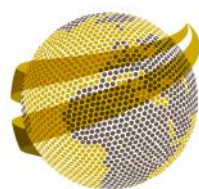


# CENTER FOR STUDIES AND PROSPECTIVE STRATEGY



**CEPS...**  
Centre d'Étude et de Prospective Stratégique







## **Who we are?**

A presentation of the CEPS .....	p. 4
Its members .....	p. 5
Financial governance .....	p. 6

## **What we do**

Clubs .....	p. 7
Publications .....	p. 10
Work with international organizations .....	p. 11
The CEPS in the press .....	p. 12

## **The organization**

Board of directors .....	p. 14
Executive committee .....	p. 15
International delegations .....	p. 16
International advisers .....	p. 17

## **The CEPS is also...**

The charitable work of the CEPS .....	p. 18
The CEPS, patron of the arts .....	p. 19
The major partners .....	p. 20



## Who we are

### **An INGO with a political slant**

An independent, multidisciplinary centre for research with international influence, the aim of the CEPS is to pinpoint, analyze and consider the economic, technological, and financial factors at work in the world, in order to accompany and advise corporations and institutions, as well as nation states, on how to position themselves in a global environment.



The CEPS takes a skeptical position, employing methodical questioning in order to achieve a better understanding of the complexity of events, to denounce them, if the case may be, and to offer concrete responses.

### **An international think tank**

The CEPS distinguishes itself from the other think tanks by its independence, by more than twenty-five years' experience at the heart of national, European, and international affairs, by the strength of its international network, and above all by its desire to contribute to meaningful strategies in a pragmatic and coherent way.

The CEPS is situated at the intersection of several different worlds (between the political and industrial sphere, consultancy firms, university research centers, social forums and so on) and participates in public debates via its publications (books, reports, inquiries and reviews) as well as via the ideas stimulated within its reflection clubs.

### **An INGO in partnership with several international organizations**

Founded in 1985, the Centre for Long Term Strategic Studies is a French association which was officially recognized in 2003 as an International Non-Governmental Organization (INGO) and awarded participative status by the Council of Europe. Since 2009, it has been on the European Commission's register of Interest representatives and is associated with the OECD's Global Forum. It is currently the only think tank to enjoy such status.

### **An independent research center**

The CEPS is independent, it does not receive any public subsidies.

#### **The CEPS in figures**

- 25 years of expertise
- 700 decision-makers members of the CEPS
- 37 nationalities
- 11 international delegations
- 19 clubs
- 100% independent



**Our members**

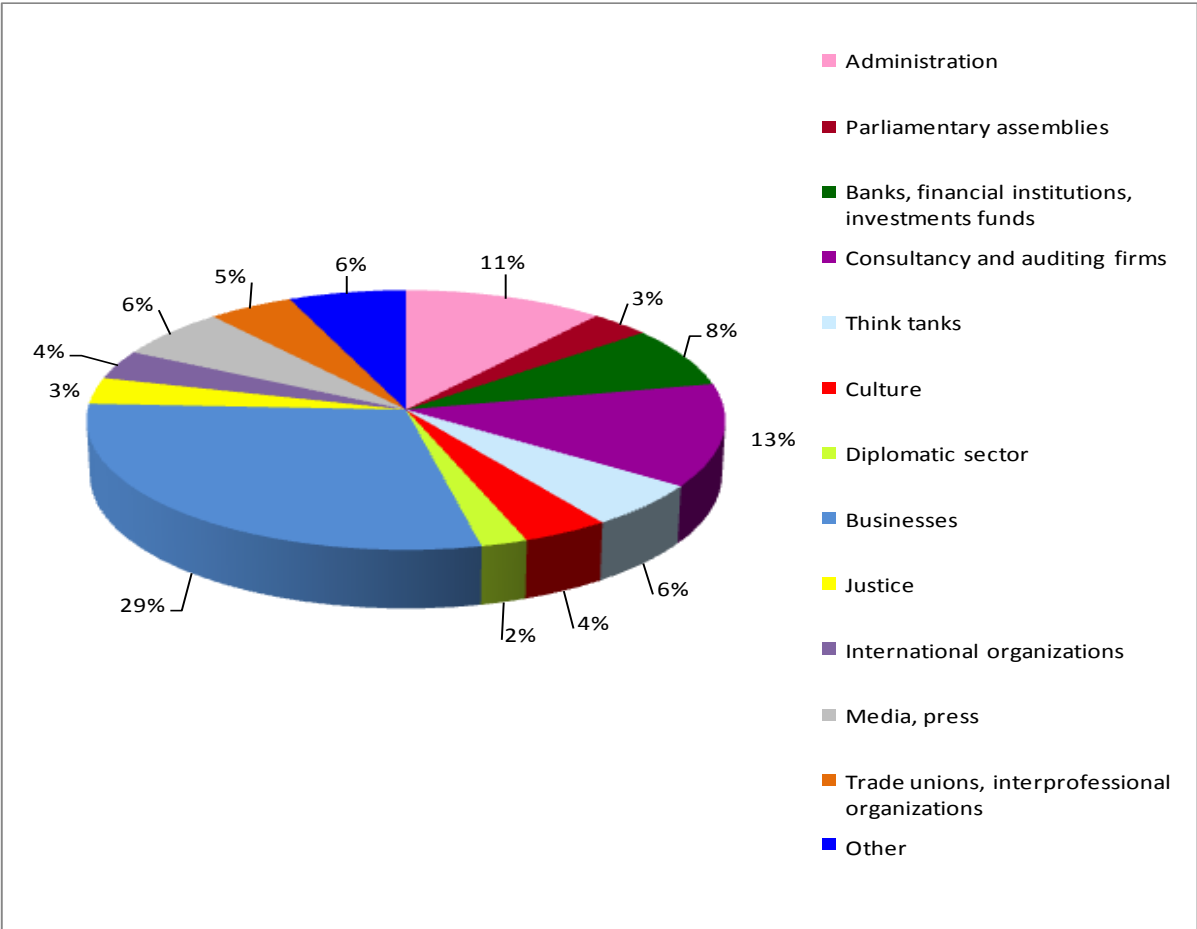
In the tradition of classic think tanks, the CEPS relies upon a network of 630 decision-makers from across the spectrum, and of 37 different nationalities. The international presence of the CEPS is assured by, amongst other factors, its 10 international delegations.



This dynamics of analysis and exchange is cemented through the expression of civil society on the main strategic subjects (energy, defense, airline transport, finance etc.) within the framework of the CEPS' clubs and its publications.

All members of the CEPS are co-opted.

**Member profiles**





## Who we are

### Financial governance

The CEPS is an entirely independent organization. It uses private finances and does not receive any public subsidies. Its financial governance assures the clear and efficient use of its resources.

### Diversified auto-financing

The CEPS relies upon diverse sources of funding:

- the membership fees;
- the partnerships created via its clubs and seminars;
- the sale of its publications.

### Transparent governance

The CEPS has a board of directors and an executive committee. Thanks to these structures, it has established transparent financial governance. This is guaranteed by:

- an accountant who is also a member of the board of directors;
- a treasurer, a vice treasurer, members of the executive committee;
- a chartered accountant.

The executive committee has established a development commission as well as a commission for accountants and governance.

In order to attain a complete transparency, while it is not a legal or statutory obligation, the CEPS has decided to add to these measures the nomination of an external auditor.





### What is a club?

- A guest speaker
- Around thirty attendees
- A convivial setting
- A 15 minute presentation
- 1,5 hour of questions and responses
- An overview of the points presented, dispatched two weeks later

The clubs of the CEPS are founded on a respected methodology and sense of conviviality.

The function of the clubs is to bring together, in a small group, individuals selected according to their expertise in the targeted sectors, be them from France or from further afield. Veritable 'brainstorming sessions', these regular meetings provide an opportunity for a number of experts and decision-makers to share their experiences and discuss a series of topics in depth. The work carried out within these clubs is the subject of a publication which is selectively distributed.

The uniqueness of this process resides in our desire to bring together, without preconceptions, in a friendly setting, a number of individuals (20 to 30) in a real club atmosphere: a meeting place which is entirely dedicated to reflection, without paying heed to trends. This cenacle hopes to offer to the leaders it has assembled a certain space within which they can tackle and analyze the subjects which are of particular concern to them, to exchange their analyses and their best practices.

During these sessions, we use Chatham House rules: all attendees are free to use the information received but neither the identity nor the affiliation of the speaker may be revealed.





# Clubs

## Among the guest speakers:

- Didier ACOUETÉY**, Chairman, Afric-search
- Olivier ANDRIES**, Director of Defense and Security, Safran
- Jacques ASCHENBROICH**, CEO, Valeo
- François AUQUE**, CEO Astrium
- François BACHETTA**, Managing Director, France, Easyjet
- Jean-Paul BAILLY**, President, La Poste
- Jean BASSERES**, Head of services, the Ministry of Finance
- André BENHAMOU**, CEO, Liebherr Aero-space Toulouse
- Luc BESSON**, Chairman of the Board of Directors, Europacorp
- Gilles BORDES PAGES**, Director of Strategic Planning, Air France
- Fabrice BREGIER**, Chief Operating Officer, Airbus
- Olivier BUQUEN**, Interministerial director for economic intelligence
- Virginie CALMELS**, CEO, Endemol
- Daniel CANEPA**, Préfet de l'Ile de France
- Diego CANGA FANO**, Deputy Head of the Cabinet of Antonio Tajani, Vice-President of the European Commission Responsible for Transport
- Loïc CAPERAN**, CEO, Poweo
- Philippe CHABASSE**, Former Co-director of Handicap International and Trustee of Coordination Sud
- Michel COMBES**, CEO, Vodafone
- Christian CORNILLE**, Chairman Aerolia
- Thierry DELVILLE**, Director of Technical Services and Logistics at the Dostl police department,
- Yannick d'ESCATHA**, Chairman, CNES
- Loïc FAUCHON**, Chairman, World Water Council
- Yves GALLAND**, Chairman, Boeing France
- Hervé GASTINEL**, Chairman, Terreal
- Pierre-Henri GOURGEON**, CEO, Air France
- Pierre GRAFF**, Chairman, Aéroports de Paris
- Charles-Benoît HEIDSIECK**, Founding Chairman, Rameau



Tackles the big debates and points of conflict which are redefining relations between those involved in the equipment manufacturing sector for aeronautics and space.



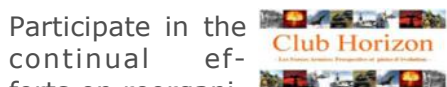
Bringing together multidisciplinary decision makers who are affected by the major issues in defense, with the aim of drawing up concrete proposals concerning the future of this sector in France.



Assembling experts from the energy sector, in the current climate of growing expectations and opportunities, in order to analyze the issues and challenges which this industry will face.



In the context of the global economy, reflecting upon the necessary perimeters for corporations and the place of human beings within them.



Participate in the continual efforts on reorganization that are undertaken within the framework of transforming the armed forces.

Bringing tools and suggestions to the challenges of competition in a more complex, rapidly evolving, environment.



In the context of the economic crisis and increasing global competition, studying the strategies for achieving success by decision leaders.




Bringing together individuals engaged in the domain of sustainable development in order to reconsider the dynamics of the sector.


Uniting the key players in the field of space research, comparing their points of view, sharing their experiences, offering recommendations and proposing practical actions.



It is necessary to go beyond the regular framework and considerations regarding the reform of the state, to forge an innovative approach focusing on the keys themes of the strategies of the future.




 Offers a source for debate and for original, independent thought, allowing the key figures in the sector to present their strategies and consider each other's points of view.

 INGOs have become fully-fledged actors in civil society, its indefatigable spokespeople. The aim of this club is to analyze the 'professionalization' of NGOs.

Taking an interest in reversal strategies and policies which have been introduced to help firms in difficulty bounce back.


 Dealing with the major axes of the development of networks and telecoms services in France. Each meeting offers the opportunity to debate about that which will structure the telecoms market of the future.

 Uniting, in a small circle, a handful of figures who are directly involved in the new global economic, financial and industrial 'order'.

 Offers an objective reading of the major issues in the Gulf States, giving meaning and perspective to the current developments in the region, anticipating, analyzing and consulting about these changes.

Africa wants to embrace its destiny, but where to start and how? Bringing together the concerned parties with the aim of analyzing the important issues for the continent.

Faced with the emergence of new threats, attempting a deeper analysis of the changes underway and formulating practical proposals and strategies.

 In a period of unprecedented turbulence in the airline sector, posing probing questions about future prospects and the enduring status of a certain number of players.

### Among the guest speakers:

**Olivier HUART**, Chairman, TDF  
**Gilles KEPEL**, Professor, IEP de Paris  
**Yann LAROCHE**, Special Advisor to the Chairman, EDF  
**General Antoine LECERF**, Commander of the land combat forces  
**Thierry de LONGUEMAR**, Vice-President, African Development Bank  
**Luc OURSEL**, CEO, Areva  
**Admiral Xavier PAÏTARD**, Head of the Ministry of Defence's military cabinet  
**Général Jean-Paul PALOMEROS**, Chief of Staff of the French Air Force  
**Jean PICQ**, President of the third Chamber, Cour des Comptes  
**Thierry PILENKO**, Chairman and CEO, Technip  
**Guy PIRAS**, Executive Vice-President for industrial operations, procurement and purchasing, Dassault Aviation  
**Angel RAMIREZ**, CEO, GTD  
**Daniel RICHARD**, Former Chairman and Trustee, WWF  
**Xavier ROLET**, Director, London Stock Exchange  
**David de ROTHSCHILD**, Chairman, Rothschild Group  
**Antoine SFEIR**, Managing editor of Les Cahiers de l'Orient and president of the Centre of Middle East Studies  
**Bernard SQUARCINI**, Director of the Directorate of Territorial Surveillance  
**Cédric TOURNAY**, CEO, Daily Motion  
**Laurence TUBIANA**, Director of the Institute for Sustainable Development and International Relations  
**Frédéric VAN ROEKEGHEM**, CEO, CNAMTS & UNCAM  
**Jean-Philippe VANOT**, Executive VP of the Innovation Marketing Group at FT/Orange  
**Olivier ZARROUATI**, Chairman of the Board, Zodiac Aerospace  
**Doctor Stefan ZOLLER**, CEO Defense & Security, EADS



## Publications

The publications of the CEPS have a clear function: they are designed as decision-making tools. The aim of some of them is to lay the foundations for public debate. According to the themes and the aims selected, the CEPS chooses, from the following, the form which seems most appropriate:

**Feedback notes**, distributed to a small circle, these condense the ideas and theories developed in the context of the CEPS' clubs.

**Reports** offer a deeper investigation into the new problematics uncovered by the CEPS.



**Inquiries**, which have a strong added value (strategic position, prospects etc.), are led both on an international and national level.

**Quarterly review** designed for a decision-making readership.



**Studies** which bring to light strategic issues and challenges.



*Africa, Land of Talents and the Future, 2011*

*The Uninhibited Army, 2010*



*Europe Under Energy Pressure, 2009*

*The New Era of the Media, 2009*



*We the Peoples of Europe : the Good Practices at the Heart of Europe, 2008*



## Work with international organizations



The CEPS' status as an INGO reflects its double vocation:

- to be a valuable space for exchange on an international level;
- to represent and express the expectations of civil society to States, international organizations, and the key figures in the political and economic sphere.

The diversity of the members of the CEPS (37 different nationalities), its ten international delegations and its international council legitimize it as a veritable mouthpiece for the people.

The CEPS is involved, notably, with the following major international organizations:



### **Council of Europe**

The CEPS participates in the different activities led by the Conference of INGOs, and is particularly involved with the sub-committee "Europe – sub Saharan Africa."



### **The OECD (Organization for Economic Co-operation and Development)**

The CEPS is a partner of the International Forum and the Development Centre of the OECD.



### **The European Commission**

The CEPS is accredited as an Interest Representative to the European Commission. As a result, the CEPS regularly engages in the European Commission's consultations on all subjects of interest – energy, transport, finance, European construction etc.



### **L'UNESCO**

The CEPS has a long-standing relationship with UNESCO. In partnership with the organization the CEPS is publishing a work dedicated to Africa : *Africa: Land of Talents and the Future*.



## The CEPS in the press



**L'EXPRESS**

**LOÏC TRIBOT LA SPIÈRE**  
**La force du débat**

Ne pas se fier à son look désuet. Le fondateur et délégué général du Centre d'étude et de prospective stratégique (Ceps) est un redoutable « réseuteur », qui a fait de sa « société de pensée » (500 membres), reconnue organisation internationale non gouvernementale en 2003, la seule du genre à être associée aux travaux du Conseil de l'Europe. Autour d'une vingtaine de clubs, il réunit des décideurs politiques et économiques, des universitaires, des avocats, des consultants et même quelques religieux. Au menu : débats sans tabous et publications régulières, avec un tropisme pour les enjeux européens, les secteurs stratégiques (défense, télécoms, énergie, médias) et un humanisme affiché. Le tout appuyé par un conseil d'administration très sélect : Alexandre de Juniac (directeur de cabinet de Christine Lagarde), **Marwan Lahoud** (patron de la stratégie d'EADS), **Etienne Mougeotte** (directeur du Figaro) ou Virginie Calmels (PDG d'Endemol). ● V. L.

Marwan Lahoud  
Loïc Tribot La Spière  
Etienne Mougeotte

1-10.03.2010

## problèmes économiques

secteurs

### L'activité de transport aérien est-elle un modèle rentable ?

Vincent Bamberger  
*Prospective stratégique*

Les compagnies aériennes sont désormais confrontées à deux types de difficultés : la faiblesse des barrières à l'entrée sur le marché du transport aérien et l'absence de « ressources rares » qui garantissaient, jusque-là, la rentabilité des transporteurs. L'autorisation d'employer une route aérienne s'obtient maintenant plus facilement ; les compagnies ont augmenté, en investissant davantage dans les infrastructures, leur capacité physique à emprunter une route – le créneau horaire ou slot – ; l'offre de vols bon marché s'est accrue, etc. La disparition progressive de ces ressources rares a ainsi provoqué la hausse des droits de trafics, le renchérissement des créneaux horaires et la multiplication du nombre d'appareils. Si les *business models* de transport aérien sont nombreux (traditionnel, *low cost*, charter, jet privé, etc.), aucun ne peut miser aujourd'hui sur la durabilité de la rentabilité de son activité.

01.09.2010



## La France, une singularité irréformable ?

PAR **LOÏC TRIBOT LA SPIÈRE**  
DÉLÉGUÉ GÉNÉRAL DU CENTRE D'ÉTUDE  
ET DE PROSPECTIVE STRATÉGIQUE

ET **PIERRE-YVES BING**  
RESPONSABLE DU DÉVELOPPEMENT

Contrairement à une opinion de plus en plus admise, la France n'est pas irréformable. Mais la méthode de la réforme doit s'adapter à l'esprit français. Pas question de transposer des modèles étrangers. Surtout, ne pas chercher à nier les particularismes, de celui des fonctionnaires aux ultramarins.

Le récent débat sur la réforme des retraites a été l'occasion pour un certain nombre de commentateurs et d'experts de s'interroger sur la ca-

faire des choses plutôt que leur réalité. En ce sens, nous sommes les dignes fils de Descartes, nous pratiquons le doute avec

toute chose le doute méthodique qui, en fonction des circonstances, peut intellectuellement se transformer en « théorie du complot » : il y a quelque chose que l'on nous cache ! On ne nous dit pas tout ! Ils se sont ligés contre nous... Cette subtile posture nous pousse à nous méfier de tout ce qui pourrait modifier ce que nous connaissons, ce que nous avons (« les avantages acquis »), à refuser tout simplement de « lâcher la proie pour l'ombre ».

La France serait-elle donc sociologiquement un pays impossible à réformer ? La réponse est clairement non. Le Français n'est ni fondamentalement ni instinctivement hostile aux changements. Il l'a manifesté à différentes périodes de son histoire. Sa forme de sensibilité, sa culture le portent sans aucun doute à ne pouvoir accep-



La réforme des retraites a suscité à bien des niveaux de fortes contestations.

06.12.2010



## Découvrez les travaux d'une OING française fêtant ses 25 ans

De l'Afrique à l'Union européenne, de la stratégie low-cost au transport aérien en passant par la crise financière, cliquez à cette adresse (<http://www.ceps.asso.fr>) pour découvrir les derniers travaux du Centre d'étude et de prospective stratégique, une organisation internationale non gouvernementale (OING), le Ceps, qui fête mardi soir ses 25 ans, alors que Bernard Bourigeaud, fondateur d'Atos Origin et ex-PDG de Deloitte France, vient d'en prendre la présidence.

28.06.2010

## l'Humanité



NICOLAS ARPAGIAN, RÉDACTEUR EN CHEF DE LA REVUE « PROSPECTIVE STRATÉGIQUE » (1).

## La vie privée n'a pas de prix. D'ailleurs, on la cède gratuitement

75 % des internautes seront adeptes d'au moins un réseau social (MySpace, Facebook, Flickr, etc.) en 2012, soit plus d'un milliard de personnes. 16 % de la population mondiale ainsi mise à nu : un matériau rêvé pour établir des profils d'individus en vue de prospections commerciales ou mener des opérations d'usurpation d'identité sur le Net. D'autant que ces informations que l'on cède gratuitement sur Internet, il est presque impossible de les reprendre...

30.09.2010



**Le CEPS** (Centre d'étude et de prospective stratégique) remettra le 21 décembre aux chefs d'état-major des armées le résultat de ses réflexions sur la place dévolue aux forces armées dans les démocraties. Son ouvrage s'intitule *Sens de l'engagement et modernité de l'institution l'armée décomplexée*. **Herve Charpentier**, commandant des forces terrestres, **Marwan Lahoud**, directeur de la stratégie et du marketing d'EADS, **Jean-Paul Palomeros**, chef d'état major de l'armée de l'air, et **Luc-François Salvador**, PDG de **Sogeti**, sont attendus à cette présentation

10.12.2010



## Pour une Europe digne du XXI<sup>e</sup> siècle

- Il est désormais de bon ton d'accabler l'UE de tous les maux.
- Nous ne renouons pas avec l'esprit communautaire initial par une nouvelle réforme institutionnelle.
- Le citoyen doit être placé au centre du système communautaire.

Nous allons célébrer, le 8 mai prochain, le sixtième anniversaire de la déclaration Schuman. Il convient de saisir ce pas de géant dans l'histoire européenne. Après des siècles de divisions, de guerres intestines et d'une longue quête spirituelle et morale, l'Europe décide enfin d'inscrire dans une dynamique durable d'unité et de paix. Le projet de Robert Schuman dépasse en effet largement la simple perspective économique. La Communauté européenne du charbon et de l'acier, proposée à l'Allemagne et à la France, se voulait un projet concret de conciliation fondé sur la méthode des petits pas, qui ambitionnait ni plus ni moins de jeter les bases d'une dynamique intégratrice permettant d'aboutir à terme à l'unité politique du continent dans une volonté de réunir les peuples de manière plus étroite tout en respectant la diversité de leur culture et de leur histoire nationale.

L'Europe est en pleine phase de perspectives claires et d'organisation optimale, lors de l'élection. Comment expliquer un tel déclin ? D'entrée en élection, le taux des abstentionnistes au sein de l'Union européenne ne cesse inconstamment de progresser, sans doute à cause de l'approche un peu trop diluée de la démarche Schuman qui s'est focalisée sur les États et les gouvernements au détriment des citoyens. Elle est le fruit d'une génération politique (celle des années 1960), d'un contexte sociétal-bourgeois (l'immédiat après-guerre où l'on oserait des affaires du monde entre soi, au cours de ministères en Suisse, au Luxembourg ou dans tout autre lieu à l'abri des insidérations. Cette méthode a démonté un effacement, notamment en permettant à la Communauté d'accueillir fièrement son champ d'activité, mais il est évident que l'âge d'or de l'Europe est révolu. Les démocrates ont des instructions humaines en mouvement qui évi-

ent en fonction des contextes socio-économiques et humains. L'Europe ne saurait faire exception aux mutations qui sont en train de s'opérer au niveau des États qui la composent. Entre-temps, l'oubli de l'histoire, le citoyen, appelé sur le tard à s'organiser, les vis différents seraient révélateurs et différents européens, si à cause d'écarter ses devoirs, ses réflexions et son destin. Jean Monnet, dans ses "Mémoires", estime que la méthode communautaire ne généralisée pas un chemin linéaire vers une intégration toujours accrue. C'est donc de la considérer comme un dogme !



06.05.2010



## Board of directors

### **FOUNDERS**

Thierry de Longuemar  
Loïc Tribot La Spière

### **CHAIRMAN**

Bernard Bourigeaud, Chairman, BJB Consulting

### **HONORARY CHAIRMAN**

Philippe Cothier

### **VICE-CHAIRMEN**

Virginie Calmels, CEO, Endemol France  
Stanislas Chapron, Chairman of the Board, Marsh  
Marwan Lahoud, Chief Marketing and Strategy Officer, EADS

### **SECRETARY GENERALS**

Michel Zarka, Managing Director, Oliver Wyman Delta  
Yahya Daraaoui, Chairman, Alixpartners

### **TREASURER**

Gérard Ardilouze, Avocat à la Cour, Dare Legal

### **TRUSTEES**

Philippe Boisseau, CEO of the branch Gaz and New energies, Total  
Philippe Carli, CEO, Groupe Amaury  
Martine Chayrigues, Adviser to the Executive Committee, Caisse des Dépôts  
Michel Combes, CEO Europe, Vodafone  
François Dufaux  
Alexandre de Juniac, Head of the Cabinet of the Ministry of Economy  
Philippe Martin, Sr. VP Research and Innovation, Véolia  
Jean-Marc Montserrat, Partner, Ernst & Young  
Etienne Mougeotte, Editor, Le Figaro  
General Bernard Norlain, President of National Defense Studies Committee  
Olivier Provost, Editor-in-chief of the website of La Tribune  
Maurice Rieutord s.j., General Delegate, Robert Schuman Institute for Europe  
Philippe Roncati, Senior Client Solution Executive South West Europe, IBM  
Luc-François Salvador, CEO SOGETI  
Frédéric Spagnou, Transport Program Director, CGI



**DELEGATE GENERAL**

Loïc Tribot la Spière

**DEPUTY DELEGATE GENERAL**

Maurice Rieutord s.j.

**ADVISERS**

Henri Burgelin

Olivier de Conihout

Hanspeter Gassmann

Thierry Laval

Yves Lebidois

Marc Lemarignier

**MANAGERIAL ASSISTANT**

Anne Moulain

**HEAD OF ACCOUNTS AND INFORMATION TECHNOLOGY**

Eric Steier

**HEAD OF INSTITUTIONAL RELATIONS**

Hélène Duquin

**HEAD OF DEVELOPMENT**

Pierre-Yves Bing

**PROJECT MANAGERS**

Stéphanie d'Ardier

Socheata Chea

**PROJECT MANAGER EUROPE**

Mariliis Mets

**PROJECT MANAGER AFRICA**

Laetitia Sagno

**EDITOR-IN-CHIEF OF THE REVIEW « PROSPECTIVE STRATEGIQUE »**


Nicolas Arpagian

**DEPUTY EDITOR OF THE REVIEW  
« PROSPECTIVE STRATEGIQUE »**

Martine Le Bec



## International delegations

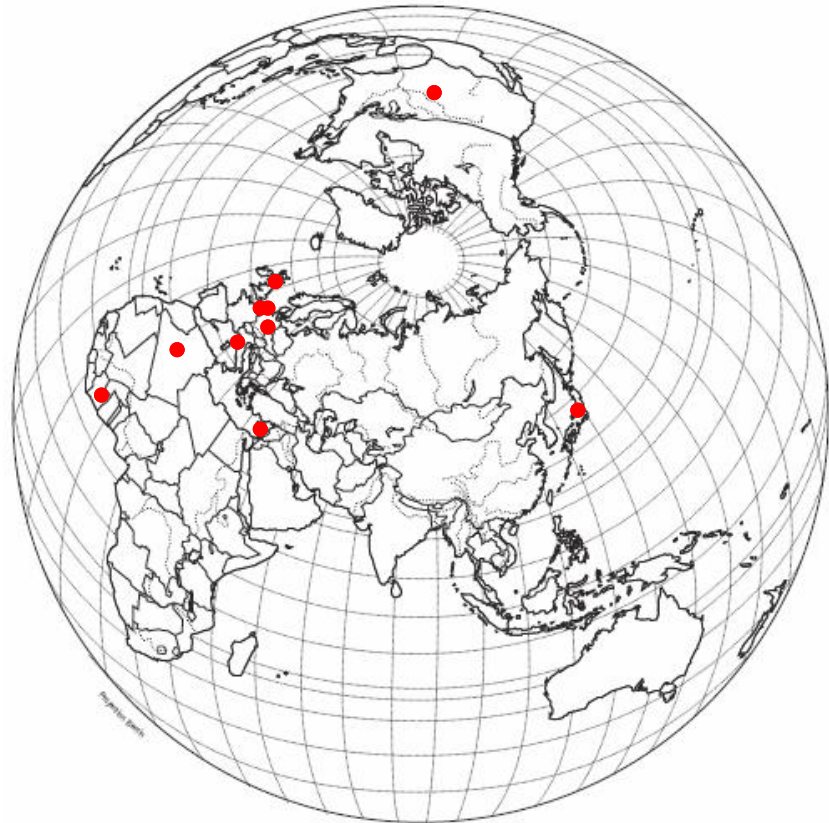
 United States  
David Lytel  
Vice-President, Mental Health America

 Belgium  
Tanguy de Saint-Marcq  
Foreign Trade Advisor,  
TSM Consult

 United Kingdom  
Ian Ferguson  
Managing Director,  
Evercore Partners


 Germany  
Karina Forster  
Managing Director,  
IPA International

 Japan  
Michel Theoval  
Chairman, Thales




 The Netherlands  
Willem Frederik van Eekelen  
Chairman, Euro Defense

 Italy  
Alessandro Politi  
Managing Director,  
CEPS Italy

 Algeria  
Mohammed Abbou  
Member of the Algerian  
Constitutional Council

West Africa  
Michel Abrogoua  
Managing Director,  
Phoenix Capital

 Lebanon  
Georges Aoun  
Vice-President, University  
Saint Joseph

**Roving ambassador**  
Philippe Bourguignon  
Vice-President, Revolution

## International advisers



### Germany



Hanspeter Gassmann  
Former Head of the ICCP Division  
Directorate for Science, Technology and  
Industry, OECD  
Member of the Executive Committee of  
Pro-Natura International

### Belgium



Stef Goris  
Deputy, Belgian Federal Parliament

### Ivory Coast



René Coffi  
Chairman, Filao

### Spain



Lluís Maria de Puig  
Senator

### United States



Antony Blinken  
Democratic Staff Director, US Senate  
Foreign Relations Committee

Andrew Pierre  
Distinguished Senior Fellow, US Institute  
of Space

### India



Vinod Saighal  
Major General

### Irlande



Pat Cox  
Head of the European Movement

### Italy



General Giuseppe Cucchi  
Capo Ufficio Politica Militare  
Ministero Difesa

Sergio Matarella  
Former Minister

### Morocco



Fathallah Oualalou  
Former Finance Minister, Mayor of Rabat

### The Netherlands



Willem van Eekelen  
Former Senator President, Euro Defense  
Dutch Delegation

### United Kingdom



Bernard Taylor  
Chairman & CEO, Braveheart Financial Ser-  
vices Limited

### Russia



Alexandre Orlov  
Ambassador to the Russian Federation in  
France

### Tunisia



Mohamed Ennaceur  
Former Minister, Lawyer, Ambassador

### Mauritius



Ameenah Gurib-Fakim  
Vice Chancellor of the University of  
Mauritius



## The CEPS is also...

### Charitable work of the CEPS



The CEPS pursues a policy of actively supporting major charitable works. Each year, the *Causes Committee* of the CEPS is charged with the task of selecting four humanitarian or charitable foundations in order to support them in their projects. Since 2005, the CEPS has supported the efforts of Clair Logis, Caritas France, SOS Racisme, Paris Aide aux Victimes, Banlieues du Monde, Entrepreneurs du Monde, Ait Bougemez, ONG Tidène, Orphelinat de Pattaya and Un avenir ensemble.



## The CEPS is also...



### The CEPS, patron of arts

Because art is also a means of expression, a subtle form of political engagement, the CEPS has chosen to support and promote the art world and those who participate in it.

It is in this spirit that the CEPS has:



- joined forces with and supported the photographer **Cédric Martigny** upon the publication of the works : 'Meaningful Secrets' and 'Daring the future';

- interacted with the painter **Céline Chourlet** at various events;



- engaged in the development of the **Musée du Montparnasse**;

- decided to become a partner of and promote the international **Piano aux Jacobins** festival;



- dedicated a rubric to the artistic world in the review Prospective Stratégique : **Horizon**.





## Major partners



## And also

AEROPORTS DE LYON - AEROPORTS DE PARIS - AGENCE SPATIALE EUROPEENNE - AIR FRANCE - ALCATEL LUCENT - ALLIANZ HG - AREVA - ARIANESPACE - ASTRIUM - BAE SYSTEMS - BARCLAYS - CAISSE DES DEPOTS - CEA - CELERANT - CHARAL - COMITE INTERNATIONAL DE LA CROIX ROUGE - COMMISSION EUROPEENNE - CONSEIL DE L'EUROPE - CONVERSATIONS ESSENTIELLES - COUR DE JUSTICE DES COMMUNAUTES EUROPEENNES - CREDIT AGRICOLE CIB - CM-CIC SECURITIES - EON - EUROCOPTER - FINMECCANICA - GREENWICH - IMCA - INSTITUT ROBERT SCHUMAN POUR L'EUROPE - JEANTET - JP MORGAN - KURT SALMON - LAFARGE - LAGARDERE MEDIAS - L'OREAL - MATRA GLOBAL NETSERVICES - MAZARS - MERRILL LYNCH - OPINION-WAY - ORGANISATION POUR LA COOPERATION ET LE DEVELOPPEMENT ECONOMIQUE - ORANGE - OTAN - PARLEMENT EUROPEEN - POLARIS - QUALCOMM - ROLAND BERGER - ROTH-SCHILD & Cie - SIEMENS - SNPE - SOCIETE GENERALE - SOGETI - SOS RACISME - TDF - UNESCO - VEOLIA ENVIRONNEMENT - VIVENDI UNIVERSAL