



INSTITUT MONTAIGNE

2020 THINK. DEBATE. ACT

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A WORD FROM OUR CHAIRMAN, HENRI DE CASTRIES

Crises, transitions, changes... We have always had to live alongside them, if not through them. The year 2020, however, took these challenges

to a whole new level. We have now had a glimpse of a future marked by chaos and disruption, but one that is also full of insights and opportunities.

The dramatic string of events triggered by the Covid-19 pandemic has allowed us to understand how much our destiny depends on scientific development and the entrepreneurial spirit — from a virus raging across the globe to vaccines developed in record time thanks to unprecedented international cooperation. While the fight against Covid-19 is not yet over, we already know that there are other collective challenges ahead, starting with the fight against climate change. Here too, international cooperation, technological innovation and private sector mobilization will be key to our success or to our failure.

However, this global crisis has also accelerated geopolitical shifts and exacerbated international tensions. In 2020, we witnessed the intensification of the US-China rivalry, increased cyberattacks and the aggressiveness of neo-authoritarian powers in Eastern Europe. We must strive for peace, but prepare for conflict. Potential wars — whether commercial, informational, or even military — cannot be ruled out entirely.

Today more than ever, from a French perspective, the answer to these challenges lies with Europe. Despite many delays and hesitations, Europe managed to maintain its cohesion while reaching an important agreement with the United Kingdom,

it has demonstrated financial solidarity in the face of the crisis, and has prepared a European response to the challenges posed by large digital monopolies. This is history in the making.

We have also just experienced a massive acceleration in the digitalization of the world. Digitization is now part of our future: they have enabled our societies and our businesses to remain connected and operational, and have also proven useful in the fight against the pandemic, as seen in some Asian democracies. Thus, the growing lack of trust in digital technologies, especially in France, is a major concern. Digital technologies must prove that they can be both transparent and efficient, and work in the best interest of our democracies.

Faced with the shocks created by the pandemic, policy reforms need to be carried out without delay in order to increase efficiency, preserve our freedoms, and prepare for the future. We must once again rely on the same urgency to act that mobilized us in the fight against the Covid-19 pandemic, to face everything that weakens us, from academic failure to mass unemployment, to inequalities in security and health. Our common future depends on it.

Careful reflection, in order to understand and then act, has never been so essential. Developed and structured so as to fit this mission, our think tank has positioned itself at the heart of these issues. Institut Montaigne has been able to inform public and private stakeholders, and to reach out to a broader audience through our website and social media. It is therefore with great pride that I present this activity report for 2020, and with immense gratitude to our team and our members: the trust and commitment of each and every one of them is the cement of our collective action.



THE DIRECTOR'S PERSPECTIVE, LAURENT BIGORGNE

**HOW DID YOU
COPE WITH THIS
UNUSUAL YEAR?
WHAT LESSONS
HAVE YOU
LEARNED?**

Just like the many organizations which found themselves in the same situation, we stepped up our digitalization, which allowed us to open ourselves to new opportunities in our relationship with our members and to expand our European and international reach. Among other things, we partnered with six other European think tanks, to organize regular exchanges with high-level decision-makers in each of our respective countries — an example of our willingness to foster exchange and create new ties, from Marseille to London, and from Washington to New Delhi.

Our second significant asset was our expertise. Thanks to the joint engagement of our team and our associate fellows, we were able to react very quickly and to cross-reference a wide range of expertise. This has been fundamental to the comprehensive analysis of Asian countries' responses to the pandemic, to comparing European policies and to thoroughly assessing our health system and the scope of our public policies. Thanks to this remarkable portfolio of expertise, Institut Montaigne was able to shed light on developments as they happened, and share its knowledge far and wide.

Finally, in these strange times, we have more than ever relied on our partners. We have been immensely impressed by their resilience and their combative spirit, and we have grown thanks to frequent and positive exchanges with them. I strongly believe that we, in turn, have been useful

to them, by sharing our analyses, encouraging feedback and remaining focused on the need for debate and action for the common good. This crisis has confirmed the strength of our model.

WHAT ARE YOUR PLANS FOR 2021?

The crisis has reinforced the strategic choices we have made since 2015, and we will now ramp up this transformation.

First, we will continue our international development and outreach, with an emphasis on Europe. To that end, we are opening a new program dedicated to Germany and we are increasing our exchanges with European institutions. Simultaneously, we are going to maintain our presence in the French regions: after the work carried out in the Aix-Marseille greater metropolitan area and the Seine basin area, future projects will highlight our vision of French public policy and its necessary transformation.

Next, we will deepen our direct contact with our audiences. The year 2020 was marked by a strong increase in the number of visits to our website — with more than two million hits — and growing visibility on our social media. We strive to communicate directly and effectively, in order to best promote our proposals and actions.

When talking about actions, I'm referring to projects that have become fundamental to Institut Montaigne's activities, whether it's Destination AI, our free artificial intelligence training course, our collaborative care project for mental health. We are working on the ground to transform our society, to enable it to better face current and upcoming challenges.



INSTITUT
MONTAIGNE



OUR COMMITMENT

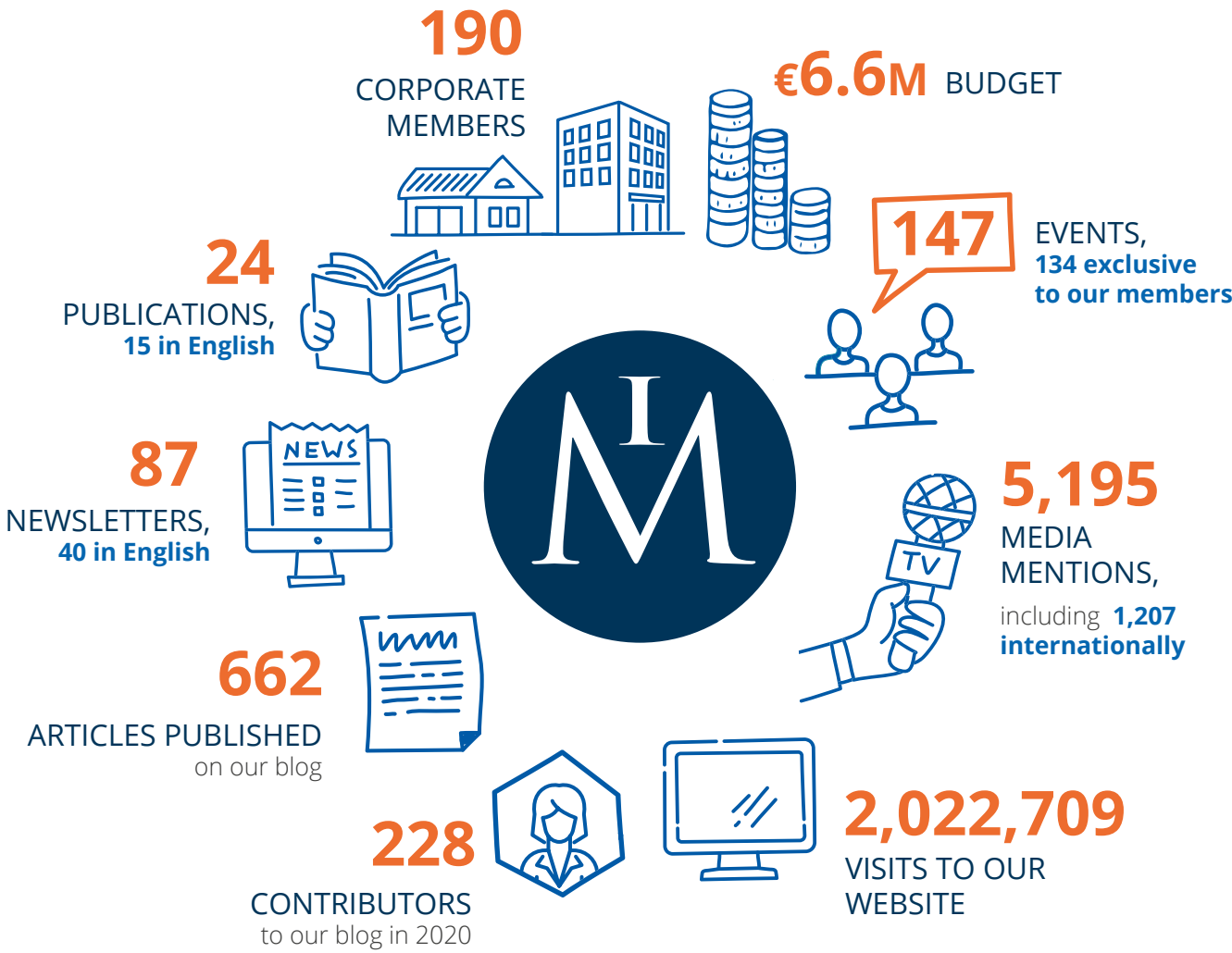
Institut Montaigne is one of the leading French think tanks.

Since 2000, we have been developing actionable proposals to improve the efficiency of public policy, strengthen social cohesion, improve competitiveness and consolidation of France's public finances. Our aim is to promote a sovereign vision of Europe and to actively work on international issues, such as Europe-Asia relations.

Our target audience are governments, economic and political decision-makers, and citizens, more broadly. We abide by a rigorous and critical method of analysis, which uses to international comparison. In order to formulate comprehensive and inclusive proposals, Institut Montaigne brings together business leaders, senior civil servants and academics, as well as representatives from civil society.

Institut Montaigne is a non-profit organization, created under the French law of 1901 (*Association Loi 1901*).

INSTITUT MONTAIGNE IN 2020



WHAT'S NEW IN 2020

“ 2020 was a different year for Institut Montaigne. Covid-19 led us to conduct more in-depth analysis and pushed us to launch a new project in the Yvelines region to improve mental health management in France. ”

Camille Godeau, Deputy Director of Institut Montaigne.

NEW MEMBERS

- Accenture
- Advancy
- Antin Infrastructure Partners
- ECL Group
- Edenred
- ESL & Network
- Institut Mérieux
- Iziwork
- Jolt Capital
- Kedge Business School
- KKR
- La Compagnie Fruitière
- The Fruit Company
- Le Club TOP 20
- Moelis & Company
- Onepoint
- Owkin France
- Pergamon
- Prodware
- Siemens Energy
- Verlingue



Cécile Maisonneuve,
Senior Fellow at Institut Montaigne



Franck Morel, Senior Fellow
at Institut Montaigne

NEW SENIOR FELLOWS

Institut Montaigne expanded its group of contributing experts, with the arrival of two new senior fellows in 2020:

■ **Cécile Maisonneuve, Senior Fellow at Institut Montaigne working on cities, territories and sustainable development.** Cécile Maisonneuve is President of *La Fabrique de la Cité*, Vinci Group's urban innovation think tank, which she joined in 2015. She is also a member of the Board of Directors of *La Fondation Le Corbusier*. She previously directed the Energy Center of the French Institute of International Relations (IFRI) after a career in administration and then in industry.

“ *International climate negotiations, the Yellow Vests protests, the pandemic: it is no longer possible to understand or provide answers to major contemporary challenges if they're not addressed with an international perspective in mind. Analyzing the dynamics at work in cities and territories, relying on local players and multilevel action has become necessary at a time when economic, social, technological and environmental changes are accelerating.* ”

Cécile Maisonneuve, Senior Fellow at Institut Montaigne.

■ **Franck Morel, Senior Fellow at Institut Montaigne working on labor, employment and social issues.** A renowned expert in French labor law, Franck Morel is a partner at *Flichy Grangé Avocats*. He was also a partner at *Barthélémy Avocats* for several years (2012-2017). Advisor to Prime Minister Edouard Philippe on social relations, labor and employment issues from 2017 to 2020 and to four Labor Ministers from 2007 to 2012, he has contributed to the development of some fifteen reforms in the field of labor and employment (Macron decree of September 2017, professional training reforms of 2011 and 2018, professional health, working hours, social dialogue, creation of the negotiated termination agreement...).

“ *Even if many measures have been taken since the beginning of the current presidential term — including during the Covid-19 crisis — which have allowed companies to mitigate times of uncertainty, there is still room for new ways to save entire sectors of our economy! This is the reason for my commitment to Institut Montaigne and for the research I have done on employment.* ”

Franck Morel, Senior Fellow at Institut Montaigne.

FIRST ONLINE PROGRAM

In 2020, Institut Montaigne launched its first online training program, in partnership with the leading online training platform OpenClassrooms and with the Abeona Foundation, an organization defending equity in data science. Objectif IA is a free 6-hour training course that introduces the fundamentals and the challenges of artificial intelligence. By the end of the year, almost 100,000 people had started the training. Its English version, Destination AI, will be released in 2021.

NEW PROJECT ON MENTAL HEALTH

Angèle Malâtre-Lansac, Associate Director in charge of Healthcare Policy at Institut Montaigne, has launched an experiment to adapt collaborative care to the French system. The project consists of an organizational and digital innovation to transform mental health care. General practitioners, psychiatrists, nurses and psychologists have committed to this project for three years, in partnership with the University of Washington and the Versailles Hospital Center.

EXCLUSIVE NEWSLETTERS

To help our subscribers understand the crisis, Institut Montaigne has launched an exclusive newsletter for its corporate members. On a weekly basis, our Director Laurent Bigorgne shares a selection of analyses from the Institute and in-depth content published by other institutions or media, as well as invitations to private webinars.



38 DEDICATED
NEWSLETTERS



RESPONDING TO THE PANDEMIC



“ Understanding the health and economic crises and their challenges, suggesting relevant exit strategies, and preparing for the aftermath — throughout 2020, these were the issues we wanted to address with our members and experts, whether through our events, in our analytical briefs or in our newsletters. ”

Victor Poirier, Director of Publications at Institut Montaigne.

UNDERSTANDING THE ISSUES

A BETTER GRASP OF THE CORONAVIRUS

From March 16 to May 24, during the first lockdown in France, **Institut Montaigne published 200 articles explaining the coronavirus (an average of four per working day), with the help of 81 contributors.** Several didactic formats were made available to all, such as analytical papers, interviews and surveys. Numerous themes were analyzed, including health, energy and the environment, industry and the economy, digital technologies, society and territorial development, politics, demographics and migrations etc. We also put forward geographical analyses for Africa, Asia, Russia, Turkey, the United States, Europe, Israel and the Middle East. We closely analyzed the responses of several key players, including the executive branch, cities, companies, platform-states, universities, the military, psychiatric services, European institutions, media, or international organizations such as the WHO.

Institut Montaigne **hit a record number of views** on its blog during this period, with **525,000 views** (nearly six times more than for the same period in 2019), with articles such as:

- **"Is Covid-19 a Geopolitical Game Changer?"** by **Michel Duclos**, read more than 27,000 times
- **"Covid-19: a First Estimate of Its Economic Impact"**, three questions for **Eric Chaney**, read more than 26,000 times
- **"Fighting the Coronavirus Pandemic: China's Influence at the World Health Organization"** by **François Godement**, read more than 26,000 times
- **"How Covid-19 Will Change the Global Balance of Power"**, **Dominique Moïsi's** predictions, read more than 14,000 times
- **"The Truth Behind Teleworking Figures in France"**, **Laetitia Vitaud's** insight, read more than 10,000 times
- **"Technology in the Fight Against Covid-19"**, a case study of Taiwan by **Gilles Babinet**, read over 10,000 times.

In addition to the high traffic on our blog, there was sustained engagement **on social media, with nearly 8M views** for this period. Subscriptions to the **Institut Montaigne newsletters** also increased by nearly **6,000 in two months**.

POLICY PAPER **FIGHTING COVID-19: EAST ASIAN RESPONSES TO THE PANDEMIC** (APRIL 2020)

At a time when Europe was assessing how to best ease its lockdowns, the methods used in East Asia — and their initial effects — were the focus of significant research and comparative analysis conducted by **Mathieu Duchâtel**, Director of the Asia Program, **François Godement**, Senior Advisor for Asia, and **Viviana Zhu**, Policy Officer for the Asia Program. From mass testing to strict quarantine policies, from industry mobilization to large-scale use of digital tools, this publication provides an in-depth analysis of the strategies adopted by China, South Korea, Hong Kong, Japan, Singapore and Taiwan.

In April, the authors presented their paper to **Elisabeth Borne**, then Minister of Environmental Transition and Solidarity.

This paper was also the focus of an online event, held on **April 16 and open to all: "East Asia and Covid-19: what lessons can be learned from the first affected?"** with **François Godement** and **Mathieu Duchâtel**.

“What was missing to public analysis until now was a broad synthesis that would provide an in-depth comparison, weigh relative usefulness of different policies and consider what we could apply to France.”

Le Point, April 16, 2020



40 MEDIA MENTIONS



28,470
VIEWS IN ENGLISH
AND FRENCH

AND **2,651**
DOWNLOADS



305,000 PEOPLE
REACHED ON OUR
SOCIAL MEDIA WITHIN
THE FIRST 30 DAYS



“In Asia, early targeted measures focused on individuals and the personalized follow-up of patients have been interesting alternatives to efforts to flatten the curve.”

explain **Mathieu Duchâtel**, Director of the Asia program at Institut Montaigne, **François Godement**, Senior Advisor, and **Viviana Zhu**, Policy Officer



SERIES **CORONAVIRUS AND AFRICA: WHAT ARE THE STAKES?** (JUNE 2020)

Although Covid-19 was slightly slow to hit Africa, the continent nonetheless felt the effects of the crisis as soon as it appeared. The virus spread, testing the strategies of public authorities, the support of the population towards governments, the resilience of healthcare systems, the economy, cross-border cooperation, etc. Institut Montaigne examined the situation in eight countries: **the Republic of Côte d'Ivoire, the Democratic Republic of Congo, Gabon, Kenya, Morocco, Rwanda, Senegal and South Africa.**

“ After the first waves in Asia and Europe, and from the moment the World Health Organization said “Africa must prepare for the worst”, our aim was to study and anticipate how the virus might spread, with the help of eight experts from African countries. ”

Mahaut de Fougères, Policy Officer for International Studies at Institut Montaigne

SERIES **EUROPE: MEMBER STATES AGAINST THE CORONAVIRUS** (MAY 2020)

In Europe, the coronavirus crisis facilitated the great resurgence of the States. Faced with a pandemic for which it was ill-prepared, the European Union initially chose to withdraw. Suspending European rules and re-establishing borders gave States full capacity for action. There is much to learn about how European countries dealt with the crisis, which is what prompted us to undertake this series. The Europe Program zoomed in on **Austria, Belgium, the UK, Denmark, the Netherlands, France, Germany, Greece, Italy, Poland, Portugal, Spain, Sweden, Switzerland and the Czech Republic** models.

To better understand the situation in Italy, we organized an event on May 28: **"Italy, 11 weeks after the beginning of the lockdown: what are the political, economic and social challenges?"** with **Eric Chaney**, Economic Advisor to Institut Montaigne, and **Marc Lazar**, University Professor of History and Political Sociology at Sciences Po, frequent contributor to Institut Montaigne on political and institutional issues.

HEARING OF ERIC CHANEY ON THE EUROPEAN RESPONSE TO THE PANDEMIC

On April 16, **Eric Chaney**, Economic Advisor to Institut Montaigne, addressed the European Affairs Committee of the French National Assembly to speak about budgetary solidarity mechanisms and European economic cooperation in the context of the Covid-19 crisis.

His 4 proposals at the European level:

- Prioritize the rescue of Italy.
- Contribute to funding companies directly.
- Capitalize on the ERC (European Research Council) to multiply cutting-edge research efforts.
- Introduce carbon pricing as oil prices fall.



27,500
VIEWS

“The economic impact of fighting the pandemic is enormous. Depending on the effectiveness of lockdown easing measures and economic policies, we will either have a relatively quick recovery, returning to baseline within two years, or a prolonged depression. The latter means mass unemployment, a decline in living standards and public debt rising to wartime levels. This scenario should be avoided at all costs. It is from this perspective that I examine the responses to the crisis at the European level, before turning to what should be done in addition to these responses.”

Eric Chaney, Economic Advisor to Institut Montaigne



POLICY PAPER **PUBLIC POLICY DURING THE COVID-19 CRISIS** (JUNE 2020)

This paper (*L'action publique face à la crise du Covid-19*), written by **Nicolas Bauquet**, Director of Research and Transformation of Public Policy at Institut Montaigne, looks at the unprecedented health and economic crisis in France. It was based on over fifty interviews with doctors and scientists, local authorities and senior civil servants, as well as business leaders. The paper emphasizes that although the French system did not crumble, thanks to the commitment of its healthcare workers, and although rapid and effective measures made it possible to support the economy during the first wave, the government's management of the crisis revealed structural flaws.

An event was organized on **Wednesday, June 24** to present the insights gained from the report: **"Public policy in the face of the Covid-19 crisis: what lessons can be learned"** with **Jean-François Delfraissy**, President of the French government's Scientific Council on the coronavirus, **Jean Rottner**, President of the Grand Est region, and Nicolas Bauquet, author of the Institut Montaigne report.



52 INTERVIEWS



85 MEDIA MENTIONS



15,471 VIEWS

AND **5,599** DOWNLOADS



75,000 VIEWS ON SOCIAL MEDIA WITHIN THE FIRST 30 DAYS

“ Nicolas Bauquet conducted around fifty interviews to "understand what was happening between the government and society, during these months of crisis" ”

Les Echos, June 9, 2020

“ The first lesson of this report is that the State cannot do everything and does not know everything about reality on the ground. ”

Patrick Cohen, C à vous, France 5, June 10, 2020



“ In collaboration with the Brisith think tank ISD, over the spring we mapped the flows of information and disinformation that focus on Covid-19. The idea was to assess the ways in which different political players have appropriated the crisis and adapted their messaging. Indeed, some have used the situation to advance their political agenda, for example by tying it to immigration issues or the deployment of 5G. ”

Théophile Lenoir, Head of the Digital Program at Institut Montaigne

ANALYTICAL PAPER **INFORMATION MANIPULATIONS AROUND COVID-19: FRANCE UNDER ATTACK** (JUNE 2020)

From rumors to conspiracy theories, the health crisis was rife with misinformation. How did it all circulate online? What were the consequences? This study by **Théophile Lenoir**, Head of the Digital Program at Institut Montaigne, and **Iris Boyer**, then Researcher at the Institute for Strategic Dialogue, was based on data collected by Linkfluence. It analyzes the way certain messages (defending authoritarian regimes, showing Europe's weaknesses, etc.) circulated in thematic discussion groups on Facebook and Twitter (anti-tech, nationalist, etc.), to identify the weaknesses of the French discussion space with respect to foreign actors.



1,534

VIEWS

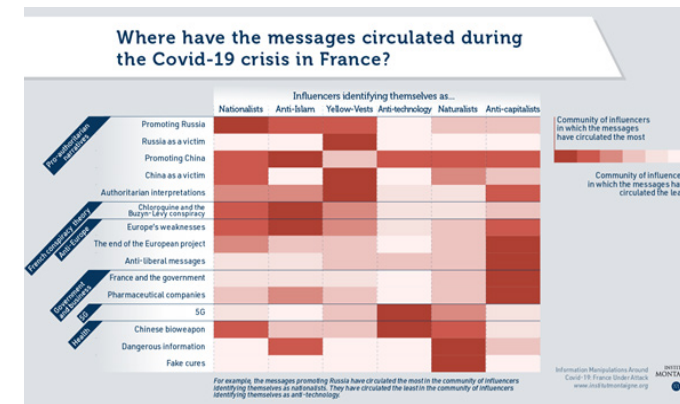
AND **253**
DOWNLOADS



18,200 VIEWS ON
SOCIAL MEDIA WITHIN
THE FIRST 30 DAYS

To explain the phenomenon in more detail, a debate was organized on **Wednesday, July 8: "France under attack: responses to information manipulation**

during Covid-19" with **Sasha Havlicek**, Founder and Executive Director of the Institute for Strategic Dialogue, **Laura Rosenberger**, Director of the Alliance for Securing Democracy at the German Marshall Fund, and **Henri Verdier**, Ambassador for Digital Affairs, debating with **Théophile Lenoir**, Head of the Digital Program.



POLICY PAPER **COVID-19 THE CLARIFIER: THE IMPACT OF THE VIRUS ON FRANCE'S FOREIGN POLICY** (JUNE 2020)

The pandemic has revealed and amplified pre-existing international trends: the China-US rivalry, the abdication of American leadership, the crisis of multilateralism. In this context, France is being weakened on the international scene. **Michel Duclos**, former Ambassador and Special Advisor for Geopolitics at Institut Montaigne, offers an initial assessment of the situation and proposes guidelines for French foreign policy.

To discuss the impact of the Coronavirus on the geopolitical balance of power, an event was organized on **Thursday, June 25: "International Affairs and Covid-19: a revealing virus"** with **Rym Momtaz**, France Correspondent for **Politico**, and **Michel Duclos**.



18 MEDIA MENTIONS



11,401 VIEWS



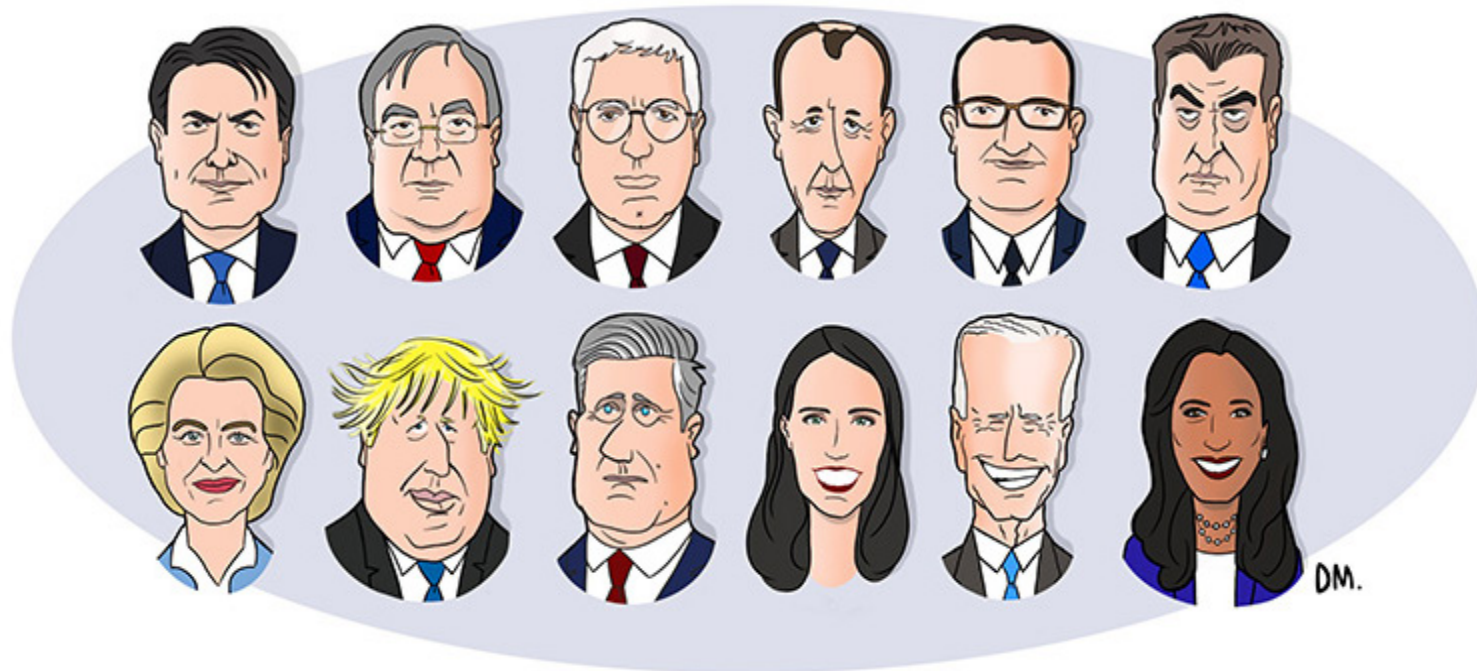
58,400 VIEWS ON SOCIAL MEDIA WITHIN THE FIRST 30 DAYS

“ Michel Duclos, Special Advisor to Institut Montaigne, invites the French to ‘broaden the scope of their external actions’, by turning to Asia in particular, while upholding unity among Europeans.”

Le Monde, July 10, 2020

“ Reinventing our foreign policy? At the very least, there is a set of important shifts, which in terms of means, suggest a profound restructuring of our modes of action on the international scene.”

Michel Duclos, *L'Opinion*, July 6, 2020



“ The summer break offered an opportunity to address a rather overlooked aspect of the crisis: the leaders whose image has been most deeply affected during this period. Readers will see that we have chosen to focus on people who were often already well known, but whose fate seems to have been altered by the pandemic. ”

Michel Duclos, Special Advisor for Geopolitics at Institut Montaigne, Editor-in-chief of the summer report published on our blog

SERIES **LEADERS REVEALED BY COVID-19** (AUGUST 2020)

Some leaders have seen their destiny change as a result of Covid-19. Together with our contributors, and with the help of David Martin's illustrations, we revealed who these — known and aspiring — political leaders are.

The first portrait we looked into was of the Italian Prime Minister, Giuseppe Conte, written by one of the most brilliant experts on Italy, Professor **Marc Lazar**.

We then turned our attention to Germany, where the effect of Covid-19 on the image of political leaders is particularly important due to the succession of Chancellor Angela Merkel. This is what **Luc de Barochez**, a Frankfurt-based Editorialist at **Le Point** and a remarkable connoisseur of German politics, explained in a fascinating group portrait.

The third “chapter” focuses on Boris Johnson, the new leader of the opposition, Keir Starmer, and how the Covid-19 crisis is also shaking up the political situation in the United Kingdom. This has been masterfully illustrated in a subtle cross-section of the two British leaders, written by journalist and essayist **Marion Van Renterghem**.

The focus then turned to the beginnings of Ursula von der Leyen in Brussels. She was able to embody the “European leap forward”, which the Covid-19 crisis may have provoked. **Alexandre Robinet-Borgomano**, then Head of the Europe Program at Institut Montaigne, painted a detailed portrait of the President of the European Commission, against the backdrop of the coronavirus crisis.

It only took a few confirmed cases in the middle of August for Auckland to go into immediate lockdown. New Zealand is led by a strong and modern woman. Jacinda Ardern has led by example. For this insightful profile, Institut Montaigne turned to an expert on Australia and New Zealand, Professor **David Camroux**.

What better way to end this series than with a cross-section of the figures on the Democratic ticket for the White House? Joe Biden, the Irishman from Delaware, and Kamala Harris, a Californian daughter of immigrants, presented by **Michel Duclos**.



14,000
VIEWS

SERIES *THROUGH THE LOOKING GLASS* (JULY 2020)

Covid-19 has proven to have a revelatory and accelerating power for society in almost every area. The pandemic and the ensuing lockdowns have reinforced a pre-existing trend: unable to go to the cinema, frustrated viewers have been bingeing TV more than ever before.

TV shows can be a window into the world's emotions. For that reason, Institut Montaigne tackled the following questions: what mirror do they hold up to us? What do *The Crown* and *Borgen* tell us about our relationship to power? What does *Homeland* tell us about the myths of the fight against terrorism? How do *The Plot against America* and *Years and Years* depict the rise of populism and fascism?

This series is made up of 6 episodes:

- **"The Crown and Borgen: Between Symbolic and Real Power"** by **Dominique Moïsi**, Special Advisor for Geopolitics, and **Alice Baudry**, Marketing and Communications Director at Institut Montaigne
- **"Counterpart and The Last Ship: Geopolitics and Pandemics"** by **Bruno Tertrais**, Senior Fellow at Institut Montaigne
- **"The Bureau and Homeland: Countering Real Terror With Fiction"** by **Jérôme Poirot**, Intelligence Specialist
- **"The Plot against America and Years and Years: Between Fascism and Populism"** by **Dominique Moïsi**
- **"Baron Noir and House of Cards: When Reality Outruns Fiction"** by **Thibaud Grenez**, then Head of Digital Affairs at Institut Montaigne
- **"Succession: Between King Lear and the Murdochs"** by **Dominique Moïsi**.



1,500
VIEWS

“TV shows have become a unique instrument for understanding the emotions — and especially the fears — of our world. During this pandemic, we have chosen to guide our readers, in a very modest and perfectly arbitrary way, through the universe of a few TV shows touching on the geopolitical, political, economic and social concerns of Institut Montaigne.”

Dominique Moïsi, Special Advisor for Geopolitics at Institut Montaigne, Editor of the summer report published on the Institut's blog

“Pleasantly surprised to discover a new specialty of Institut Montaigne, better known for its policy papers on employment or reports on responsible capitalism (...). *Homeland*, *Baron Noir*, *House of Cards*, *Years and Years* and a few others: Institut Montaigne has classic tastes when it comes to TV shows but they do you the courtesy of putting spoiler alerts at the top of each article. Institut Montaigne sure knows how to live!”

Les 80" by **Nicolas Demorand**, **France Inter**, morning show of September 15, 2020



“ Many of our members have asked us to think about tailor-made support in the face of the uncertainties brought by the crisis. Institut Montaigne has thus set up open discussion forums where each corporate member can share its experience — which varies in nature — and where our associated experts can answer their questions. For example, do we protect employees? Or, what approaches have already been successfully tested by the countries first affected by the crisis? ”

Alice Baudry, Marketing and Communications Director at Institut Montaigne

WORKSHOPS ON THE MANAGEMENT AND PERCEPTION OF THE COVID-19 CRISIS

Institut Montaigne organized a series of workshops with leading experts, exclusively for its members, in order to provide them with quantified analyses of trends and developments in the health situation:

■ **APRIL 15** | "Update on the Covid-19 health crisis, lockdowns and lifting lockdowns: protecting employees and preparing for the aftermath". A workshop led by Dr. **Philippe Guibert**, Regional Medical Director, Europe Health Consulting Practice, International SOS.

■ **APRIL 24** | "Covid-19: perceptions and behaviors in G7 countries", a presentation of his survey by **Emmanuel Rivière**, CEO of Kantar Public France.

■ **JUNE 9** | "OECD health systems in the face of Covid-19: how did they handle the emergency and how are they preparing for the aftermath?". A workshop moderated by Francesca Colombo, Head of HealthCare at the OECD.

■ **SEPTEMBER 17** | "Scenarios: what are the possible future developments in the health crisis?". A workshop led by Dr. **Philippe Guibert**.

■ **NOVEMBER 17** | "Understanding and adapting to the challenges of a new lockdown", a workshop led by **Laure Millet**, Head of the Healthcare Policy Program at Institut Montaigne.

AN IN-DEPTH REVIEW OF GEOPOLITICAL TRENDS DURING THE COVID-19 PANDEMIC

Institut Montaigne hosted a series of online events to better understand the geopolitical stakes of the crisis, each focusing on a specific country or region:

■ **MARCH 27** | A session on **China** with **François Godement**, Senior Advisor for Asia at Institut Montaigne.

■ **APRIL 3** | A session on **Russia** with **Michel Duclos**, Special Advisor for Geopolitics at Institut Montaigne.

■ **APRIL 10** | A session on the **United States** with **Gérard Araud**, former French Ambassador to the United States.

■ **APRIL 17** | A session on **India** with **Christophe Jaffrelot**, Contributor on Indian Affairs at Institut Montaigne and Research Director at CERI-Sciences Po/CNRS.

■ **APRIL 21** | A session on the **Middle East** and the **Maghreb** with **Michel Duclos** and **Hakim El Karoui**, Senior Fellow at Institut Montaigne.

PREPARING FOR THE FUTURE

BOUNCING BACK FROM COVID, A SERIES

Covid-19 has had a huge impact on our lifestyle and work habits, and it will continue to do so in the months to come. How, then, can we help companies bounce back while abiding by the guidelines and restrictions? To answer this question, Institut Montaigne has published a series of proposals for the efficient mobilization of the means of production, labor and capital.

POLICY PAPER **BOUNCING BACK FROM COVID-19: WORKING HOURS** (MAY 2020)

In this paper, **Bertrand Martinot**, Senior Fellow on issues of apprenticeship, employment and vocational training at Institut Montaigne, argues in favor of supporting companies that wish to increase working hours. He also addresses this issue beyond the private sector, for obvious reasons of fairness as much as for issues of economic and social efficiency.

To present the proposals made in the paper, Institut Montaigne organized an event on **May 15: "Employment, training and the labor market: how can we bounce back from the crisis?"** with **Franck Morel**, then Advisor to the Prime Minister on questions of labor, employment and vocational training, and with the author of the paper, **Bertrand Martinot**.



618 MEDIA MENTIONS



22,535 VIEWS



AND **3,503** DOWNLOADS



42,000 VIEWS ON SOCIAL MEDIA WITHIN THE FIRST 30 DAYS



“It is our role to put these subjects on the table,” Mr Bigorgne told the *Financial Times*. “Among the recommendations issued by Institut Montaigne earlier this month were a ‘necessary increase in the average length of work’ - to allow business to make up for lost productivity, compete with other countries, pay more taxes to limit the yawning deficit, and to avoid the risk of bottlenecks in the sectors where demand was going to remain high.”


The Financial Times, May 20, 2020

“A study by Institut Montaigne reopens the debate on working hours.”

Europe1, May 6, 2020

“A number of players are raising important questions. They require that we take time to study them, once the health crisis has passed.”

Answer given by **Edouard Philippe**, then Prime Minister, in response to proposals made by Institut Montaigne on *France 2*, May 12, 2020



“ If public support were to end too quickly, whole sections of the economic fabric would be brutally thrown into the abyss. ”

Eric Chaney, *La Croix*, May 17, 2020

“ It's important our goal be to have the strongest possible boost in investment. ”

Eric Chaney, *Good Morning Business, BFM Business*, May 15, 2020

POLICY PAPER **BOUNCING BACK FROM COVID-19: BOOSTING INVESTMENT** (MAY 2020)

The recession will have a lasting impact on the French economy, including a sharp drop in private investment. **Eric Chaney**, Economic Advisor to Institut Montaigne, has estimated that private investment in France will fall by 40% for 2020. The investment deficit at the end of 2022 could be as much as €360 billion. In this paper, Institut Montaigne outlines initial proposals to meet this challenge.

In order to discuss the findings of the paper, Institut Montaigne dedicated a slot on its recurring economic briefs, on **Thursday May 14: "Economic stakes of the Covid-19 crisis: getting out of the Covidian slump, let's boost investment"**, with the author, **Eric Chaney**.



49 MEDIA MENTIONS



6,423 VIEWS

AND **1,486** DOWNLOADS



NEARLY

148,000 VIEWS ON SOCIAL MEDIA WITHIN THE FIRST 30 DAYS

POLICY PAPER **BOUNCING BACK FROM COVID-19: 9 IDEAS TO BOOST EMPLOYMENT** (SEPTEMBER 2020)

We find ourselves in an unprecedented situation in terms of employment, as evidenced by the number of collective redundancy procedures which has more than doubled with the crisis. In this paper, **Franck Morel**, Senior Fellow at Institut Montaigne on labor, employment and issues of social dialogue, deploys an array of actionable and easily accessible solutions, giving increasing importance to social dialogue, to limit the increasing number of job seekers

As part of the launch of this paper for **Le Figaro**, Institut Montaigne organized a debate on **Thursday, September 10: "How to boost employment during Covid-19?"** with the author, **Franck Morel**, interviewed by **Marc Landré**, Editor-in-chief and Head of **Le Figaro's** French Economy department.



37 MEDIA MENTIONS



5,319
VIEWS

AND **1,062**
DOWLOADS



NEARLY
126,000 VIEWS
ON SOCIAL MEDIA WITHIN
THE FIRST 30 DAYS

“ Institut Montaigne makes new iconoclast proposals for changes in the legal framework to free up job creation in companies.”

Le Figaro, September 9, 2020

“ Everything must now be leveraged. In keeping with this logic, the paper published by Institut Montaigne, titled “French companies in Africa: facing the Covid-19 crisis”, is intended as a warning, a compass and advice. ”

Jean-Michel Huet, *Le Point*, July 3, 2020

“ Overcoming, or taking advantage of the crisis, will require a whole arsenal of support measures, support from public authorities, but also redefining economic and cultural ties between France, Europe and their African partners. These are the conclusions drawn in a paper published by Institut Montaigne. ”

Le Monde Afrique, June 6, 2020

POLICY PAPER **FRENCH COMPANIES IN AFRICA: FACING THE COVID-19 CRISIS** (JUNE 2020)

Institut Montaigne brought together several French companies operating in Africa to discuss the security, production, travel, and equipment issues they are facing during the Covid-19 pandemic. This paper, with BearingPoint partner **Jean-Michel Huet** as spokesperson, focused on the post-crisis period: how can economies be sustainably revived, and French authorities be called on to ensure a French economic presence on the continent?



27 MEDIA MENTIONS



2,885 VIEWS



7,900 VIEWS ON SOCIAL MEDIA WITHIN THE FIRST 30 DAYS

“ The crisis has highlighted shortages on the continent in a number of areas: in health, but also in education, the digital domain, the power sector and agriculture. We realized that this reinforces the importance of investing now and not in ten years. ”

Jean-Michel Huet, *Rfi Afrique*, July 1, 2020

POLICY PAPER **RECOVERY PLAN: RESPONDING TO THE ECONOMIC EMERGENCY** (NOVEMBER 2020)

Will the €100 billion stimulus plan presented by the French government on September 3 be enough? **Eric Chaney**, Economic Advisor to Institut Montaigne, has tried to assess the effect of measures dedicated to the short or medium term. Faced with the subsequent rise in Covid-19 cases and the second lockdown, he recommended the implementation of several complementary measures to support economic activity in the very short term, to reduce uncertainty for economic players, and to accelerate the adaptation of the French economy to the unprecedented supply shock it is facing.



73 MEDIA MENTIONS



4,533 VIEWS




235,000 VIEWS ON SOCIAL MEDIA WITHIN THE FIRST 30 DAYS

The paper was presented at an event organized by Institut Montaigne on **Tuesday, November 10: "What emergency measures should be adopted to respond to the economic crisis?"** with the author, **Eric Chaney**.

“ Institut Montaigne has examined each of the 68 measures of the plan, and has concluded that the €100 billion are directed more towards the transformation of our production systems in the medium term than towards an immediate injection into actual economic activity. ”

Le Figaro, November 5, 2020



“Consumer vouchers, guaranteed loans for young people... The Institut Montaigne think tank advocates for an “electroshock in demand”.”

Le JDD, December 13, 2020

“A note from Institut Montaigne calls for “a special effort in favor of the main victims of the crisis: youth”.”

AEF, press release from December 14, 2020

POLICY PAPER **RECOVERY: 30 BILLION EUROS TO SUPPORT LOW-INCOME HOUSEHOLDS** (DECEMBER 2020)

The second wave of the pandemic and the subsequent lockdown require significant financial efforts, especially for the most vulnerable. This is the main argument of this paper, written by **Eric Chaney**, Economic Advisor to Institut Montaigne, and **Julien Damon**, Associate Professor at Sciences Po. It focuses on the youth and the most disadvantaged, who have been the hardest hit by the crisis. The authors have three goals: targeting those most likely to spend immediately; directing spending towards the economic sectors most affected by the crisis; and contributing to a powerful recovery.



64 MEDIA MENTIONS



3,022 VIEWS



65,300 VIEWS ON SOCIAL MEDIA WITHIN THE FIRST 30 DAYS

REPORT **MENTAL HEALTH: FACING THE CRISIS** (DECEMBER 2020)

The psychiatric impacts of the pandemic and the exponential growth of common psychological disorders (depression, anxiety disorders, PTSD) will be one of the major health and social challenges of the coming years. To meet these challenges, **Angèle Malâtre-Lansac**, Associate Director in charge of Healthcare Policy at Institut Montaigne, encourages the recognition of the essential role of general practitioners and pediatricians in the management of common mental health disorders and to give them the means to respond to them. This can particularly be achieved by promoting collaboration between professionals and by sharing information through digital technology. By initiating innovative and collaborative management of the most common mental disorders, we can pave the way for a patient-centered approach, less stigma and better access to care.



21 MEDIA MENTIONS



3,843
VIEWS

AND **756**
DOWNLOADS



127,800 VIEWS
ON SOCIAL MEDIA
AS OF DECEMBER 31

“ The think tank’s 77-page opus calls to ‘meet the challenge’ of mental health by fully integrating primary care medicine into a collaborative approach but also by promoting reimbursement for psychotherapy. ”

The Physician’s Daily, December 8, 2020

“ Integrating mental health into primary care medicine is supported by many significant players such as the World Health Organization or the OECD. However, this issue isn’t well known or properly taken into account in France, even though international literature shows that this integrated approach is one of the most promising avenues. It allows for better quality care for patients with mild to moderate mental illnesses, increases access to care, and fights stigma by making psychiatric illnesses the same as any other. ”

Angèle Malâtre-Lansac, Associate Director in charge of Healthcare Policy at Institut Montaigne

POLICY PAPER **VACCINATION IN FRANCE: TRUST ISSUES** (DECEMBER 2020)

The vaccination campaign planned for 2021 is a real challenge for the government. As it launched, nearly 50% of French people surveyed said they did not want to be inoculated against the virus. How could this vaccination campaign be turned into a “collective adventure”? The matter goes beyond having faith in the vaccine: it is more broadly the faith that France has in itself that should be strengthened. This paper, written by **Nicolas Bauquet**, Director of Research and Transformation of Public Policy at Institut Montaigne, and **Laure Millet**, Head of the Healthcare Policy Program, aims to provide objective information on the ongoing development of the Covid-19 vaccine and on possible vaccine strategies.



40 MEDIA
MENTIONS



2,315
VIEWS
AND **532**
DOWNLOADS



4,200 VIEWS
ON SOCIAL MEDIA
AS OF DECEMBER 31

“ We need to restore trust in public policy, which underpins the vaccination policy. ”

Laure Millet, RTL, December 17, 2020

“ How can we make the Covid-19 vaccination campaign a success? The stakes are high, and the government's communication strategy has not yet been unveiled. A paper from Institut Montaigne, a think tank specializing in public policy analysis, tackles this very question. ”

Le Parisien, December 16, 2020

“ The challenge is to make this vaccination campaign a collective adventure. ”

Laure Millet and Nicolas Bauquet, Ouest-France, December 17, 2020

RESPONDING TO REGIONAL CHALLENGES

BOLSTERING LOCAL DEMOCRACY

FIGURES AND ANALYSIS OF THE FRENCH MUNICIPAL ELECTIONS OF MARCH 15 AND JUNE 28, 2020

Given the high level of interest shown by citizens as well as political and economic players in measuring and analyzing the 2012 presidential election, the 2014 municipal elections, the 2015 regional elections and the 2017 presidential election, Institut Montaigne has renewed the experience in 2020 in order to encourage the main candidates in the municipal elections to be more transparent and accountable to citizens. Thanks to the work of a team of experts in public finances, Institut Montaigne has compiled a report on the health of each of France's eleven largest cities, both from a budgetary point of view but also including six other major themes: culture, sports and tourism; democracy and local life; social policies and education; security; transport and mobility; urban planning and housing. The Institute has also published more than 200 assessments of the main proposals from the programs of the main candidates in these cities.



236 MEDIA MENTIONS



116,616 VIEWS AND **6,154** DOWNLOADS



MORE THAN **5 million** VIEWS ON SOCIAL MEDIA



AND **12** VIDEOS



“ The public finances audit of the eleven main cities carried out by Institut Montaigne, in partnership with Les Echos, for the 2020 municipal elections shows a ‘generally healthy’ situation. Debt appears to be under control, while spending has generally fallen between 2014 and 2018, in a very strained financial context for mayors. However, most metropolitan areas have seen their debt increase due to numerous devolutions of authority.”

Les Echos, February 4, 2020

REGIONAL REVITALIZATION

REPORT *SEINE-SAINT-DENIS: A FRENCH SUBURB'S QUEST FOR EMPLOYMENT AND INCLUSION* (MAY 2020)

Understanding the uniqueness and complexity of the Seine-Saint-Denis suburb must become a priority, if we are to effectively improve access to employment for its inhabitants. This is precisely the aim of the report that Institut Montaigne has produced with the support of J.P. Morgan.

In order to start a discussion with political leaders, Institut Montaigne organized an online discussion, open to all, on **Friday, June 12: "Seine-Saint-Denis: how to remove barriers to employment?"**, with **Julien Denormandie**, Minister for Cities and Housing, Stéphane Troussel, President of the Seine-Saint-Denis Departmental Council, and **Agnès Audier**, General Rapporteur for Labor.



41 MEDIA MENTIONS



14,112 VIEWS IN FRENCH AND ENGLISH



190,000 VIEWS ON SOCIAL MEDIA WITHIN THE FIRST 30 DAYS

“ The employment and integration situation in Seine-Saint-Denis remains an important source of concern. However this is not solely due to insufficient funding. The lack of cooperation between the various players is a major reason for the relatively low impact of the policies implemented. Based on this conclusion, we set out to formulate proposals to collectively win the battles for employment and integration in Seine-Saint-Denis. With the Covid-19 crisis, resolving these issues has become primordial for the development of the department.. Therefore, sharing our conclusions is crucial to launching solid initiatives. ”

Agnès Audier, General Rapporteur for Labor

Cooperation is necessary among Seine-Saint-Denis' key players: examples of education and the RSA income support

A high turnover rate for teachers

26% of teachers are less than 30 years old (vs. 10% for France on average)

50% of teachers remain in the same (middle or high) school for less than two years

49% of absent teachers are never replaced (vs. 22% for France on average)

Consequently, Seine-Saint-Denis' students may lose what amounts to a whole school year throughout their entire education.

RSA, a heavy burden for the department

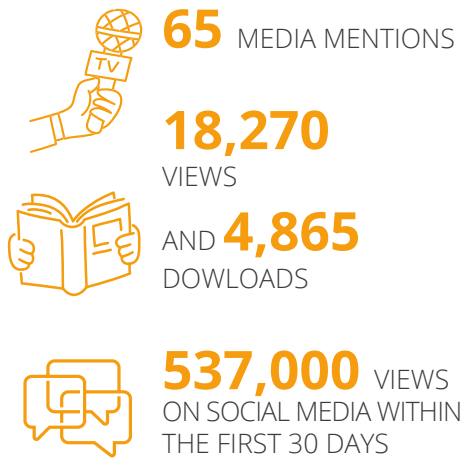
In 2018, 37% of the RSA income support was funded by the department itself, which mounted up to 188 million euros.

This subsequently restricts other budgets, such as for integration and employment policies.

REPORT *HOPE FOR LOW-INCOME NEIGHBORHOODS* (OCTOBER 2020)

This report, based on a major data analysis project, was led by **Hakim El Karoui**, Senior Fellow at Institut Montaigne. It attempts to objectively assess the situation of poor neighborhoods in metropolitan France in an unprecedented way: it describes their specificities compared to the rest of the country and also proposes a typology that could help to better understand them. By first analyzing the specific problems they are faced with — school failure, high delinquency rates and drug trafficking — this study seeks to then highlight the assets and opportunities that could then help build better urban policies for these neighborhoods.

“*In an enlightening report he wrote for Institut Montaigne, Hakim El Karoui focused on the economic and social profiles of these neighborhoods, rather than on their sociological traits.*”
Le Journal du Dimanche, October 25, 2020



“*Low-income neighborhoods in large cities are doing better than we expected. We need to change the way we look at them, and the way we study their evolution over time — focusing on job creation, population renewal and clear signs of strong economic momentum. Clearly, our policies need to change. Today, we invest too heavily in buildings and not enough in people. In addition to the ANRU (French National Urban Renewal Agency) for buildings, we need an ANRU for the inhabitants! Poor neighborhoods in small towns are more problematic because they do not benefit from the proximity to big cities. What these neighborhoods require is massive public support.*”

Hakim El Karoui, Senior Fellow at Institut Montaigne and author of the report





“ We are convinced that the AMP metropolitan area has all the necessary assets to become a French and European urban leader. ”

Baptiste Larseneur, Policy Officer at Institut Montaigne, *La Provence*, November 26, 2020


“ This report is a great inspiration for the governance of the greater metropolitan area of AMP and of its main communities. ”

Jean-Luc Chauvin, President of the Aix-Marseille Provence Chamber of Commerce and Industry, partner of the report, *La Provence*, November 26, 2020

REPORT *BUILDING THE GREATER METROPOLITAN AREA OF AIX-MARSEILLE-PROVENCE OF 2030* (NOVEMBER 2020)

As the leading economic hub in southern France, the largest French port, and a crossroads on the Mediterranean, the Aix-Marseille-Provence (AMP) metropolitan area has important assets. How can AMP be a simultaneously attractive and sustainable area, an urban point of reference in France and abroad, while also creating a “truly interesting” metropolis? To answer this question, Institut Montaigne worked with local civil society for over a year to publish this report, produced in collaboration with the Stan firm and in close partnership with the Aix-Marseille-Provence Chamber of Commerce and Industry (CCI), the Business Organization of the Bouches-du-Rhône (Upe 13) and the Club TOP20. Institut Montaigne has put forward forty proposals for how to reduce territorial divides, renovate school buildings, enhance the attractiveness of the city center, develop sustainable tourism, and consolidate an industrial policy for the Port of Marseille, in order to help fulfil the city’s potential by 2030.

 **45** MEDIA MENTIONS

 **9,350** VIEWS AND **2,307** DOWNLOADS

 **97,500** VIEWS ON SOCIAL MEDIA WITHIN THE FIRST 30 DAYS

WORKING FOR
A STRONGER
EUROPE



SEIZING EUROPEAN OPPORTUNITIES

EUROPEAN THINK TANK BRIEFINGS

Since April 2020, Institut Montaigne has been bringing together five European partners on a weekly basis — **Bruegel** in Brussels, **Clingendael** in The Hague, **DGAP** in Berlin, **ISPI** in Milan, **PISM** in Warsaw — to debate with high-profile guest speakers such as: **Clément Beaune**, Europe Advisor to the French President, **Luigi di Maio**, Italian Minister of Foreign Affairs, **Wolfgang Schmidt**, Secretary of State to the German Minister of Finance, **Marco Buti**, Director-General for Economic and Financial Affairs at the European Commission, **Pawel Jablonsky**, Polish Deputy Minister of Foreign Affairs, **Jean-Pierre Vidal**, Chief Economic Advisor to European Council President, **Michael Stibbe**, European Affairs Advisor to the Prime Minister of the Netherlands, **Maros Sefcovic**, European Commissioner for Forward Planning, **Fabienne Keller**, Member of the European Parliament, and **Michal Kurtyka**, Polish Minister of Environment and Climate.

MEETING WITH **NORBERT RÖTTGEN** (MARCH 3, 2020)

Institut Montaigne welcomed **Norbert Röttgen**, Chairman of the Bundestag Foreign Affairs Committee and then candidate for the presidency of the CDU, for a conversation on Franco-German cooperation and the future of Europe, with the Chairman of Institut Montaigne **Henri de Castries**. This meeting was covered by the European media **Politico**, **Die Welt** and **Das Handelsblatt**, and was featured in an Agence France-Presse press release regarding NATO's efforts to ease tensions between Turkey and the European Union.



MEETING WITH **MIKE POMPEO** (NOVEMBER 14, 2020)

During his official visit to Europe, U.S. Secretary of State **Mike Pompeo** met with experts from Institut Montaigne on Saturday, November 14. Director **Laurent Bigorgne**, Special Advisor **Michel Duclos**, and Director of the Institute's Asia Program **Mathieu Duchâtel**, discussed American foreign policy priorities for the last months of Donald Trump's term of office, as well as his record over the last two years.





POLICY PAPER **THREE MIGRATORY EUROPE**S (JANUARY 2020)

In partnership with Terra Nova, Institut Montaigne focused on intra-European migratory flows and highlighted their political and economic impact on the European Union countries that are currently experiencing a demographic crisis, mainly in Central and Eastern Europe.

“ *The abolition of the Dublin system will be a clear step forward. However, the success of the new agreement on migration and asylum requires a re-evaluation of European hosting policies, to better include migration issues in the future international partnerships of the Union.* ”

Opinion piece by **Thierry Pech**, Executive Director of Terra Nova and **Jean-Paul Tran Thiet**, Senior Fellow at Institut Montaigne, **L'Express**, September 25, 2020



8 MEDIA
MENTIONS



2,149
VIEWS



68,000 VIEWS ON
SOCIAL MEDIA WITHIN
THE FIRST 30 DAYS

POLICY PAPER **SPACE: WILL EUROPE AWAKEN?** (FEBRUARY 2020)

How can Europe become a power to reckon with in space? Co-authored by three European experts, **Arthur Sauzay**, Contributor to Institut Montaigne on Spatial Issues, **Juha-Matti Liukkonen**, Director of Space and New Technologies at the Reaktor consultancy firm (Finland) and **Sebastian Straube**, International Expert on New Space in Germany, the paper aims to raise European ambition in this area and to give new impetus to the European space program.



55 MEDIA MENTIONS



4,327 VIEWS

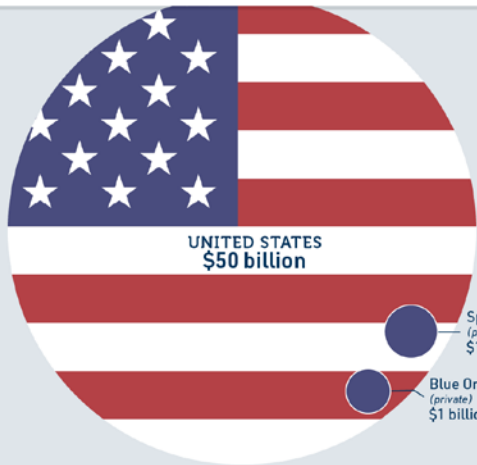


AND **647** DOWNLOADS

255,000 VIEWS ON SOCIAL MEDIA WITHIN THE FIRST 30 DAYS

Investments in the Space Sector

(2019 budget)



Including France
\$1.4 billion



INSTITUT MONTAIGNE
Space: Will Europe Awaken?
www.institutmontaigne.org

“ The European Union must develop its own capabilities to track objects in space, according to a report published this week by Institut Montaigne, a French think tank. The paper made four other recommendations. Europe can no longer rest on its laurels. ”

Politico, February 21, 2020



“ Because we believe in European independence and felt the need to contribute, we directed the *Responsible Capitalism: An Opportunity for Europe* report by Institut Montaigne and the Comité Médicis and developed 17 concrete proposals.”

Jean-Dominique Senard, Chairman of the Board of Directors of the Renault Group and Vice-Chairman of Institut Montaigne, and **Yves Perrier**, Chief Executive Officer of Amundi and Chairman of the Comité Médicis, in an article published in the *Frankfurter Allgemeine Zeitung* on 21 October 2020

“ The notion of responsible capitalism is not new and is increasingly making its way into the public debate, but the severity of the crisis we are going through makes it even more crucial that it be included in the European vision.”

Christian Nouel, Partner, Gide, Option Droit et Affaires, September 16, 2020



REPORT **RESPONSIBLE CAPITALISM: AN OPPORTUNITY FOR EUROPE** (SEPTEMBER 2020)

The geopolitical context in which Europe must evolve, whether as a political entity or as an economic space, will probably become increasingly tense in the coming years. At the same time, we face challenges of unprecedented magnitude, whether they be linked to climate change, the digital transformation of our economies and lifestyles, or the fragmentation of democratic societies. At the end of several months of work carried out in collaboration with the Médicis Committee, by a group chaired by **Yves Perrier**, CEO of Amundi, and **Jean-Dominique Senard**, Chairman of the Board of Directors of the Renault Group, 17 proposals have been drawn up to enable the emergence of an economic and political context that is favorable to long-term and responsible investment by European companies.



43 MEDIA
MENTIONS



7,219
VIEWS

AND **1,703**
DOWNLOADS



210,000 VIEWS
ON SOCIAL MEDIA WITHIN
THE FIRST 30 DAYS

What will it take to make capitalism responsible?

Financial capitalism

(according to Milton Friedman)



Making a profit



Only if they do not
interfere with business



The short term, the goal is
growth



Only one priority: to not
inhibit growth

Purpose of the
company

Social and
environmental issues

Global

Rules and
regulations

Responsible capitalism

Social above all, creating
value for employees, clients,
communities, civil society

They are the only way to make
capitalism sustainable

The long term, to respond
to social, ecological, and
economic needs

Adapt legislation to
environmental and social
issues



OPINION PIECE **THE SINATRA DOCTRINE: BUILDING A UNITED EUROPEAN FRONT** (SEPTEMBER 9, 2020)

Josep Borrell, Vice President of the European Commission and High Representative of the European Union for Foreign Affairs, has shared his exclusive vision of the future of EU-China relations with Institut Montaigne. In this paper, he formulates a doctrine for the European Union vis-à-vis China that advocates for the affirmation of European sovereignty and for unity.

“An insight into the definition of a new European strategy towards China by Institut Montaigne.”

SwissInfo, September 4, 2020



2,149
VIEWS



NEARLY
3,000
PEOPLE REACHED
ON OUR SOCIAL MEDIA



“The proposal for a carbon tax on imports is the only one that treats all trading partners fairly. It is therefore the one that should be included in the renegotiation of all trade agreements, with the aim of promoting a global carbon price.”

Eric Chaney, Economic Advisor to Institut Montaigne, *L'Express*, June 25, 2020

IN
YOUR
HANDS

POLICY PAPER *THE CARBON DIVIDEND: EUROPE'S WINNING CARD* (JUNE 2020)

In this paper, **Eric Chaney**, Economic Advisor to Institut Montaigne, explains that there is no contradiction between the fight against global warming and getting our economies back on track. In order to change behaviors and production methods, one of the most effective strategies is to implement a single incremental high carbon price, so as to raise the price of goods and services to the level of the damage caused by their carbon content. A full and decentralized redistribution of the carbon dividend could lead to an ecological transition that is not only efficient but also fair. The creation of a "Carbon Club" would give Europe the means to help move the world towards decarbonization.



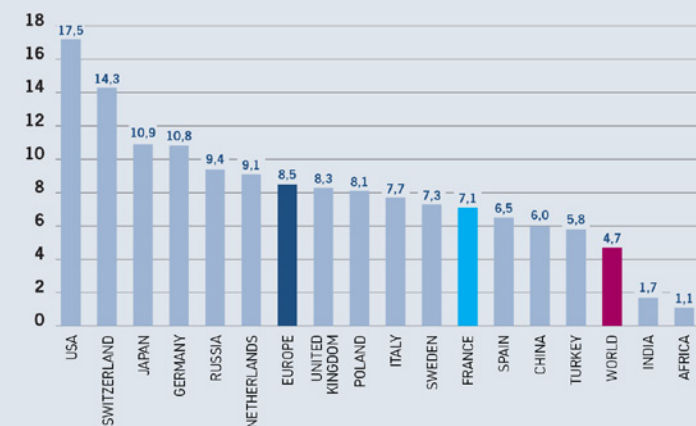
4 MEDIA MENTIONS

3,790 VIEWS



73,000 VIEWS ON SOCIAL MEDIA WITHIN THE FIRST 30 DAYS

On average, a European citizen accounts for 50% less CO₂ emissions than an American citizen, and 42% more than a Chinese citizen



Per capita CO₂ emissions (2017) from a consumption perspective (carbon footprint)

Source: Global Carbon Budget 2019, Le Quéré & alii ; World population Prospects 2019, UN ; Author calculation © ECHO

INSTITUT MONTAIGNE
The Carbon Dividend: Europe's Winning Card
www.institutmontaigne.org

STRATEGIC DIALOGUES WITH INDIA

Institut Montaigne's Asia Program organized two high-level dialogues with India in 2020.

The 2020 edition of the **Europe-India policy dialogue**, organized in partnership with **Carnegie India** and **Fundação Oriente**, was held on November 23 and 24 and was inaugurated by the Portuguese and Indian Foreign Ministers, **Augusto Santos Silva** and **Subrahmanyam Jaishankar**.

At the France-India level, Institut Montaigne, in partnership with the **Observer Research Foundation** (ORF), organized the discussion "Moving forward the France-India partnership" on December 8 and 9, which brought together a group of officials and private sector representatives from both countries — the conclusions can be found on Institut Montaigne's website.

INSTITUT MONTAIGNE PARTICIPATED IN THE **RAISINA DIALOGUE 2020**

The **Raisina Dialogue** is a multilateral conference held annually in **New Delhi**, India. Institut Montaigne attended the 2020 edition that took place in January. **François Godement**, Institut Montaigne's Senior Advisor for Asia, and **Gilles Babinet**, Institut Montaigne's Advisor on Digital Issues, were invited by the **Observer Research Foundation** (ORF) and the **Indian Ministry of Foreign Affairs** to take part in a panel on "5G and the New Tech Wars", representing the European voice on the issues.



EUROPEAN ROUND TABLES



JANUARY 30 | "Brexit: what kind of trade agreement should we expect from the European Union and the United Kingdom?", breakfast with **Amélie de Montchalin**, then Secretary of State to the Minister of Europe and Foreign Affairs, in charge of European Affairs, **Jacques Gounon**, then Chairman and CEO of Getlink, and **Georgina Wright**, then Researcher at the British Institute for Government. The discussion was moderated by Rym Momtaz, France Correspondent for *Politico*.

FEBRUARY 4 | "Europe and 5G", breakfast with **François Godement**, Senior Advisor for Asia at Institut Montaigne, **Achour Messas**, Partner and Member of the Executive Committee of Mazar, **Agnès Pannier-Runacher**, then Secretary of State to the Minister of Economy and Finance, in charge of telecoms, **Mari-Noëlle Jégo-Laveissière**, Deputy CEO, Director of Technology and Innovation of the Orange Group, and **Didier Casas**, Deputy CEO of Bouygues Telecom. The discussion was moderated by **Elsa Bembaron**, Telecom and Tech Journalist at *Le Figaro*.



APRIL 8 | "Covid-19: what are the stakes for Europe?" webinar with **Clément Beaune**, then Special Advisor on Europe to the French President, and with **Nicolas Bauquet**, Associate Director for Research and Transformation of Public Policy at Institut Montaigne.

JUNE 18 | "The European recovery plan: what is at stake?" webinar with **Thierry Breton**, European Commissioner for the Internal Market, and with **Michel Duclos**, Special Advisor for Geopolitics at Institut Montaigne.



JUNE 25 | "The Green Deal in the midst of the crisis: perspectives on the eve of the German Presidency of the EU Council" a debate organized in partnership with the Genshagen Foundation, as part of the Genshagen 2020 Forum. It was held in the presence of MEP **Yannick Jadot**, German MP **Franziska Brantner**, Toulouse School of Economics (TSE) Director **Christian Gollier**, and the "climate and energy" Director of the German Federation of Industry **Carsten Rolle**.

JUNE 25 | "Great Britain: Between Covid-19 and the Upcoming Brexit", webinar with **Martin Wolf**, Chief Economic Commentator of the *Financial Times*, and with **Dominique Moïsi**, Special Geopolitical Advisor to Institut Montaigne.



JUNE 3 | "Authors' Perspectives: Emmanuel Macron on the European and Global Stage", webinar featuring **William Drozdiak**, nonresident Senior Fellow at the Brookings Institution and author of *The Last President of Europe* (PublicAffairs, 2020), and **Sophie Pedder**, Paris Bureau Chief of The Economist and author of *Révolution Française: Emmanuel Macron and the Quest to Reinvent a Nation* (Bloomsbury, 2018). The discussion was moderated by **Michel Duclos**, Special Advisor for Geopolitics at Institut Montaigne.



ASSERTING EUROPEAN SOVEREIGNTY

CHINA STRATEGY GROUP

On June 25 and 26, Institut Montaigne's Asia Program, in partnership with the Fundação Oriente, held its annual **China Strategy Group**, this time held in a digital format for European participants. This seminar brought together a select group of political and economic decision-makers and observers of Chinese issues, to strengthen the European strategy regarding China. The discussions, introduced by **François Godement**, Senior Advisor for Asia at Institut Montaigne, and **Carlos Gaspar**, of the Fundação Oriente, focused on EU-China relations, the question of China's contribution to the global economic recovery, the consequences of the health crisis on Chinese policies, and the challenge of technology transfers to China.

POLICY PAPER *EUROPE'S PUSHBACK ON CHINA* (JUNE 2020)

In this paper on the state of EU-China relations, **François Godement**, Senior Advisor for Asia at Institut Montaigne, welcomes the European Union's recent progress on a number of critical issues: trade, foreign investment and critical technologies. For European decision-makers, there has been a wake-up call: China is strong, Europe is vulnerable, the dream of relocating production chains has a cost, and China will not keep all its promises. This paper from Institut Montaigne makes six recommendations that will allow Europe to defend its interests and values.



7 MEDIA MENTIONS

5,558
VIEWS

15,900 VIEWS ON
SOCIAL MEDIA WITHIN
THE FIRST 30 DAYS

“ A new paper, by François Godement of Institut Montaigne in Paris, describes Europe and America's poor record of agreeing on, let alone imposing, policies that force China to do things.”

The Economist, July 2, 2020

“ As the China analyst François Godement argues in a recent paper for Institut Montaigne, Europe's relations with China are a constant test of strength.”

Financial Times, August 19, 2020



“ The "Transatlantic Trends 2020" survey, conducted in the United States, France and Germany by the German Marshall Fund of the United States (GMF), Institut Montaigne and the Bertelsmann Foundation, shows some significant inflections in transatlantic relations, whether on security and defense issues or on relations with China. ”

La Croix, June 23, 2020

STUDY **TRANSATLANTIC TRENDS 2020** (JUNE 2020)

This public opinion survey conducted jointly in the United States, France, and Germany by Institut Montaigne, the **German Marshall Fund of the United States** (GMF), and the Bertelsmann Foundation explores the main trends shaping transatlantic relations and their evolution before and after Covid-19. The dialogue between Europe and the United States is structured through several topics: security and defense, relations with China, trade and the digital transition.

The results of the survey were presented during an online event organized by Institut Montaigne, the GMF and the Bertelsmann Foundation on **Tuesday, June 30: "Transatlantic Trends 2020"** with **Irene Braam**, Director of the Bertelsmann Foundation, **Karen Donfried**, President of the GMF, **Michel Duclos**, Special Advisor for Geopolitics at Institut Montaigne, and other experts, for a discussion on the American, German and French perceptions of transatlantic relations before and during Covid-19.



62 MEDIA
MENTIONS



1,242
VIEWS



15,000 VIEWS ON
SOCIAL MEDIA WITHIN
THE FIRST 30 DAYS

POLICY PAPER **TRUMP OR BIDEN - REBUILDING THE TRANSATLANTIC RELATIONSHIP** (OCTOBER 2020)

As Joe Biden was elected President of the United States, the arrival of a new administration lay the foundation for a new relationship. In this paper, published a few days before the American election, **Michel Duclos**, Special Advisor for Geopolitics at Institut Montaigne and former Ambassador, suggests a three-pronged approach for a new relationship with our American allies: broadening the transatlantic agenda, reflecting on a European strategic offer and defining new modalities for dialogue. To this end, the European countries must talk to each other and be organized, in order to adopt coherent positions regarding the new President.

Institut Montaigne organized an online event to present its vision for a new transatlantic pact, ahead of the US presidential elections, on **Wednesday, October 21: "US Presidential Elections: What Future for Transatlantic Relations?"** with the author of this paper **Michel Duclos**, **Bruce Stokes**, Executive Director of *the Transatlantic Task Force: Together or Alone?* at the German Marshall Fund, and **Tara Varma**, Director of the Paris Office and Policy Fellow at the European Council on Foreign Relations (ECFR). **Mahaut de Fougères**, Policy Officer at Institut Montaigne, moderated the discussion.



14 MEDIA MENTIONS



4,741 VIEWS



265,000 VIEWS ON SOCIAL MEDIA WITHIN THE FIRST 30 DAYS

“As Michel Duclos, a French ex-diplomat, notes in a paper for Institut Montaigne, a think tank, the risk is that a Biden administration might default to “a polite practice of consultation in exchange for unequivocal alignment with American positions”.”

The Economist, October 29, 2020





CHINA TRENDS

China Trends is a quarterly journal published by Institut Montaigne that seeks to understand China based on Chinese language sources. Each issue is devoted to a specific theme and is edited by **Viviana Zhu**, Policy Officer in the Asia program of Institut Montaigne:

- 5th edition (June 2020), **"EU-China: Towards a Chinese Win"**
- 6th edition (August 2020), **"Overstretch? China's Foreign Policy Gamble"**
- 7th edition (October 2020), **"China: The Shrinking Margins for Debate"**

“ This year, because of the crisis, many countries around the world — and especially in Europe — have taken a keen interest in China. *China Trends* has allowed us to take a closer look. ”

Viviana Zhu, Policy Officer in the Asia program of Institut Montaigne, Editor-in-chief of *China Trends*



6,000

READS IN FRENCH
AND ENGLISH



334,000

PEOPLE REACHED
ON OUR SOCIAL MEDIA

POLICY PAPER **FRANCE AND GERMANY TOGETHER: PROMOTING A EUROPEAN CHINA POLICY** (NOVEMBER 2020)

Written by **François Godement**, Senior Advisor for Asia at Institut Montaigne, and **Gudrun Wacker**, Senior Fellow in the Asia section of the German Institute for International and Security Affairs (SWP), this paper offers a French-German roadmap for a more effective European policy towards China.

François Godement, Senior Advisor for Asia at Institut Montaigne, was in **Singapore** in January for the **"Regional Outlook Forum 2020: Disruption, Competition and Collaboration"** organized by the ISEAS Yusof Ishak Institute, where he offered legal expertise on the consequences of the evolution of the Sino-American relationship.



MEDIA MENTIONS
IN **LES ECHOS**



2,207
VIEWS



82,600 VIEWS
ON SOCIAL MEDIA
AS OF DECEMBER 31



ADAPTING TO A CHANGING SOCIETY

SUPPORTING AN INCREASINGLY DIGITAL SOCIETY

REPORT **ALGORITHMS: PLEASE MIND THE BIAS!** (MARCH 2020)

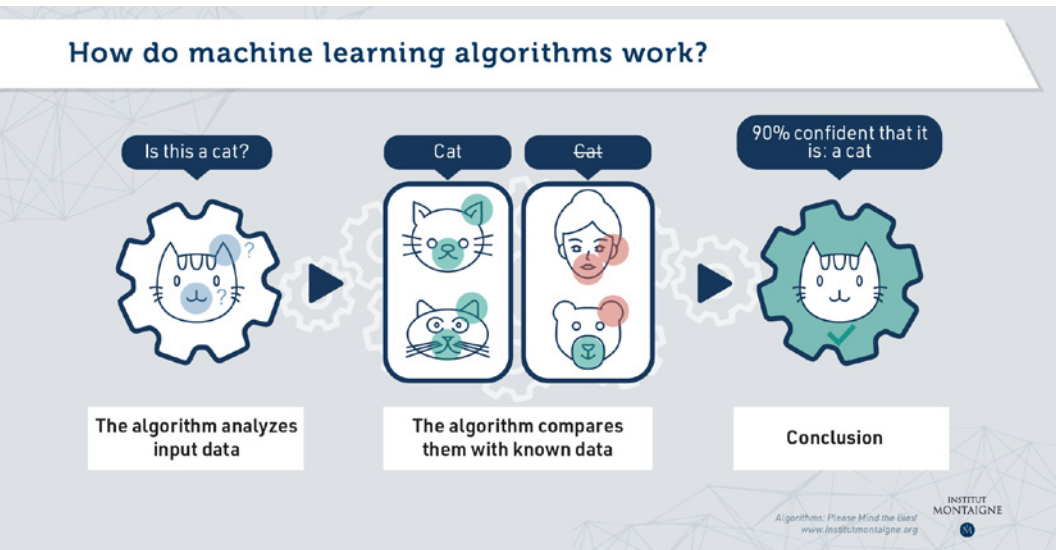
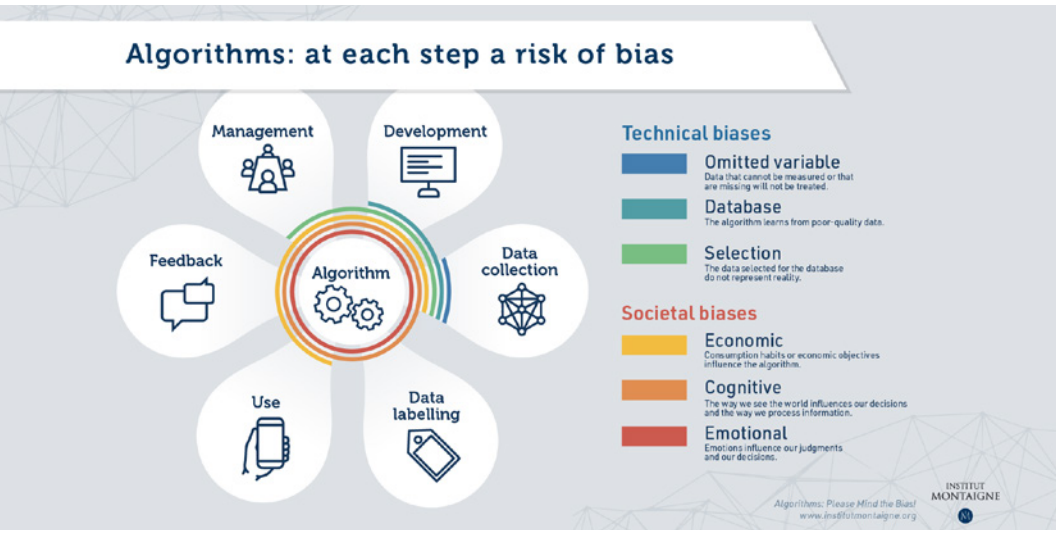
What happens if a recruitment algorithm systematically leaves out women or ethnic minorities? This report addresses the issue from a French perspective — the majority of current analyses tend to apply an American lens. The working group, chaired by **Anne Bouverot**, Chairman of the Board of Directors of Technicolor and President of the Abeona Foundation, and **Thierry Delaporte**, Executive Vice President of Capgemini, having conducted over 40 interviews, sought to provide actionable solutions to limit potential abuses and restore confidence in algorithms.



The findings were presented by **Anne Bouverot**, Co-chair of the report, **Marie-Laure Denis**, President of the "Commission nationale de l'informatique et des libertés" (CNIL), **Sasha Rubel**, Programme Specialist, Digital Innovation and Transformation at UNESCO, and **Dominique Cardon**, Director of the Sciences Po Medialab, at a breakfast discussion organized by Institut Montaigne on **Tuesday, March 10**. The discussion was moderated by **Nicholas Vinocur**, Technology Editor at **Politico**.

“ Institut Montaigne’s recent report on bias in AI shows that trust in algorithms depends on the ability to prove that they are fair.”

Anne Bouverot, Le Monde, 7 October 2020



“ The cyberbullying phenomenon, exacerbated by a group effect, affects young people in particular, who withdrew even further into social media during the lockdown. According to a study by Institut Montaigne, 63% of young people say they have been victims of cyberbullying at least once. ”

FranceTVInfo, November 9, 2020

REPORT **FRENCH YOUTH: ONLINE AND EXPOSED** (APRIL 2020)

Cyberviolence, offensive content, invasion of privacy: to better understand these phenomena, Institut Montaigne conducted an opinion survey of 5,000 French people with AXA Prévention and Dentsu Aegis Network. On this basis, the two chairmen of the working group, **Gilles Babinet**, Advisor on Digital Affairs at Institut Montaigne, and **Thierry Jadot**, then Chairman and CEO of Dentsu Aegis Network France, MENA and Turkey, put forward 10 proposals to train, support and empower young people and stakeholders, especially digital platforms.

The report's findings and proposals were discussed during an online event on **Wednesday, May 6**, with **Jean-Michel Blanquer**, French Minister of National Education and Youth, **Justine Atlan**, Executive Director of the e-Enfance association, **Florence Chafiol**, Partner at August Debouzy, **Roch-Olivier Maistre**, President of the CSA, and the report's Co-presidents **Gilles Babinet** and **Thierry Jadot**.



22 MEDIA MENTIONS



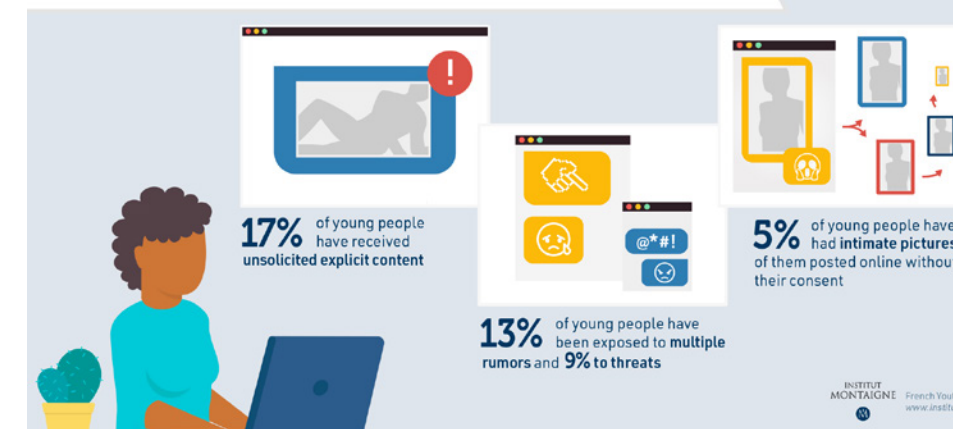
8,403 VIEWS

AND **1,091** DOWNLOADS



236,000 VIEWS ON SOCIAL MEDIA WITHIN THE FIRST 30 DAYS

More than half of young people have been affected by cyberviolence




POLICY ANALYSIS **A MID-TERM REVIEW OF THE FRENCH GOVERNMENT'S DIGITAL PROGRAM** (APRIL 2020)


A paper by **Gilles Babinet**, Advisor on Digital Affairs at Institut Montaigne, provides a mid-term assessment of the government's digital commitments. This publication highlights the government's commitment to digital transformation, as well as its efforts, which are still struggling to materialize due to the weakness of government actions — particularly in the areas of health, research and innovation.

“ From start-up nation to major disappointment. Institut Montaigne has assessed President Emmanuel Macron's digital policy halfway through his term. In a recent report, the think tank criticized several initiatives supported by a government still considered 'pro-active', as results are yet to materialize. ”


L'Express, March 25, 2020



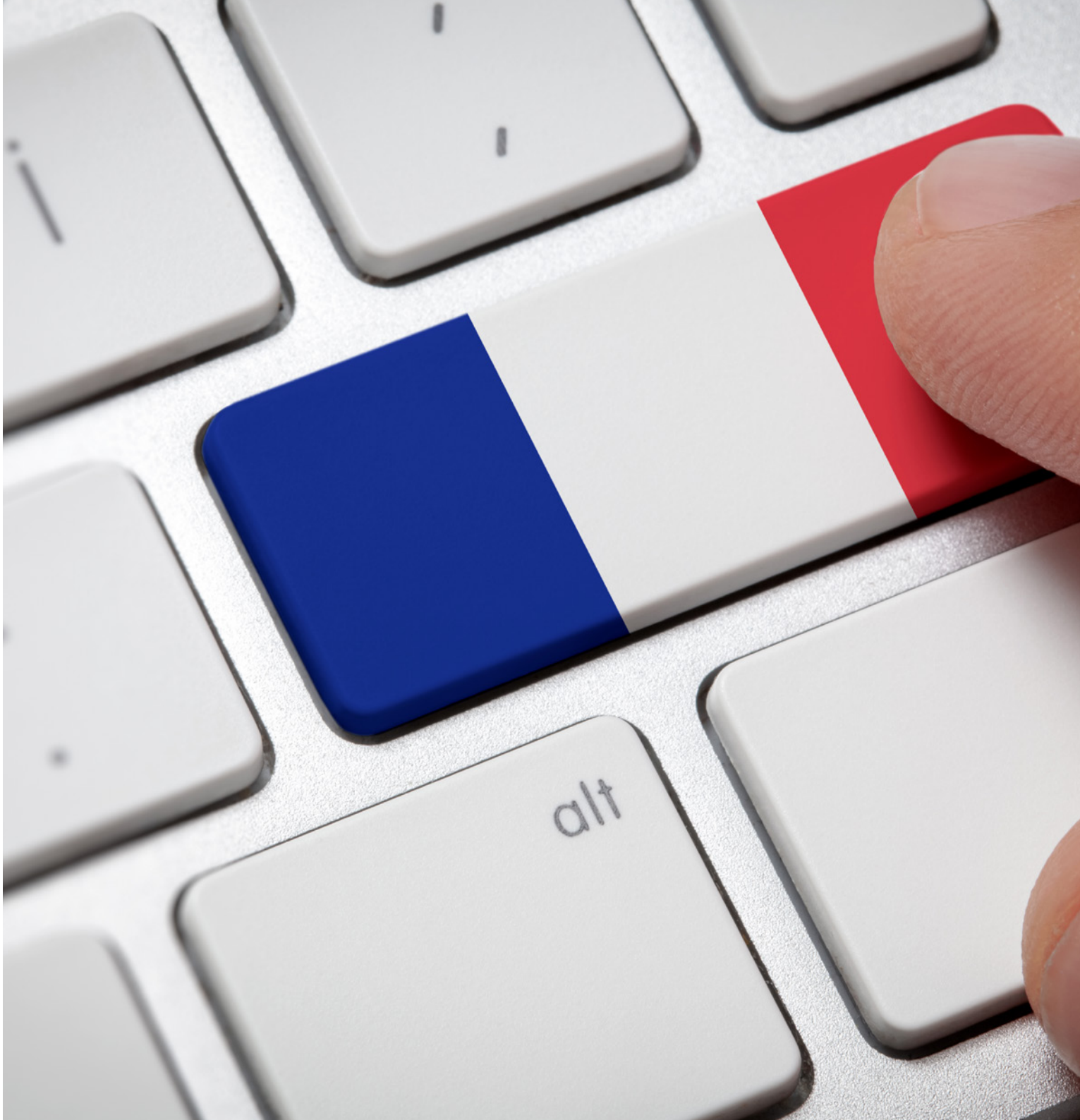
5 MEDIA MENTIONS



1,462 VIEWS



40,000 VIEWS ON SOCIAL MEDIA WITHIN THE FIRST 30 DAYS



OBJECTIF IA TRAINING (SINCE APRIL 2020)

The working life of many French people was severely disrupted by the lockdown. Institut Montaigne and OpenClassrooms (a new generation online school), in partnership with the Abeona Foundation (which promotes fair AI development), launched the **Objectif IA** initiative: a free online training and certified program, to fully understand artificial intelligence in less than six hours. The aim is to train any French-speaking person who wishes to learn about the opportunities and challenges of this technology.

“ We hope that, despite the lockdown, everyone can continue to learn about issues pertaining to technologies that permeate our daily lives, now more than ever. ”

Anne Bouverot, President of the Abeona Foundation, training partner, **La Croix**, 2 April 2020



66 COMPANIES ARE MEMBERS OF THE STRATEGIC COUNCIL



MORE THAN
100,000 PEOPLE HAVE STARTED TRAINING



58,000 PEOPLE HAVE OBTAINED THE CERTIFICATE



34,400 VIEWS



110,000 PEOPLE REACHED ON OUR SOCIAL MEDIA



On **April 2**, the day of the official launch, the training was unveiled during an online event, live-streamed on our social media, reaching 110,000 people. The course and its advantages were presented by Gilles Babinet, Digital Advisor to Institut Montaigne, Laurent Bigorgne, Director of Institut Montaigne, Anne Bouverot, President of the Abeona Foundation, and Pierre Dubuc, CEO of OpenClassrooms.

On **June 5**, Institut Montaigne held a panel discussion on **"What's the role of women in the development of inclusive AI?"** with four speakers: **Anne Bouverot**, Chairman of the Board of Technicolor and President of the Abeona Foundation, **Anne-Laure Thieullent**, Vice President of AI at Capgemini, **Valérie Lafdal**, Managing Director of Business & Decision France and Deputy Managing Director of Business & Decision, a subsidiary of the Orange Group, **Laurence Lafont**, President of Impact IA and COO of Microsoft France, and **Camille Godeau**, Deputy Director of Institut Montaigne.

On **November 26**, Institut Montaigne welcomed **Cédric O**, Secretary of State for the Digital Transition and Electronic Communications, **Gilles Babinet**, Institut Montaigne's Advisor on digital issues, and **Esther Mac Namara**, Vice President of Public Sector at OpenClassrooms for an event called **"Objectif IA: the challenges of the future start now!"**

ADDRESSING GROWING DEMOGRAPHIC CHALLENGES

POLICY PAPER *E-HEALTH: UP THE DOSE!* (JUNE 2020)

This paper, whose taskforce was chaired by **Thomas Buberl**, CEO of AXA, **Bernard Charlès**, CEO of Dassault Systèmes, and **Thomas London**, Associate Director of McKinsey's French office, aims to make e-health a priority in France and to promote a united and visible healthcare sector. Revealing the potential of e-health is essential to meeting the many challenges of the system: the rise of chronic diseases, demographic changes, economic issues and the fight against pandemics. Its development represents an opportunity for value creation of €16-€22 billion annually, as estimated by McKinsey & Company.

Prior to the publication of the report, Institut Montaigne organized a breakfast for its members on Thursday, **February 27: "Digital transformation and the future of health"** with **Bernard Charlès**, Chairman and CEO of Dassault Systèmes, and **Paul Hudson**, CEO of Sanofi. The discussions were moderated by **Angèle Malâtre-Lansac**, Associate Director in charge of Healthcare Policy at Institut Montaigne.



36 MEDIA MENTIONS



13,089 VIEWS



112,600 VIEWS ON SOCIAL MEDIA WITHIN THE FIRST 30 DAYS



1 MOTION DESIGN

“ Health is one of the main pillars of the French social model. We must preserve it. To preserve it, we must develop it, modernize it and improve it. ”

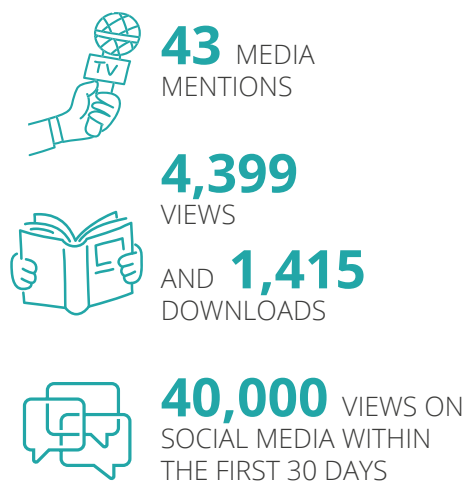
Thomas Buberl, CEO of AXA and Co-chair of Institut Montaigne report on e-health, *Le Figaro*, June 16, 2020



POLICY PAPER *PENSIONS: FOR A BALANCED SYSTEM* (MARCH 2020)

Compared to its neighbors, France spends a lot on its pension system (nearly 14% of its GDP). Savings are indeed necessary, to the tune of €17 billion by 2025. Unifying schemes is a means but not an end in itself and must be flanked by measures to ensure the financial sustainability of our system. Increasing the work time of French people by three quarters would make up for the short term deficit, while strengthening growth and social guarantees for the oldest and most vulnerable workers.

“ Institut Montaigne insists that the real issue of pension reform is not so much the simplification and reorganization of the 42 pension schemes, but rather a necessity for financial reform. ”
Le Figaro, March 5, 2020





POLICY PAPER **REFORMING PENSIONS IN TIMES OF CRISIS**
(NOVEMBER 2020)

Interrupted during the crisis, the French pension reform must be brought back to the forefront and reevaluated accordingly. Building on a paper it published in March, Institut Montaigne is proposing four key guidelines to restore scheme balances in the long run. We recommend maintaining social contributions in a context of high unemployment, fragile economic recovery and the deteriorating competitiveness of our economy, as well as a dialogue with all stakeholders. It also seems essential to maintain the goal of abolishing special schemes, and to give French citizens the choice between increasing or reducing the pensions of those who prefer to retire earlier.



14 MEDIA
MENTIONS



2,686
VIEWS



72,000 VIEWS ON
SOCIAL MEDIA WITHIN
THE FIRST 30 DAYS

EVENTS



LEADERSHIP AND POLICY CYCLE

“ This year, we were honored to welcome several leaders, allowing our members to hear from important private players. They discussed their experience of the crisis and the future they envision for their organizations in the Covid-19 context. We also allowed our political leaders to present their roadmap and their crisis-management strategy. ”

Laurent Bigorgne, Director of Institut Montaigne



JANUARY 9 | Breakfast with **Philippe Petitcolin**, CEO of Safran

JANUARY 24 | Breakfast with **Elisabeth Borne**, French Minister of Ecological Transition and Solidarity

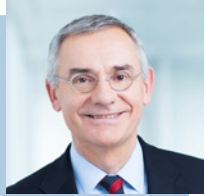


JANUARY 29 | Breakfast with **Jean-Philippe Puig**, CEO of Groupe Avril

MAY 5 | "Michelin and Covid-19: the strategy of a leader in sustainable mobility" with **Florent Menegaux**, President of the Michelin Group, and **Laurent Bigorgne**



MAY 19 | "Sodexo, the crisis and the aftermath" with **Denis Machuel**, CEO of Sodexo and **Laurent Bigorgne**



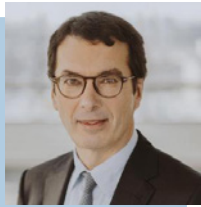
MAY 28 | "Transdev: a vision of transport during the crisis after" with **Thierry Mallet**, Chairman and CEO of Transdev and **Laurent Bigorgne**



JUNE 4 | "Working and producing in France: the example of Sisley" with **Philippe d'Ornano**, President of Sisley, and **Laurent Bigorgne**



JUNE 10 | "Renault in the face of the crisis: what's the future of the automotive sector?" with **Jean-Dominique Senard**, Chairman of the Board of Directors of Renault and Vice-Chairman of Institut Montaigne and **Laurent Bigorgne**



JUNE 30 | "Understanding the role of a public utility company: the SNCF" with **Jean-Pierre Farandou**, Chairman and CEO of SNCF, and **Laurent Bigorgne**



SEPTEMBER 23 | "La Poste: a local public service in the age of Covid" with **Philippe Wahl**, Chairman and CEO of La Poste, and **Laurent Bigorgne**

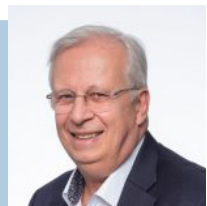
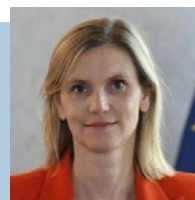


SEPTEMBER 30 | "Running a global firm in the age of geopolitical fragmentation" with **Mark Schneider**, CEO of Nestlé SA, and **Henri de Castries**



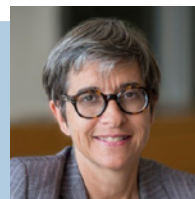
OCTOBER 6 | "Growth in spite of the crisis: what strategy for CMA CGM?" with **Rodolphe Saadé**, Chairman and CEO of CMA CGM, and **Laurent Bigorgne**

NOVEMBER 3 | "Competitiveness and social cohesion: what is the role of the French industry?" with **Agnès Pannier-Runacher**, French Minister for Industry, and **Laurent Bigorgne**



NOVEMBER 5 | "The future of mobility: Valeo's strategic vision" with **Jacques Aschenbroich**, Chairman and CEO of Valeo, and **Laurent Bigorgne**

NOVEMBER 18 | "RATP: what vision for the city of tomorrow?" with **Catherine Guillouard**, President and CEO of RATP, and **Laurent Bigorgne**



NOVEMBER 26 | "RATP: what will the cities of tomorrow look like?" with **Jean-Baptiste Djebbari**, French Minister of Transport, and **Laurent Bigorgne**

DECEMBER 1 | "UniCredit: a strategic vision for the banking sector?" with **Jean-Pierre Mustier**, Chairman and CEO of UniCredit, a discussion with **Henri de Castries**



DECEMBER 10 | "Growing in times of major change: what industrial project for Vivendi?" with **Arnaud de Puyfontaine**, Chairman of Vivendi's Management Board, and **Laurent Bigorgne**

ERIC CHANEY'S ECONOMIC BRIEFS DURING THE CRISIS

Since the beginning of the crisis, **Eric Chaney**, Economic Advisor to Institut Montaigne, has offered 18 "economic briefs" in order to continuously assess the economic consequences of the crisis in France, as well as for the global economy. He covered the different recovery scenarios, the debt issue, the ECB's response, the stakes of a European recovery plan and the future of globalization.

MARCH 26 | "Brief on French and Chinese lockdown easing scenarios"

APRIL 2 | "Brief on Covid-19's impact on public debt"

APRIL 9 | "Brief on the recession of world economies and of the Eurozone"

APRIL 16 | "Brief on the European response and the recovery plan"

APRIL 23 | "Brief on the sectoral impact of the economic recovery scenarios"

APRIL 30 | "Health and economic strategies for easing lockdown" with **Eric Chaney** and his guest **Christian Gollier**, Director of the Toulouse School of Economics

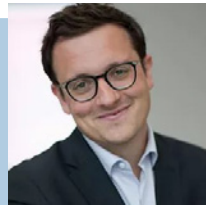


MAY 7 | "Economic analysis in the context of the health crisis" with **Eric Chaney** and his guest **Janet Yellen**, former Chair of the Federal Reserve Board (2014-2018), then at The Brookings Institution

MAY 20 | "The economic challenges of the Covid-19 crisis: the recovery fund and the future of globalization"

JUNE 4 | "The economic challenges of the Covid-19 crisis: will we choke on debt?"

JUNE 11 | "Economic consequences of the Covid-19 crisis"



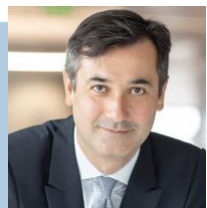
JULY 1 | "Global trade, recovery, debt, policy follies?" with **Eric Chaney** and his guest **Ludovic Subran**, Chief Economist of Allianz SE

JULY 7 | "Monetary policy and debt: what are the main issues of the crisis?" with **Eric Chaney**

and his guest **Olivier Garnier**, Director of Research and International Relations at the Banque de France



SEPTEMBER 16 | "Economic update: how is the French economic recovery going?" with **Eric Chaney** and his guest **Julien Pouget**, Head of the Business Conditions Department at INSEE



OCTOBER 1 | "Monetary policies and stimulus: does it work?" with **Eric Chaney** and his guest **Gilles Moëc**, Chief Economist at AXA Group

OCTOBER 15 | "Central Banks and States: how far will the dependency go and at what cost?" with **Eric Chaney** and his guest

Alain Durré, Chief Economist at Goldman Sachs France

NOVEMBER 5 | "Have the financial markets gone crazy?" with **Eric Chaney** and his guest **Augustin Landier**, Economist and Professor of Finance at HEC

NOVEMBER 19 | "Post-election outlook and implications for the U.S. economy" with **Eric Chaney** and guest **Constance Hunter**, Chief Economist at KPMG

DECEMBER 3 | "Central bank digital currencies: what to expect?" with **Eric Chaney** and his guest **Raphaël Auer**, Economist in the Innovation and Digital Economy Unit of the Bank for International Settlements (BIS)

THE US 2020 PRESIDENTIAL ELECTIONS

APRIL 24 | "The United States facing the Covid-19 crisis" with French Ambassador to the United States **Philippe Etienne** and **Michel Duclos**, Special Advisor for Geopolitics at Institut Montaigne



APRIL 29 | "What are the consequences of Covid-19 on the election?" with **Heather Hurlburt**, Director of the New Models of Policy Change Program at the New America Foundation

JUNE 23 | "Police violence, Covid-19 and unemployment: an update on the United States and Black Lives Matter" with **Gerard Araud**, former French Ambassador to Israel, the UN and the United States

JUNE 23 | "Covid-19: the United States and the world on the eve of the American elections" with **Richard Haass**, President of the Council on Foreign Relations and **Dominique Moïsi**, Special Advisor for Geopolitics at Institut Montaigne



CYCLE "IN SEARCH OF PURPLE AMERICA" WITH SOLI ÖZEL

“ Throughout the weeks leading up to the election, with my American guests, we tried to understand the roots and scope of the Trump phenomenon and to anticipate what it would mean to project ourselves into an America without Trump. We also took a close look at foreign policy issues and interviewed experts about possible developments in American isolationism. ”

Soli Özel, Senior Fellow at Institut Montaigne

SEPTEMBER 15 | "Two candidates, two visions of America" with **Soli Özel** and his guest **Nicholas Burns**, Professor of International Relations at the Harvard Kennedy School and former Under Secretary of State for Political Affairs

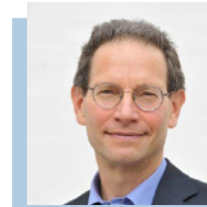
SEPTEMBER 29 | "The China issue: at the heart of the American election and the world order" with **Soli Özel** and his guest **Bruce Stokes**, Executive Director of the "Transatlantic Task Force: Together or Alone?" at the German Marshall Fund, and **François Godement**, Senior Advisor for Asia at Institut Montaigne

OCTOBER 20 | "What conditions are needed to revive the American economy?" with **Soli Özel** and his guest **Stephanie Aaronson**, Vice President and Director of the Economic Studies Program at The Brookings Institution

OCTOBER 27 | "Projections, stakes, and the state of investigations with one week to Election Day" with **Soli Özel** and his guest **David Ignatius**, award-winning Washington Post Columnist, and International Relations Expert **Peter Schechter**



NOVEMBER 24 | "The Biden administration: how to deal with Republican obstructionism?" with **Soli Özel** and his guest **Richard L. Hasen**, Professor of Law and Political Science at the University of California



DECEMBER 8 | "American isolationism: how to step back without retreating?" with **Soli Özel** and his guest **Charles Kupchan**, Professor of International Affairs at Georgetown University, Senior Fellow at the Council on Foreign Relations

DECEMBER 15 | "Can Biden reset American foreign policy?" with **Soli Özel** and his guest **Philip H. Gordon**, former Special Assistant to President Obama and White House coordinator for the MENA and the Persian Gulf region

GEOPOLITICAL MEETINGS

FEBRUARY 26 | "Evolving in a world of nationalism, populism and strong rivalry between great powers", luncheon at the Cercle de l'Union Interalliée with **Martin Wolf**, Chief Economics Commentator at the *Financial Times*, interviewed by **Dominique Moïsi**

APRIL 22 | "Covid-19 and geopolitics: game changer or accelerator of History?" with **Dominique Moïsi** and **Sylvie Kauffmann**, Editorial Director at *Le Monde*

APRIL 28 | "Britain, We'll Meet Again..." with **Dominique Moïsi** and **Robin Niblett**, Chatham House Director

NOVEMBER 18 | "Facing the terrorist threat: understanding the nuts and bolts of the Islamist machine" with **Hakim El Karoui**, Senior Fellow at Institut Montaigne and author of the report *The Factory of Islamism* (2018)

SERIES "FORECASTING THE WORLD 2020-2030" WITH DOMINIQUE MOÏSI

“As 2020 opened on a new decade, we understood — only a few weeks after it began — that the coronavirus would permanently change the balance of the world. Thus, there was a need for rapid analysis. Our meetings served to maintain long-term geopolitical thinking: what forecast can we make for the world and its main players by 2030? We must not lose sight of the risks to which our democratic powers will be exposed, as the crisis could accelerate them.”

Dominique Moïsi, Special Advisor for Geopolitics at Institut Montaigne

SEPTEMBER 24 | "Populism: the destabilization of our democracies due to the pandemic" with **Dominique Moïsi** and his guest **Francis Fukuyama**, International Relations Specialist at Stanford University

OCTOBER 8 | "From geopolitical issues to the economy: what future for Germany and Europe?" with **Dominique Moïsi** and his guest **Sigmar Gabriel**, former Minister of the Economy and German Social Democrat Vice-Chancellor

NOVEMBER 12 | "Projecting into uncertainty: what future for Sino-American relations?" with **Dominique Moïsi** and his guest **Minxin Pei**, Chinese-American Political Scientist

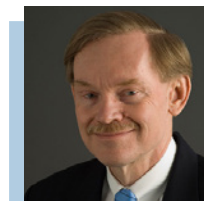
DECEMBER 10 | "A new deal in the Middle East by 2030?" with **Dominique Moïsi** and his guest **Bassma Kodmani**, Co-founder of the Arab Reform Initiative

THE ASIA PROGRAM'S THEMATIC MEETINGS

“Political environment, geopolitical issues, technological wars... These are all subjects that the Asia Program monitors on a daily basis as part of its research work. To provide the main analyses, we have organized events throughout the year, with speakers who are specialized in these issues.”

Mathieu Duchâtel, Director of the Asia Program at Institut Montaigne

FEBRUARY 6 | Luncheon on **Japan's public policies on the construction of 5G infrastructure, the implementation of an artificial intelligence strategy, and data protection** with **Tatsuya Terazawa**, a high-ranking official in Shinzo Abe's cabinet, Head of the Economic Security Unit, and **François Godement**, Senior Advisor for Asia at Institut Montaigne



MAY 12 | "US-China Relations: Covid-19, Trade War and the Stakes of a Presidential Election" with **Robert Zoellick**, former President of the World Bank, former U.S. Trade Representative and Deputy Secretary of State, and **François Godement**

MAY 20 | "The impact of Covid-19 on China's relations with the rest of the world" with **Chen Dongxiao**, President of the Shanghai Institute for International Studies (SIIS), and **Mathieu Duchâtel**, Director of the Asia Program at Institut Montaigne

JULY 2 | "Escalating tensions between China and India: what to expect?" with **François Godement** and **Christophe Jaffrelot**, Contributor to Institut Montaigne on Indian issues and Research Director at CERI-Sciences Po/CNRS

"ASIAN INSIGHTS" SERIES

SEPTEMBER 17 | "The political environment in China: how does it impact companies?" with **Joerg Wuttke**, President of the European Union Chamber of Commerce in China, Vice-President and Chief Representative of BASF China, and **François Godement**

OCTOBER 14 | "Invisible China: urban-rural divides, human capital issues and risks for the global economy" with **Scott Rozelle**, Co-Director of the Rural Education Action Program at the Freeman Spogli Institute for International Studies at Stanford, a discussion with **François Godement**

NOVEMBER 24 | "Semiconductors and the technological war between China and the United States: the geopolitics of an industry" with **Mathieu Duchâtel**'s guests: **Jack Chang**, Deputy Director General of the International Strategic Center on Industry, Science and Technology at the Industrial Technology Research Institute in Taiwan, **Jan-Peter Kleinhans**, Director of the "Technology and Geopolitics" project at the Stiftung Neue Verantwortung in Berlin

MAJOR CURRENT AFFAIRS DEBATES

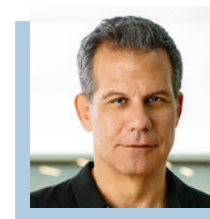
FEBRUARY 5 | Breakfast on **vocational training** in partnership with the *Mouvement des Entreprises de Taille Intermédiaire* (METI) with **Bertrand Martinot**, Senior Fellow at Institut Montaigne, **Marieke Vandeweyer**, Economist at the OECD, **Jean-Philippe Cépède**, Director of Training Law at Centre Inffo and **Jean-Paul Charlez**, former President of ANDRH, moderated by **Victor Poirier**, Director of Publications at Institut Montaigne

SEPTEMBER 7 | "What to make of the recovery plan?" with **Jean Pisani-Ferry**, Economist, Professor at Sciences-Po Paris and the Hertie School of Governance, and Senior Fellow at Bruegel, and **Eric Chaney**, Economic Advisor to Institut Montaigne, moderated by **Dominique Seux**, Deputy Editor of *Les Echos*

OCTOBER 7 | "Geopolitics & Pandemics: What does the future look like for the US tech industry?" with **Michael Timmeny**, Senior Vice President and Chief Government Strategy Officer at Cisco and **David Bray**, Director of the GeoTech Center at the Atlantic Council, moderated by **Théophile Lenoir**, Head of the Digital Program at Institut Montaigne

WEBINARS ON METROPOLITAN AND REGIONAL ISSUES

SEPTEMBER 8 | "Emerging from the crisis and economic recovery: what vision for the Île-de-France region?" **Valérie Péresse**, President of the Île-de-France region, and **Laurent Bigorgne**, Director of Institut Montaigne



DECEMBER 9 | Webinar "Cities in a post-Covid world: the future of office real estate" with **Richard Florida**, Professor at the School of Cities and the Rotman School of Management at the University of Toronto, and Distinguished Fellow at the Urban Lab of the Schack Institute of Real Estate at New York University (NYU), **Carlo Ratti**, Director of the Senseable City Lab at MIT, and **Cécile Maisonneuve**, Senior Fellow at Institut Montaigne

SERIES OF EVENTS ON HEALTH AND HEALTHCARE

“ This year, our series continued to bring together leading experts from both the private and public sectors, to discuss the major issues driving the debate on health and the healthcare system. ”

Laure Millet, Head of the Healthcare Policy Program at Institut Montaigne

FEBRUARY 4 | Breakfast with **Raymond Le Moign**, then Chief of Staff of Agnès Buzyn, Minister of Solidarity and Health, and **Angèle Mâtrale-Lansac**, Director in charge of Healthcare Policy at Institut Montaigne



MARCH 12 | Breakfast with **Dominique Pon**, General Manager of the Pasteur Clinic in Toulouse and Head of the French government's "Ma santé 2022" Digital Project, a discussion with **Laure Millet**

SEPTEMBER 16 | "Social security and Covid-19: how to prepare for the future?" with **Franck Von Lennep**, Director of Social Security, and **Angèle Malâtre-Lansac**

OCTOBER 6 | "Mental health put to the test by Covid-19" with **Marion Leboyer**, Head of the Psychiatry Department of the Henri Mondor University Hospitals, Director of the FondaMental Foundation, **Pierre-Michel Llorca**, Professor of Psychiatry, Head of Department at the Clermont-Ferrand University Hospital and Director of care at the FondaMental Foundation, and **Angèle Malâtre-Lansac**

NOVEMBER 6 | "Regional Health Agencies: bouncing back from Covid-19" with **Aurélien Rousseau**, Director of the Ile-de-France Regional Health Agency, and **Laure Millet**

SERIES OF EVENTS ON ENERGY

“ Our series on sustainable development issues, and in particular the energy transition and the fight against climate change, was once again an opportunity to invite important speakers. The members of this watch group were thus able to exchange directly, albeit virtually, with business leaders and experts in the sector, and compare their own experiences and positions with those of other players. ”

Benjamin Fremaux, Senior Fellow at Institut Montaigne on energy and climate issues

MAY 6 | "Enedis' strategic ambition in the context of the Covid-19 crisis" with **Marianne Laigneau**, Chairman of the Enedis Board of Directors, and **Benjamin Fremaux**



JUNE 11 | "Orano in the crisis: what are the challenges for the nuclear industry?" with **Philippe Knoche**, CEO of Orano, and **Benjamin Fremaux**

SEPTEMBER 22 | "Energy transition in Europe: the Polish strategy" with **Dr Michal Kurtyka**, Polish Minister of Climate and Energy, and **Benjamin Fremaux**



OCTOBER 14 | "Energy transition: investments in a post-Covid context" with **Christel Heydemann**, President of Schneider Electric France, **Benoît Léguet**, Director of the Institute for Climate Economics (I4CE), **Benjamin Fremaux**, and **Victor Poirier**, Director of Publications at Institut Montaigne

NOVEMBER 12 | "Ecological transition: the role of the agri-food industry" with **Dominique Marmier**, President of Familles Rurales, **Philippe Mauguin**, President and CEO of INRA, **Jean-Philippe Puig**, CEO of Groupe Avril, and **Benoît Soury**, Organic Market Director of Carrefour, and **Victor Poirier**

NOVEMBER 19 | "Ecological transition the greening of industries: the challenges of the French recovery plan" with **Barbara Pompili**, French Minister of Ecological Transition, **Nicolas Namias**, CEO of Natixis, **Jean-Pierre Clamadieu**, Chairman of the Board of Directors of Engie, and **Benjamin Fremaux**

DECEMBER 2 | "Energy renovation of buildings: the ambition of the French recovery plan" with **Emmanuelle Wargon**, French Minister of Housing, **Christel Heydemann**, President of Schneider Electric France and President of the Institut Montaigne's report *Energy renovation: accessible to all*, **Frédéric Verdavaine**, Deputy Managing Director of Nexity, and **Benjamin Fremaux**

MONTHLY DINNER DISCUSSIONS IN LONDON (NOW WEBINARS)

“ Every month, Institut Montaigne hosts events for its London-based members. We discuss Institut Montaigne's work on political, economic and geopolitical issues, and invite experts such as senior civil servants actors from the private sector. We aim at offering French and British cross-analyses in order to deepen our understanding of these issues. ”

Cécile d'Angelin, Institut Montaigne's representative in the United Kingdom

JANUARY 13 | "France: the great disruption of the political landscape" with **Nicolas Baverez**, Economist, Lawyer, and Contributor on Defense Issues at Institut Montaigne, and **Olivier Duhamel**, then president of the FNSP (Sciences Po), a dinner hosted by **Laurent Bigorgne**

FEBRUARY 3 IN LONDON | "Reforms and public policies: how to break with inertia in politics?" with **Alastair Campbell**, former Spokesman and Campaign Advisor to Prime Minister Tony Blair, and **Ismaël Emelien**, former Special Advisor to President Emmanuel Macron, a dinner moderated by **David Azéma**, Vice-President of Institut Montaigne

APRIL 14 | "What impact will the pandemic have on the global geopolitical balance of power?" with **Dominique Moïsi**, Special Advisor for Geopolitics at Institut Montaigne

MAY 20 | "Situation update: the economic and political context in France and Europe" with **Henri de Castries**, Chairman of Institut Montaigne

SEPTEMBER 23 | "The future of energy in Europe: capitalizing on its potential, setting priorities" with **Jean-Pierre Clamadieu**, Chairman of the Board of Directors of Engie



OCTOBER 15 | "Responsible capitalism: an opportunity for Europe" with **Jean-Dominique Senard**, Vice President of Institut Montaigne

NOVEMBER 30 | "The state of populism in the world" with **Timothy Garton Ash**, Professor of European Studies at Oxford, **Marc Lazar**, Contributor to Institut Montaigne on French and European political and institutional issues, and **Sophie Pedder**, Paris Bureau Chief of **The Economist**



MONTHLY LUNCHES IN MARSEILLES (NOW DIGITAL)

“ Our partnership with Institut Montaigne has made it possible to offer exclusive discussion forums only accessible to business leaders in the South of France. The spokespersons for Institut Montaigne also benefit from confronting their proposals to the experiences and needs of local companies, whose influence is international. ”

Nicolas Barthe, founder of Stan.

APRIL 22 | "Covid-19: what economic impact?" with **Eric Chaney**, Economic Advisor to Institut Montaigne

MAY 6 | "What the Covid-19 pandemic will change in the global balance of power" with **Dominique Moïsi**, Special Advisor for Geopolitics at Institut Montaigne

MAY 19 | "Dealing with the pandemic in Asia: what lessons can be learned from the first affected by the virus?" with **François Godement**, Senior Advisor for Asia at Institut Montaigne, co-author of our paper on the subject

JUNE 8 | "Bouncing back from Covid-19: how to regain competitiveness?" with Economist **Bertrand Martinot**, Senior Fellow at Institut Montaigne, author of a paper on the subject

JUNE 23 | "Thinking about the post-Covid-19 industry" with **Olivier Scalabre**, Senior Partner and Managing Director, The Boston Consulting Group

OCTOBER 13 | "Responsible capitalism: an opportunity for Europe" with **Yves Perrier**, CEO of Amundi, Co-chair of the Institut Montaigne working group on the subject

NOVEMBER 12 | "How to reforming French football?" with **Jacques-Henri Eyraud**, President of the Olympique Marseille football club, Co-chairman of a working group on the subject

SMALL GROUP LUNCH DEBATES (BEFORE THE LOCKDOWN)

JANUARY 21 | A discussion on the state of the French economy with journalist **Stéphane Soumier** and **Laurent Bigorgne**

JANUARY 30 | Lunch discussion about the state of the Brexit negotiations with **Georgina Wright**, **Joe Owen**, then Director of the Institute for Government's Brexit program, and **Nicolas Bauquet**

FEBRUARY 6 | Lunch discussion on the economic stakes for France with **Nicolas Barré**, Editorial Director of *Les Echos*, and **Laurent Bigorgne**

FEBRUARY 28 | Luncheon about the Iranian crisis with **Daniel Gerlach**, Candid Foundation, **David Jalilvand**, former Director of the Iran program at the Friedrich-Ebert-Stiftung and **Azadeh Zamirirad**, German Institute for International and Security Affairs, moderated by **Michel Duclos**, our Special Advisor for Geopolitics

MARCH 3 | Lunch discussion on the Balkan membership to the European Union process with **Milena Lazarevic**, Director of Programs at the Serbian think tank European Policy Center (CEP) and **Robert Vass**, President of the Slovak think tank Globsec

MARCH 4 | Lunch discussion with three representatives of the Slovak think tank Globsec: **Robert Vass**, President, **Vazil Hudak**, Vice-President of the Board, and **Gordon Bajnai**, former Hungarian Prime Minister and member of the Advisory Board of the think tank

MARCH 5 | Lunch discussion on the strategic and security challenges of the Persian Gulf region with **His Excellency Sheikh Mohammed Bin Abdulrahman Al-Thani**, Deputy Prime Minister and Minister of Foreign Affairs of the State of Qatar, and **Michel Duclos**.

OUR FRIDAY WEBINARS WITH THE DIRECTOR LAURENT BIGORNE

“ Each week, I bring together a small group of members for a webinar with a guest who comes to discuss current events — always related to pressing public policy issues. ”

Laurent Bigorgne, Director of Institut Montaigne.

OCTOBER 16 | "Where do public finances stand after the crisis and the stimulus plan?" with **Laurent Bigorgne** and his guest **François Ecalte**, President of Fipeco

NOVEMBER 6 | "How does one become a Jihadist?" with **Laurent Bigorgne** and his guest **Hakim El Karoui**, Senior Fellow at Institut Montaigne

NOVEMBER 13 | "What else can be reformed in the next two years?" with **Laurent Bigorgne** and his guest **Cécile Cornudet**, Political Columnist at *Les Echos*

NOVEMBER 27 | "Covid-19: what scars will France be left with?" with **Laurent Bigorgne** and his guest **Jérôme Fourquet**, Director of the Ifop Opinion and Corporate Strategies Department

DECEMBER 4 | "Overview of the country's economic situation and the progress of the recovery plan" with **Laurent Bigorgne** and his guest **Marc Ferracci**, Advisor to the Prime Minister's Chief of Staff in charge of monitoring recovery and business support measures

DECEMBER 11 | "Economic recovery: which regional variations?" with **Laurent Bigorgne** and his guest, **Véronique Riotton**, Member of the French Parliament for Haute-Savoie

EXPERTS
& STAFF



A team of 35 permanent staff members, led by a Director and a Deputy Director, is responsible for running and managing Institut Montaigne and organizing, coordinating, and promoting our think tank's work. The team works hand in hand with a group of senior fellows and associated experts.

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■ **Sophie Conrad**, Head of Public Policy

■ **Johanna Couvreur**, Mental Health Project Manager

■ **Mathieu Duchâtel**, Director of the Asia Program

■ **Michel Duclos**, Special Advisor for Geopolitics, Former Ambassador

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Institut Montaigne is financed exclusively through private contributions, from 190 companies, of different sizes and in different sectors. None of them accounts for more than 1% of the total budget, which amounted to €6.6 million in 2020.

The loyal support of a large number of corporate members, as well as the more recent commitment of others — despite the economic crisis of 2020 — are as essential as they are valuable in guaranteeing the independence of Institut Montaigne.

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WE ARE GRATEFUL FOR THE GENEROUS SUPPORT OF ALL OUR CORPORATE MEMBERS IN 2020

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What makes Institut Montaigne unique is its active involvement with its corporate members in the development of public policy proposals. This has been its strength since 2000. We work with our members on a daily basis — together with our experts, academics, politicians and other representatives from civil society — in order to provide France and Europe with pragmatic tools and ambitious solutions to face medium and long-term challenges.

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