

In the tradition of well-established think tanks, the **Centre for Strategic & Prospective Studies (CEPS)** federates over **950** influential decision-makers, who are voluntarily committed to **understanding** the complex socio-economic issues of the world we live in, **challenging** given ideas if necessary and **finding adequate answers** to tomorrow's **uncertainties**.

Founded in 1985, CEPS aims to identify, analyze and put into perspective the technological, economic and financial factors that are driving the development of the contemporary world, in order to help companies, institutions and States position themselves in a global environment.

CEPS brings together several key sectors (politics, industries, diplomacy, academia research, humanitarian forums, consultancies, etc...), and contributes to public debates through its publications (books, reports, surveys and magazines) as well as the discussion and reflection it leads through its 27 clubs, each dedicated to specific key strategic issues (energy, defence, aerospace, finance, digital transformation, etc.).

With ten delegates around world, CEPS is officially recognized as an international NGO by several international organizations:

- The European Commission, as an Interest Representative,
- The Council of Europe, as a member of the NGO'S Conference,
- The OECD, as a partner of the Development Centre,
- UNESCO, as a « NGO with operational relationship ».

## AN INDEPENDENT THINK TANK

CEPS is an entirely independent organization. It is privately financed and receives no public subsidies, nor access to public staff or premises from the government. Its financing stems principally from corporations and financial institutions involved in the clubs, forums and publications, and also from the studies and the advisory services it provides to both public and private organizations, national and international.

The CEPS publications 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:

- **Feedback notes**, distributed to a small circle, condense the ideas and theories developed in the context of CEPS's clubs.
- **A quarterly review** designed for a decision-making readership
- **Reports and industry-specific studies** offering a deeper investigation into the new challenges identified by CEPS, bringing to light strategic issues and challenges



## TRANSPARENT GOVERNANCE

CEPS has a board of directors and an executive committee.

By means of these structures, it has established transparent financial governance that is also supported and guaranteed by:

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

The executive committee has established a development commission as well as a commission for accounts and governance. In order to attain complete transparency, while it is not a legal or statutory obligation, CEPS has decided to augment these measures with the nomination of an external auditor.

CEPS relies upon diverse sources of funding:

- Membership fees;
- Partnerships created via its clubs and seminars;
- Revenue from its publications.

All members of the CEPS are co-opted.

## OUR CLUBS

**CEPS Clubs 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 they from France or from further afield. Truly conceived as '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 lies in our desire to bring together, without preconceptions, in a friendly setting, a number of individuals (25 to 35) in a real club atmosphere: a meeting place which is entirely dedicated to reflection, without being swayed by popular trends.

This format and method enable our high-level members and guests to tackle and analyze the subjects which are of particular concern to them, to exchange their analysis and their best practices.



**CEPS** ● **Non Governmental** **I**nternational **O**rganization ● ● ●

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# ECLAIRAGE CLUB

## CONTEXT

It is vital for all economic and financial players to be one-step ahead, to perceive what the trends will be in the months and years to come. In today's turbulent and apparently unpredictable world, there is a continuing need for maximum value creation, and for a better understanding of issues whether they be tangential to the economy (the evolution of commercial, economic and financial sector parameters, business intelligence...) or specific (the euro, investment funds, lobbying, PPP...).



## GOALS

We aim, through the debates of the Club, to offer our members some of the keys that will help them better understand the full context in which they will be taking decisions – decisions on which the success or failure of their strategies may depend. With this club we seek to help fill a gap, by offering members a new forum in which “London's voice” on issues of importance to Europe - a voice which is perhaps not fully taken into account outside the UK - can make itself heard.

The aim is not simply to state the facts, but rather to offer proposals with which to develop new parameters, following a confident, clear logic. At the end of each session, a report will be issued highlighting key themes tackled over the course of the debate.

Through dialectical analysis of current issues, the Club will point usefully and creatively towards some of the major coming trends.

CEPS brings together, in a convivial and select setting, a small and diverse group of current and former decision-makers, actors and ‘thinkers’ from the economic world: key players from the industry and finance sectors, entrepreneurs and investors, public sector leaders and associated experts - most of whom will be concerned on a daily basis with observation and analysis of the issues we will be debating.

This process reflects a strong commitment of bringing together in a convivial setting a group of 25-35 individuals in a truly *club environment* for an open dinner-debate: a meeting entirely dedicated to reflection upon relevant issues, without being limited to ready-made opinion, free from preconceived ideas, on a specific and topical issue.

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## METHOD

These meetings are exclusively for members of the club. All new members are co-opted by existing ones. In this spirit, invitation being by personal recommendation only, it cannot be transferred to a third party except by prior agreement of the organizers. Each debate takes place over a dinner, for which no financial contribution is asked from those present (our sponsors carry the costs).

We follow the Chatham House rules. In other words, all attendees are free to use the information received but neither the identity nor the affiliation of the speaker may be revealed, nor the location in which the ideas were expressed. Depending on the standard of the work undertaken and the desires of members, a collective publication may result from the event.

At each of our evenings, one or two guest speakers launch the debate by delivering a short address on the theme of the session. In order to ensure coherence in the debates, these speakers are encouraged to respond to one or more questions from the others present, to allow for a more focused analysis of the theme than would be permitted by free-ranging debate.

For greater efficiency, the meetings follow a fairly precise procedure, typically:

- 19.00 – 19.30: welcome drink and network
- 19.30 – 19.45: presentation of the theme
- 19.45 – 20.00: launch of the debate
- 20.00 – 21.15: questions and wider debate
- 21.15 – 21.30: conclusion



*These unique meetings provides the opportunity to be associated in a privileged way to meaningful meetings of very high quality level and to benefit from the experience and expertise of significant players, in a context of frank, respectful and direct exchanges.*

*Each participant receives afterwards a full summary note or report of the intervention, reactions and comments during the sessions of the Club.*

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## THEMES & KEYNOTE SPEAKERS

### 2016

*Economic development of the metropolis and understanding of the concept of "City of Tomorrow" in Europe. How to allocate roles between the public and private sectors, with a view to economic development of efficient and sustainable cities?*

*What prospects for business?*

**Richard BLAKEWAY**, Deputy Mayor for Housing, Land and Property – City of London

### 2015

*The Eurozone Conundrum*

**Professor John RYAN**, Economist, LSE & CAMBRIDGE UNIVERSITY

*Analysis of the implications of the elections for business in Europe*

**Roland RUDD** Chairman of Business for New Europe

*The use and abuse of opinion polls*

**Peter KELLNER**, Chairman – YOUGOV

*Brexit: How Britain May Leave Europe*

**Denis MACSHANE**, former Minister for Europe

### 2014

*Challenges for the EU in foreign policy*

**Catherine ASTHON**, former EU High Representative for Foreign Affairs and Security Policy

*London's place in the global, European and UK economy*

**Dr Gerard LYONS**, Chief Economic Advisor to the Mayor of London

*What it takes to stage a successful Olympic Games*

**Paul DEIGHTON**, Commercial Secretary of the Treasury

*The European answer to the financial crisis*

**Benoît CŒURÉ**, Member of the Executive Board - European Central Bank

### 2013

*In the face of the economic crisis, how can one best optimize the division of roles between public and private sectors? Is a pan-European approach possible?*

**The Rt Hon Danny ALEXANDER** MP, the Chief Secretary to the Treasury

**Général Jean-Paul PALOMEROS**, former Supreme Allied Commander Transformation - NATO, and former General in the French Air Force

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## MAIN PARTICIPANTS 2015/2016

Sophian ABBOU, Client Partner - GARTNER EMEA Headquarter  
Jean-Luc ALLAVENA, Partner - APOLLO MANAGEMENT  
Didier BARBÉ, Vice-President - IBM  
Luc BARDIN, Chairman - STRATEGIC PARTNERING LTD  
Conor BODEN, Head of Portfolio Board Development – ADVENT INTERNATIONAL PLC  
Colin BUDD, MEMBER OF THE QC SELECTION PANEL & THE PRIME MINISTER'S ADVISORY COMMITTEE ON BUSINESS APPOINTMENTS  
Anthony CARY, Executive Director - QUEEN'S BLYTH WORLDWIDE  
Philippe CHALON, Director of External Affairs Office of the Chairman & CEO - INTERNATIONAL SOS  
Pierre-Yves CROS, Development Director du Groupe - CAPGEMINI GROUP  
Phil COLLINS, Leader writer - THE TIMES  
Claire DELARBRE, Visiting Professor - EM-LYON BUSINESS SCHOOL  
Tim EWING, Chairman - ECLAIRAGE CLUB  
Thibault de FONTAUBERT, Managing Partner - GEMINI CAPITAL PARTNERS LLP  
Humbert de WENDELL, Group Treasurer - TOTAL  
Nick GREENSTOCK, Managing Director - GATEHOUSE  
David HATCHER, UK MINISTRY OF DEFENCE  
Michael JAY, Lord - HOUSE OF LORDS  
Bernard JENKIN - MP, Chairman of the Public Administration Select Committee - HOUSE OF COMMONS  
Alexis KARKLINS, Managing Partner - EIGHT ADVISORY  
Julian KING, Director General Economic & Consular - FOREIGN & COMMONWEALTH OFFICE  
Jonathan LACOTE, Deputy Head of Mission - FRENCH EMBASSY IN THE UK  
Haude LANNON, Head of Public Affairs - BUSINESS FOR NEW EUROPE  
Dominic LESTER, Joint Head of European Investment Banking, Head of European TMT - JEFFERIES  
Denis LINFORD, Corporate Policy and Regulation Director - EDF Energy  
Emmanuel LORIOT, Political Counselor - EMBASSY OF FRANCE IN THE UK  
Gerard LYONS, Chief Economic Advisor - MAYOR OF LONDON  
Denis MACSHANE, Former Secretary of State – FOREIGN AFFAIRS FRANCE  
David MANNING, GCMG CVO, Director – BG  
Christine MACQUEEN, Director, Corporate Affairs - SICPA (UK) Ltd  
Vinay MENON, Associé - POSITIVE MOVES CONSULTING  
Don MULLAN, Author, Producer, Associate Chair - UNESCO GLOBAL YOUTH PROGRAM  
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Lucy THOMAS, Campaign Director - BUSINESS FOR NEW EUROPE  
Peter WILDING, Director – BRITISH INFLUENCE...

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