities in Japan. As part of the work, she participated in WHO meetings, G7 meetings, and bilateral cooperation activities through JICA (Japan International Cooperation Agency). She is working at Department of Global Health Policy, Graduate School of Medicine, the University of Tokyo as a project researcher, and World Health Organization Western Pacific Regional Office and Gates Foundation Tokyo Office, as a consultant.



SERVAN-
SCHREIBER,
Franklin

Co-Founder and CEO of Transmutex. He was the Assistant Director of ELLE magazine in New York, member of the corporate philanthropy division of Shiseido Co. in Japan, Head of the user interface research lab for Sony USA Corp, Director of Communication at the International Olympic Committee in Lausanne, Founder and President of the award winning Zoomorama startup in Paris, Advisor to the Executive Chairman at the World Economic Forum, Volunteering member of the Strategic Committee and Director of Communication at the Race for Water Foundation engaged in the fight against ocean plastic pollution, and now Co-Founder and President of Transmutex SA based in Geneva.



SEVERINO,
Jean-Michel

CEO of Investisseurs et Partenaires (I&P), member of the Académie des technologies and French General Inspector of Finance. Since 2010, he has been committed to impact investments for societal investments and Africa, after a career in development 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, and CEO of France's International Development Agency (AFD) from 2001 to 2010. He chairs the audit committee of the Board of Danone, the Board of Ecobank International and he is a Board member of Orange. He is also member of the Boards of FERDI, IPEMED, Carrefour, Alstom and Avril foundations.



SHEETRIT,
Meir

Former member of the Israeli Knesset (member for 30 years). 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 of Finance, Minister of Justice, Minister of Intelligence Affairs and the Committee of Atomic Energy, 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. He is Head of Leadership & Public Management in the MBA program at Ruppin Academic Center.



SHEK,
Daniel

Former Ambassador of Israel to France. During his 27-year long career in Israel's diplomatic service, he also served as Director of European Affairs, Spokesman of the Foreign Ministry and Consul General in San Francisco. He has extensive experience in European Affairs and has participated in several chapters of Arab-Israeli negotiations, in particular while working with the late Shimon Peres. He has for many years taken part in devising media strategies for the Foreign Ministry and is considered an expert on public diplomacy. Since leaving the Foreign Service, he has co-founded NEXUS Elite Task Force and teaches Diplomacy at Tel Aviv University. He is among the leaders of the "Track II Environmental Forum".



SOBOTKA,
Benedikt

Chief Executive Officer of Eurasian Resources Group. He has extensive experience in the mining and energy sectors, previously holding various management positions at BCG advising multinationals worldwide. He works in close partnership with the World Economic Forum, taking an active role in many industry groups and wider initiatives. He has a seat on the Governors Steering Committee for the Metals and Mining Community and the Steering Committee for the Partnering Against Corruption Initiative (PACI). He is Co-Chair of the Global Battery Alliance (GBA) and a founding member of the Re|Source initiative. He is also Advisor to the Hainan International Energy Exchange and an investor in hightech start-ups, including MVS.



STUEWE,
James

Director, Explosives Regulatory Division, Natural Resources Canada, Government of Canada. Previous to his current role he has worked at the heart of the Canadian federal public service in both the Privy Council Office and Treasury Board Secretariat. He has also worked in consulting for Deloitte and the Royal Bank of Canada in Toronto. He is a Fellow of the Action Canada public policy leadership program. He graduated with his Masters degree from Dalhousie University.



SIDIBÉ,
Michel

African Union Special Envoy for the African Medicines Agency (AMA), CEO MHS Consulting. He is a champion of African-owned solutions and has been an advocate for local pharmaceutical production of medicines and other essential health commodities. He contributed to the efforts towards access to quality and safe medicines and vaccines and in fighting global inequities. As former Minister of Health and Social Affairs for Mali, he has championed a people centered approach to health and development. He served as Executive Director of UNAIDS, as Under-Secretary-General of the United Nations. He worked at UNICEF and for Terre des Hommes. He was appointed a Board member of The Global Commission on Drug Policy.



SIGAL,
Robert

CEO of the American Hospital of Paris, a worldwide renowned, non-for-profit hospital. He is leading the International Patients working group of French Healthcare, an organization created under the auspices of the Minister of Foreign Affairs and International Development. He has been President and Chief Commercial Officer of InSightec, the leading MedTech company for MR guided Focused Ultrasound. He spent seven years at GE Healthcare, first in the Hospital and Healthcare Solutions business unit, then as General Manager and President of GE Healthcare France. He had a seventeen-year career at Institut Gustave Roussy, the largest comprehensive cancer center in France.



SUR,
Serge

Agrégé in Public Law, Emeritus Professor of Public Law, University of Paris Panthéon-Assas, where he set up the Master of International Relations. He was Deputy Director of the UNIDIR, Geneva and *ad hoc* Judge at the International Court of Justice in The Hague. He is the founder and was Director of the Thucydides Center-Analysis and Research in International Relations, and Director of the French Yearbook of International Relations (AFRI). He is also Editor-in-chief of the bimonthly journal *Questions internationales* (Documentation française). He received the Edouard Bonnefous Award from the Académie des sciences morales et politiques, Institut de France. Member of the Académie des sciences morales et politiques.



SUZUKI,
Kazuto

Professor of Science and Technology Policy at the Graduate School of Public Policy at the University of Tokyo, Japan, and Senior Fellow of Asia Pacific Initiative (API), the independent policy think tank. He has worked in the Fondation pour la recherche stratégique in Paris, France as assistant researcher and as the Associate Professor at the University of Tsukuba and served as Professor of International Politics at Hokkaido University. He served as an expert in the Panel of Experts for Iranian Sanction Committee under the United Nations Security Council. He currently serves as the President of Japan Association of International Security and Trade.



SIMON,
Toby

Founder and President of Synergia Foundation, a strategic think tank. He is also the President of the Synergia Group, a company that works in the area of translational research. He is a Commissioner with the Global Commission for Internet Governance (GCIG) and a member of the Trilateral Commission. He served as advisory board member of the Center for New American Security (CNAS), the International Council of the Belfer Center for Science and International Affairs at The John F. Kennedy School of Government at Harvard. He has been adviser to several international organizations such as The World Health Organization, Médecins Sans Frontières and AEDES-EU. He is currently pursuing his doctoral studies in strategic security.



SINAPI-THOMAS,
Lucia

Executive Director of Capgemini Ventures. Lucia Sinapi-Thomas started her career as a tax and business lawyer and was admitted to the Paris bar, before joining Capgemini. She was successively Group Tax Advisor, Head of Corporate Finance, Treasury and Investors Relations, taking over Risk Management and Insurance and was member of the Group Review Board. She was appointed Deputy Chief Financial Officer and then moved to Executive Director Business Platforms of Capgemini Group. Since January 2019, Lucia Sinapi-Thomas has been Executive Director of Capgemini Ventures. Lucia Sinapi-Thomas is a member of the Board of Directors of Capgemini SE, Bureau Veritas and Dassault Aviation.



TABET,
Riad

President of Berit International Holding SA, President of Batiliban-France, Franco-Arab Consortium for development, 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.



TANEJA,
Narendra

Energy expert, advisor and commentator. He is rated as India's top expert on national and international energy issues. He serves as Chairman of the Independent Energy Policy Institute, a New Delhi think tank. He is the Founder President of the prestigious World Energy Policy Summit (WEPS) and an Adjunct Professor at the NTPC School of Business in India, focusing on energy policy and governance. He was the Chairman of Energy Security Group of the Federation of Indian Chambers of Commerce and Industry (FICCI) and Chairman of the Energy and Green Economy Working Group (India) of the BRICS Business Council. He is well-known in public life as a thinker, politician, TV debater and conversationalist.



**TORERO
CULLEN,
Máximo**

Chief Economist of the Food and Agriculture Organization (FAO). He joined the Organization as Assistant Director-General for the Economic and Social Development Department. He worked as the World Bank Group Executive Director for Argentina, Bolivia, Chile Paraguay, Peru and Uruguay. He led the Division of the Markets, Trade, and Institutions at the International Food Policy Research Institute (IFPRI). His research work lies in analyzing poverty, inequality, importance of geography and assets in explaining poverty, and in policies oriented towards poverty alleviation based on the role played by infrastructure, institutions, and on how technological breakthroughs can improve the welfare of households and small farmers.



**TOURÉ,
Aminata**

Representative of the Senegalese National Assembly. She held several governmental positions including Prime Minister, Minister of Justice, President's Special Envoy for Internal and External Affairs, President of the Economic, Social and Environmental Council, and elected Representative of the National Assembly. Dr. Touré worked for 24 years in the United Nations Organization where she held technical expert positions in Burkina Faso, Côte d'Ivoire and Senegal. She also headed the Gender and Human Rights Direction at the United Nations Population Fund Headquarters in New York. Dr. Touré worked in the private sector and with the Senegalese branch of the International Planned Parenthood Federation.



**VÉDRINE,
Hubert**

Founder of Hubert Védérine Conseil, a public affairs consultancy specialized in international, economic and geopolitical issues. He is currently President of the Institut François Mitterrand. He served as Minister of Foreign Affairs under the government of Lionel Jospin. He was a partner in the law firm Jeantet et Associés. He was a member of the French Council of State as maître des requêtes. He was Diplomatic Advisor to the Presidency of the Republic, spokesman and Secretary-General. He was a Civil Administrator in the Ministry of Culture. In 2020, he was appointed by France to participate in the group of personalities in charge of a reflection on the future of NATO in 2030.



**VÉRON,
Nicolas**

Senior Fellow at Bruegel, Senior Fellow at the Peterson Institute for International Economics. Nicolas Véron co-founded Bruegel in Brussels, joined the Peterson Institute for International Economics in Washington DC. His research is primarily about financial systems and financial services policies, with a main geographical focus on Europe. His earlier experience includes senior positions in the French government and private sector. He is also an independent Board member of the global derivatives trade repository arm of DTCC, a financial infrastructure company that operates on a non-profit basis. Bloomberg Markets included Véron in its yearly global "50 Most Influential" list with reference to his early advocacy of European banking union.



**TRICHET,
Jean-Claude**

Vice Chairman of the Académie des sciences morales et politiques. He is Honorary Chairman of the Board of Directors of the Bruegel Institute (Brussels), Honorary Chairman of the Group of Thirty (Washington) and former European Chairman of the Trilateral Commission. He was President of the European Central Bank. He was Governor of Banque de France and Undersecretary of the French Treasury, President of the Paris Club (debt rescheduling), President of the European Monetary Committee, President of the Group of 10 Central Banks Governors and President of the Global Economy Meeting in Basel. He was President of Sogepa (Société de gestion des participations aéronautiques) and Director of Airbus Group.



**TUAKLI,
Juliette M.**

CEO of CHILDAccra Medical Group, Medical Director. She has achieved significant, sustainable impacts in public health, pediatrics, ethics, and philanthropy in Africa, the USA and Europe. Completing her three-year term as Chair of the Board of Trustees for United Way Worldwide, Dr. Tuakli has overseen the diversification and strengthening of the organization's governance within a complex global context. As a former Mercy Ships International Board member, she oversaw the launch of an Africa-wide Safe Surgical partnership between Mercy Ships and WHO in June 2022 and the Global Mercy – the largest hospital ship in the world. She has had a leading role in creating a focus on Health, and several speaking roles, at the WPC.



**WADAGNI,
Romuald**

Senior Minister in charge of Economy and Finance of Benin. He developed expertise in several fields, serving customers in various sectors of activity, governments and donors. He was Managing Director and Partner at Deloitte, recognized for his expertise and knowledge of European, American, and African economic issues. He created a new office in the Democratic Republic of Congo and was appointed Audit Manager and Director of Professional Practice for all of Deloitte's activities in French-speaking Africa. He plays a major role on the West African stage. As Chairman of the Statutory Council of WAEMU Finance Ministers, he led negotiations with France and signed the agreement to put an end to the franc CFA in West Africa.



**WANG,
Jisi**

Professor in the School of International Studies and President of the Institute of International and Strategic Studies, Peking University. He has been Peking University Boya Chair Professor since 2017. He is Honorary President of the Chinese Association for American Studies, and was a member of the Foreign Policy Advisory Committee of China's Foreign Ministry. He taught in Peking University's Department of International Politics, and served as Director of the Institute of American Studies at the Chinese Academy of Social Sciences. He served as dean of the School of International Studies at Peking University.



**TYBRING-
GJEDDE,
Ingvil Smine**

Non-Executive Director of Norge Mining. She brings an exceptional level of experience to Norge Mining's Board as a Non-Executive Director. A representative of the Norwegian Progress Party (FrP) and the former Deputy Minister in the Norwegian Ministry of Petroleum and Energy, she will be a guiding light as the country explores its exciting economic next steps. She was also the Minister of Public Security in the Ministry of Justice and Public Security from January 2019 until January 2020. And she previously worked as a Senior Advisor in the Norwegian Ministry of Foreign Affairs, and in oil and gas management positions at Innovation Norway. She is a member of Board committees: Remuneration & ESG.



**VASSILENKO,
Roman**

Deputy Minister of Foreign Affairs of the Republic of Kazakhstan. He has been on Kazakhstan's diplomatic service since 1996. He worked as Assistant to the Head of Prime Minister's Office, Chief Inspector of the Secretariat of the Secretary of State of Kazakhstan, Consultant of the President's Chancery, and Deputy Chief of Staff to the Secretary of State of Kazakhstan. He served as Chairman of the Committee for International Information of the Ministry of Foreign Affairs of Kazakhstan, overseeing the communications for the Ministry during Kazakhstan's chairmanships in the Organization for Security and Cooperation in Europe and the Organization of Islamic Cooperation. He was Deputy Director of the Nazarbayev Center.



**WAT,
François**

Senior Partner, Co-Head of Global Equity Advisory, Rothschild Paris since 2008. As such he advises listed companies in their strategy as part of mergers and acquisitions, financial solutions and restructuring. 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.



**WEYMULLER,
Bruno**

Member of Total Professeurs Associés, and of the French Energy Council. He was Executive Vice President at Total in charge of Strategy and Risk Assessment (2000-2008). He was Chief Financial Officer of Elf Aquitaine (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.



WURMSER,
David

Senior Fellow and Director of the Project on Global Anti-Semitism and the US-Israel Relationship at the Center for Security Policy, as well as being a Senior Fellow at the Kohelet Policy Forum. Dr. David Wurmser also is the executive and founding member of the Delphi Global Analysis Group, LLC – a firm specializing in geopolitical risk analysis and mitigation for hydrocarbon, infrastructure, high-tech, defense and financial firms from the United States, Japan and India navigating in Israel and the Middle East – since its founding in 2007. From December 2018 until September 2019, Dr. Wurmser also served as Senior Advisor (Special Government Employee) to the US National Security Advisor, Ambassador John Bolton.



WURMSER,
Michael

Founder and Deputy CEO of Norge Mining. An astute economist and entrepreneur, Michael will advise on the finances and strategic direction of Norge Mining. He has worked for Citibank Zurich, and has held a prestigious array of senior positions at multinational financial institutions in New York and Frankfurt. He has previously been mandated by various governments, finance ministries and state banks to help settle sovereign debts. Over the years, Michael has advised on structure financing for companies in the natural resources, commodities and mining sectors in Russia, the Middle East and Mongolia.



YOUSOUFFA,
Estelle

Member of Parliament of the French National Assembly since her election in June 2022. She seats in the Foreign Affairs Commission and is the representative of the first electoral district of her native island of Mayotte, a French overseas territory. She has a 20-year career as a TV journalist and communication and international affairs consultant. Estelle worked for the World Bank as well as the African Development Bank as a consultant and as a journalist for France 2, TV5 Monde, Al Jazeera English and LCI. She is a member of the Africa Leadership Network, an alumna of the Young Leaders program of the French-American Foundation and the German Marshall Fund's Atlantic Dialogues Young Leaders program.



MONTBRIAL (de)
Thierry

Thierry de Montbrial is Executive Chairman 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. He serves on the Board or Advisory Board of a number of international institutions. Thierry de Montbrial chaired the Department of Economics at the École 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 more than twenty books, several of them translated in various languages, including *Action and Reaction in the World System – The Dynamics of Economic and Political Power* (UBC Press, Vancouver, Toronto, 2013) and *Living in Troubled Times, A New Political Era* (World Scientific, 2018). He is a Grand Officer of the Légion d'honneur, Grand Officer of the Ordre national du Mérite. He has been awarded the Order of the Rising Sun – Gold and Silver Star, Japan (2009), Commander of the Order of Merit of the Federal Republic of Germany (2016) and other state honors by the French and several foreign governments. Thierry de Montbrial is a graduate of the École Polytechnique and the École des mines, and received a Ph.D. in Mathematical Economics from the University of California at Berkeley.



YAHA,
Mohamed
Abdellahi

Chairman and CEO, Maurinvest Group, a company that develops industries and add values through fundings with international partners. He is the Chairman/CEO of MAURILOG a logistics services & transport company for Industrial Projects, Oil & Gas and Mining activities in Mauritania. He started in the fishing business at the age of 28. He is the founder of MIP SEAFOOD, the unique Mauritanian company able to reach Europeans standards allowed to export directly transformed products from the sea. He has been providing outboard motors for the fishing sector for the past 20 years. He served as in Charge of the Promotion of Private Investments. He graduated from ENSM (École nationale supérieure de mécanique) in France.



YEOH,
Michael

President of KSI Strategic Institute for Asia Pacific, an independent non-profit think tank. He was CEO of the Asian Strategy & Leadership Institute (ASLI). He is Deputy Chairman of the Economic Club of Kuala Lumpur, a Director of the British-Malaysian Chamber of Commerce and a General Committee member of the Malaysian International Chamber of Commerce and Industry. He has served the Government including as Malaysia's Representative (Ambassador rank) to the ASEAN High-Level Task Force on Connectivity, Member of the Malaysia Competition Commission and Commissioner in the Human Rights Commission (SUHAKAM). He was appointed to the Executive Council of the United Nations ESCAP Sustainable Business Network.



YURGENS, Igor

Chairman of the Management Board of the Institute of Contemporary Development. Vice President of the Russian Union of Industrialists and Entrepreneurs (RSPP). He was elected President of the All-Russian Insurance Association and President of the Russian Association of Motor Insurers. He became President of the National Union of Liability Insurers. He is a member of the Presidential Council for Civil Society Institutions and Human Rights, of the Board of Trustees of the Russian International Affairs Council and of the Presidium of the Council for Foreign and Defense Policy. He is Honorary Consul General of Monaco in Moscow and a professor of MGIMO. He graduated in Economics from Moscow State University.



YIM,
Hyosung

Vice President at the Corporate Strategy Center of Hyosung Corporation in Korea. He is the assistant to the Vice Chairman/Chief Operating Officer of Hyosung Group, who administers and runs the everyday operations of the multinational business group. Mr. Yim is also responsible for managing and coordinating the hydrogen business within Hyosung. Prior to joining Hyosung, Mr. Yim was a Stock Analyst at Daiwa Securities Capital Markets Korea. He served as a Senior Researcher at the Korea Institute for International Economic Policy (KIEP), a government think-tank responsible for advising the government on international economic and trade issues.



YIM,
Sung-Joon

Senior Advisor at Lee International IP & Law Group. Previously, he held the position of President of the Korea Foundation (2007-2010). He joined the Ministry of Foreign Affairs in 1974 and served, among others, as Korean Ambassador to Canada (2004-2007) and Egypt (1996-1999). In 2001, he was Deputy Minister for Foreign Affairs and in 2002, he was appointed as the National Security Advisor to President Kim Dae-jung. He formerly co-chaired the Korea-Canada Forum. He graduated from Seoul National University, Oxford University and Keio University.



ZINSOU,
Lionel

Co-Chair of SouthBridge, a Financial Advisory Service company dedicated to Africa. Chairman of the Fondation de l'École Normale Supérieure and of Terra Nova think tank. Former Prime Minister of Benin. He started his career as a lecturer in economics at the University of Paris 13 and was a member of the Department of Industry's Minister's Office and the Prime Minister's Office. He joined Danone where he held various positions, including Corporate Development Director and member of the Executive Committee. Then, he joined the Rothschild Bank as General Partner; he was Head of the Consumer Products Group, Head of Middle East and Africa. He then served as CEO of the Private Equity firm PAI Partners.

Lieu de la conférence

Conference venue



Abou Dabi

Abou Dabi est la capitale fédérale des Émirats arabes unis. C'est également la capitale de l'émirat du même nom qui est le plus grand des sept émirats du pays. Établie en 1761, la ville d'Abou Dabi a été sous protection britannique de 1820 à 1971, date à laquelle les Émirats arabes unis ont déclaré leur indépendance.

Elle est le centre politique et industriel de la fédération, avec une économie qui repose en grande partie sur les exportations de pétrole. L'émirat, qui dispose d'importantes réserves de pétrole et de gaz naturel, prépare la transformation de son modèle économique à travers le programme Abu Dhabi Economic Vision 2030, qui doit le faire évoluer vers une économie fondée sur la connaissance et l'innovation. Lancé en février 2008, le projet de construction de la cité de Masdar est l'un des piliers de cette transformation ambitieuse et vise à positionner la ville comme une pionnière en matière d'énergies renouvelables.

Dans cette métropole hypermoderne qui n'était encore qu'un désert il y a quelques années, les gratte-ciels vertigineux côtoient des lieux traditionnels comme la Grande Mosquée Sheikh Zayed. Le Louvre Abu Dhabi, inauguré en 2017, marque le désir affiché par Abou Dabi de rayonner sur le plan culturel et de devenir une destination touristique incontournable.

C'est la deuxième fois qu'Abou Dabi accueillera la World Policy Conference.

Abu Dhabi

Abu Dhabi is the federal capital of the United Arab Emirates. It is also the capital of the emirate of the same name which is the largest of the country's seven emirates. Settled in 1761, the city of Abu Dhabi was under Britain's protection from 1820 to 1971 when the United Arab Emirates declared its independence.

Abu Dhabi is the political and industrial center of the federation, with an economy largely based on oil exports. The emirate, which has significant oil and natural gas reserves, is preparing the transformation of its economic model through the Abu Dhabi Economic Vision 2030 program, which is intended to move it towards an economy based on knowledge and innovation. Launched in February 2008, the Masdar city construction project is one of the pillars of this ambitious transformation and aims to position the city as a pioneer in renewable energy.

In this hypermodern metropolis that was still a desert a few years ago, soaring skyscrapers stand side by side with traditional places such as the Sheikh Zayed Grand Mosque. Louvre Abu Dhabi, inaugurated in 2017, marks Abu Dhabi's desire to shine on the cultural scene and become a must-see tourist destination.

This is the second time Abu Dhabi will host the World Policy Conference.



Le St. Regis Saadiyat Island Resort

Situé sur l'île de Saadiyat, à quelques minutes du centre-ville d'Abou Dabi et du quartier culturel Saadiyat, surplombant une plage immaculée et le golfe Persique céruléen, le St. Regis Saadiyat Island Resort est le lieu de nombreux événements prestigieux grâce à ses différentes salles de conférence et de réception.

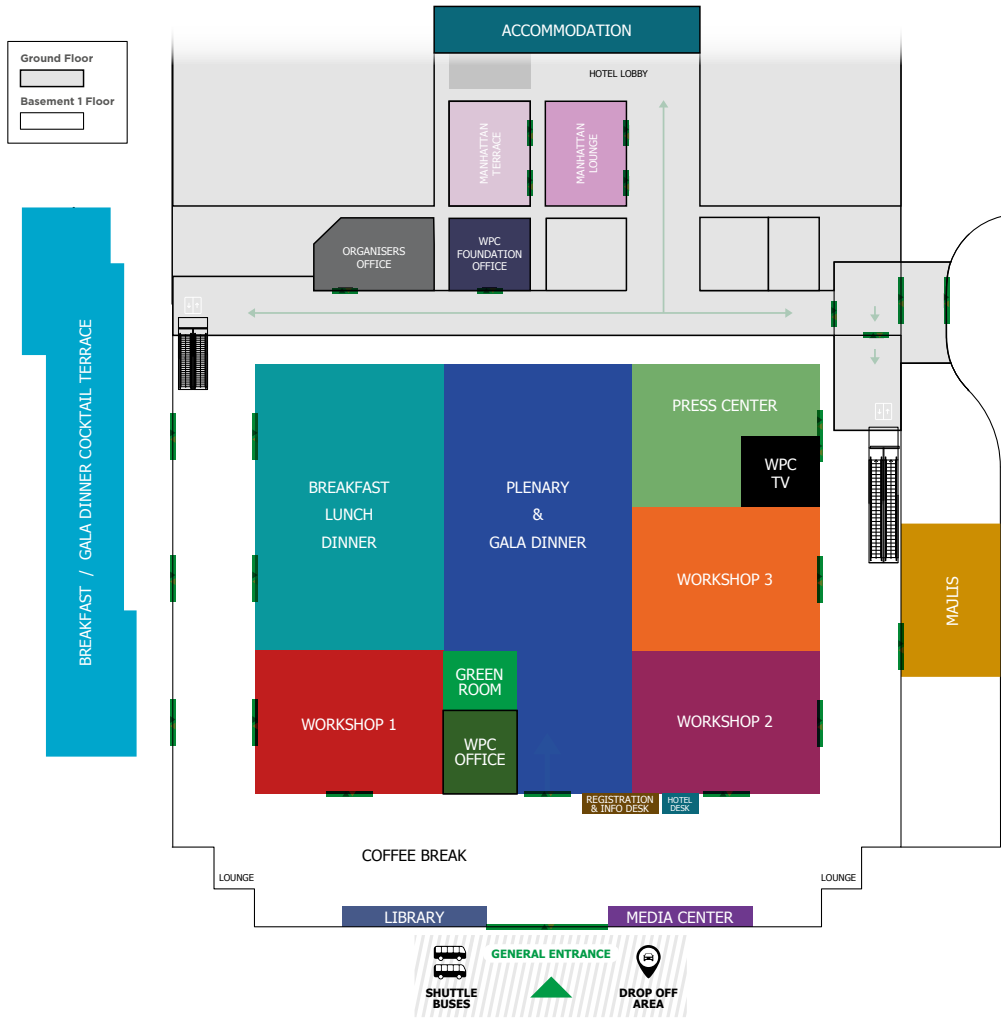


The St. Regis Saadiyat Island Resort

Located on Saadiyat Island, just minutes from downtown Abu Dhabi and the Saadiyat Cultural District, overlooking a pristine beach and the cerulean Arabian Gulf, the St. Regis Saadiyat Island Resort is used to entertaining prestigious events thanks to its conference and reception rooms.

Informations pratiques Practical information

St Regis Hotel,
Abu Dhabi



Accueil / Registration Desk

Le bureau d'accueil de la conférence
sera ouvert :

Jeudi 8 décembre	15h00 à 22h00
Vendredi 9 décembre	07h30 à 18h00
Samedi 10 décembre	07h30 à 18h00
Dimanche 11 décembre	07h30 à 14h00

The conference registration desk will be open
at the following times:

Thursday, December 8	3:00pm to 10:00pm
Friday, December 9	7:30am to 6:00pm
Saturday, December 10	7:30am to 6:00pm
Sunday, December 11	7:30am to 2:00pm

CONTACT

+971 (0) 50 802 2414 / suivi-inscription@worldpolicyconference.com

Lieu de la conférence et hébergement Conference venue and accommodation

1 THE ST. REGIS SAADIYAT ISLAND RESORT, ABU DHABI

Saadiyat Island,
P.O. Box 54345,
Abu Dhabi
+971 2 498 8888

2 PARK HYATT ABU DHABI

Al Saadiyat Island
Abu Dhabi
+971 2 407 1234

Visite culturelle Cultural tour

3 LOUVRE ABU DHABI

Saadiyat Cultural District
Abu Dhabi
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