



INSTITUT ———
Montaigne

France's leading independent
and nonpartisan think tank

Table of Contents

ABOUT US

Statement from the Chairman	7
Editorial by the Managing Director	8
Our Commitment	10
Interaction for Action	14
Governance	16
Our Team and Fellows	20
Non-Resident Fellows	25
Membership	35
Our Methodology	38
Two Platforms, One Standard of Excellence	40

ACTIVITIES

International Partnerships and Dialogues	52
Our Publications at a Glance	56
Events and Workshops	58
Institut Montaigne in the Headlines	66

TRENDS AND FUTURE SCENARIOS

Looking Ahead to 2025-2035: Planning and Preparing for the Medium Term	71
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JOIN US

Benefits of Membership	74
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INTRODUCTION

A portrait of Henri de Castries, Chairman, in a dark suit and white shirt, sitting at a desk with his hands clasped. The background is dark with a lamp and some greenery.

STATEMENT

from the Chairman,
Henri de Castries

An Era of Disruption

Over the past few years, we have witnessed significant transitions, moving from a state of perceived stability to one of uncertainty. This period of upheaval is reminiscent of the seismic shifts during the Renaissance and the early 19th century—times of profound technical and social revolutions that redefined global balances. Today's challenges, which echo those transformative periods, are driven by two major trends: geopolitical and technological disruptions, both of which are impacting every sector of activity.

On the geopolitical front, ongoing conflicts—such as the war between Ukraine and Russia, the situation in Gaza, and the escalating Sino-American rivalry—have reawakened old fears and reshaped global power dynamics, introducing risks not only to our economies and security but also to the cohesion of Europe and individual nations. These conflicts infiltrate every layer of society, from politics to social interactions and personal lives. Meanwhile, technological breakthroughs, particularly in biotechnology and AI, are driving significant progress but also raising serious concerns. These advancements redefine our reference points, break down traditional geographic boundaries, and alter political alignments.

The Need for New Solutions

The convergence of technological and geopolitical changes requires new approaches. Traditional tools—whether regulatory, commercial, or social—are proving inadequate. The instability of current global conditions underscores that nothing is guaranteed—neither peace, prosperity, nor democracy. Yet, this uncertainty also means that nothing is predetermined. Major strides in productivity, particularly through advancements in computing, have transformed medicine, workplace organization, and interpersonal relationships.

Navigating Through Uncertainty

In turbulent times like these, institutions such as ours serve as crucial navigational guides, helping to recalibrate the compass points of public action: ensuring the security of populations, enhancing economic competitiveness, providing equal access to fundamental needs like food, healthcare, and education, and upholding respect for the institutions that embody these values. The events of 2023 and 2024 have illustrated the ease with which societies can lose their way without shared reference points. We aim to chart clearer, more well-defined paths forward.

Clarity and Determination

In 1944, Albert Camus wrote that “the future can only make sense through great efforts of foresight and renewal.” As we stand on the brink of major transformations in our societal and institutional structures, reminiscent of the shifts experienced post-World War II, these words resonate more than ever. The traditional consumer society is no longer the prevailing economic model. Demographic changes, environmental imperatives, the misuse of trade as a tool for domination, invasive technologies, and the burden of debt have disrupted previous equilibria.

Political power is being reshaped by the need to balance the conflicting demands of individual aspirations, risk aversion, and regulatory frameworks. A new political narrative is needed, one that provides an optimistic vision for the future and unites people around common goals.

Camus urged us to make a clear-eyed assessment. This is the first imperative that Institut Montaigne strives to honor, focusing on education. But this alone is not enough. Understanding the world around us is just the beginning. Our mission is to embrace a spirit of experimentation and interrogation, following the example of Michel de Montaigne, who championed initiative as the essence of freedom.

Reviving our ways of thinking is the second imperative. We must participate in meaningful conversations, embrace conflicting views, and promote productive disagreements to improve and refine our ideas. Effective policy implementation is also crucial to achieve the goals of strengthening our national framework, ensuring economic security, and maintaining social harmony.

Hands-On Collaboration

In 2023, we focused on enhancing teamwork and collaboration by engaging around 100 member companies, consulting over 500 experts, and hosting upward of 60 events. We traveled around France and facilitated several international discussions. More than 30 studies were presented for public debate in France and Europe, all aiming to push back the boundaries of what is possible, all designed to serve both short-term and long-term goals, and all seeking to have a tangible impact.

Camus reminds us that the fate of France, and the values we cherish, hinge on its policies. Institut Montaigne, with the support of its members and experts, remains committed to its mission of serving the public good by contributing to effective public policy.



Our Commitment

Institut Montaigne was founded in 2000 by Claude Bébéar, a prominent figure in the insurance sector and the driving force behind AXA's rise to global prominence. Guided by the belief that public policy should not be the exclusive domain of professional politicians, Bébéar envisioned a space where businesses could contribute to public discourse in an impartial and philanthropic manner by providing funding for independent, non-partisan analysis to inform and enrich political action. The think tank model perfectly encapsulated this ambition for independence and openness.

Established as a non-profit organization, Institut Montaigne initially brought together 16 companies to tackle a wide array of societal issues, including education, discrimination, democracy, healthcare, economic competitiveness, defense, and technology.

Soon, many companies wanted to join this initiative, leading to an expansion of our scope of work. Since 2015, under the leadership of our new Chairman, Henri de Castries, Institut Montaigne has focused on addressing political action at multiple levels—recognizing the importance of

both the international level, where French policies must be considered within a global context, and the local level, where national and European decisions are put into practice. This approach has led Institut Montaigne to expand its activities in two key and complementary directions:

- **Globally**, we developed targeted programs for Asia and Europe and engaged in bilateral and international discussions with major partners like the European Union, Germany, the United Kingdom, the United States, Japan, South Korea, India, and China.
- **Locally**, we embraced a practical and collaborative approach, working closely with local actors, including elected officials, businesses, associations, and institutional representatives. This strategy sparked in-depth studies on metropolises like Lille, Marseille, and the Côte d'Azur region, as well as a public health pilot program in the Yvelines department. It also showcased innovative local initiatives in cybersecurity incident response.

A Laboratory for New Ideas and a Catalyst for Change

Institut Montaigne is a platform for in-depth analysis, policy recommendations, and innovation aimed at serving the public good. As a prominent think tank in France and Europe, we address a wide range of critical issues, including economic, societal, technological, environmental, and geopolitical challenges, to influence and improve public policy.

Institut Montaigne, a non-profit organization backed by corporate members, structures its work around four key areas: **social cohesion, economic growth, state governance, and international cooperation**. We develop practical policy recommendations to reinvent a unique, prosperous, and responsible French model at the heart of Europe in a rapidly changing world.

Institut Montaigne's collaborative and independent research targets both the public and private sectors, political and economic figures, and engaged citizens. Our work is grounded in a rigorous and critical method of analysis that takes into account international benchmarks and comparisons.



For more than two decades, Institut Montaigne has been funded through private donations. Today, over 200 companies of all sizes and sectors contribute to its mission, with no single company providing more than 1.2 percent of the total €7 million budget.

Our primary function is to facilitate, structure, and foster democratic debate.

Our Core Values: Independence, Collegiality, and Responsibility

Independence, collegiality, and responsibility are the cornerstone values that underpin Institut Montaigne, shaping its identity and reputation, and guiding its methodology and activities.

Independence

Institut Montaigne ensures its work remains objective and credible by staying free from political, corporate, and external pressures. Its work program and editorial line are under the exclusive purview of its governing bodies.

The organization's diverse funding, with no single company contributing more than 1.2 percent of the budget, guarantees this independence.

Collegiality

Institut Montaigne brings together individuals from civil society, the business world, academia, and the public sector to foster collective and constructive reflection on public interest issues. This approach promotes open and diverse public debate, enhancing the quality of our opinions, assessments, and pilot programs.

Responsibility

Institut Montaigne acts with integrity, rigor, and pragmatism, fully aware of the impact of the analyses and recommendations it shares publicly. Its commitment to democratic debate demands the highest standards and intellectual honesty.



Interaction for Action



Institut Montaigne sets itself apart by connecting four traditionally distinct worlds:

- **Political sphere:** National and international political circles focused on governance, law-making, and international cooperation.
- **Economic sphere:** Businesses and economic entities focused on the production, use, distribution, and consumption of wealth.
- **Academic sphere:** Scholars and academic institutions dedicated to studying, analyzing, teaching, and disseminating knowledge.
- **Media sphere:** Media outlets and journalists who inform the public and hold authorities accountable.

By bridging these sectors, Institut Montaigne brings together businesses, researchers, institutional representatives, associations, and the media. It consolidates their experiences, opinions, and proposals, presenting them in a structured and relevant way to enrich public debate.

Institut Montaigne by the Numbers (2023)

€7 million budget

2.6 million website visits

4.63 million social media followers

30 studies and reports published on our website

200 member companies

289 articles published on our news platform, *Expressions*

63 events organized

518 experts consulted

Governance

Institut Montaigne has a team of 40 full-time staff and 30 non-resident experts, supported by a Board of Directors consisting of 14 members committed to fostering vibrant public debate.

Board of Directors

The Board of Directors, chaired by Henri de Castries, serves as the organization's governing body. Composed of individuals from diverse political and professional backgrounds, the board ensures Institut Montaigne's independence. It is responsible for maintaining the consistency of our editorial line, the scientific integrity of our research, and the quality of our activities. The board convenes six times a year.



Board Members

Henri de Castries, Chairman, Institut Montaigne

David Azéma, Vice Chairman, Institut Montaigne,
Partner at Perella Weinberg Partners

Jean-Dominique Senard, Vice Chairman, Institut
Montaigne, Chairman of the Board of Directors,
Groupe Renault

Emmanuelle Barbara, Senior Partner, August Debouzy

Natacha Valla, Dean of Sciences Po's School
of Management and Innovation

Marguerite Bérard, former Head of Commercial &
Personal Banking in France at BNP Paribas

Jean-Pierre Clamadieu, Chairman of the Board
of Directors, ENGIE

Paul Hermelin, Chairman of the Board of Directors,
Capgemini

Marwan Lahoud, Partner, Messier & Associés
(Mediobanca Group)

Natalie Rastoin, President, Polytane

René Ricol, President, Ricol Lasteyrie

Arnaud Vaissié, Chairman and CEO, International SOS

Florence Verzelen, Executive Vice President in charge of
Industry, Marketing, and Sustainability, Dassault Systèmes

Philippe Wahl, Chairman and CEO, Groupe La Poste

Why Influential Leaders Choose Institut Montaigne



Jean-Dominique Senard,
Chairman of the Board of Directors,
Groupe Renault

“ Institut Montaigne is a center of excellence for geopolitical, political, economic, and social analysis. The depth of research ensures that readers receive insights from top experts, providing objective information and actionable recommendations. For member companies, Institut Montaigne offers significant time savings for leaders and their teams. The quality of both their written and spoken communications, including public speeches and exclusive conferences, provides access to an exceptional foundation for debate and discussion. ”



Natacha Valla,
Dean of Sciences Po's School of
Management and Innovation

“ Institut Montaigne is a unique forum that merges diverse opinions with expert analysis to foster discussions on important economic and social issues. ”



Florence Verzelen,
Executive Vice President in charge
of Industry, Marketing, and
Sustainability, Dassault Systèmes

“ Institut Montaigne creates a unique space to generate ideas and proposals that serve the public interest. Being on the Board of Directors involves identifying key issues for the future of France and ensuring they receive the necessary attention in the public debate. ”



Marguerite Bérard, former Head
of Commercial & Personal Banking
in France at BNP Paribas

“ My apprenticeship bears no other fruit than to make me know how much there remains to learn,” said Michel de Montaigne, the erudite philosopher and humanist. With humility and determination, Institut Montaigne offers everyone involved the chance to learn, debate, and ultimately, act more effectively. ”

Our Team and Fellows

Institut Montaigne is enriched by the contributions of the men and women who bring their unique experiences and knowledge to the table.

Alongside researchers, diplomats, business leaders, and scientific experts, our dedicated team of permanent staff members and non-resident experts helps shape research, international discussions, meetings, and publications.

Executive Leadership

The executive leadership team sets the strategic direction for the organization in areas such as governance, editorial policy, organizational management, communication, and human resources.



Marie-Pierre de Bailliencourt, Managing Director

Juliette Aquilina, Executive Director, Development and Communications

Gilles Trochet, Secretary General

Blanche Leridon, Executive Director, Editorial and Resident Fellow, Democracy and Governance

Permanent Team and Resident Fellows

Marie-Pierre de Baillencourt, Managing Director

Juliette Aquilina, Executive Director, Development and Communications

Lancelot Bédât, Technical Assistant to the Director

Hugues Bernard, Project Officer, Climate and Environment

Hortense Billot, Project Manager, Administration and Accounting

Adriana Bracquemond, Project Officer, Events and Database

Lola Carbonell, Editorial Project Officer

Louise Chetcuti, Project Officer, United States and Transatlantic Affairs

Lucas Chouaki, Project Officer, Web and Digital

Donna Clément, Head of Communications and Press Relations

Johanna Couvreur, Resident Fellow and Head of the Health Department

Tom David, Policy Officer, Technological Foresight

Joseph Dellatte, Resident Fellow, Climate, Energy and Environment

Mathieu Duchâtel, Resident Senior Fellow and Director of International Studies

Michel Duclos, Special Advisor and Resident Senior Fellow, Geopolitics and Diplomacy

Pauline Faure, Head of Digital

Françoise Florens, Executive Assistant, Director's Office

Louise Frion, Project Manager, New Technology

François Godement, Special Advisor and Resident Senior Fellow, US and Asia

Baptiste Larseneur, Resident Fellow and Project Manager, Education

Erwan Le Brasidéc, Project Officer, Studies

Camille Le Mitouard, Head of Partnerships

Cyriane Le Richon, Project Manager, Events and Marketing

Alix Lemaire, Project Officer Assistant, International



Claire Lemoine, Project Manager, Asia Program

Blanche Leridon, Executive Director, Editorial and Resident Fellow, Democracy and Governance

Nicolas Masson, Project Officer, Communications and Press Relations

Cédric Ménissier, Project Officer, Public Policy

Catherine Merle du Bourg, Project Officer, Communications and Press Relations

Hortense Miginiac, Editorial Project Officer

Paola Nicolleau, Event Production Officer

Pierre Pinhas, Project Officer, Asia Program

Marion Rajaoba, Social Media Officer

Emma Ros, Policy Officer, Healthcare Policy Program

Maxime Sbahi, Head of Research for France and Resident Fellow

Raphaël Tavanti-Geuzimian, Project Officer, Economy

Margaux Tellier-Poulain, Project Manager, Health and Social Security

Lisa Thomas-Darbois, Deputy Head of Research for France and Resident Fellow

Gilles Trochet, Secretary General

Arsène Vassy, Project Officer, Communications and Press Relations

Georgina Wright, Resident Senior Fellow and Deputy Director for International Studies



Non-Resident Fellows

Non-resident experts form the bedrock of Institut Montaigne’s expertise, bringing a broad range of skills, knowledge, and perspectives that are essential to our mission. They are actively involved in daily operations, contributing to projects, producing written work, and representing the organization in public discussions.

- Philippe Aguiñer**, Senior Fellow, Asia
- Nicolas Baverez**, Senior Fellow, Defense
- Charleyne Biondi**, Senior Fellow, Digital Policy
- Patrick Calvar**, Senior Fellow, Security
- Bernard Cazeneuve**, Senior Fellow, Defense
- Eric Chaney**, Senior Fellow, Economy
- Maxence Cordiez**, Fellow, Energy
- Jean-Michel Darrois**, Senior Fellow, Justice
- Michel Duclos**, Special Advisor and Resident Senior Fellow, Geopolitics and Diplomacy
- Matthias Fekl**, Senior Fellow, Franco-German Relations, Justice
- Jean-Baptiste Fontenille**, Fellow, Cybersecurity
- Benjamin Fremaux**, Senior Fellow, Energy
- Amélie Giuliani**, Senior Fellow, Compliance, Governance, ESG and Extraterritoriality
- François Godement**, Special Advisor and Resident Senior Fellow, US and Asia
- Jonathan Guiffard**, Fellow, Defense and Africa
- Christophe Jaffrelot**, Senior Fellow, India, Democracy and Populism
- Aloïs Kirchner**, Senior Fellow, Industry
- Marc Lazar**, Senior Fellow, Italy, Democracy and Populism
- Alain Le Roy**, Senior Fellow, Geopolitics and Diplomacy
- Théophile Lenoir**, Fellow, Misinformation and Digital Policy
- Cécile Maisonneuve**, Senior Fellow, Energy, Local Planning, and Sustainable Development
- Bertrand Martinot**, Senior Fellow, Employment and Workforce Development
- Laure Millet**, Fellow, Healthcare
- Dominique Moïsi**, Distinguished Senior Fellow, Geopolitics
- Franck Morel**, Senior Fellow, Workforce and Employment Law
- Soli Özel**, Senior Fellow, International Relations and Turkey
- Milo Rignell**, Fellow, AI & Emerging Technologies
- Alexandre Robinet-Borgomano**, Senior Fellow, Germany
- Jean-Loup Saaman**, Senior Fellow, Middle East
- Ali Saïb**, Senior Fellow, Education, Higher Education, Research
- Engin Soysal**, Senior Fellow, International Relations
- Yasmina Tadlaoui**, Fellow, Biodiversity
- Bruno Tertrais**, Senior Fellow, Geopolitics, International Relations, and Demography
- Jean-Paul Tran Thiet**, Senior Fellow, Justice, European Affairs



Michel Duclos
Special Advisor and Resident Senior
Fellow, Geopolitics and Diplomacy

Could you briefly introduce yourself and outline your career path?

I joined the French Ministry of Foreign Affairs in 1970, inspired by the literary works of diplomats like Paul Claudel, Saint-John Perse, Paul Morand, and even Stendhal. Initially, I imagined ending my career quietly as a consul in Tabriz, leaving behind a few scholarly articles. However, life had different plans, leading me to positions in Moscow, Bonn, Brussels (EU), New York (UN), Damascus (2006-2009), and Bern. My tenure at the Ministry of Foreign Affairs' Centre for Analysis, Planning and Strategy in the early 1980s introduced me to the complexities of "high politics," and my subsequent role at the Ministry of the Interior (2009-2012) grounded me in the intricacies of French political realities.

Life's twists and turns eventually brought me to Institut Montaigne, where I found a platform to serve the ideals of the French Republic and address the concerns of my fellow citizens through research and analysis.

How do you define political and social engagement, and what does public interest mean to you?

I strive to uphold the ideals instilled by my parents and professors. We are not only bound by a duty to the state, but true self-fulfillment comes from fulfilling this duty. Duty to the state extends beyond traditional roles like military service or public office. It involves staying attuned to global issues, understanding the concerns and aspirations of contemporaries, and striving to be useful in the public sphere. This philosophy drives my engagement and writings on geopolitical matters.

How does a think tank's potential for influencing policy and creating change stack up against other forms of engagement (academic, institutional, personal, professional)? What inspired you to join Institut Montaigne?

For my generation, think tanks started to gain prominence in French public debate as the state's role became less central—a positive development. The French have long believed that everything had to be centralized and state-dependent. However, since the late 20th century, economic liberalization and increased business autonomy have paralleled similar shifts in expertise and public discourse.

Organizations like Institut Montaigne play a crucial role in this landscape by upholding the values of freedom and solidarity while maintaining strong ties with the economic sector. Institut Montaigne is also a vibrant generational melting pot. I believe that young people need the wisdom of their elders, but this wisdom is truly valuable only when it is invigorated, stimulated, and updated by the questions, ethical considerations, and hopes of the younger generations.





Amélie Giuliani

Senior Fellow, Compliance, Governance,
ESG and Extraterritoriality

Could you briefly introduce yourself and outline your career path??

I am a lawyer at the Paris Bar and a foreign trade advisor for France. For over twenty years, I have guided companies through their French, European, and international expansions, with a strong focus on ethics and compliance. A six-year stint in Asia led me to specialize in strategic partnerships and development projects both domestically and abroad. I also teach contract law and various compliance-related topics at the university level. I have always enjoyed working abroad for the openness and enriching experiences that come with navigating multicultural and multilingual environments. My time in South Korea particularly strengthened my sense of European identity, underscoring a continental unity that often transcends national boundaries.

How do you define political and social engagement, and what does public interest mean to you?

Contributing to the public good begins with self-awareness and continuous learning. It involves opening oneself to others and deepening one's understanding of critical issues, laying the groundwork for collective efforts toward common goals that benefit everyone. Working in international teams, with the requisite compromise, curiosity, openness, and adaptability, has been invaluable.

My diverse experiences—practicing law across different cultures, serving as a volunteer lawyer for the French embassy, and later as a foreign trade advisor

for the French government—have highlighted the strategic and democratic challenges within my field of law and compliance. Embracing European law means upholding its values, especially as issues of extraterritoriality evolve from technical and legal challenges into strategic and geopolitical concerns.

How does a think tank's potential for influencing policy and creating change stack up against other forms of engagement (academic, institutional, personal, professional)? What inspired you to join Institut Montaigne?

Institut Montaigne serves as a unique space where diverse experiences converge, creating a rich laboratory for intellectual and practical enrichment. The variety of backgrounds and perspectives among fellows and experts fosters a dynamic exchange of ideas, a crucial aspect often missing in more insular professional environments.

One of the significant challenges in any career is the risk of becoming siloed within one's field. While continuous education can mitigate this to some extent, it often remains theoretical. The hands-on, practical exchange facilitated by think tanks is invaluable. At Institut Montaigne, the essence of the think tank is captured in its collegial meetings, where passionate discussions on relevant topics provide continuous stimulation and inspiration.

The think tank's capacity to not only develop but also implement and advocate for its projects ensures that its proposals resonate with institutions and have a tangible impact. Moreover, Institut Montaigne benefits from a robust ecosystem of corporate members. Understanding the perspective of businesses is essential for grasping the complexity of real-world challenges. It is easy to fall into the trap of viewing private interests as inherently opposed to the public good. However, building the public interest requires a thorough understanding of on-the-ground realities.

Beyond the quality of studies and methodological rigor, it is this understanding of civil society that defines and enhances Institut Montaigne's contribution to public discourse.



”
François Godement
Special Advisor and Resident Senior Fellow,
US and Asia

Could you briefly introduce yourself and outline your career path?

I received a well-rounded education in both science and literature. My fascination with China began at an early age, fueled by adventure novels and classic Chinese literature that sparked my imagination.

This naturally led me to study history and sinology, as I sought to unravel the mysteries of traditional and Maoist China. My interest in American history also grew, and I have been fortunate to see these two subjects converge from one side of the Pacific to the other.

After earning a scholarship to Harvard, I continued my studies in Taiwan, focusing on economics. There, I witnessed the economic dynamism that would later sweep China after the Cultural Revolution—an evolution that was unimaginable to sinologists at the time. Driven by a desire to understand and analyze complex global issues, I later worked as a consultant at the OECD and taught at the National Institute for Oriental Languages and Civilizations (INALCO) and Sciences Po. Engaging in large lecture halls with deeply committed students, many with Maoist leanings, provided invaluable insights.

I then turned to think tanks to break free from disciplinary silos and engage with a broader array of experts beyond academia. I have always aimed to diversify my problem-solving approaches and practice lateral thinking. This shift was especially timely given China's tightening political climate post-Tiananmen. To avoid being paralyzed by the system's authoritarian closure, I broadened my research

to include Japan and Sino-American relations. As China's political landscape increasingly mirrors the Mao era's authoritarianism, I have expanded my research to address critical global issues such as personal data and cross-border data flows, recognizing that these challenges extend far beyond China's borders.

How do you define political and social engagement, and what does public interest mean to you?

I am somewhat wary of engaging under any political or partisan banner, preferring intellectual detachment. However, my deep interest in public affairs aligns me more comfortably with objectives such as informing public debates and guiding policymakers. This passion has driven my twenty-year tenure as a consultant at the Centre for Analysis, Planning, and Strategy.

The desire to identify as European and the conviction that the European approach is the only viable option for security and prosperity have shaped my motivations. I believe in the principles of democracy as articulated by Pericles and Thucydides. While I recognize the importance of pragmatism in international relations and the realities of power dynamics, I remain committed to my European cultural roots. My fascination with China's cultural uniqueness, influenced by its interactions with the West, further enriches my perspective.

How does a think tank's potential for influencing policy and creating change stack up against other forms of engagement (academic, institutional, personal, professional)? What inspired you to join Institut Montaigne?

Before joining Institut Montaigne, I established Asia Programs for two think tanks—one French and one European—both focused exclusively on international relations and foreign policy. What drew me to Institut Montaigne was its rich dialogue with the business world and the intellectual stimulation derived from working on interdisciplinary projects related to technology, economics, and geopolitics. This environment aligns perfectly with my broader approach to understanding China beyond a purely political and diplomatic perspective.”



Ali Saïb

Senior Fellow, Education, Higher Education, Research

Could you briefly introduce yourself and outline your career path?

I grew up in Marseille and moved to Paris in the 1990s to pursue a career as a virology researcher during the HIV/AIDS epidemic. After completing my PhD, I joined the French National Institute of Health and Medical Research (Inserm) as a researcher and later became a professor at Paris Diderot University (now Université Paris Cité).

From 1997 to 2017, I led a research team at Hôpital Saint-Louis before transitioning to the National Conservatory of Arts and Crafts (CNAM) as a professor and director of research. Subsequently, I served as the rector of the academies of Caen and Aix-Marseille, roles that gradually led me to shift away from research and teaching.

In 2014, I moved into the political sphere as an education advisor to the Prime Minister until 2017, after which I joined the Cour des comptes (French Government Audit Office) as a master auditor. In 2019, I was tasked by the government to lead the rehabilitation of the Val-de-Grâce military hospital, now known as the PariSanté Campus.

During the COVID-19 crisis, I served as chief of staff to the Minister for Higher Education, Research, and Innovation. Afterward, I took a leave from public service to establish Aidos Consulting. In September 2023, I joined Institut Montaigne as a non-resident expert.

How do you define political and social engagement, and what does public interest mean to you?

My vision of engagement and public interest is deeply rooted in my personal experiences. Having worked closely with politicians, I understand the varied interpretations of public interest. However, I believe in a common understanding that transcends individual or collective interests, aiming to balance acting according to one's values with achieving effective results for the common good. This vision involves promoting social cohesion, reducing social and regional inequalities, respecting diversity, and implementing pragmatic solutions that go beyond ideological constraints.

How does a think tank's potential for influencing policy and creating change stack up against other forms of engagement (academic, institutional, personal, professional)? What inspired you to join Institut Montaigne?

I was drawn to Institut Montaigne for its consistent and impactful engagement with educational policy. Joining Institut Montaigne allows me to contribute to this ongoing work at a critical juncture in French educational reform. Additionally, I am eager to explore other issues, such as strengthening the links between research and public policy, and science and society, as well as anticipating and addressing the major challenges facing higher education in an increasingly competitive international context.

All places that foster inclusive debate and diversity of thought are essential for democratic vitality. Institut Montaigne is one of those places.



Membership

Our members are the backbone of Institut Montaigne's independence, uniqueness, and impactful influence. They come from diverse sectors and various sizes of organizations, both in France and internationally, representing the true fabric of the French economy and civic life.

All our members share a common goal: to highlight the realities of their daily lives as entrepreneurs, business leaders, dedicated employees, and decision-makers. All are eager to share their experiences and propose improvements to public policies. All strive to contribute to a vibrant, diverse public debate that leads to tangible results.



Our Members

ABB FRANCE	BAIN & COMPANY	DE PARDIEU BROCAS MAFFEI	HOWDEN	LINEDATA SERVICES	OCIRP	RTE	VERLINGUE
ABBVIE	BAKER & MCKENZIE	ECL GROUPE	HSBC CONTINENTAL EUROPE	LLOYD'S EUROPE	ODDO BHF	SAFRAN	VINCI
ACCENTURE	BEARINGPOINT	EDENRED	IBM FRANCE	L'ORÉAL	OLIVER WYMAN	SANOFI	VIVENDI
ACCOR	BESSÉ	EDF	IFPASS	LOXAM	ONDRA PARTNERS	SAP FRANCE	WAKAM
ACCURACY	BNP PARIBAS	EDHEC BUSINESS SCHOOL	INCYTE BIOSCIENCES	LVMH - MOËT- HENNESSY - LOUIS VUITTON	ONET	SCHNEIDER ELECTRIC	WAVESTONE
ACTUAL GROUP	BOLLORÉ	EGIS	INSTITUT MÉRIEUX	MACSF	OPMOBILITY	SERVICENOW	WENDEL
ADEO	BOUYGUES	EKIMETRICS FRANCE	INTERNATIONAL SOS	MAIF	ORANO	SERVIER	WHITE & CASE
ADIT	BRISTOL MYERS SQUIBB	ENGIE	INTERPARFUMS	MALAKOFF HUMANIS	PAI PARTNERS	SGS	WILLIS TOWERS WATSON FRANCE
AIR FRANCE-KLM	BROUSSE VERGEZ	EQT PARTNERS SAS	INTUITIVE SURGICAL FRANCE	MAZARS	PELHAM MEDIA	SIER CONSTRUCTEUR	ZURICH
AIR LIQUIDE	BRUNSWICK	ESL & NETWORK	IONIS EDUCATION GROUP	M.CHARRAIRE	PERGAMON	SNCF	
AIRBUS	CAPGEMINI	EUROGROUP CONSULTING	IQO	MÉDIA-PARTICIPATIONS	POLYTANE	SNCF RÉSEAU	
ALLEN & OVERY	CAPITAL GROUP	FGS GLOBAL	ISRP	MEDIOBANCA	PRODWARE	SODEXO	
ALLIANZ	CAREIT	FIVES	JEANTET ASSOCIÉS	MERCER	PUBLICIS	SPVIE	
AMAZON FRANCE	CARREFOUR	GETLINK	JOLT CAPITAL	MERIDIAM	PWC FRANCE & MAGHREB	SUEZ	
AMUNDI	CASINO	GIDE LOYRETTE NOUËL	KATALYSE	MICROSOFT FRANCE	QUALISOCIAL	TENEO	
ANTIDOX	CHUBB	GOOGLE	KEA & PARTNERS	MITSUBISHI FRANCE S.A.S	RAISE	THE BOSTON CONSULTING GROUP	
ANTIN INFRASTRUCTURE PARTNERS	CISCO SYSTEMS FRANCE	GROUPAMA	KEARNEY	MOELIS & COMPANY	RATP	TILDER	
ARCHERY STRATEGY CONSULTING	CLARIANE	GROUPE BEL	KEDGE BUSINESS SCHOOL	MOODY'S FRANCE	RELX GROUP	TOFANE	
ARCHIMED	CLIFFORD CHANCE	GROUPE M6	KPMG S.A.	MOORGAN STANLEY FRANCE	RENAULT	TOTALENERGIES	
ARDIAN	CNP ASSURANCES	GROUPE MARTIN BELAYSOUD	KYNDRYL	MUTUALITÉ FRANÇAISE	RICOL LASTEYRIE	TRANSFORMATION FACTORY	
ARQUUS	COHEN AMIR-ASLANI	GROUPE ORANGE	LA BANQUE POSTALE	NATIXIS - BPCE	RIVOLIER	UNIBAIL- RODAMCO - WESTFIELD	
ARTHUR D. LITTLE	CONSEIL SUPÉRIEUR DU NOTARIAT	HAMEUR ET CIE	LA COMPAGNIE FRUITIÈRE	NATURAL GRASS	ROCHE	UNICANCER	
ASTRAZENECA	D'ANGELIN & CO. LTD	HENNER	LENOVO ISG	NAVAL GROUP	ROCHE DIAGNOSTICS	VEOLIA	
AUGUST DEBOUZY	DASSAULT SYSTÈMES	HITACHI ENERGY FRANCE		NESTLÉ	ROKOS CAPITAL MANAGEMENT	VERIAN	
AXA	DELOITTE				ROTHSCHILD & CO		

Our Methodology: Understand, Then Undertake

Institut Montaigne employs a rigorous and systematic approach to ensure that **our analyses lead to actionable recommendations**. We carefully sequence and coordinate our work to address both immediate and long-term needs, acknowledging the urgency of the present while remaining mindful of future responsibilities.

Our methodology is rooted in academic principles of independence and quality. We actively engage with a variety of perspectives, leveraging the expertise and

insights of our members as both citizens and specialists. This inclusive approach allows us to gather comprehensive information, verify data accuracy, and validate our sources, ensuring that our analyses and recommendations are well-founded and credible.

To uphold the highest standards of integrity, our publications undergo thorough reviews by independent committees, both internal and external.

Broadening Our Vision

Specialized Watch Groups

Institut Montaigne's watch groups epitomize the organization's collaborative spirit, serving as dynamic platforms for cross-disciplinary interaction, forward-thinking discussions, and vibrant debates. **They bring together diverse stakeholders from civil society to foster stimulating exchanges** and share insights on pivotal issues shaping public discourse.

Led by Institut Montaigne teams, the watch groups operate with a level of informality and confidentiality that encourages open dialogue. Their goal is not only to generate general recommendations on selected topics but also to delve into more specific areas for detailed studies.

Our watch groups focus on seven key areas:

- SPIRIT OF DEFENSE
- DEMOCRACY AND INSTITUTIONS
- HEALTHCARE AND SOCIAL PROTECTION
- SOCIETAL FORESIGHT
- ENERGY AND CLIMATE
- ECONOMIC SECURITY
- TECHNOLOGICAL FUTURE

Two Platforms, One Standard of Excellence

Institut Montaigne publishes its studies on two distinct yet complementary sections of its website. **In 2023, we enhanced our digital presence with the launch of “Expressions by Montaigne,” a platform dedicated to debate and current affairs.**

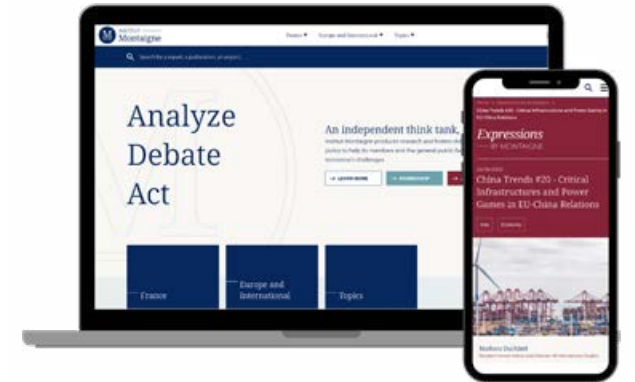


Expressions
— PAR MONTAIGNE



These two platforms work together to provide a comprehensive understanding of pressing domestic and international issues, offering everything from in-depth analysis to actionable public policy recommendations. They cater to various formats and methodologies, ranging from collaborative efforts to individual insights and from scientific approaches to opinion-based debates. The publications fall into several distinct categories:

- **Explainers** help contextualize and clarify the environment in which we operate, offering economic, social, and geopolitical updates for our members.
- **Issue papers** identify key issues and challenges on strategic topics to spark public debate.
- **Policy papers** pinpoint specific issues and offer operational recommendations for public and private decision-makers.



www.institutmontaigne.org/en

- **Reports** provide holistic analyses aimed at identifying long-term solutions.
- **Exclusive insights** (such as barometers, regional pilot programs, quantitative assessments, targeted initiatives) aim to decipher and inform key moments of our democratic life.
- **Notes** and **opinions** express author perspectives on recent developments.

How Does Our Work Serve the Public Good? Four Examples

Testing Local Pilot Programs for Nationwide Feasibility



Affordable Housing: From the French Riviera to National Rollout

“ The Côte d'Azur region served as an ideal testing ground for innovative housing solutions aimed at easing pressure on the social housing sector and addressing residential shortages. Our November 2022 report, “Territoire azuréen: ambitions 2040” (Côte d'Azur region: ambitions for 2040), proposed several innovative solutions to facilitate access to housing. In the midst of an unprecedented housing crisis, these affordable housing initiatives aim to democratize access for middle-class families who are otherwise excluded from social housing, without compromising resources for those in need. Our recommendations were instrumental in shaping recent political announcements aimed at bolstering nationwide deployment, particularly by integrating them into the quota objectives defined by the French law on Urban Solidarity and Renewal (SRU). “

Lisa Thomas-Darbois,
Deputy Head of Research for France and Resident Fellow



SÉSAME: Scaling Up Collaborative Mental Health Care for Better Treatment

“ The SÉSAME project (Collaborative Mental Health Care), which closely coordinates care for patients experiencing psychological distress, has proven its effectiveness following a pilot phase in the Yvelines department. It has now been expanded to the entire Île-de-France region under a special legal framework known as Article 51, which allows for innovative healthcare projects outside the usual regulations. This expansion, supported by Health Insurance, the Île-de-France Regional Health Agency, and the Ministry of Health, is a significant step towards a potential nationwide rollout. “

Johanna Couvreur,
Resident Fellow and Head of the Health Department

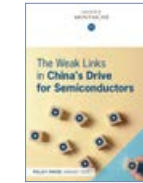
Fostering Competitiveness Through European Regulation



The European AI Act: Institut Montaigne Shapes European Legislation

“ In a rapidly evolving sector like artificial intelligence, legislation must continuously adapt to technological advancements. Institut Montaigne’s policy paper, “Investing in safe and trustworthy AI,” was released amid the excitement and debates leading up to the new European directive on AI. The European AI Act, adopted in the summer of 2023, incorporates key recommendations from Institut Montaigne, particularly focusing on regulating high-risk AI systems. “

Milo Rignell,
Fellow, AI & Emerging Technologies



Semiconductors: From Institut Montaigne’s Policy Paper to EU Regulation

“ In 2021, as the world faced a sudden shortage of automotive components, Institut Montaigne released a policy paper titled “The Weak Links in China's Drive for Semiconductors,” outlining five key recommendations to bolster European competitiveness. The microelectronics sector is crucial for driving Europe's digital and green transformations, especially amid intense Sino-American competition. Our recommendations significantly influenced the formulation of the 2023 EU Chips Act. “

Mathieu Duchâtel, Resident Senior Fellow and Director of International Studies

Ensuring Our Insights and Recommendations Have Lasting Impact

Multidimensional analysis, coherence, and collaboration:
A focus on defense and security issues



The issue paper tackles critical questions in French defense policy, such as deciding whether to mobilize forces on the European or Asian fronts, balancing budgetary constraints between maintaining a coherent military model and scaling up capabilities, and defining the role of industries in a market economy facing the threat of high-intensity warfare. This paper provides insights at a pivotal moment for the future of the French military.

Watch Group Spirit of Defense

This watch group comprises around thirty professionals from both the public sector (high-level administrators, military personnel, educators, researchers) and the private sector (companies, freelance professionals). It delves into the concept of the “spirit of defense,” examining its scope, manifestations, and organization.



Defense innovation is crucial in the competition for military superiority among major powers. This report explores how public and private sectors can better harness innovation, improve the sector's attractiveness, and ensure seamless integration between the state and innovation actors to facilitate widespread dissemination. Institut Montaigne offers six recommendations to enhance these instruments.

Report Strengthening Defense Innovation Instruments

Small Committees

“Royaume-Uni et France face aux enjeux de la défense” (UK and France in the face of defense challenges) with General Nick Carter, former British Chief of the Defense Staff

“Quelle pertinence de notre LPM dans la nouvelle configuration de menaces?” (Relevance of the Military Programming Law in the new threat landscape) with General de Bavinchove, Admiral Guillaud, and Nicolas Baverez.

“Quelle collaboration franco-britannique de défense dans la nouvelle donne géopolitique européenne et transatlantique?” (Franco-British defense collaboration: Discussing new geopolitical dynamics in Europe and transatlantic relations).



Member Breakfasts
“Quels défis pour la Marine dans les cinq prochaines années” (Challenges for the French Navy in the next five years) with Admiral Pierre Vandier, Chief of Staff of the French Navy.

An unprecedented conference dedicated to addressing the major dilemmas in French defense policy

featured an impressive lineup of speakers, including French Army General Thierry Burkhard, Chief of the Defence Staff; former prime minister Bernard Cazeneuve; Florian Colas, National Director of Customs Intelligence and Investigations; and Muriel Domenach, France's Permanent Representative to NATO. Business leaders and numerous experts also participated in this essential collaborative discussion aimed at understanding threats and devising strategies to address them.



The event garnered significant attention from both generalist and specialized French media. Outlets such as *AFP*, *Le Monde*, *Le Figaro*, *BFMTV*, and *Zone Militaire* covered the conference, amplifying its impact among the general public and decision-makers. Additionally, an op-ed titled “Pour une innovation de défense décloisonnée” (For unfettered defense innovation) was published in *Les Échos*. Journalists from *Politico*, *AFP*, *The Economist*, and *S&D Magazine* were also invited to the conference focusing on the seven dilemmas of French defense policy.

Other Articles Published on Expressions

- “La loi de programmation militaire 2024-2030” (The 2024-2030 Military Programming Law) by Bernard Cazeneuve and Nicolas Baverez
- “Menace dans le cyberspace” (Threats in cyberspace), “Cyberguerre en Ukraine” (Cyberwarfare in Ukraine), and “Barkhane” (Operation Barkhane) by Jonathan Guiffard
- “Ukraine Cannot Wait” by Michel Duclos

Expressions, a Platform for Debate and Current Affairs

Expressions offers regular columns, expert interviews, opinion polls, and series covering a wide range of current events.

Series

“Le monde vu d’ailleurs” (The world seen from elsewhere)

Every fortnight, Bernard Chappedelaine, a former foreign affairs advisor, offers his perspective on international news. Drawing from a wide array of official, media, and academic sources, his analyses distill the most pressing global issues of the moment.

“À contrevoix” (Against the grain)

Should there be fewer prisons? Should ethnic statistics be collected? Should the Common Agricultural Policy (CAP) be reformed? In “À contrevoix,” Institut Montaigne provides a monthly platform for two personalities to explore deadlocks, apparent impasses, agreements, and disagreements on major societal questions. Specialists discuss these pressing issues with intellectual rigor and respect for differing viewpoints.

“Tour d’Europe des syndicats” (A European tour of trade unions)

From unprecedented strikes in the UK, Belgium, and Germany to Giorgia Meloni’s attempts to court Italian unions, this summer-long series explored Europe’s labor unions to better understand French peculiarities.

“Through the Looking Glass”

What do TV series reveal about our world? What mirror do they hold up to us? From highlighting the rise of women in American power structures to spotlighting mental health issues, these series also underscore the unprecedented expansion of Korean and Israeli soft power. From *The Diplomat* to *Squid Game*, *In Therapy* to *13 Reasons Why*, Institut Montaigne offered a new edition of “Through the Looking Glass” last summer, exploring these cultural reflections.



["Le monde vu d’ailleurs"]
(The world seen from elsewhere)
France in Africa: What Lies Ahead?

How can France revitalize its relations with African nations in the Sahel region? In the UK, there is a growing call to close military bases in favor of increased investment in soft power. Meanwhile, Germany is urging Europe to step up, highlighting that it has relied too heavily on France for too long. While tactical successes have been achieved, they have not translated into a coherent strategic vision. Russia refuses to be a scapegoat for France’s struggles but remains cautious about celebrating a decline in French influence, recognizing that France still possesses numerous strategic assets on the ground.



["Le monde vu d’ailleurs"]
(The world seen from elsewhere)
Armenia and Azerbaijan:
Is Peace Possible?

The conflict between Armenia and Azerbaijan is more than a regional skirmish; it has significant implications for European geopolitics and is steeped in complex history. The instability in the Caucasus pits not just Nikol Pashinyan’s Armenia against Ilham Aliyev’s Azerbaijan, but also highlights the strategic missteps of major powers, reshuffling the interests of Turkey, Iran, Russia, Europe, and China.

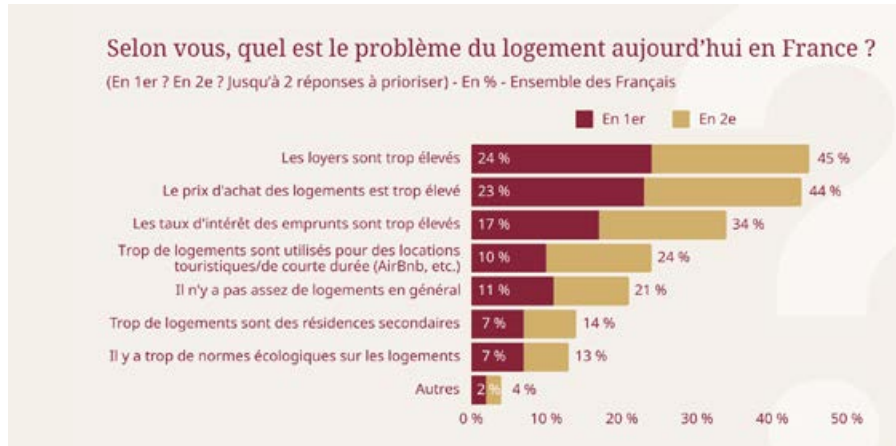


["Le monde vu d’ailleurs"]
(The world seen from elsewhere)
In Germany, Energy Heats Up Public Debate

Germany’s energy policy and climate protection measures are central to the nation’s political discourse. The challenge lies in balancing ecological imperatives with the diverse interests within the ruling coalition.

Polling

Every month, Elabe conducts surveys for *Les Échos*, *Radio Classique*, and Institut Montaigne to gauge French public opinion on significant societal issues.



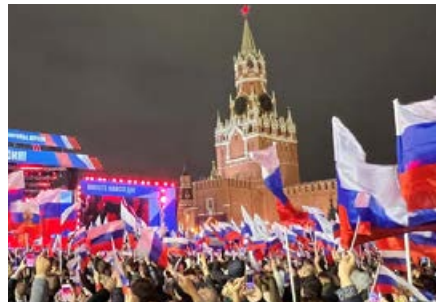
[Poll]
Housing in France

Expert Analyses

Institut Montaigne's experts regularly share their insights, while external contributors enrich the debate through interviews and in-depth analyses.



"Gulf of Guinea: Can the Sahel Trap Be Avoided?"
by Jonathan Guiffard,
Fellow - Defense and Africa.



"Must We Prepare for the Breakup of Russia?"
by Bruno Tertrais, Senior Fellow,
Geopolitics, International
Relations, and Demography.



"Deciphering the EU-US Trade & Technology Council"
by François Godement,
Special Advisor and Resident
Senior Fellow, US and Asia.

Our Newsletters

Institut Montaigne publishes a French newsletter and an international newsletter.

Subscribers receive concise and insightful analyses of both domestic and international events, providing a clear understanding of the current landscape.

“ By subscribing to our French and English newsletters, you'll receive a curated selection of our latest publications and articles. Our newsletters showcase the breadth of Institut Montaigne's work, from in-depth reports and long-term studies to shorter articles, debates, and analyses on both domestic and international issues. Join our growing community of readers and stay informed with the insights that matter most. We're thrilled to welcome more and more subscribers like you on board! ”

Blanche Leridon, Executive Director,
Editorial and Resident Fellow,
Democracy and Governance

Sign up for our newsletters !

The French
newsletter



The international
newsletter



Welcome back to Institut Montaigne's selection of analyses, *France and Europe in the World*. This month we focus on economic security in our brand new edition of *China Trends*, our quarterly publication which seeks understanding of China from Chinese language sources. We also look at the two recent European elections in Poland and Slovakia—and what they mean for the broader region and political illiberalism in the EU—before turning to the nitty-gritty of EU enlargement policy. We end by asking whether France is heading in the right direction when it comes to AI governance. Happy reading, see you next month!

EU-CHINA
China Trends #17



[New Publication] Economic security is high up on American, European, and Japanese agendas and China is paying attention. Our Asia Program's latest issue of *China Trends* looks at Chinese economic statecraft and how the EU's economic security strategy might affect EU-China relations. By Mathieu Duchâtelet, Francescz Ghirelli, Marcin Przychodniak and Pierre Pinhas.

READ THE REST

POLISH ELECTION
Good News From Warsaw

Poland's opposition parties won enough seats on October 15th to take power from Jaroslaw Kaczynski's Law and Justice (PiS) party which has been in power since 2015. For Frédéric Zaleski, the consequences of the opposition's victory extend beyond the country's borders.

READ THE REST

SLOVAK ELECTION
Stability for Bratislava?

On September 30, Slovakia held parliamentary elections that resulted in the return of Robert Fico's SMER party to power. Kinga Brudzińska looks at the political situation in Slovakia, its likely foreign policy orientation, and the repercussions on the forthcoming European elections.

READ THE REST

ACTIVITIES

International Partnerships and Dialogues

In today's volatile global landscape, Institut Montaigne is dedicated to fostering meaningful conversations with a wide range of institutional and diplomatic representatives. Beyond regular exchanges with economic actors, researchers, and civil society, our dialogues extend to French public authorities, the European Commission, and various governments across Europe, the Anglo-Saxon world, and Asia.

These engagements create a complex ecosystem of high-caliber partnerships, ensuring that the information we gather is of the utmost quality and fully contextualized. This network of excellence enhances our research, supports our member companies, and benefits citizens.

Europe

Coordinating a Network of Ten European Think Tanks for Enhanced Dialogue: The European Think Tank Briefing (ETTB)

To deepen intellectual exchange and strengthen ties within its European network, Institut Montaigne's Europe Program established a partnership in 2020 with ten leading European think tanks, forming what is known as the European Think Tank Briefing (ETTB). This network includes esteemed institutions such as Bruegel (Brussels), the Clingendael Institute (The Hague), DGAP (Berlin), Real Instituto Elcano (Brussels and Madrid), GLOBSEC (Bratislava and Brussels), IIEA (Dublin), ISPI (Milan), PISM (Brussels and Warsaw), and FIIA (Helsinki).

Each month, distinguished experts participate in topic-focused webinars addressing significant political issues within the European Union, such as industrial policy, energy policy, EU enlargement, and the situation in Ukraine. These sessions aim to foster complementary approaches between Brussels and member state capitals. Notable recent participants include Leopoldo Rubinacci from the Directorate General for Trade of the European Commission; Borja Lasheras from the European External Action Service; Garance Pineau, European Affairs Advisor to the French Presidency; Anna Lührmann, German Minister of State for European Affairs and Climate; and Jakub Kumoch, a Polish political scientist and ambassador.

Fostering Transatlantic Dialogue with the Hoover Institution

Institut Montaigne has forged a close collaboration with Stanford University's Hoover Institution in California to foster a transatlantic dialogue. This initiative brought together leading European and American figures to exchange perspectives and derive insights on critical global issues, such as the Russian war in Ukraine and rising tensions in the Taiwan Strait. Notable guests have included Larry Diamond, Senior Fellow at the Hoover Institution; Matt Pottinger, former Deputy National Security Advisor to President Trump; Abigaël Vasselier, Head of Foreign Relations Program at MERICS; and Ryan Hass, Senior Fellow at the Brookings Institution.

Promoting a Forward-Looking Franco-German Dialogue with the Gemeinnützige Hertie-Stiftung



Since 2019, Institut Montaigne and the Gemeinnützige Hertie-Stiftung, a German foundation, have been committed to fostering a forward-looking Franco-German dialogue. This format brings together high-level economic actors and public decision-makers from France and Germany to identify common priorities for building a more stable and resilient Europe capable of effectively defending its interests.

Bridging Perspectives: Franco-Dutch Dialogue



To align discussions on supply chain risks in the semiconductor industry with Europe's Indo-Pacific strategy, Institut Montaigne partnered with Institut Français NL (a French agency for cultural cooperation in the Netherlands) and The Hague Centre for Strategic Studies. This Franco-Dutch dialogue brought together industry leaders and public policymakers from both nations.

Asia

Engaging European Partners on China: The China Strategy Group

The annual meeting of the China Strategy Group, organized in Portugal in partnership with the Fundação Oriente, gathers a select group of policymakers, economic leaders, and experts from European Union Member States each June. The objective is to foster a robust European policy toward China.

Rethinking Relations with India: The Europe-India Strategic Dialogue

The Europe-India Strategic Dialogue serves as a platform for discussing and enhancing Europe's relations with India. Held annually, either within an intra-European framework, as in 2023, or with the participation of an Indian delegation primarily composed of policymakers from India's Ministry of External Affairs, this dialogue aims to Europeanize our approach toward India and deepen the Europe-India relationship. Each year, around thirty participants, including officials, private sector representatives, and experts take part in the discussions.

Delving Deeper into Economic Security: Europe-Japan Roundtables

Each year, Institut Montaigne hosts a dialogue between Europe and Japan focused on economic security. In 2023, a roundtable held in Leuven at imec, a leading independent nanoelectronics R&D hub, provided a platform for reflecting on industrial policy to support the semiconductor sector. Key European and Japanese political and economic decision-makers participated in this event, which was organized in partnership with Vrije Universiteit Brussel (VUB) and the Japan External Trade Organization (JETRO).

Participating in Multilateral Initiatives: The Advancing Economic Security Forum (AESF)

Institut Montaigne organizes regular AESF sessions in partnership with the Center for Strategic and International Studies (CSIS), MERICS, the Clingendael Institute, and the Institute of Geoeconomics. The AESF is a multilateral initiative that brings together high-level public decision-makers for regular political discussions on critical economic security issues.

Engaging in Research Programs with the Observatory of Multilateralism in the Indo-Pacific

In collaboration with the Foundation for Strategic Research (FRS) and the European Council on Foreign Relations (ECFR), Institut Montaigne has secured a significant research and conference program on the Indo-Pacific region. This initiative, launched by the Directorate General for International Relations and Strategy (DGRIS) within the French Ministry for Armed Forces, is further supported by partnerships with Sciences Po and INALCO. Through this consortium, Institut Montaigne aims to provide a deeper understanding of the Indo-Pacific region and to bridge the gap between Indo-Pacific strategies and economic security policies.



Our Publications at a Glance

Institut Montaigne produces research and fosters debates on public policy to help its members and the general public face the challenges of today and tomorrow.

Below are some examples of our work:

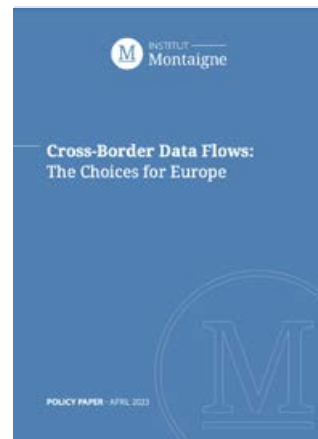


Security in West Africa: Building On Agricultural Cooperation [Report]

Recent coups in Niger (2023), Burkina Faso (2022), Mali (2020, 2021), Gabon (2023), and Guinea (2021) have undermined French military presence and security cooperation in the Sahel and broader West Africa, raising significant concerns about

France's strategic interests and influence in the region. To counteract rising anti-French sentiment — often stoked by international competitors seeking to expand their influence in the region — and continue the fight against jihadism, France must devise a new strategy. The economic

marginalization and isolation of certain populations are critical factors contributing to the allure of jihadist movements. Addressing these issues requires a substantial economic boost in the region. France's traditional approach to cooperation with these countries needs to be reimagined to ensure long-term stability. The report draws on insights from 80 interviews with African and European entrepreneurs, researchers, and NGO members. It offers concrete measures to bolster West African and European public and private sector efforts, focusing particularly on the agricultural sector and regional infrastructure. Key recommendations include improving productivity, developing support infrastructure (water, energy, training), facilitating targeted financing, and fostering partnerships between French and African businesses.



Cross-Border Data Flows: The Choices for Europe [Policy Paper]

Europe finds itself flanked by two digital giants: an authoritarian China, which aims to control data flows while still tapping into global networks, and the United States, whose pioneering tech companies dominate the global landscape, benefiting from their

first-mover advantage. This dynamic places Europe in a precarious position, struggling to foster its own digital champions amid these pressures. At the same time, all nations face a dilemma that can only be arbitrated, not resolved: balancing the benefits of free data flow, privacy, and security. This situation is further complicated by the shifting international landscape, which the policy paper illustrates through case studies on China and India, as well as an in-depth look at the challenges posed by cloud computing and digital infrastructure. Ultimately, it offers ten actionable recommendations aimed at the European Union—and occasionally the United States—on how to effectively regulate cross-border data flows.



Economic Security: The Missing Link in EU-Japan Cooperation [Policy Paper]

During a speech on EU-China relations in March 2023, European Commission President Ursula von der Leyen announced new measures to strengthen economic security. Given that the concept of economic security goes against the free trade DNA of the EU, it is striking how quickly this notion has been assimilated in response to the deteriorating international environment. Japan, which shares similar concerns regarding China's stance, has also implemented protective measures. This policy paper examines the potential for strengthening the EU-Japan economic partnership. It explores the possibilities for a strengthened EU-Japan economic security cooperation agenda and highlights the key differences between European and Japanese approaches to economic security.

CHINA Trends

China Trends
[quarterly publication]

China Trends aims to deepen our understanding of China by drawing directly from Chinese-language sources. In an era when international news frequently centers on China, grounding our analysis in authentic Chinese perspectives allows for more nuanced insights into the rationale behind policy decisions and provides essential information on ongoing policy debates. Published quarterly by Institut Montaigne's Asia Program, each issue of *China Trends* focuses on a specific theme.

China Trends #18: Searching for Growth Engines Via Innovation

This issue of *China Trends* analyzes the most recent statistics released by Beijing on the Chinese economy at the time of publication. Despite a slight rebound in consumption, the Chinese economy is grappling with deflation, decreased demand for durable goods, and a reduction in imports. The issue then delves into Chinese views and debates on three areas with potential as engines of growth for China's economy: nuclear energy, infrastructure spending, and the digital economy. Nevertheless, China retains some political leeway to stimulate economic growth. The persistent growth of the Chinese economy, primarily fueled by the export of key future industries and major consumer goods, places Beijing's economic partners in a challenging position. They face the dual challenge of relying on China for their green transition while also striving for greater strategic sovereignty.

Events and Workshops

Paris Peace Forum: Driving International Cooperation

Paris Peace Forum 2023: Engaging in Dialogue with the Global South

In a world where cooperation and exchange are more crucial than ever, Institut Montaigne co-founded the Paris Peace Forum, hosting its sixth edition on November 10-11, 2023, at the Palais Brongniart in Paris.

This forum serves as a unique, neutral platform that complements the United Nations framework, addressing global governance issues and strategic topics from a long-term perspective. It brings together a diverse array of participants—experts, scientific networks, foundations, laboratories, and academics—fostering open discussions on future legal, geopolitical, and scientific challenges. Additionally, the forum's high visibility helps secure funding for promising initiatives.

At the 2023 forum, Institut Montaigne convened government officials, associations, academics, and entrepreneurs from various countries, including Senegal, Angola, Kenya, Ethiopia, Morocco, Côte d'Ivoire, and South Africa. Discussions focused on crucial topics such as security in West Africa, the importance of investing in the agricultural sector, and alternative financing for environmental innovation.

Webinars

Institut Montaigne hosts online events, offering all our members the opportunity to engage with us, wherever they may be located. These webinars facilitate dialogue with international speakers and enable ongoing exchanges, fostering a global conversation on critical issues.

————— **“China and the US-Japan Alliance”** with Yu Tiejun, Professor at the School of International Studies and President of the Institute of International and Strategic Studies at Peking University.

————— **“Indian Green Strategy and Energy Policy”** with Dr. Arunabha Ghosh, Founder and CEO of the Council on Energy, Environment, and Water.

————— **“Naval Build-up Trends and Maritime Security in East Asia”** with Dr. Collin Koh Swee Lean, Research Fellow at the Institute of Defence and Strategic Studies.

————— **“Perspectives économiques et monétaires mondiales : guérir de l'inflation tuera-t-il le patient?” (Global economic and monetary perspectives: will curing inflation kill the patient?)** with Eric Chaney, Non-Resident Expert on Economics at Institut Montaigne.

————— **“Religion au travail: croire au dialogue” (Religion at work: Believing in dialogue)** with Lionel Honoré, Director of the Observatory for Religion in the Workplace.

————— **“Trade, Investment, De-risking: Trends in EU-China Economic Relations”** with Jens Eskelund, President of the European Union Chamber of Commerce in China.

Conferences

Institut Montaigne's conferences are open to a broad audience, including members, journalists, experts, stakeholders, students, and local personalities. These events provide a platform to discuss our studies and reports in depth.

Paris: “A roadmap for a credible European hydrogen strategy”

This conference aimed to bring together key stakeholders in the hydrogen sector—producers, distributors, consumers, and financiers—from France, Germany, Italy, Spain, Denmark, and beyond. The goal was to identify actionable steps for structuring a European hydrogen sector, which were then proposed to public authorities to spark new momentum in this critical field.

Lille: Keys to Employment



Following the publication of its report “Métropole Européenne de Lille : des clés pour le plein-emploi” (Lille European Metropolis: keys to full employment), Institut Montaigne gathered key figures

including Marie-Pierre de Bailliencourt; Jean-Pierre Letartre from Entreprises et Cités; Jean-Yves Doisy from Groupe Vitamine T; Pierre Mathiot from Sciences Po Lille; Bernard Haesebroeck, Vice President in charge of economic development at the Lille European Metropolis; Valérie Six, Regional Councillor for the Hauts-de-France region; Jean-Dominique Senard, Chairman of the Board of Directors at Groupe Renault; and Thibaut Guilluy, High Commissioner for Employment Inclusion and Business Engagement at the French Ministry of Labour, Employment, and Economic Inclusion.

Conversations with Leaders and Policymakers

These meetings provide unique opportunities for our members to engage directly with prominent figures, including business leaders, government officials, and scientific experts. The goal is to foster open and trustful exchanges on global affairs and economic realities. These gatherings allow participants to share their leadership experiences—whether managing a large industrial group or leading a government ministry—bringing the complexities of leadership to the forefront.



————— **“Les défis de l’industrie du luxe - L’exemple du groupe Kering” (Challenges for the luxury goods industry: Insights from Kering)** with Jean-François Palus, then-Deputy CEO of Kering, alongside Marguerite Bérard, former Head of Commercial & Personal Banking in France at BNP Paribas and member of the Board of Directors at Institut Montaigne.

————— **“Companies and the Challenges of New Space: The Role of the European Space Agency”** with Josef Aschbacher, Director General of the European Space Agency, alongside Arthur Sauzay, Counsel at Allen & Overy and contributor on Space Affairs for Institut Montaigne.



————— **“Dassault Aviation au défi de la souveraineté industrielle” (Dassault Aviation and industrial sovereignty)** with Éric Trappier, Chairman and CEO of Dassault Aviation, alongside Marie-Pierre de Bailliencourt, Managing Director at Institut Montaigne.

————— **“Prévention, innovation et accès aux soins : comment réformer notre système de santé?” (Prevention, innovation, and access to care: How can France reform its healthcare system?)** with François Braun, then-Minister of Health and Prevention, alongside Laure Millet, in charge at the time of the Social Cohesion Department at Institut Montaigne.



————— **“Feuille de route et chantiers prioritaires du ministre du Travail” (Roadmap and high-priority projects for the Minister of Labour)** with Olivier Dussopt, then-Minister of Labour, Employment and Economic Inclusion, alongside Marie-Pierre de Bailliencourt, Managing Director at Institut Montaigne.

Book Clubs

At Institut Montaigne, we recognize the power of the written word to inspire and provoke meaningful discussions. Our book clubs regularly feature authors who are shaping contemporary thought in geopolitics, technology, sociology, and memoirs.

These sessions create a convivial atmosphere where participants can engage directly with authors, sharing visions and exchanging ideas.

————— **Michel Duclos, former ambassador, Resident Senior Fellow and Special Advisor to Institut Montaigne**, discussed his latest book, *Guerre en Ukraine et nouvel ordre du monde* (War in Ukraine and the new world order) with Christine Ockrent, journalist and author. The book offers a multifaceted view of the challenges posed by the conflict in Ukraine, expanding the discussion beyond a purely Western perspective. It features insights from 22 international experts, highlighting the complexity of global viewpoints.

————— **Marion Van Renterghem, senior reporter and author**, discussed her most recent book, *Le piège Nord Stream* (The Nord Stream trap), published in 2023 by Les Arènes, with Alexandre Robinet-Borgomano, Non-Resident Expert on Germany at Institut Montaigne. The book explores the Nord Stream pipeline construction and explosion in 2022 as well as the strategic and economic motivations of Vladimir Putin and his German partners.

————— **Alain Juppé, former prime minister of France and member of the French Constitutional Council**, shared his memoirs, *Une histoire française* (A French story), published by Éditions Tallandier, in a discussion with Dominique Moïsi, Special Advisor to Institut Montaigne. The audience was given a rare glimpse into the practice of power and the personal experiences of a major political figure.

————— **Christine Ockrent, journalist and author**, presented her new book, *L’Empereur et les milliardaires rouges* (The emperor and the red billionaires), published by Éditions de l’Observatoire, alongside François Godement, Special Advisor and Resident Senior Fellow, US and Asia, at Institut Montaigne

Small Committees

These intimate gatherings bring together a curated group of leaders from business, politics, and academia for transparent and reciprocal exchanges of ideas and experiences.

————— **“Democratic Societies Facing New Strategies of Influence and Interference”** with Michael Pezzullo, former Australian Secretary of the Department of Home Affairs.

————— **“Quelle politique industrielle européenne après l’IRA?” (The future of European industrial policy after the IRA)** with Georgina Wright, Resident Senior Fellow and Deputy Director for International Studies at Institut Montaigne.

————— **“Gouvernance, évaluation et audit de l’IA” (Governance, assessment, and audit of AI)** with Laurent Inard, Partner and Chief R&D Officer, Valuation & Models, Data Advisory at Mazars, and Agnès Delaborde, Head of AI Evaluation and Cybersecurity at the National Metrology and Testing Laboratory (LNE).

————— **“Cyberattaques : les dessous d’une menace mondiale” (Cyberattacks: The inside story of a global threat)** with G r me Billois, Partner, Cybersecurity and Digital Trust at Wavestone.

————— **“Comment renforcer la coop ration franco-britannique selon le Parti travailliste” (How to strengthen Franco-British cooperation according to the Labour Party)** with David Lammy, Foreign Secretary of the United Kingdom in the Labour Party’s Shadow Cabinet.

Spotlight on International Conferences

Institut Montaigne is committed to engaging with the general public and enhancing the global influence of France and Europe. One of the ways we achieve this is by organizing impactful public events that extend the reach of our work and ensure it resonates across borders.

In pursuit of these objectives, Institut Montaigne recently partnered with the Institute of Geoeconomics, a leading Japanese think tank, to co-host a public conference in Tokyo titled **“The Indo-Pacific: An Opportunity for Our Economic Security Strategies?”**. This prestigious event marked the third international conference within the framework of the Observatory of Multilateralism in the Indo-Pacific, an initiative spearheaded by the French Ministry for Armed Forces.

Our goal was to offer a fresh perspective on the public policies central to the French and European economic security agendas. We aimed to highlight both the commonalities and differences between France, the EU, and our Indo-Pacific partners, particularly concerning economic security, the challenges of public-private cooperation, and the strategic role of defense sector actors. With over a hundred participants and fifteen speakers, predominantly from Indo-Pacific nations, this event was an excellent opportunity to extend the influence of our work beyond its usual scope.



The Indo-Pacific: An Opportunity for Our Economic Security Strategies? - June 2024



Institut Montaigne in the Headlines

In 2023, Institut Montaigne garnered significant media attention, underscoring its recognized expertise.

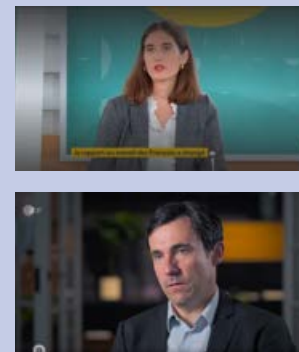
4.261 media mentions | 373 interviews | 42 front-page features

Our work was prominently featured across various media platforms, including articles, interviews, and editorials in print, radio, and television, both in France and internationally.

Written press



Live coverage



International media

1.467 media mentions



National media

2.185 media mentions



Regional media

609 media mentions



Trends and Future Scenarios



Looking Ahead to 2025-2035: Planning and Preparing for the Medium Term

As we anticipate the coming years, 2024 is pivotal for democracies worldwide, facing pressures from autocratic regimes and rising populism. Key events, such as the European Union elections in June and the US presidential election in November, alongside ongoing conflicts in Ukraine and the Middle East and escalating threats from China, set the stage for significant geopolitical shifts. While forecasting is inherently uncertain, developing robust scenarios is crucial for navigating this volatile landscape.

The international context shapes our strategic choices. Institut Montaigne is committed to systematically addressing issues that demand bold political decisions. **We are also launching a new series focused on creating forward-looking scenarios, enabling policymakers to evaluate probable outcomes based on reliable information and positioning them to make informed decisions.**

What scenarios can we develop regarding Taiwan, and how can we assess the risks of escalation given our dependence on semiconductors? Is there hope for re-engaging in relations with Moscow in the medium term? How will successive crises shape the future of the European Union? What are the prospects for France between 2025 and 2035? How will its economic and social fabric respond and adapt to shocks and transformations?

At Institut Montaigne, our responsibility is to foster rigorous debate to better confront these challenges.

JOI
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Benefits of Membership

Joining Institut Montaigne represents a commitment to fostering an independent, nonpartisan space for debate in France, dedicated to sustaining a vibrant democracy. It also signifies caring deeply about the nation's future and engaging with public affairs through accurate observations, diverse opinions, and rigorous analysis.

As a member, you actively shape public policy. Through participation in hearings, workshops, working groups, and the development of reports and notes, you can share your challenges and experiences. This direct involvement contributes to the analysis of contemporary issues and the formulation of proposals that serve the public interest.

Membership provides access to our experts for insights and participation in board meetings, seminars, and events. It also offers exclusive privileges, including high-value reports and events that stimulate thought, sharpen creativity, and inspire decision-making. Activities range from breakfasts with political leaders and economic decision-makers to book clubs, events, and other gatherings.

Institut Montaigne operates exclusively on private contributions, none of which exceed 1.2 percent of the total budget. The annual membership fee is indexed to the company's revenue:

< €150 million in revenue:

€21.000

Between €150 million and €760 million in revenue:

€37.000

> €760 million in revenue:

€68.000

Institut Montaigne extends its gratitude to all its corporate and individual benefactors for their invaluable support.



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