CONTENTS

A WORD FROM OUR PRESIDENT, HENRI DE CASTRIES 5
THE PERSPECTIVE OF OUR DIRECTOR, LAURENT BIGORGNE 6
INSTITUT MONTAIGNE 9
REVITALIZING LOCAL REGIONS 19
SHINING THE SPOTLIGHT ON FRANCE 37
BOLSTERING EUROPEAN COOPERATION 53
ADDRESSING GLOBAL CHALLENGES 61
OUR EVENTS 73
STAFF, FELLOWS AND DIRECTORS 99
CORPORATE MEMBERS 105
JOIN US 109
2019 was yet another year of tensions for the world. Societies are increasingly being divided, as uncertainty looms over the international system, challenged mainly by the technological revolution and the climate crisis. What used to be a collective set of rules is now being wiped out because of trade clashes, technological rivalries and new digital tools becoming instruments of control and destabilization. France is no exception to this instability. From the Yellow Vest movement to disruptive strikes throughout the month of December against the pension reform, by the end of the year the country seemed to crumble.

On a more positive note, 2019 was also marked by courage. From Khartoum to Hong Kong and Taiwan, there have been serious calls from the people for open and democratic societies. In the European Union, elections were held in May and all over the continent voter turnout was unprecedented, fostering the emergence of a public debate on a European scale for the first time in years. EU citizens proved they were ready to hear that their collective and individual future is dependent on action being deployed at this very level, unless they want to lose influence on the global scale and take the risk of not being heard on matters of absolute priority like tackling climate change.

Throughout the year, Institut Montaigne worked hard to make sense of this turbulent world, in an attempt to understand its transformations. The collective book under the direction of Michel Duclos, Le monde des nouveaux autoritaires (published in French only) offered a portrait gallery that was able to initiate a debate on challenges arising from a “new type” of leaders which are profoundly affecting the overall international system. At the national level, with our own Faces of France - The Barometer of Territories 2019, we were able to depict the French public’s mistrust in institutions in place, as a result of unequal access to opportunities.

Our goal for 2020 is to continue to strive for an understanding of the world precise enough to prepare Europe for action. This we will do by promoting policy recommendations at the European level and by collaborating with a network of allies and partners, as willing as us to shape the debate and make the voices of civil society heard.

2020 will also be a decisive year for transatlantic relations. Institut Montaigne intends to be the platform of reference for understanding the stakes of the US presidential election and anticipating the ways in which to reshape the relationship with Europe, which will need to be refreshed, regardless of which person occupies the Oval Office for the next term.

Our think tank’s European and international ambitions only make sense if strongly rooted in persistent work in the service of France, its economic prosperity, its social cohesion, and its reform agenda, which has never been as necessary as today. Tackling inequalities, strengthening the effectiveness of public policies and public spending, and working towards a public debate enlightened by expertise are all imperatives for France, to retain control of its destiny in the future.
THE PERSPECTIVE OF OUR DIRECTOR, 
LAURENT BIGOGNE

LOOKING BACK, WHAT IS YOUR PERSPECTIVE ON THE YEAR 2019?
From the persistence of the Yellow Vests movement to the repeated strikes against the overhaul of the retirement system last December, the year 2019 was marked by strong social upheavals in our country. But this was not unique to France. On the international scene - in Algeria, Chile, Lebanon and Hong Kong - the crises multiplied against the backdrop of an almost systematic questioning of the “elites” in place. In Europe, populist movements were at work.

Faced by this reality, it is crucial for Institut Montaigne to reinforce its territorial reach in order to better discern the underlying trends that disrupt French society. In that context, our barometer published in February 2019 in partnership with Elabe, provides an in-depth analysis of the social divides sweeping France. Our mental health workshops - organized in partnership with the Fondation de France in eight regions of France - which aimed at reflecting on public policies in this sector, have been one of our milestones this past year. These workshops enabled us to identify the day-to-day difficulties encountered by caregivers, patients, associations, as well as medical and social services personnel.

In parallel, we pursued and intensified our work as a think tank by proposing numerous recommendations to public authorities in order to bolster the competitiveness of French companies, boost employment, and make the healthcare system more accessible.

Institut Montaigne is also developing its role in the international scene at the service of a powerful Europe. In the pursuit of this goal, we created a program entirely dedicated to the relation between Europe and Asia. Made up of researchers, this program enables us to closely monitor the challenges related to this part of the world, in today’s particularly complex geopolitical climate. Throughout the year, we also strengthened our ties with important European think tanks such as Chatham House, the Hertie Foundation, and Stiftung Genshagen.

WHICH EVENTS WILL BE KEY FOR INSTITUT MONTAIGNE IN 2020?
In 2020, true to our values, we shall maintain our efforts to reinforce social cohesion in our country. Access to employment, equal opportunities, and the battle against discriminations will remain our priorities. Corporate social and environmental responsibility will become one of the cornerstones of Institut Montaigne’s activities in France and at the European level.

2020 will also be a milestone for local democracy, with the municipal elections initially scheduled for March. In the run-up to these elections, we will once again analyze and assess the costs of the policy proposals of the main candidates running in France’s eleven largest cities. The aim of this initiative is to encourage local candidates to be more transparent and accountable, so that citizens receive useful and relevant information to enhance their decision-making process.

2020 will also be the year of innovation. In partnership with OpenClassrooms, we will launch the first certified online training course dedicated to understanding artificial intelligence. Our goal is ambitious: to train at least 1% of the French population!

Lastly, 2020 will be fully European. Brexit, as well as the newly-elected European Commission, provide key opportunities to assert the sovereignty and efficiency of the European Union. We intend to play a full part in this effort.
INSTITUT MONTAIGNE

AN INDEPENDENT THINK TANK, INSTITUT MONTAIGNE IS A PLATFORM DEDICATED TO PUBLIC POLICY IN FRANCE AND EUROPE.
Institut Montaigne is an independent think tank dedicated to public policy in France and Europe, chaired by Henri de Castries.

A non-profit organization based in Paris, France, Institut Montaigne is home to a rare network of accomplished business leaders, serving and former politicians and policy makers, and key academic players and researchers, who come together to think of recommendations on the basis of analyses, international benchmarking and evidence-based research.

We promote a balanced vision of society, in which open and competitive markets go hand in hand with equality of opportunity and social cohesion. Our strong commitment to representative democracy and citizen participation, on the one hand, and European integration and sovereignty, on the other hand, form the intellectual basis of our work.

Institut Montaigne is run exclusively through private contributions. We are being funded by over 180 companies of different sizes and sectors, each representing less than 1% of the total budget, which amounted to €6.5 million in 2019.
What’s new in 2019

24 Companies joined Institut Montaigne this year.

A new series of events in Marseille

This year, we regularly brought together senior executives from the leading companies in the Aix-Marseille-Provence metropolitan area, to discuss the economic issues they face and engage in a dialogue about our public policy proposals. STAN, our local partner, along with a number of leading companies including Brousse Vergez, CIS Catering, CMA CGM, La Compagnie Fruitière, One, and Ortec, were the catalyst behind these brainstorming and discussion sessions—something we are extremely proud of.

Alice Baudry, Director of Strategy & Development at Institut Montaigne.

Visiting Fellowships at Institut Montaigne

As part of our Visiting Fellowships program, this year we welcomed:

- Stefano Bottoni, Ph.D. in Modern and Contemporary History and Senior Fellow at the Institute of History of Research Centre for the Humanities at the Hungarian Academy of Sciences.
- Scott Harold, Associate Director of the RAND Center for Asia Pacific Policy and Senior Political Scientist at the RAND Corporation.

Visiting Fellows come to Institut Montaigne for a few weeks or months, bringing with them their international perspective and expertise on key issues, which is combined with that of our own experts. They then play a vital role as representatives of Institut Montaigne, furthering our influence in Europe and throughout the world.

Nicolas Bauquet, Research Director at Institut Montaigne.

International Fellowship

To bolster our international ties and our team’s mobility, Angèle Malâtre-Lansac, Associate Director in charge of Healthcare Policy, spent a year on a fellowship at Harvard and the RAND Corporation.

Institut Montaigne in 2019

181 Corporate Members

€6.5 Mil. Budget

181

130

18

74

116

501

18 Newsletters sent

including 24 in English

Publications including 6 in English

Experts interviewed on our blogs in 2019

Articles published on our blogs

Experts interviewed on our blogs

Events organized including 160 reserved to our members

857,000 Visits to our website

4,120 Media Impressions including 850 in international press

What’s new in 2019

24 Companies joined Institut Montaigne this year.

A new series of events in Marseille

This year, we regularly brought together senior executives from the leading companies in the Aix-Marseille-Provence metropolitan area, to discuss the economic issues they face and engage in a dialogue about our public policy proposals. STAN, our local partner, along with a number of leading companies including Brousse Vergez, CIS Catering, CMA CGM, La Compagnie Fruitière, One, and Ortec, were the catalyst behind these brainstorming and discussion sessions—something we are extremely proud of.

Alice Baudry, Director of Strategy & Development at Institut Montaigne.

Visiting Fellowships at Institut Montaigne

As part of our Visiting Fellowships program, this year we welcomed:

- Stefano Bottoni, Ph.D. in Modern and Contemporary History and Senior Fellow at the Institute of History of Research Centre for the Humanities at the Hungarian Academy of Sciences.
- Scott Harold, Associate Director of the RAND Center for Asia Pacific Policy and Senior Political Scientist at the RAND Corporation.

Visiting Fellows come to Institut Montaigne for a few weeks or months, bringing with them their international perspective and expertise on key issues, which is combined with that of our own experts. They then play a vital role as representatives of Institut Montaigne, furthering our influence in Europe and throughout the world.

Nicolas Bauquet, Research Director at Institut Montaigne.

International Fellowship

To bolster our international ties and our team’s mobility, Angèle Malâtre-Lansac, Associate Director in charge of Healthcare Policy, spent a year on a fellowship at Harvard and the RAND Corporation.
CREATION OF THE ASIA PROGRAM

Perspectives from François Godement, Senior Advisor for Asia and Mathieu Duchâtel, Director of Institut Montaigne’s Asia Program.

WHY DID YOU CHOOSE TO JOIN INSTITUT MONTAIGNE?

François Godement

For two reasons, one of them being the growing importance of Asia inside our own economies and societies, and the second being the need for new European policies. These need to go far beyond foreign policy and international relations. The rules of trade and their implications for all, the digital economy, Europe’s ability to compete in innovation, and the future of democracy—to cite only a few examples—are all as contingent on Asia as are our responses to traditional geopolitical crises. Institut Montaigne deals with this broad range of issues on a daily basis. Its team and its corporate members are confronted with these questions first-hand. As for the second reason, there is a political climate marked by inward-looking trends such as Brexit, pullback from Europe and globalization. We need to create and promote positive solutions which help overcome these trends and pessimism in France.

WHAT WERE THE HIGHLIGHTS OF 2019 FOR THE ASIA PROGRAM?

François Godement and Mathieu Duchâtel

The Asia Program has received ample support and was able to get off the ground in short order. We have worked on new research themes, and published Digital Privacy: How Can We Win the Battle?, an in-depth study on the protection of personal digital data that compares Europe, India, China, and the U.S. and calls for a step further in Europe’s GDPR. Another policy paper, Europe and 5G: The Huawei Case, has focused on a critical debate. A series of blog posts on Institut Montaigne’s website (in English and in French) have dealt with the U.S.-China trade war, also covered in our quarterly publication China Trends, a unique format exclusively based on Chinese language original sources. We provide constant analysis of EU-China relations.

The Asia Program also runs workshops and track 1.5 meetings. Among them, a unique transatlantic dialogue, conducted in Paris and Washington, D.C., with the participation of key officials and experts, in cooperation with the Carnegie Endowment for International Peace. We have also run a Franco-German dialogue on China policy, and meetings with Indian and
Japanese experts and officials. One of the central aims of the Asia Program is to inform and promote action at the European level. Many issues regarding relations with China and other Asian countries require unity of views and coordination across Europe.

**WHAT MAJOR ISSUES FOR 2020 WILL BE THE FOCUS FOR INSTITUT MONTAIGNE’S PROJECTS REGARDING ASIA?**

Mathieu Duchâtel

This will be a crucial year for two key issues in our relationship with China: Europe’s decision on 5G infrastructure and the negotiations—currently underway with China—on a bilateral investment agreement. The new European Commission will immediately be put to the test. The confrontational climate on trade and technological competition issues between the U.S. and China will continue to have a significant impact on the interests of France and Europe, raising a number of questions, such as the best approach to protecting our technology and responding through innovation. Will Europe move forward with industrial policies? This area of public policy is controversial, but has also surged, with Asia as a key factor. China maintains a mobilization of its hybrid economy to support its industry. The rivalry between the U.S. and China has intensified and plays a greater role in structuring international affairs. Our aim is to provide reliable analysis on strategic perceptions and debates about policy orientations inside China, as well as for Chinese foreign and security policies which have an increasingly direct impact on France and Europe. This is reflected in our Asia Program, in our quarterly publication China Trends, and by research projects—such as the 2020 project on Chinese maritime policy and its impact on Europe’s “blue economy.”
REVITALIZING LOCAL REGIONS
Institut Montaigne’s Faces of France - The Barometer of Territories 2019 revealed that social divides are more decisive than territorial ones in understanding the lives of French citizens. These divides segment the French society into four distinct categories of people, who coexist and interact within the same geographical areas. The result is a fractured France. Nonetheless these different faces express a common attachment to their country and, through this attachment, perhaps the hope for a common destiny.

Bernard Sananès, President of Elabe.

With the Institut Montaigne’s Faces of France - The Barometer of Territories 2019, we shed new light on the changes taking place in our society—in an era marked, among other things, by the Yellow Vests movement. The study reveals that the French are happy, and that they show greater attachment to their country than to the local areas in which they live. Yet it also reveals a deep sense of injustice that will not be remedied without serious government efforts.

Laurent Bigorgne, Director of Institut Montaigne.

The Yellow Vests crisis draws a dividing line between geographical areas concerned by globalization and those left by the wayside [...] Yet the results of the 2019 Faces of France - The Barometer of Territories 2019—an in-depth study by Elabe and Institut Montaigne—which were released today in the regional press, emphatically go against this binary view of things.

L’Alsace, February 19, 2019.

In the past two decades, the societal and geographical makeup of our country has undergone a profound transformation. Jobs are increasingly concentrated at the center of large metropolitan areas, even as housing has been pushed out into the suburbs. In France, some have reaped the benefits of these changes, while others have felt cast aside. Faces of France - The Barometer of Territories 2019, conducted by Elabe and Institut Montaigne, evaluated the impact of these divides on social cohesion in France. We interviewed over 10,000 individuals in an attempt to understand the essence of these fault lines, in a context shaped by the rise of the Yellow Vests movement. The barometer offers an up-to-date portrait of the French people and reveals a paradox: a generalized feeling of personal happiness that coexists alongside a feeling of inequality and injustice. These feelings are also affected by the relationship that the French have with their local area and with their freedom of movement—that is, whether or not they have a choice to move or stay where they are. Thus emerges the image of a France more fragmented than shattered.

OVER 300 MEDIA IMPRESSIONS INCLUDING 200 IN REGIONAL MEDIA OUTLETS

FACES OF FRANCE - THE BAROMETER OF TERRITORIES 2019
FEBRUARY 2019

47,100 VIEWS AND 4,400 DOWNLOADS OF THE REPORT

359,000 PEOPLE REACHED ON SOCIAL MEDIA
Feb 19, 2019 | Breakfast discussion for the release of Faces of France - The Barometer of Territories 2019 with Bernard Sananès, President of Elabe, Laurence Bedeau, Partner at Elabe, Bruno Cautrès, Researcher at the CNRS and CEVIPOF, and Laurent Bigorgne, Director of Institut Montaigne.

Feb 20, 2019 | Breakfast discussion with Julien Denormandie, Deputy Minister of Territorial Cohesion and Local Government Relations, for the release of Faces of France - The Barometer of Territories 2019.

Feb 18 to Nov 4, 2019 | Conferences on the challenges associated with territorial cohesion, jointly organized with La Caisse des Dépôts et des Consignations, the Fondation Jean Jaurès, the Fondation pour l’innovation Politique (Fondapol), and Terra Nova.

- Territorial Cohesion and Metropolitan Areas: Toulouse, February 18, 2019
- Territorial Cohesion and Medium-Sized Cities: Audincourt, August 28, 2019
- Territorial Cohesion and Rural Areas: Eurre, Biovallée, September 28, 2019
- Conference on the Challenges of Territorial Cohesion: Paris, November 4, 2019

The aim of this series of conferences, coordinated by La Caisse des Dépôts et des Consignations, was to better grasp the forces at work in different areas of France. The initiative was completely in line with Faces of France - The Barometer of Territories 2019, the results of which were made public by Institut Montaigne and Elabe in February 2019. Each event saw constructive dialogue that was enriched by participants from a variety of backgrounds.

Laurent Bigorgne, Director of Institut Montaigne.
Twelve million people in France suffer from some form of mental illness, yet it is a surprisingly little-understood phenomenon that receives insufficient attention. To get a better understanding of mental illness and put forward concrete proposals, Institut Montaigne and the Fondation de France launched, in March 2018, a series of interactive and collaborative events held in eight French cities: the “Parlons Psy” workshops. These unique workshops drew over 1,000 participants, from caregivers to mental health patients, non-profits, healthcare professionals, and representatives from public institutions and the private sector.

Marseille, March 12, 2018
Lyon, July 5, 2018
Lille, October 2, 2018
Nantes, January 22, 2019
Colmar, March 11, 2019
Nancy, March 12, 2019
Bordeaux, April 8, 2019
Paris, June 6, 2019

The large-scale national event entitled “And Now, Let’s Take Action” held in Paris on December 9, 2019, was designed to gather all these proposals and to find people able to promote them and put them in the spotlight so that, tomorrow, these people’s lives will be better than they are today.

Nathalie Sénécal, Healthcare and Medical Research Expert at the Fondation de France.

Comparing viewpoints, best practices, and solutions enabled us to bring together different perspectives from people who rarely encounter one another, as well as to showcase some of the best local initiatives and share what people in the real world are saying.

Laure Millet, Policy Officer - Healthcare Policy Program at Institut Montaigne.

Mental health: when words are transformed into action. Who better to determine the most pertinent solutions than those actually affected by mental illness? This was the principle behind the “Parlons Psy” program created by the Fondation de France and Institut Montaigne: interactive workshops organized in seven French regions over a period of more than one year, resulting in a set of concrete proposals that were revealed and debated at the national event held in Paris on December 9.

Le Figaro, December 9, 2019.
In the past 25 years, the French manufacturing industry has shed 1.4 million jobs. How can we fight the deindustrialization of France while making ourselves more competitive abroad? The answer? Reforming taxes on production. Currently, these taxes are far higher in France than in other European countries (accounting for 10% of total tax revenue in France compared to 2% in Germany). They penalize French corporations—especially those involved in manufacturing—sometimes even before they have produced anything at all. In light of this, Institut Montaigne and the Mouvement des entreprises de taille intermédiaire (METI), with the help of the firm Asterès, drafted a scenario for lowering these taxes by €15 billion in order to spur a manufacturing renaissance. This reduction would be financed through efforts shared by businesses, consumers, and public authorities.

This study made a significant contribution to the government’s examination of a potential production tax reform, particularly regarding the elimination of the Corporate Social Solidarity Contribution (government budget measures anticipated in 2020).
AI is everywhere in day-to-day life, including in healthcare facilities. […] Doubts and concerns are still being raised. One of the aims of this Institut Montaigne report is precisely that: helping to dispel this anxiety—known as the ‘positive regulation’ of AI.


The aim of this policy paper, penned by the founder of the Ethik IA initiative, David Gruson, was to apprise government authorities of the need to anticipate the consequences of artificial intelligence on healthcare jobs and offer a support strategy for healthcare facilities. It also aimed to set out a methodology for evaluating the effects of deploying artificial intelligence and robotics in the healthcare industry.

Published last January by Institut Montaigne, IA et emploi en santé : quoi de neuf docteur ? offers a serious analysis of the forces at work and suggests proposals to better prepare for them.

Hospitalia, April 1, 2019.
How to improve public action? Paradoxically, past attempts to transform the way government works have brought about significant increases in public spending and the number of government employees. In this policy paper for Institut Montaigne, Jean-Ludovic Silicani, senior civil servant and former Government Reform Commissioner, calls for simplifying government operations—they must be made cheaper and more efficient, simultaneously meeting the needs of citizens and bowing to the government's budgetary constraints.

“Today, the French government must remain committed to democracy, the values of the French Republic, and the security of our nation. To not lose sight of these goals and to meet the needs of fellow citizens, the policy paper proposes ways to make government more simple, efficient, and agile while respecting the values that are the cornerstone of public service.”

Jean-Ludovic Silicani, senior civil servant, author of the policy paper.
Allowing patients to assess the value of available care makes it possible for English citizens to make an informed decision on their hospitals and healthcare professionals," wrote Institut Montaigne in a report on healthcare assessment published in late April.


Institut Montaigne has collaborated with several associations of patients in the following therapeutic areas: Crohn’s disease, colon cancer, bipolar disorder, diabetes, hemophilia and chronic kidney disease, in order to identify, on the basis of indicators validated by health professionals and developed at the international level, the most relevant evaluation criteria for each pathology. The report drew on a taskforce made up of healthcare professionals, academics, manufacturers, and patient representatives, in addition to an exclusive poll conducted by Kantar Public, which sets out to understand French people’s expectations regarding healthcare quality benchmarks. The poll revealed that: 66% of the French population find it hard to get information on the quality of the healthcare available in facilities; 59% find it hard to choose a doctor for a medical visit. While only 1% of the French population currently use government benchmarks when choosing a healthcare facility, nearly 90% of patients feel that publishing information on the quality of healthcare is a good thing.

Le Parisien, April 29, 2019.
Is access to energy a given throughout France? Today’s networks meet the needs of customers and contribute to the competitiveness of French businesses, but they are also primarily concerned by the transition to clean energy. As time passes, energy networks will be ever more concerned by phenomena such as the arrival of new forms of energy, digitization, and security. Institut Montaigne offered nine proposals to preserve the security of France’s energy networks while ensuring that network infrastructure helps meet the target of achieving carbon neutrality by 2050.

DECEMBER 4, 2019 | Breakfast discussion for the release of the Institut Montaigne report, Transition énergétique : faisons jouer nos réseaux, with Thierry Déau, Founder and CEO of Meridiam, and Christine Le Bihan-Graf, partner at De Pardieu Brocas Maffei law firm, co-chairs of the taskforce.
SHINING THE SPOTLIGHT ON FRANCE
Gender Diversity—a vector for growth? This is the conclusion reached by several studies that remain little-known in France. While a number of laws have led to improvements in this area, legislators have yet to achieve real equality between men and women in the business world. Twelve of the forty corporations listed on the CAC 40 stock market index do not have a single woman serving on their highest governing body, and nine have less than 10% of women in senior executive positions. To remedy this, Institut Montaigne set out proposals to promote gender equality in positions of power, providing support for societal transformation and ensuring accountability from all parties.

Today, gender diversity policies need to be considered not simply as HR or CSR policies, but as catalysts for better financial performance. France needs to realize that more equal treatment of women benefits people of all genders and generations—not to mention corporate growth.

Aulde Courtois and Jeanne Dubarry de Lassalle, co-authors of the Institut Montaigne policy paper.
In the workplace, religion is ‘becoming increasingly commonplace’, managers handle it ‘better and better’, and employees are more willing to ‘adapt’. These were the findings of the 2019 Baromètre du Fait Religieux en Entreprise published by Institut Montaigne (in French only). Le Monde, November 7, 2019.

According to a study conducted by Institut Montaigne, the most common issues concern working time (absences, schedule adjustments, etc.), visible religious signs (29%), and prayer during breaks (13%). France Info, November 7, 2019.

Religion in the workplace is not a new phenomenon. In 2014, 44% of managers said they had already had to deal with religion at work. Today, 7 out of 10 managers say that they are occasionally or regularly confronted with religious issues at work. Lionel Honoré, Professor at the IAE Brest School of Management and Director of the Observatoire du Fait Religieux en Entreprise.

How do employees express their faith and religious beliefs at work? How does this impact their relationships at work? This 7th edition of the Baromètre du Fait Religieux en Entreprise (in previous years conducted in participation with the Randstad Institute and the Observatoire du Fait Religieux en Entreprise), and the qualitative study produced, set out to analyze these different aspects. Religion is commonplace but not insignificant in itself: in 10% of cases, religion leads to arguments, tension, or performance problems at work. This requires solutions to be implemented at different levels to ensure that work is performed as it should while taking into account individual differences.

104 managers interviewed in companies of all sizes in France
183 semi-structured qualitative interviews conducted between 2012 and 2019
Substantial review of scientific literature in different fields (management, economy, sociology, etc.)
Periods of real-world observation lasting from a half-day to a week.

NOVEMBER 7, 2019 | Breakfast discussion for the announcement of the results of the Baromètre du Fait Religieux en Entreprise by Lionel Honoré, Professor at the IAE Brest School of Management and Director of the Observatoire du Fait Religieux en Entreprise.
The questions raised by new forms of jobs created by digital platforms have promised to be a central element of debates on labor law and employee rights in the coming decades. How can we control management that is automated by algorithms? How should our social security and welfare systems be adapted? How should we respond to the desire for autonomy and independence expressed by platform workers? In an effort to respond to these questions, Institut Montaigne conducted a statistical survey of bike couriers (via an online questionnaire administered to over 800 digital platform workers), three focus groups, and individual interviews with executives from the platforms and government representatives. Through an analysis of the origins of platforms and the day-to-day lives of their workers, this report provides recommendations on labor law, social security and welfare, as well as technology law.

“TRAVAILLEURS DES PLATEFORMES : LIBERTÉ OUI, PROTECTION AUSSI!”, APRIL 2019

Everyone has an opinion on platform workers. But few of those opinions are qualified and informed. If there is only one reason to read the report published on April 11 by Institut Montaigne, this is it: casting away preconceived ideas and replacing them with new perspectives. [...] One of the key merits of this survey [...] is that the authors contacted those actually affected—the workers who choose to be self-employed.

L’Usine digitale, April 11, 2019.

An Institut Montaigne report published in April 2019 examines employment insecurity created by new digital platforms. Their survey of 800 bike couriers for food-delivery platforms revealed that 57% were students.

Ouest France, November 13, 2019.

The aim of our proposals is to ensure responsible development and long-term sustainability of on-demand work platforms, as well as guaranteed respect for their workers, while preventing massive numbers of these workers from being reclassified as employees, which might in turn deprive France of key industry players.

Laëtitia Vitaud, President of Cadre Noir Ltd and lecturer at SciencesPo and Paris Dauphine, and Bertrand Martinot, Economist and Senior Fellow at Institut Montaigne, co-chairs of the report’s taskforce.
SEPTEMBER 10, 2019 | The 8th edition of the Social Cohesion Forum, organized in partnership with August Debouzy, focused on Institut Montaigne’s report Travaillers des plateformes : liberté oui, protection aussi !. The debate was opened by Franck Morel, Labor and Employment Advisor to the French Prime Minister.

MARCH 20, 2019 | Breakfast discussion with Stéphane Kasriel, CEO of Upwork, and Bertrand Martinot, Senior Fellow at Institut Montaigne and co-chair of the report’s taskforce, Travaillers des plateformes : liberté oui, protection aussi !.

“... The labor market is evolving quickly, with workers calling for both more freedom and more security. This year’s Social Cohesion Forum showcased the people behind these changes. We changed the format to invite young organizations to present their innovative labor models.

Emmanuelle Barbara, Managing Partner at August Debouzy and member of the report’s taskforce.”

SEPTEMBER 19, 2019 | Breakfast discussion entitled “Innovative Drugs: Time for a Diagnosis?” with Claude Le Pen, Healthcare Economist at Paris-Dauphine University and chair of the report’s taskforce, and Valérie Paris, experienced healthcare policy analyst at the OECD.

NOVEMBER 27, 2019 | Presentation of the report, Médicaments innovants : prévenir pour mieux guérir at the French Oncology Forum.

SUPPORTING FRENCH PRODUCTION

HEALTHCARE REPORT: “MÉDICAMENTS INNOVANTS : PRÉVENIR POUR MIEUX GUÉRIR.”, SEPTEMBER 2019

Institut Montaigne calls for a political and strategic vision for medical innovation, greater harmonization and cooperation at a European level, and simpler and quicker patient access to the latest medical innovations. With waves of innovation on the horizon, the challenge also lies in finding new, faster evaluation methods that are rooted in the real lives and concrete needs of patients.

SEPTEMBER 19, 2019 | Breakfast discussion entitled “Innovative Drugs: Time for a Diagnosis?” with Claude Le Pen, Healthcare Economist at Paris-Dauphine University and chair of the report’s taskforce, and Valérie Paris, experienced healthcare policy analyst at the OECD.

NOVEMBER 27, 2019 | Presentation of the report, Médicaments innovants : prévenir pour mieux guérir at the French Oncology Forum.

INTERVIEWS
62 OVER 20 MEDIA IMPRESSIONS
4,600 VIEWS AND 1,200 DOWNLOADS OF THE REPORT
188,000 PEOPLE REACHED ON SOCIAL MEDIA
The nature of therapeutic innovation is changing. Our healthcare system needs to guide these changes, to ensure we are able to offer patients the most promising drugs, while still remaining an attractive and innovative market.

Claude Le Pen. Healthcare Economist, Professor of economics at Paris-Dauphine University, and chair of the report’s taskforce.

France’s excellent research teams, dense network of hospitals, and long-standing healthcare manufacturing industry give France all the necessary assets to become a leading player in healthcare innovation. Yet compared to the United States, China, or Germany, France is lagging behind. The country is hindered by cultural, regulatory, and financial barriers that must be teared down if France is to become more attractive to the most innovative researchers and businesses, which is in the best interests of patients, drug companies, and the healthcare system itself. The year I spent on a fellowship at Harvard Medical School and the RAND Corporation, allowed me to witness first-hand the wealth of Boston’s innovation cluster, a concentration of internationally renowned hospitals, industrial companies, funding bodies, and researchers working to achieve innovation in the field of life sciences. This kind of model is achievable in France if we are able to overcome the obstacles and limitations currently in place.

REPORT ON GREEN RENOVATIONS: RÉNOVATION ÉNERGÉTIQUE: CHANTIER ACCESSIBLE À TOUS,” JULY 2019

Buildings account for 43% of final energy consumption in France and nearly a quarter of greenhouse gas emissions. Ambitious sustainable policy therefore cannot avoid undertaking substantial efforts to accelerate building renovations. With this report, Institut Montaigne aims to encourage widespread energy-efficient building renovation through budget-neutral incentives. It suggests refocusing government and private-sector efforts on the customer experience of project owners. By defining existing demand for energy-efficient renovations, the authors set out a series of simple, innovative, and concrete recommendations for breaking down the organizational barriers they identified.

Proposal number 4 of the report, “Encourage welfare bureaus (CAF) to send the National Housing Agency (Anah) an annual list of potential beneficiaries of its assistance programs (low-income homeowners), to make it easier to identify them and increase the number of applications submitted to the National Housing Agency (Anah),” was included in the French Energy and Climate Act of November 8, 2019.

Christel Heydemann, President of Schneider Electric France and chair of the report’s taskforce, in Les Echos, July 23, 2019.

“We want to encourage the government to think practically about the difficulties encountered by consumers. We believe a variety of solutions are needed to meet the broad diversity of situations. In this field—like in many others—there are no one-size-fits-all solutions.”


Note: The report received over 84,000 impressions on social media, 4,700 views, and 2,800 downloads of the report. It was the subject of a breakfast discussion on November 14, 2019, with Deputy Minister of Territorial Cohesion and Local Government Relations, responsible for Urban Affairs and Housing, Christel Heydemann, President of Schneider Electric France and chair of the report’s taskforce, and Frédéric Verdavaine, Deputy CEO of Nexity.
To fight climate change, we urgently need to focus on reducing energy consumption. The government needs to come together with a single vision and a plan for society, leading by example through decisive measures in the areas of lighting and transport.

Michel Pêbereau, Honorary Chairman of BNP Paribas and co-chair of the report’s taskforce.
BOLSTERING EUROPEAN COOPERATION
The ability of France and Europe to support the emergence of European players in the 5G market is a prerequisite for protecting our sovereignty, our competitiveness, our security, and our role in the new digital economy.

Achour Messas, Member of the Executive Board and Partner at Mazars France, spokesman for Institut Montaigne’s policy paper.

The policy paper 5G in Europe: Time to Change Gear! [...] has arrived at the ideal time, not only to provide an overview of the situation, but also to respond to the challenges of 5G network development.


Institut Montaigne regrets Europe’s inability to set a common course of action.


**POLICY PAPER, 5G IN EUROPE: TIME TO CHANGE GEAR! PART 1, MAY 2019**

5G was one of the central issues in 2019 policy debates. On the one hand, 5G deployment raises significant security-related issues. On the other hand, the potential of 5G networks promises to be a substantial economic asset for those able to exploit its power. In this context, France needs to position itself to prepare for and benefit from these shifts.

What are the challenges associated with the development of 5G? What strategic orientations must France and Europe adopt to foster a thriving 5G ecosystem? Institut Montaigne answers these questions using interviews with telecom operators, equipment manufacturers, and government representatives.

**16 INTERVIEWS**

**5,400 VIEWS**

**AND 1,000 DOWNLOADS OF THE REPORT**

**165,000 PEOPLE REACHED ON SOCIAL MEDIA**
The decision made by Donald Trump on May 15, 2019 to prohibit U.S. companies from doing business with Huawei was an earth-shattering move, the consequences of which go far beyond the disputes between China and the U.S. European companies will inevitably be confronted with the same decisions, and Huawei’s 5G services suddenly made Europe’s dilemma far more complex. Huawei is already a central player in European telecommunication networks. For the time being, France has chosen a regulatory approach to safeguard sensitive data, but has not provided for the explicit exclusion of a specific company. Institut Montaigne sought to bring the debate up to a European level, with the firm conviction that this is the angle from which 5G should be approached.

“We cannot allow the controversy surrounding Huawei to distract us from a key issue: building 5G infrastructure in Europe is an opportunity to consolidate our technological and industrial solutions, and to create a tool for European sovereignty.”

Mathieu Duchâtel, Director of Institut Montaigne’s Asia Program and François Godement, Senior Advisor for Asia at Institut Montaigne, co-authors of the policy paper.

The extremely well-documented policy paper that Les Echos has been given the opportunity to read spans around ten pages. Its authors are two preeminent Asian affairs specialists, Mathieu Duchâtel and François Godement, working for Institut Montaigne.


Access to Huawei equipment has played a role in the cost evaluations of many operators, which are based on multi-billion-euro budgets for frequency spectrums, equipment, and operating expenses. ‘It’s no longer only about the intelligence risk or risk of sabotage,’ said Mathieu Duchâtel of [Institut Montaigne] in France, who researches Huawei’s position in Europe. ‘It also becomes an economic risk.’

Politico, September 7, 2019.
Europe and Africa are and must remain close partners. Geographically close, they are also culturally and socially alike, and they pursue shared goals—particularly in terms of economic, social, and environmental development. This must be used to fuel a shared narrative and long-term cooperation. [...] Creating impact must be the common driving force behind their relationship. Indeed, that is what the dialogue and partnership between the two continents hinge on. As we point out in the report, cooperation and dialogue between public and private-sector stakeholders on both continents are a crucial element for supporting this growth and these needs.

Thierry Déau, Founder and CEO of Meridiam and member of the report’s taskforce, in *Le Point*, July 9, 2019.

Today, Africans want to go beyond development aid. ‘Beyond’ means looking at Africa in terms of investment. This requires a paradigm shift that should push Europe to evolve on this issue. [...] The priority is to create strong economic aspirations to build value chains in Africa. This is an urgent step while awaiting agreement on the tools needed to achieve this.

Dalila Berritane, Founder & CEO of Nedjma Consulting and member of the taskforce, in *La Tribune Afrique*, June 18, 2019.

The imminent expiration of the Cotonou Agreement in February 2020 raises the issue of the relationship that Europe and Africa wish to establish for the 20 years to come. Institut Montaigne offers 12 proposals for a strong partnership centered around Sustainable Development Goals, based on better mutual understanding and with the ultimate aim of creating jobs in Africa.

Thierry Déau, Founder and CEO of Meridiam and member of the report’s taskforce, in *Le Point*, July 9, 2019.

Dalila Berritane, Founder & CEO of Nedjma Consulting and member of the taskforce, in *La Tribune Afrique*, June 18, 2019.

APRIL 2, 2019 | Breakfast discussion entitled “The Form of the New Partnership Between Africa and Europe,” with Carlos Lopes, former Executive Secretary of the United Nations Economic Commission for Africa (ECA), Alain Le Roy, Diplomat and member of the working group, and Dalila Berritane, Founder and CEO of Nedjma Consulting and member of the taskforce.

JUNE 11, 2019 | Breakfast discussion presenting the report, Europe-Africa: A Special Partnership with Franck Paris, Advisor on Africa to the French President, Jean-Michel Huet, Partner at BearingPoint, Dominique Lafont, Chairman and CEO of Lafont Africa Corporation, and Frannie Léautier, former Vice President of the World Bank.

ADDRESSING GLOBAL CHALLENGES
Today, 645 million Africans have no access to electricity, and this number will only grow as Africa’s population skyrockets beyond new power generation capabilities. Yet no economic or human development can take place without power. Solar energy is a promising solution, as it allows for the quick, large-scale deployment of affordable carbon neutral energy. It boasts well-known advantages yet, despite this, few solar power plants have been built in Africa. Breaking down the barriers to solar power development in Africa identified in this policy paper is a fundamental prerequisite to ensuring that photovoltaic energy can at last contribute as much as its immense potential promises.


Responses to climate- and population-related issues faced by Africa share a common denominator: the rapid, large-scale deployment of affordable, carbon neutral energy. Today, solar energy is the primary driver available to us. All that’s needed is to unleash its potential. Benjamin Fremaux, Senior Fellow – Energy and Climate at Institut Montaigne and Antoine Huard, Chairman of France Territoire Solaire and International Director of Générale du Solaire, co-authors of the policy paper.
This morning, Institut Montaigne released a new article entitled “Digital Privacy: How Can We Win the Battle?”. The study examines the ties between privacy, security, and business in Europe, China, and India.

We are very likely witnessing a global battle between different models of digital governance, as is the case with other international issues. We should bear in mind that innovation and technology are evolving much faster than our attempts at regulation, and that a balance must be struck between our desire to protect ourselves through legislation and the need to remain appealing. This is also why the GDPR must be amended: more precision for companies, greater clarity for users, new rules on data use and artificial intelligence, and the possibility to sue for damages in addition to sanctions.

François Godement, Senior Advisor for Asia at Institut Montaigne and author of the study.
Does the web polarize our societies? In the United States, technological changes and developments have taken place alongside the rapid polarization of public space—characterized by the radicalization of the right-wing media, with a significant impact on electoral processes. Institut Montaigne set out to determine whether a similar phenomenon was at work in France. To do so, the report’s authors analyzed 18 million tweets and 65,000 news articles in partnership with Sciences Po Médialab, the Sciences Po School of Journalism, and the MIT Center for Civic Media, and using data collected and interpreted by the Pew Research Center. In France, polarization is absent in traditional media outlets, but it does exist in the space between traditional media and new media that can be seen as “politcized.”

The report was presented:

- to the European Commission’s Directorate-General for Justice and Consumers
- to the European Commission’s Directorate-General for European Parliamentary Research Services
- at the News Impact Summit, on November 15, 2019 in Lyon.

In this rich analysis, the liberal think tank depicts polarization within French news media, which is vastly different from the polarization that exists in the United States.

Libération, June 20, 2019.

For me, the findings of this study are a total surprise. There is something very respectful in the relationship between the most influential French media outlets.

Ethan Zuckerman, Director of MIT’s Center for Civic Media and co-chair of the report’s taskforce, in Libération, June 20, 2019.

In the U.S., we can imagine polarization on a horizontal axis that completely separates the left from the right, like cutting a cake in two. In France, we can imagine a sort of mille-feuille that can be broken down into layers—thus closer to a polarization on a vertical axis.

Bruno Patino, Dean of the Sciences Po School of Journalism and co-chair of the report’s taskforce, in the INA Revue des médias, July 9, 2019.

For me, the findings of this study are a total surprise. There is something very respectful in the relationship between the most influential French media outlets.

Ethan Zuckerman, Director of MIT’s Center for Civic Media and co-chair of the report’s taskforce, in Libération, June 20, 2019.

In the U.S., we can imagine polarization on a horizontal axis that completely separates the left from the right, like cutting a cake in two. In France, we can imagine a sort of mille-feuille that can be broken down into layers—thus closer to a polarization on a vertical axis.

Bruno Patino, Dean of the Sciences Po School of Journalism and co-chair of the report’s taskforce, in the INA Revue des médias, July 9, 2019.
BOOK ON AUTHORITARIAN LEADERS: “LE MONDE DES NOUVEAUX AUTORITAIRES” BY MICHEL DUCLOS, NOVEMBER 2019

Faced with clear evidence of the return of authoritarian figures in today’s world, Institut Montaigne sought to create a gallery of psychological, ideological, and historical portraits of these emblematic figures of “neo-authoritarianism.” Like a conductor directing an orchestra, Michel Duclos, Special Advisor in Geopolitics at Institut Montaigne, brought together a broad selection of renowned experts (researchers, journalists, senior civil servants) in an attempt to grasp the commonalities between today’s “strong men,” raise awareness on this phenomenon, and fuel the debate that it inherently encourages—especially in liberal democracies that have yet to succumb to this wave.


They show […] the prevalence of a new type of political leader that is emblematic of our era: the “strong man” who exercises personal power by removing, in as far as is possible, as many checks to his power as he can.

Michel Duclos, Special Advisor in Geopolitics at Institut Montaigne and editor of the book.

It took the interdisciplinary perspective of the former diplomat, combined with the methodical work of the researchers involved—experts in each of the countries now run by an “authoritarian” leader—to create this chilling guide to the 19 leaders who are instilling fear into the heart of today’s world. […] Michel Duclos, Special Advisor in Geopolitics at Institut Montaigne, has forgotten nothing of his trips to Moscow, where he witnessed the fall of communism, nor those to Damascus, where the pressure of the dictatorial clan system put in place by the al-Assads has made former ophthalmologist Bachar the country’s Oppressor in Chief.

The second-annual Paris Peace Forum, of which Institut Montaigne is a founding member, was held from November 11 to 13, 2019. It brought together leaders and members of civil society from across the globe to offer tangible solutions for world governance.

Institut Montaigne’s representatives at the Forum:

- **Michel Duclos**, Special Advisor in Geopolitics at Institut Montaigne, moderated the panel “Bridging the Gulf: Imagining New Mechanisms to Avert a War in the Middle East”;
- **Anne Bouverot**, Chair of the Fondation Abeona, moderated the panel “A Fusion of Solutions: Towards Common Principles on Artificial Intelligence?”;
- **Nicolas Bauquet**, Research Director at Institut Montaigne, moderated the panel “Shine Bright: A Better Future With Innovation in Education.”

For the second year running, the Paris Peace Forum drew thousands of participants, including heads of state and government leaders. The Forum confirmed its standing as a major venue for those working to develop initiatives related to world governance on issues such as the environment, digital technology, culture, and development. Institut Montaigne—one of the Forum’s founding members—participated in a number of workshops.

**Michel Duclos**, Special Advisor in Geopolitics at Institut Montaigne and Treasurer of the Paris Peace Forum.

---

33 heads of state and government leaders and 12 international organizations participated.

114 project teams presented their concrete solutions to international challenges.

336 high-profile speakers took part in interactive debates.

7,000 people representing a total of 164 countries attended the forum, including representatives of NGOs, companies, foundations, charity organizations, development agencies, religious groups, trade unions, think tanks, and universities.

450 journalists from around the globe were granted credentials to cover the Forum.
This year, we organized 130 events, 106 of which were exclusively reserved for our corporate members. We invited corporate leaders, politicians, and other experts from academia to offer our members one-of-a-kind forums for dialogue and debate.

Camille Godeau, Communications Director at Institut Montaigne.

JANUARY 17, 2019 | Breakfast discussion on the 2019 Barometer of French Values with Thierry Millon, Director of Qualitative Studies at Kantar, and Emmanuel Rivière, CEO of Kantar Public.

JANUARY 29, 2019 | Breakfast discussion with Jean-Paul Delevoye, High Commissioner for the Retirement Reform, in a debate with Cécile Cornudet, Columnist at Les Echos, and Françoise Fressoz, Opinion Columnist at Le Monde.

I appreciate being able to debate ideas at events organized by Institut Montaigne. The quality of their work is demonstrated in every new publication.

Françoise Fressoz, Opinion Columnist, Le Monde.


FEBRUARY 13, 2019 | Breakfast discussion with Jean-Michel Blanquer, French Minister of Education.

FEBRUARY 19, 2019 | Breakfast discussion for the release of Faces of France - The Barometer of Territories 2019 attended by Bernard Sananès, President of Elabe, Laurence Bedeau, Partner at Elabe, Bruno Cautrès, Researcher at the CNRS and CEVIPOF, and Laurent Bigorgne, Director of Institut Montaigne.

FEBRUARY 20, 2019 | Breakfast discussion with Julien Denormandie, Deputy Minister of Territorial Cohesion and Local Government Relations.

MARCH 7, 2019 | Lunch discussion with Ronnie Leten, Chairman, Ericsson.

MARCH 14, 2019 | Breakfast discussion with Catherine Guillouard, CEO of RATP, and Carlo Ratti, Director of the MIT Senseable City Lab.
MARCH 20, 2019 | Breakfast discussion with Rodolphe Saadé, Chairman and CEO of CMA CGM.

MARCH 20, 2019 | Lunch discussion with Stéphane Kasriel, CEO of Upwork, and Bertrand Martinot, Senior Fellow at Institut Montaigne and co-chair of the taskforce for the report: Travailleurs des plateformes : liberté oui, protection aussi.

MARCH 25, 2019, NANTES | Decentralized Cybersecurity Event in partnership with Chubb and the METI.

As we noted in our 2018 report entitled Cybermenace : avis de tempête (published in French only), increasingly interconnected technologies, IT systems, and service providers only aggravate the risk of a major cyberattack which could severely impact a wide range of individuals and organisations. This is true throughout France, and it was the topic we were interested in discussing in Nantes with Chubb and the METI.

Théophile Lenoir, Policy Officer - Media, digital, culture.

MARCH 29, 2019 | Breakfast discussion with Nicolas Lerner, French Director of Homeland Security (DGSI).

APRIL 3, 2019 | Breakfast discussion with Jean-Laurent Bonnafé, CEO of BNP Paribas.

APRIL 5, 2019 | Breakfast discussion on cybersecurity with Guillaume Poupard, Director of the French Cybersecurity Agency (ANSSI), Marwan Lahoud, Partner at Tikehau Capital and chair of the taskforce in charge of the 2018 report Cybermenace : avis de tempête, and Gérôme Billois, Cybersecurity and Digital Trust Partner at Wavestone.

APRIL 16, 2019 | Breakfast discussion with Frédérique Vidal, Minister of Higher Education and Research. Olivier Bousquet, Head of Machine Learning Research at Google, and Bruno Sportisse, Chairman and CEO of Inria.

MAY 13, 2019 | Lunch debate between François-Xavier Bellamy, candidate for Les Républicains and Nathalie Loiseau, candidate for La République en Marche, both competing for a European Parliament seat.

MAY 17, 2019 | Lunch discussion with Alexis Kohler, Chief of Staff to the President.

MAY 21, 2019 | Breakfast discussion with Guillaume Pépy, Chairman of the Executive Committee of the SNCF, and Benjamin Smith, CEO of Air France-KLM.

JUNE 6, 2019 | Breakfast discussion with Cédric O, Deputy Minister in charge of Digital Affairs, Daniel Dines, Founder and CEO of UiPath, and Anne Bouverot, CEO of the Fondation Abeona.

We need to ensure that those designing and building AI systems—engineers, scientists, marketing directors, programmers, regulators—are not only well-informed from a technical and scientific perspective, but also that they reflect on the ethical consequences and the real-world impact of their technologies on society. For those designing public policy, this means demystifying AI—understanding what it is and what it isn’t, and how to implement it responsibly.

Anne Bouverot, CEO of the Fondation Abeona.

We urgently need to design an education system that encourages individual creativity and group work, disruptive thinking, a taste for experimentation: that simplifies interdisciplinary courses of study, that teaches essential subjects and, most importantly, that encourages maximum synergy between basic and applied research.

Gilles Babinet, co-chair of the taskforce in charge of the 2017 Institut Montaigne report entitled Enseignement supérieur et numérique : connectez-vous ! (published in French only).

We need to ensure that those designing and building AI systems—engineers, scientists, marketing directors, programmers, regulators—are not only well-informed from a technical and scientific perspective, but also that they reflect on the ethical consequences and the real-world impact of their technologies on society. For those designing public policy, this means demystifying AI—understanding what it is and what it isn’t, and how to implement it responsibly.

Anne Bouverot, CEO of the Fondation Abeona.

Gilles Babinet, co-chair of the taskforce in charge of the 2017 Institut Montaigne report entitled Enseignement supérieur et numérique : connectez-vous ! (published in French only).
JUNE 13, 2019 | Breakfast discussion with Sébastien Bazin, Chairman and CEO of Accor.

JUNE 19, 2019 | Breakfast discussion with Martin Bouygues, Chairman and CEO of Bouygues.

JUNE 24, 2019 | Breakfast discussion with Jean-Paul Agon, Chairman and CEO of L’Oréal.

JUNE 25, 2019 | Small committee lunch discussion with Emmanuel Rivièreme, Chairman of Kantar Public.

JULY 2, 2019 | Breakfast discussion with Stéphane Richard, Chairman and CEO of Orange.

JULY 4, 2019 | Breakfast discussion with Bernard Emid, Director of French Foreign Intelligence.

SEPTEMBER 4, 2019 | Breakfast discussion with Thierry Mallet, Chairman and CEO of Transdev.

SEPTEMBER 18, 2019 | Breakfast discussion with Alain Dinin, Chairman of Nexity.

SEPTEMBER 20, 2019 | Small committee lunch discussion with Roland Lescuré, Member of Parliament and chair of the Economic Affairs Committee at France’s National Assembly.

SEPTEMBER 25, 2019 | Breakfast discussion with Axel Dumas, Head of Hermès International.

OCTOBER 3, 2019 | Breakfast discussion with Thierry de La Tour d’Artaise, Chairman and CEO of SEB.

OCTOBER 9, 2019 | Small committee lunch discussion with Xavier Bertrand, President of the Hauts-de-France Regional Council.

OCTOBER 10, 2019 | Breakfast discussion with Eric Trappier, Chairman and CEO of Dassault Aviation.


NOVEMBER 5, 2019 | Breakfast discussion with Alexandre Bompard, Chairman and CEO of Carrefour.

NOVEMBER 7, 2019 | Breakfast discussion for the announcement of the results of the Baromètre du Fait Religieux en Entreprise by Lionel Honoré, Senior Professor at the IAE Brest School of Management and Director of the Observatoire du fait religieux en entreprise.

NOVEMBER 12, 2019 | Breakfast discussion on the circular economy with Brune Poirson, Deputy Minister for the Ministry of Ecology, Jean-Louis Chaussade, Chairman of the Board of Directors of SUEZ and co-chair of the 2016 Institut Montaigne report’s taskforce Economie circulaire : réconcilier croissance et environnement (published in French only), and Pierre-André de Chalendar, Chairman and CEO of Saint-Gobain.

Institut Montaigne was fully playing its role as a think tank when, in 2016, it took on an issue that was still little known at the time but that has today become absolutely vital: the circular economy. Three years after its release, the report, Economie circulaire : réconcilier croissance et environnement remains as relevant as ever.

Victor Poirier, Director of Publications at Institut Montaigne.

NOVEMBER 19, 2019 | Breakfast discussion with French Army General François Lecointre, Chief of Staff of the French Armed Forces.

NOVEMBER 25, 2019 | Breakfast discussion with Andrew McAfee, researcher at MIT and author of The Second Machine Age and (more recently) More From Less, and Christian Gollier, Managing Director of the Toulouse School of Economics and author of Le climat après la fin du mois.

One proudly vaunted America’s positive outlook, the other demonstrated the pessimistic lucidity of old Europe. Andrew McAfee showed in his book More From Less that, in spite of all its imperfections, the American economy is using steadily fewer natural resources than before, thanks to technological innovation. Christian Gollier shared the warning from his book, Le climat après la fin du mois, with a diverse audience, underscoring the shortcomings in the political response to climate change. Yet ultimately, both shared the same opinion on the solutions required to prevent a climate catastrophe: a high carbon cost and substantial research and development efforts. What most divided Cambridge, MA and Toulouse were their forecasts for the chances of success.

Eric Chaney, Economic Advisor at Institut Montaigne.

NOVEMBER 27, 2019 | Breakfast discussion with Bruno Retailleau, Senator from Vendée (Western France), leader of the Senate party group Les Républicains, Françoise Fressoz, Opinion Columnist at Le Monde, and Cécile Cornudet, Columnist at Les Echos.

DECEMBER 17, 2019 | Breakfast discussion with Jean Lemaître, Chairman of the Board of Directors of BNP Paribas, Charles-Henri Filippi, co-chairman of Lazard’s French subsidiary, and Natacha Valla, Deputy Director General for Monetary Policy of the European Central Bank.

SERIES OF EVENTS ON INTERNATIONAL AFFAIRS

APRIL 9, 2019 | Small committee lunch discussion with Anne-Marie Slaughter, CEO of New America and Andrew Moravcsik, President of the European Union Program at Princeton University.

APRIL 9, 2019 | Small committee lunch discussion entitled “The Part to Be Played by Southern Countries in the New Multilateral Order,” with Michel Duclos, Special Advisor in Geopolitics, and Karim El Aynaoui, Managing Director, Policy Center for the New South, in partnership with the Policy Center for the New South.

MAY 15, 2019 | Breakfast discussion with Stéphanie Rivault, Ambassador and Secretary-General of the 2020 Africa-France Summit.

JUNE 14, 2019 | Small committee breakfast discussion with John Negroponte, American Diplomat, former Ambassador to Honduras, the United Nations, and Iraq, and former Director of National Intelligence (DNI).


OCTOBER 17, 2019 | Small committee lunch discussion with Jake Sullivan, Chef Foreign Policy Advisor for the 2016 Hillary Clinton presidential campaign, and Maggie Goodlander, Law Clerk at the U.S. Supreme Court Justice Stephen Breyer.

NOVEMBER 12, 2019 | Small committee lunch discussion with Subrahmanyam Jaishankar, Indian Minister of Foreign Affairs.
SERIES OF EVENTS ON ASIAN AFFAIRS


FEBRUARY 19, 2019 | Roundtable entitled “Eurasia and the Indo-Pacific: India’s Balancing Partnerships,” with Samir Saran, President of the Observer Research Foundation, and Christophe Jaffrelot, Director of Research, CERI-Sciences Po/CNRS.

MARCH 13, 2019 | Breakfast discussion entitled “Facing Cyber Attacks: The Japanese Experience,” with Yasuaki Hashimoto, Director of the Policy Studies Department at the National Institute for Defense Studies, Alix Desforges, Researcher with the Castex Chair of Cyberstrategy, and Gérome Billois, Partner at Wavestone.

MARCH 21, 2019, SINGAPORE | Singapore-France Dialogue on China, in partnership with the CAPS.

APRIL 11, 2019 | Breakfast discussion entitled “EU-China: Industrial Policy and the Technology Race,” with Friedolin Strack, Head of the International Markets department at BDI, and François Godement, Senior Advisor for Asia at Institut Montaigne. The debate was moderated by Virginie Robert, Chief Editor at the International Bureau of Les Echos.

APRIL 11, 2019 | Dinner discussion organized at the German embassy in France entitled “Developing a Common European China Policy.”

APRIL 11-12, 2019 | France-Germany workshop on “Promoting a European China Policy,” organized in partnership with the MERICS.

Strategy Group:
■ June 27-28, 2019, Portugal | China Strategy Group, in partnership with Fundação Oriente
■ September 13-14, 2019, Portugal | India Strategy Group, in partnership with Fundação Oriente and Carnegie India

The China Strategy Group and India Strategy Group are two major annual events offering European experts, government officials, and private-sector representatives the opportunity to consult with each other in a confidential setting. Their goals are to share information and implement a more strategic, coordinated approach to our relations with China and the high-level exchanges that have accompanied our growing ties with India.

Viviana Zhu, Policy Officer – Asia Program, Institut Montaigne.

JULY 4, 2019 | Roundtable on “The Role of United States Partners and Allies in Trump-Administration Policies on China,” with Scott W. Harold, Associate Director of the RAND Center for Asia Pacific Policy, and François Godement, Senior Advisor for Asia at Institut Montaigne.

JULY 16, 2019 | Lunch discussion entitled “The U.S.-China Trade and Technology War: A Chinese Perspective,” with Dongxiao Chen, President of the Shanghai Institute for International Studies (SIIS) and Mathieu Duchâtel, Director of the Asia Program at Institut Montaigne.

JULY 19, 2019 | Small committee lunch discussion entitled “Chinese Military Modernization and its Strategic Impact,” with Scott W. Harold, Associate Director of the RAND Center for Asia Pacific Policy, and Mathieu Duchâtel, Director of the Asia Program at Institut Montaigne.

OCTOBER 17, 2019 | Small committee lunch discussion entitled “Asian Energy Security in a Changing Global Environment,” with Nobuo Tanaka, President of the Sasakawa Peace Foundation (SPF), and François Godement, Senior Advisor for Asia at Institut Montaigne.

NOVEMBER 4, 2019, BRUSSELS | Allied Economic Forum, in partnership with the MERICS and the Center for Strategic and International Studies (CSIS).

SERIES OF EVENTS ON EUROPEAN AFFAIRS

FEBRUARY 11, 2019 | Breakfast discussion entitled “Saving the Right to Asylum to Save Europe” in partnership with Terra Nova, with Pascal Brice, former Director of the French Office for the Protection of Refugees and Stateless Persons, Thierry Pech, Director of Terra Nova, Frank-Jürgen Weise, President of the Hertie Foundation and former Director of the German Federal Office for Migration and Refugees, Jean-Paul Tran Thié, Senior Fellow at Institut Montaigne, and Catherine Wihtol de Wenden, Emeritus Research Director at the CNRS.

FEBRUARY 16, 2019, MUNICH | First roundtable in the European Defense Roundtable Series, organized in partnership with the Munich Security Conference and the RUSI.

FEBRUARY 21, 2019 | Event on “New Space,” with Thomas Jarzombek, German Aerospace Policy Coordinator, Pascale Ehrenfreund, Chair of the Executive Board of the German Aerospace Center (DLR), Jean-Yves Le Gall, President of the French National Centre for Space Studies (CNES), and Nikolaus Meyer-Landrut, German Ambassador in France, in partnership with the German Embassy.

MARCH 11, 2019 | Seminar on “The Future of the Partnership Between the European Union and African Countries,” in partnership with the Policy Center for the New South.

APRIL 2, 2019 | Breakfast discussion entitled “The Form of the New Partnership Between Africa and Europe,” with Carlos Lopes, former Executive Secretary of the United Nations Economic Commission for Africa (ECA), and Alain Le Roy, Diplomat, moderated by Dahlia Berriatue, Founder and CEO of Nedjma Consulting.

MARCH 5, 2019, BRUSSELS | Lunch discussion on the Institut Montaigne report Saving the Right to Asylum, with Jean-Paul Tran Thié, Senior Fellow at Institut Montaigne, and Marc-Olivier Padis, Research Director at Terra Nova, in partnership with Bruegel.

MAY 14, 2019 | Breakfast discussion with Amélie de Montchalin, Deputy Minister in charge of European Affairs at the French Ministry of Foreign Affairs, and Dominique Moïsi, Special Advisor in Geopolitics at Institut Montaigne and author of Leçons de lumière.

JUNE 11, 2019 | Breakfast discussion to present the report, Europe-Africa: A Special Partnership, with Franck Paris, French Presidential Advisor on Africa, Jean-Michel Huét, Partner at BearingPoint, Dominique Lafont, Chairman and CEO of the Lafont Africa Corporation, and Frannie Léautier, former Vice President at the World Bank.


SEPTEMBER 27, 2019 | Small committee lunch discussion “Brexit Briefing” with Georgina Wright, Senior Brexit Researcher at the Institute for Government, and Laurent Bigorgne, Director of Institut Montaigne.

Institut Montaigne provides deep insight into the challenges of our modern era. Its ability to bring together experts from diverse backgrounds and perspectives makes it, in one of the leading think tanks. I am delighted to have been able to provide my insight on Brexit to an organization so firmly attached to European dialogue.

Georgina Wright, Senior Brexit Researcher at the Institute for Government.
OCTOBER 8, 2019 | Breakfast discussion with Peter Mandelson, former Advisor to Tony Blair, former Secretary of State to Gordon Brown, and former European Commissioner, and Clément Beaune, Europe and G20 advisor to the French President, organized in partnership with Le Millénaire.

NOVEMBER 18, 2019 | Breakfast discussion with Tony Blair, former British Prime Minister and Executive Chairman of the Tony Blair Institute for Global Change, moderated by Sophie Pedder, Paris Bureau Chief at The Economist.

Great discussion with Institut Montaigne this morning on Europe’s future and how it should meet challenges posed by the tech revolution, the rise of China and -of course- Brexit.

tweet by Tony Blair, former British Prime Minister and Executive Chairman of the Tony Blair Institute for Global Change.

The opportunity to interview Tony Blair for Institut Montaigne was one of the highlights of my year and a reflection of the truly international outlook of this global think tank.

Sophie Pedder, Paris Bureau Chief at The Economist.

DECEMBER 4, 2019, LONDON | 3rd roundtable in the European Defense Roundtable Series, organized in partnership with the Munich Security Conference and the RUSI.

DECEMBER 12, 2019 | Breakfast discussion entitled “European Industrial Policy: French and Dutch Perspectives,” with Karien van Gennip, former Dutch Foreign Trade Minister and CEO of ING Bank France, François Godement, Senior Advisor for Asia at Institut Montaigne, Maarten Smit, Head of the Economic Affairs Department of the Permanent Representation of the Kingdom of the Netherlands to the European Union, Maaike Okano-Heijmans, Senior Research Fellow at the Clingendael Institute, and Pieter de Gooijer, Dutch Ambassador to France. This event was organized in partnership with the Dutch Embassy in France.
SERIES OF EVENTS ON HEALTHCARE

JANUARY 9, 2019 | Breakfast discussion entitled “Giving Patients a Key Role in the Healthcare System and the Evaluation of Healthcare Quality,” with Dominique Le Guludec, President of the French National Authority for Health (HAS), Francesca Colombo, Head of Health Division at the OECD, moderated by Daniel Szefret, Director of Carefactory.

JANUARY 22 TO JUNE 6: “PARLONS PSY” MENTAL HEALTH WORKSHOPS
- Nantes, January 22, 2019
- Colmar, March 11, 2019
- Nancy, March 12, 2019
- Bordeaux, April 8, 2019
- Paris, June 6, 2019


JULY 11, 2019 | Breakfast discussion entitled “Biotechnologies: Can France and Europe Stay in the Race?” with Bernard Gilly, Chairman and Founder of iBionext, and Alexandre Regniault, Attorney and Vice-President of France Biotech.


NOVEMBER 6, 2019 | Breakfast discussion with Thomas Fatome, Deputy Director of the Prime Minister’s Office.

DECEMBER 9, 2019 | National event to reveal the results of the “Parlons Psy” mental health workshops, entitled “Ard Now, Let’s Take Action!”

SERIES OF EVENTS ON ENERGY

2019 was a pivotal year for Institut Montaigne in the field of energy. An analysis of the French Multiannual Energy Program (PPE), energy efficient renovations, the importance of networks in the clean energy transition, and solar energy deployment in Africa—we released numerous publications, held constructive dialogue with decision-makers, and offered a packed calendar of events. This is set to continue in 2020, giving Institut Montaigne a key role to play in decision making on energy and climate issues.

Benjamin Fremaux, Senior Fellow – Energy and Climate at Institut Montaigne.

JANUARY 17, 2019 | Breakfast discussion on the new modes of transportation with Pierre Aubouin, Director of the Infrastructure and Transportation Department at the French Deposits and Consignments Fund, Matthieu Gardies, Chairman of Hype, and Adrienne Brotons, Director of Mobility Projects at RCI Bank and Services (Renault Group).

JANUARY 30, 2019 | Breakfast discussion on the Multiannual Energy Program (PPE) with French members of parliament Anthony Cellier and Jean-Charles Colas-Roy and Jean-Baptiste Séjourné, Regulatory Affairs Director at Engie, in partnership with Brunswick.

FEBRUARY 12, 2019 | Breakfast discussion on carbon prices with Alain Quinet, Executive Vice-President at SNCF Réseau, Orith Azoulay, Global Head of CIB Green and Sustainable Hub at Natixis, and Emilie Alberola, Head of Climate Policy and Market Mechanisms at Eco Act.

MARCH 27, 2019 | Breakfast discussion with Dominique Jamme, Director of the French Energy Regulatory Commission (CRE).

JUNE 5, 2019 | Breakfast discussion with Virginie Schwarz, Energy Director at the French Directorate General of Energy and Climate (DGEC), Ministry of Ecology.

NOVEMBER 14, 2019 | Breakfast discussion on the report, Attraction énergétique : chantier accessible à tous, with Julien Denormandie, Deputy Minister of Territorial Cohesion and Local Government Relations, responsible for Urban Affairs and Housing, Christel Heydemann, President of Schneider Electric France and chair of the report’s taskforce, and Frédéric Verdavaine, Deputy CEO at Nexity.
SERIES OF EVENTS IN LONDON

Our community of members in the United Kingdom benefits from in-depth insight into a variety of topics, from politics to economics, rooted in a comparison between French and British perspectives. Throughout the year, we brought in experts, senior civil servants, and prominent private-sector speakers in London to fuel our two countries’ debates on policy ideas surrounding the work done by Institut Montaigne.

Cécile d’Angelin, U.K. Representative for the Institut Montaigne.


MARCH 14, 2019, LONDON | Dinner discussion entitled “Xi Jinping’s Visit to Europe in Times of Uncertainty,” with François Godement, Senior Advisor for Asia at Institut Montaigne.

APRIL 3, 2019, LONDON | Dinner discussion entitled “New World Disorders,” with Dominique Moïsi, Special Advisor in Geopolitics at Institut Montaigne, hosted by Anne-Sylvaine Chassany, World News Editor for the Financial Times in France.

JUNE 5, 2019, LONDON | Dinner discussion on Institut Montaigne’s 2018 report, The U.K.-France Defence and Security Relationship: How to Improve Cooperation, with Bernard Cazeneuve, former French Prime Minister and Lord George Robertson, former Secretary General of NATO.

JULY 1, 2019, LONDON | Dinner discussion entitled “The Evolution of Football in a World of Transformation” with Jacques-Henri Eyraud, President of the Olympique de Marseille soccer club, and Rick Parry, former CEO of Liverpool FC.

SEPTEMBER 18, 2019, LONDON | Dinner discussion entitled “What does the Future hold for India?” with Mukulika Banerjee, Director of the South Asia Center at the London School of Economics, and Christophe Jaffrelot, Senior Research Fellow at CERI-Sciences Po/CNRS.

OCTOBER 17, 2019, LONDON | Dinner discussion entitled “Are we all becoming goldfish? Discussion on the attention span of our digital societies,” with Bruno Patino, Editorial Director at Arte and Dean of the Sciences Po School of Journalism.

NOVEMBER 20, 2019, LONDON | Dinner discussion entitled “Brexit and the future of Europe,” with Tom Tugendhat, MP for Tonbridge and Malling in the U.K. Parliament and former chair of the Foreign Affairs Select Committee, and Henri de Castries, President of Institut Montaigne, hosted by Georgina Wright, Senior Researcher at The Institute for Government.
SERIES OF EVENTS IN MARSEILLE

For our region and its businesses, it is an incredible opportunity to be able to work with France’s leading think tank on both major national issues and key challenges facing our region.

Nicolas Barthe, Director of Stan, Institut Montaigne’s partner in the Provence-Alpes-Côte d’Azur region.

MARCH 26, 2019, MARSEILLE | Inauguration of our series of events in Marseille with Laurent Bigorgne, Director of Institut Montaigne.

MAY 15, 2019, MARSEILLE | Lunch discussion entitled “Europe: Is there Still a Chance Left?” with Henri de Castries, President of Institut Montaigne.

JUNE 12, 2019, MARSEILLE | Lunch discussion entitled “Strategies for Africa” with Franck Paris, French Advisor to the President on Africa, and Jean-Michel Huet, Partner at BearingPoint and member of the taskforce responsible for the Institut Montaigne report Europe-Africa: A Special Partnership.

JULY 16, 2019, MARSEILLE | Lunch discussion entitled “Medium-sized businesses: medium size, big potential” with Arnaud Vaissié, Chairman and CEO of International SOS, member of Institut Montaigne’s Board of Directors, and chair of the taskforce in charge of Institut Montaigne’s report on this topic.


NOVEMBER 25, 2019, MARSEILLE | Lunch discussion entitled “Deciphering the political transformations in France” with Olivier Duhamel, President of the FNSP (Sciences Po) and Institut Montaigne’s contributor on political and institutional issues.

OCTOBER 16, 2019, MARSEILLE | Institut Montaigne brought together nearly 80 regional stakeholders for workshops aiming to identify the major issues facing the Aix-Marseille-Provence metropolitan area; in attendance were Carlo Ratti, Director of MIT’s Senseable City Lab and Gilles Babinet, Advisor on Digital Issues at Institut Montaigne.
EVENTS OPEN TO THE PUBLIC

FEbruary 18 to November 4, 2019 | Conferences on regional cohesion, jointly organized with La Caisse des Dépôts et des Consignations, Fondation Jean Jaurès, the Fondation pour l'Innovation Politique (Fondapol), and Terra Nova.

- Territorial Cohesion and Metropolitan Areas: Toulouse, February 18, 2019
- Territorial Cohesion and Medium-Sized Cities: Audincourt, August 28, 2019
- Territorial Cohesion and Rural Areas: Eurre, Biovallée, September 28, 2019
- Conference entitled “Challenges of Territorial Cohesion”: Paris, November 4, 2019

March 21, 2019, Berlin | Conference on Institut Montaigne’s report Saving the Right to Asylum, with Jean-Paul Tran-Thiet, Senior Fellow at Institut Montaigne and Attorney, and Marc-Olivier Padis, Research Director at Terra Nova, in partnership with the Hertie School of Governance.

March 22, 2019 | Conference on Data Economy in partnership with the University of Chicago, the Collège des Bernardins, the Cercle Montesquieu, and Sciences Po.

April 15, 2019 | Breakfast discussion entitled “What the Elections Will Say About Public Opinion in Europe,” with Nicolas Bauquet, Research Director at Institut Montaigne, Susi Dennison, Director of the European Power Program, Senior Policy Fellow at the ECFR, and Catherine Fieschi, Director of Counterpoint, in partnership with the ECTR.

June 27, 2019 | Afterwork discussion entitled “Understanding the Crisis in Syria” for the release of La longue nuit syrienne by Michel Duclos, Special Advisor in Geopolitics at Institut Montaigne, with Hubert Védrine, former Diplomat, former Minister of Foreign Affairs, and former Chief of Staff to the President, and Nicolas Baverez, Economist and Attorney at Gibson, Dunn & Crutcher, moderated by Isabelle Lasserre, Journalist in charge of diplomatic and strategic affairs at Le Figaro. The event was organized in partnership with the Fondation Jean Jaurès.

September 10, 2019 | 8th annual Social Cohesion Forum, organized in partnership with August Debouzy, on Institut Montaigne’s report Travailleurs des plateformes: liberté oui, protection aussi. The debate was opened by Franck Morel, Labor and Employment Advisor to the French Prime Minister.

November 21, 2019 | Afterwork discussion for the release of Le monde des nouveaux autoritaires edited by Michel Duclos, Special Advisor in Geopolitics at Institut Montaigne, with François Sureau, Lawyer at the Council of State and at the Court of Cassation, and Sylvie Kauffmann, Editorial Director at Le Monde.

The open mindset of Institut Montaigne’s researchers and their pursuit of the most relevant stakeholders and the best ways of enhancing debate on today’s most pressing issues, make it a vital part of the think tank ecosystem in a period that is particularly hard to understand.

Sylvie Kauffmann, Editorial Director at Le Monde.
STAFF, FELLOWS AND DIRECTORS
A team of 29 permanent staff members, led by a director, is responsible for running and managing Institut Montaigne and organizing, coordinating, and giving visibility to the think tank’s work. This team works in close collaboration with the experts associated with Institut Montaigne.

- Laurent Bigorgne, Director
- Cécile d’Angelin, U.K. Representative
- Clémence Aiméras, Policy Officer – Social Responsibility and Sustainable Development
- Gilles Babinet, Advisor on Digital Issues
- Alice Baudry, Director of Strategy & Development
- Nicolas Baquet, Research Director
- Hortense Billot, Projects Officer
- Patrick Calvar, Special Advisor – Security, former Director-General of Interior Security
- Eric Chaney, Economic Advisor
- Mathieu Duchâtel, Director of the Asia Program
- Michel Duclos, Special Advisor – Geopolitics, Former Ambassador
- Hakim El Karoui, Senior Fellow – Arab World, Islam
- Pauline Faure, Graphic Designer and Webmaster
- Françoise Florens, Assistant to the Director
- Mahaut de Fougières, Policy Officer – International Studies
- Benjamin Fremaux, Senior Fellow – Energy, Climate
- Camille Godeau, Communications Director
- François Godement, Senior Advisor for Asia
- Thibaud Grenée, Head of Digital
- Morgan Guérin, Fellow – Europe, Defense
- Manon Guyot, Head of Corporate Communications
- Gaspard Jassef, Office Manager
- Baptiste Larseneur, Projects Officer
- Polly Lefevre, Chargée de mission
- Claire Lemoine, Communications Officer
- Théophile Lenoir, Policy Officer – Media, digital, culture
- Cyriane Le Richon, Events Manager
- Angèle Malâtre-Lansac, Associate Director – Healthcare Policy
- Bertrand Martintot, Senior Fellow – Apprenticeship, Employment, Professional Training
- Laure Millet, Policy Officer - Healthcare Policy Program
- Dominique Moisi, Special Advisor – Geopolitics
- Lara Oliveau, Head of Communications and Press Relations
- Clément Petit, Events Coordinator
- Victor Poirier, Director of Publications
- Milo Rignell, Chargé de mission
- Alexandre Robinet-Borgomano, Head of Europe Program
- Marie Seignol, Social Media Manager
- Gauthier Simon, Policy Officer – Cities and Higher Education
- Anuchika Stanislaus, International Affairs Officer
- Jean-Paul Tran Thiet, Senior Fellow, Former Board Member of Institut Montaigne
- Gilles Trochet, Secretary-General
- Francis Vérillaud, Special Advisor
- Viviana Zhu, Policy Officer – Asia Program
THE BOARD OF DIRECTORS

Institut Montaigne’s Board of Directors is the organization’s decision-making body, made up of personalities from diverse political and professional backgrounds. It ensures the coherence of Institut Montaigne’s publications and the scientific and editorial quality of the research conducted.

- **Henri de Castries**, President of Institut Montaigne
- **David Azéma**, Vice President of Institut Montaigne and Partner at Perella Weinberg Partners
- **Emmanuelle Barbara**, Senior Partner at August Debouzy
- **Marguerite Bérard**, Head of BNP Paribas French Retail Banking
- **Jean-Pierre Clamadieu**, Chairman of the Board of Directors of Engie
- **Olivier Duhamel**, President of FNSP (Sciences Po), Contributor on Political and Institutional Issues
- **Marwan Lahoud**, Chairman of OT-Morpho’s supervisory board
- **Fleur Pellerin**, Founder and CEO of Korelya Capital and Former Minister
- **Nathalie Rastoin**, Managing Director of Ogilvy France, President of Ogilvy
- **René Ricol**, Treasurer of Institut Montaigne, Partner and Cofounder of Ricol Lasteyrie Corporate Finance
- **Jean-Dominique Senard**, Vice-President of Institut Montaigne & Chairman of Renault
- **Arnaud Vaissié**, CEO of International SOS
- **Florence Verzelen**, Industry Solutions, Marketing, Global Affairs and Communications, Dassault Systèmes
- **Philippe Wahl**, CEO of La Poste Group
- **Claude Bébéar**, Honorary President and Founder of Institut Montaigne
INSTITUT MONTAIGNE EXISTS THANKS TO THE LOYAL AND GENEROUS SUPPORT OF ITS CORPORATE MEMBERS

ABB FRANCE
ABBIVIE
ACCURACY
ACTÉVO
ADT
AIR FRANCE - KLM
AIR LIQUIDE
AIRBUS
ALLEN & OVERY
ALLIANZ
ALVAREZ & MARISAL FRANCE
AMAZON WEB SERVICES
AMBER CAPITAL
AMUNDI
ARCHERY STRATEGY CONSULTING
ARCHIMEDE
ARDIAN
ASTORS
ASTRAZÉNECA
AUGUST DEBOUZY
AVRIL
AXA
BAKER & MCKENZIE
BANK OF AMERICA MERRILL LYNCH
BEARINGPOINT
BESSE
BNP PARIBAS
BOLLORÉ
BOUGARTCHEV MOYNE ASSOCIÉS
BOUYGUES
BRUSSE VERGEZ
CAPGEMINI
CAPITAL GROUP
CAKEIT
CARREFOUR
CASINO
CHAÎNE THERMALE DU SOLEIL
CHUBB
CIS
CSIO SYSTEMS FRANCE
CMA CGM
CNP ASSURANCES
COHEN AMIR-ASLANI
COMPAGNIE PLASTIC OMNIUM
CONSEIL SUPÉRIEUR DU NOTARIAT
CRÉDIT AGRICOLE
CRÉDIT FONCIER DE FRANCE
D’ANGELIN &CO.LTD
DASSAULT SYSTÈMES
DE PARDJOU BROUGAS MAFFEI
DENTSU AEGIS NETWORK
DRIVE INNOVATION INSIGHTS - DII
EDF
EDHEC BUSINESS SCHOOL
EDWARDS LIFESCIENCES
ELSAN
ENEDIS
ENGIN
EQUIAN
ETHIQUE & DÉVELOPPEMENT
EUROGROUP CONSULTING
EUROSTAR
FIVES
FONCIJA GROUPE
FONCIÈRE INEA
GALILEO GLOBAL EDUCATION
GÉLIN
GOOGLE
GRAS SAVOYE
GROUPAMA
GROUPE EDMOND DE ROTHSCHILD
HAMEUR ET CIE
HENNER
HSBC FRANCE
IBM FRANCE
IPASS
ING BANK FRANCE
INGE
INTERNATIONAL SOS
INTERPARFUMS
IONIS EDUCATION GROUP
ISRP
JEANETT ASSOCIÉS
KANTAR
KATALYSE
KEARNEY
KPMG S.A.
LA BANQUE POSTALE
LA COMPAGNIE FRUITIÈRE
LA PARISIENNE ASSURANCES
LAZARD FRÈRES
LINEDATA SERVICES
LIR
LIVANOV
LOREAL
LOXAM
LVMH
M6
M.CHARRAIRE
MACSF
MALAKOFF MÉDÉRIC
MAZARS
MCKINSEY & COMPANY FRANCE
MEDIA-PARTICIPATIONS
MÉMORANDUM
MERGER
MÉMOIRES
MICHELIN
MICROSOFT FRANCE
MITSUBISHI FRANCE S.A.S
NATIFS
NEHS
NESTLÉ
NFNT
NOBIA
ODDIO
ODRA
OPTIGESTION
ORANGE
ORANO
ORTEC GROUPE
PAI PARTNERS
PRICewaterHOUSEcoopers
PRUDENTIA CAPITAL
RADALL
RAISE
RAMSAY GÉNÉRALE DE SANTÉ
RANDSTAD
RAPT
RELX GROUP
RENAULT
REXEL
RICOL LASTEYRIE CONSEIL
RIVOLIER
ROCHE
ROLAND BERGER
ROTHSCHILD MARTIN MAUREL
SAP
SANOFI
SAP FRANCE
SCHNEIDER ELECTRIC
SERVER
SGS
SIA PARTNERS
SIACI SAINT HONORÉ
SIEMENS
SIEN CONSTRUCTEUR
SNCF
SNCF RÉSEAU
SOFODE
SOFINORD - ARMONIA
SOLWAY
SPRIMAL
SPVIE
STAN
SUEZ
SYSTEMS
TALAN
TECNET PARTICIPATIONS SARL
TEREGA
THE BOSTON CONSULTING GROUP
TILTER
TOTAL
TRANSDEV
UBER
UBS FRANCE
UIPATH
VEOLIA
VINCI
VIVENDI
VOYAGEURS DU MONDE
WAVESTONE
WAZE
WENDEL
WILLIS TOWERS WATSON
WORDAPPEAL
JOIN US
Institut Montaigne collaborates with 180+ companies of all sizes and from all industries to help them grasp complex phenomena and anticipate underlying changes in France, Europe and the world.

Our offer is designed to provide a space for original, non-partisan reflection on strategic, forward-looking issues through frequent events as well as thorough and independent analysis.

What sets us apart from other think tanks? Since 2000, Institut Montaigne’s strength has resided in the way it allows its member corporations to play an active role in forging public policy proposals. Day after day, we work hand in hand with our members, experts, academics, politicians, and other actors of civil society, to provide France and Europe with pragmatic tools and ambitious solutions to the medium- and long-term issues at stake.

Our members receive a direct 60% corporate income tax reduction for their annual contribution.

Each member accounts for less than 1% of Institut Montaigne’s €6.5 million budget.