



2019

Annual Report



'These are valid and interesting ideas that you have put forward. This is what I can expect from the Lisbon Council.'

José Manuel Barroso, president of the European Commission, speaks at The 2009 Growth and Jobs Summit





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Lisbon Council Completes Banner Year

2009 was an outstanding year for the Lisbon Council

'Externally, we continued to engage effectively on many issues, involving an ever-broadening community of thought leaders and European citizens in an energizing debate on Europe's economic and social future.'

In 2009, the Lisbon Council grew in stature and size, convening more cutting-edge events than ever before (including four high-level policy summits), publishing six hard-hitting **Policy Briefs** and stepping up our public outreach and media contacts throughout Europe – and the world. Externally, we continued to engage effectively on many issues, involving an ever-broadening community of thought leaders and European citizens in an energizing debate on Europe's economic and social future. We also launched two new initiatives: the **Government of the Future Centre**, co-founded with Accenture and the College of Europe and devoted to studying the challenge of state transformation and public sector innovation, and the **Eco-Innovators Network**, made up of top companies at the leading-edge of building tomorrow's low carbon economy. Internally, the team grew as well, adding five new researchers to our **Human Capital Centre** and beefing up the Brussels-based secretariat with important new talent. 2010 promises to be a banner year as well. We look forward to a host of new initiatives, research, events, dialogue and debate.



'It is the moment to initiate a global reflection on an improved, more effective and inclusive Internet.

All these dimensions of the future of the Internet are of crucial interest for Europe – and I believe to the rest of the world.'

Viviane Reding, European commissioner for information society and media, speaks at High-Level Working Group on Future of the Internet in January 2009

Viviane Reding, European commissioner for information society and media (2005-2010), joined Don Tapscott, author of bestselling books *Grown Up Digital* and *Wikinomics: How Mass Collaboration Changes Everything* for the **High-Level Working Group on Future of the Internet**. Kicking off the event with a riveting presentation on the technology-savvy Obama generation, Don Tapscott explained in compelling and illustrative ways how today's "digital natives" will rewrite the rules of democracy and society. Commissioner Reding chimed in with a landmark address highlighting the key drivers of this digital revolution, including the emergence of social networks, Government 2.0 and cloud computing. She laid out the importance of an "Internet of things," an open service infrastructure and the potential of mobile Internet. Commissioner Reding used the occasion to make a strong call for sustained investments in ICT infrastructure as a way to speed up economic recovery and overcome recession. At this hugely oversubscribed event, Larry Hirst, chairman, Europe, Middle East and Africa at IBM and Mario Queiroz, vice-president, Europe, Middle East, Africa and Latin America at Google added a practitioners' perspective to the debate and shared their vision of the Internet of the future. Commissioner Reding's remarks on Future of the Internet can be downloaded on the Lisbon Council website at www.lisboncouncil.net.

Don Tapscott



The Future of the Internet Initiative:

How the Obama Generation Will Change the World



Felipe González Delivers The 2009 Robert Schuman Lecture



Felipe González

In a passionate and compelling address, Felipe González, chairman of the Reflection Group on the Future of Europe and former prime minister of Spain, launched an important debate on the ideas and themes he would present in his landmark report one year later in **The 2009 Robert Schuman Lecture**. Arguing for a more forceful response to global and domestic challenges, he called for a “social pact for the 21st century” and a thorough reform of education and pension systems in order to meet the demands of demographic change. Later, he outlined the report’s parameters and invited ideas from Lisbon Council principals at a private working lunch. Appealing to Europe’s leaders to use the current crisis as an opportunity, he called for renewed efforts to make the Lisbon Strategy a success.

Future of Lisbon Agenda: The 2009 Growth and Jobs Summit



Žiga Turk



Aart de Geus

Convening for its annual flagship event in the week leading up to the spring European Council, the Lisbon Council welcomed guests from around Europe to **The 2009 Growth and Jobs Summit**. Meeting just one year before the original Lisbon Agenda was due to expire, the 2009 gathering convened under the timely theme of *Devising a Successful Strategy for the Next Decade*. European Commission President José Manuel Barroso delivered the opening address, while Žiga Turk, secretary-general of the Reflection Group on the Future of Europe, and Aart de Geus, deputy secretary-general of the Organisation for Economic Co-Operation and Development (OECD), led afternoon workshops on the Lisbon Agenda post-2010.

Open, Collaborative, Interdisciplinary: High-Level Roundtable on Innovation Convenes

Meeting under the theme *Open, Collaborative, Interdisciplinary: What the Next Wave of Innovation Will Mean for Europe*, the **High-Level Roundtable on Innovation** brought together key thought leaders and global practitioners. Hal Varian, author of *Information Rules: A Strategic Guide to the Network Economy* and chief economist at Google, delivered **The 2009 Guglielmo Marconi Lecture**, the Lisbon Council's flagship event on innovation and creativity. His address, entitled *Combinatorial Innovation: How Mass Collaboration Will Change Europe*, shed light on the profound economic transition triggered by new technologies and new innovation models. Peter Dröll, head of unit, innovation policy development at DG Enterprise and Industry, served as discussant and presented the European Commission view. In another session, Dirk Pilat and Andrew Wyckoff of the Organisation for Economic Co-Operation and Development introduced their leading-edge work on the OECD's new innovation strategy. Hal Varian's Lecture can be viewed in its entirety on the Lisbon Council YouTube Channel at www.youtube.com/theliscouncil.



Andrew Wyckoff and Dirk Pilat



Peter Dröll and Hal Varian

'We have the capability of rearranging knowledge work and rearranging the flow of ideas in the organisation in the same way 100 years ago we rearranged the flow of products on the factory floor.'

Hal Varian, professor of business, informatics and economics at University of California at Berkeley and chief economist at Google, in The 2009 Guglielmo Marconi Lecture



Dealing with the Crisis: The 2009 European Growth and Jobs Monitor

Produced in collaboration with Allianz SE, the financial services company, in the midst of Europe's deepest recession since the 1930s, **The 2009 European Growth and Jobs Monitor** made grim reading. Mirroring the dramatic decline in economic performance across the EU in 2008, the study called for renewed efforts to boost key drivers of growth, such as investment in human capital, green technologies and innovation. It also found that some countries such as Finland are better suited to withstand the global financial crunch, largely due to high levels of human capital and sustainability of public finances, areas in which Finland received the highest score. Netherlands, on the other hand, showed the most improvement, finishing up six places from 2008, based on strong performance in economic growth and jobs. The report was launched in Brussels by Prof. Dr. Michael Heise, chief economist of Allianz SE, in the presence of European Commission President José Manuel Barroso. The 2009 European Growth and Jobs Monitor can be downloaded on the Lisbon Council website at www.lisboncouncil.net.

Top-level practitioners from EU member states as well as the European Commission discussed key challenges to public health in this interactive workshop: from coping with the demands of an ageing population and squeezed budgets in the aftermath of the global recession to the onset of new technologies which empower patients and allow for digital medical records. The debate was kicked off by Robert Madelin, director-general of the European Commission's DG Health and Consumer Affairs in 2009, who delivered a fascinating overview of key issues on the EU agenda. Other discussants included Juan José Güemes, chief executive of Madrid health service; Javier Carnicero Giménez de Azcárate, director of the Observatorio del Sistema Nacional de Salud in Spain; Laurent Debenedetti, director for international relations at GIP-DMP in France and Mourad Ameziame, managing director of public health Europe at Accenture.

Juan José Güemes



Robert Madelin

Public Health in 2015: New Challenges and Solutions

The 2009 Eco-Innovation Summit and the Eco-Innovators Network

In the run up to the United Nations Framework Convention on Climate Change in Copenhagen, the Lisbon Council convened the **Eco-Innovators Network**, a first-of-its-kind assembly of top innovators, thought leaders, financiers and regulators committed to building a low-carbon economy. Simon Brooks, vice-president, environmental protection at the European Investment Bank, and Hervé Martin, head of unit, environment and eco-innovation at DG Environment, European Commission, presented various funding facilities available for eco-innovation to the group. Top innovators such as Benjamin Kott, manager, green business Europe at Google; Antonio Pires Santos, energy and utilities industry leader Europe at IBM and Harry Verhaar, senior director, climate change and energy at Philips, joined the debate, along with other eco-innovators from 10 countries. The day concluded with passionate appeals from Karl Falkenberg, director-general at DG Environment, European Commission and Jules Kortenhorst, CEO of the European Climate Foundation. Watch the **Eco-Innovators' Video Appeal to Copenhagen** in the special **Eco-Innovation Section** on the Lisbon Council website at www.lisboncouncil.net/ecoinnovation.

Copenhagen and Beyond

Antonio Pires Santos



Benjamin Kott



Harry Verhaar



Jules Kortenhorst



Karl Falkenberg

Commissioner Reding Delivers The 2009 Ludwig Erhard Lecture



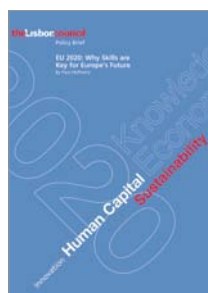
Viviane Reding

Viviane Reding, European commissioner for information society and media (2005-2010), mapped the road for digital priorities for the next five years, describing them as essential to pave the way for economic recovery, in **The 2009 Ludwig Erhard Lecture**. The utmost priorities: achieving easier and more attractive access to digital content for Europeans through new infrastructures and innovative digital utilities; developing a consumer-oriented mobile payment technology; opening up Europe's digital economy to small- and medium-sized enterprises to boost growth and create jobs and aligning innovative ICT solutions with the objectives of a low-carbon economy. Commissioner Reding's Lecture can be viewed in its entirety on the Lisbon Council website at www.lisboncouncil.net.

'The risk of contagion will increase the demand for unbiased, rigorous and publicly accessible analyses on the economic and fiscal health of EU member states.'

Ann Mettler, executive director of the Lisbon Council, in *Innovating Indicators: Choosing the Right Targets for Europe 2020*

Policy Briefs: Food for Thought for the Europe 2020 Agenda



With the reflection on the Europe 2020 strategy in full swing, the Lisbon Council launched five more publications to facilitate constructive debate and contribute new ideas. **Europe 2020: Why Skills are Key for Europe's Future** by Paul Hofheinz, president of the Lisbon Council; **Innovating Indicators: Choosing the Right Targets for Europe 2020** by Ann Mettler, executive director of the Lisbon Council; **A Blueprint for Consumer Policy in Europe: Making Markets Work with and for People** by Meglena Kuneva, European commissioner for consumer policy (2007-2010); **Exit Strategy for EMU Monetary and Fiscal Policy**, published in collaboration with Allianz SE as part of **The European Growth and Jobs Monitor** series; and **A New Dawn: Ten Recommendations for the New European Commission** by Ann Mettler. The policy briefs can be downloaded on the Lisbon Council website at www.lisboncouncil.net/publications.



Lisbon Council and Navarra Region Team Up on Talent Agenda

The Lisbon Council is collaborating with Navarra Region on Europe's talent and skills agenda. In particular, the Lisbon Council joined Ágora Talentia, the first world forum on talent, which convened in February 2009 in Pamplona, Spain. This one-of-a-kind gathering, which was addressed by global luminaries such as Richard Florida and Sir Ken Robinson, culminated in the signing of the Navarra Declaration on Talent. Learn more about this important and timely initiative at www.agoratalentia.es.

'A single market of 500 million participative consumers is the best key for economic growth, innovation, jobs, and opportunities. There is now a case for taking institutional responsibility, both at the EU level and at member state level, for the creation of a retail single market that delivers for citizens on all these fronts.'

Meglana Kuneva in The 2009 Jean Monnet Lecture

In a Lisbon Council e-brief entitled **Blueprint for Consumer Policy in Europe: Making Markets Work with and for People**, Meglena Kuneva, European commissioner for consumer affairs (2007-2010), shared her vision of how the internal market can be put to work for European consumers. Presenting her paper at a Lisbon Council event on **Consumer Policy: Economic Citizenship and User-Centric Markets**, her remarks were followed by a panel discussion featuring Mario Monti, author of *A New Strategy for the Internal Market* and former European commissioner for internal market and competition; Eija-Riitta Korhola, MEP and vice-chair, committee on internal market and consumer protection and Geert van Kuyck, chief marketing officer at Philips.

From left, Eija-Riitta Korhola, Mario Monti, Meglena Kuneva, Geert van Kuyck



Future of the Internal Market: Working Group with Meglana Kuneva and Mario Monti

Lisbon Council, Accenture and College of Europe Found Government of the Future Centre



Students from the College of Europe take part in the Government of the Future Centre



Rikke
Wetendorff
Nørgaard,
24, Denmark

'What's important is exporting best performance, figuring out how we can contribute by solving problems on a micro-scale, then making those solutions available Europe-wide. It's nice to do something practical. It's a way of combining two worlds – work and study.'

Together with Accenture and the College of Europe, the Lisbon Council has established the **Government of the Future Centre**, an intellectual hub dedicated to public-sector innovation and citizen-centric service delivery. One of the first major projects engaged College of Europe students in a one-of-its-kind case study exercise, allowing the students to visit and examine administrative agencies in several EU member states to provide advice on sustainable governance. Site visits included a hospital in Barcelona, an employment service in Paris, an e-government platform in Norway and the Dublin City Council. Future initiatives will focus on citizen-centric health care services, Government 2.0 and sustainability. Visit www.lisboncouncil.net/governmentoffuture.



Karolina
Krzystek,
27, Poland

'This programme helps me see how things work together – the link between social studies and public administration. I'm a sociologist. I'm interested in research, field work. I would like to work on human rights.'



In 2009, the Lisbon Council became an official partner of the **European Year of Creativity and Innovation**, dedicating two key events – **The Future of the Internet Initiative** and the **High-Level Roundtable on Innovation** – to this timely EU initiative. Paul Hofheinz, president of the Lisbon Council, was appointed adviser to the Polish EU Presidency (which begins in July 2011), contributing his expertise on skills and human capital. In a first visit to Warsaw, he met with Radek Sikorski, foreign minister of Poland; Mikołaj Dowgilewicz, minister coordinating the upcoming Polish presidency, and other members of the Polish presidency advisory group. He also delivered a presentation at the Progressive Governance Conference in Santiago, Chile, where he met with President Michelle Bachelet of Chile; presented a paper at a working group on *Social Investment and Welfare State Reform* at a Policy Network conference in 10 Downing Street and moderated a panel on social inclusion at the *Second World Young Leaders Forum* in Mumbai, a global summit organised by the BMW Herbert Quandt Foundation. Executive Director Ann Mettler was invited to serve on an expert group advising Celestino Corbacho, Spanish minister of labour and immigration, during the Spanish EU Presidency, and visited Madrid in December to take part in a high-level seminar on the future of the Lisbon Agenda. She also delivered a presentation to the EU Employment Committee to inform and inspire its deliberations on the future of the Lisbon Agenda; served as moderator at two high-level European Commission conferences: *Global Governance, World Prosperity and Development*, organised by the Bureau of European Policy Advisers (BEPA), and *Can Creativity be Measured?*, organised by DG Education and Culture and moderated the innovation session at the 2009 OECD Forum in Paris. Ms. Mettler also spoke, inter alia, at the *2009 Open Days on Lisbon Beyond 2010*;

Paul Hofheinz visits
10 Downing Street



Outreach and Media



Brainstorming session with Vice-President Verheugen

a Swedish EU Presidency conference in Gothenburg on *Growing Together for a Sustainable Europe* and a DG Information Society and Media event on *More Women, Better Jobs, Boosting Growth*. She also took part in the *NESTA Innovation Index Inner Policy Group*, launched a blog on innovation at Euractiv, a leading EU news portal (<http://innovation.blogactiv.eu/author/innovation/>) and was featured in a two-page article in the *Volkskrant Banen*, a Dutch newspaper. Dr. Peer Ederer, director of the Human Capital Centre, presented the **University Systems Ranking**, the Lisbon Council's flagship study of educational excellence, at the major annual meeting of the *International Observatory on Academic Rankings and Excellence* in Astana, Kazakhstan along with the World Bank and presented his recent research to the *Fifth World Bank Education Conference* in Montenegro. In July, top members of the Lisbon Council network met with Günter Verheugen, vice-president of the the European Commission and commissioner for enterprise and industry, for an informal brainstorming on the future of the Lisbon Agenda. The Lisbon Council also launched a new, fully Web 2.0 compatible website, www.lisboncouncil.net, featuring Twitter, new share buttons, RSS feed, a flickr gallery and streaming video on the home page, and established a new **Advisory Board**, which will provide expert guidance and strategic input.

President Michelle Bachelet of Chile and
Paul Hofheinz, president of the Lisbon Council



'It's the energy, passion and commitment of people like you that make the Lisbon Council what it is. The best is yet to come.'

Paul Hofheinz, president, the Lisbon Council

Máire Geoghegan-Quinn



Forthcoming



Pier Carlo Padoan



Olli Rehn



Janez Potočnik



Alessandro Leipold

The 2010 Innovation Summit

Máire Geoghegan-Quinn, Europe's new commissioner for innovation, research and science, will keynote **The 2010 Innovation Summit** early in the year, delivering one of her first major policy addresses of her five-year term. Rian Liebenberg, engineering director at Google; Martin Schuurmans, chairman of the European Institute for Innovation and Technology (EIT); Anthony D. Williams, co-author of *Wikinomics* and senior fellow at the Lisbon Council (who will present new research on *Wikinomics in Europe*) and Andrew Wyckoff, director, science, technology and industry directorate at the OECD, join the debate and discussion.

The 2010 Government of the Future Summit

Pier Carlo Padoan, chief economist and deputy secretary-general of the OECD, headlines an all-star cast of leading state transformation agents from EU member states. Participants will discuss how government can deliver more and better services in an age of transformation. Professor Paul Demaret, rector, College of Europe; Gert-Jan Koopman, director for economic service and structural reforms, DG Economic and Financial Affairs, European Commission; Meglena Kuneva, former European commissioner and Sean Shine, managing director, health and public service operating group at Accenture, join the debate and discussion.

The 2010 Eco-Innovation Summit

Janez Potočnik, commissioner for the environment, delivers **The 2010 Jean Jacques Rousseau Lecture**, and joins the **Eco-Innovators Network** for a day-long brainstorming on improving resource efficiency and building a low-carbon economy. Jules Kortenhorst, CEO of the European Climate Foundation, will present new research on "Roadmap 2050," an action plan for de-carbonising the European power sector.

Digital Confidence and the Internal Market

Viviane Reding keynotes this day-long seminar on how greater digital confidence can be used to kick-start the internal market. Lena Ek, member of the committee on industry, research and energy, European Parliament; Peter Hustinx, European data protection supervisor; Matthew Key, chairman and CEO, Telefónica Europe and Mario Monti, author of *A New Strategy for the Internal Market* and former European commissioner for internal market and competition, will intervene in break-out sessions.

Research and Policy Briefs

Wikinomics in Europe, *Preventing Greek Tragedy from Becoming a Eurozone Disaster*, *The 2010 Euro Monitor*, *Beyond CAP*, *Using Europe 2020 to Overcome the Crisis* and more.

Financial Highlights 2009

Statutory Auditor: Vanstreels, De Bom Van Driessche and Co. (Meise, Belgium)

Accounts prepared by Vandenbranden Accountants BVBA (Grimbergen, Belgium)

Income and Expenditure*

	2008	2009
Income	€480,177.45	€489,555.99
Donations	330,177.45	339,555.99
Grants	150,000.00	150,000.00
Expenditure	€487,704.76	€493,270.25
Office	69,968.95	62,287.99
Administration	267,757.76	300,859.16
Travel	11,429.23	16,906.92
Events	85,983.27	64,690.81
Publications	33,655.56	29,660.91
Depreciation	18,909.99	18,864.46
Surplus/deficit (reserves)	(€7,527.31)	(€3,714.26)
Surplus/deficit brought forward	0.00	0.00
Surplus/deficit carried forward	0.00	0.00

Balance Sheet**

	2008	2009
Assets	€75,122.70	€67,483.91
Fixed assets	€28,550.46	€28,433.71
Net equipment	18,522.99	16,269.64
Net furniture	10,027.47	12,164.07
Current assets	€46,572.24	€39,050.20
Accounts receivable	45,107.24	37,500.00
Cash or equivalents	1,230.00	1279.77
Deferred charges	235.00	270.43
Liabilities	(€75,122.70)	(€67,483.91)
Retained earnings (reserves)	(€30,034.44)	(€26,320.18)
Current liabilities	(€45,088.26)	(€41,163.73)
Accounts payable	(39,334.68)	(24,884.65)
Salaries payable	(1,550.71)	(4,611.54)
Bank	(4,202.87)	(11,667.54)

Environmental Responsibility

The Lisbon Council supports sustainability across the board – in the environment, in public finances and in social security systems. As part of our commitment to environmental sustainability and in an effort to reduce our carbon footprint, the Lisbon Council furnishes its office with MBDC-certified “cradle-to-cradle” technology and offsets all greenhouse gas emissions stemming from its office operations and travel. As a result, the Lisbon Council carries the status of “carbon-neutral organisation.” For more information, visit www.c2ccertified.com and www.myclimate.org.

Acknowledgements

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The Lisbon Council is an independent, non-partisan association. Financial or other support for the Lisbon Council does not imply acceptance or endorsement of any view, opinion or statement expressed by the Lisbon Council or any of its individual members or associates.

Officers

Paul Hofheinz (president), Tjark de Lange (treasurer), Ann Mettler (executive director), Joeri van den Steenhoven (board member)

Managers, Researchers and Fellows

Silvia Castellazzi (researcher), Peer Ederer (director, human capital centre), Philippe Legrain (senior fellow, economics), Alessandro Leipold (economic adviser), Stéphanie Lepczynski (senior project manager), Philipp Schuller (co-director, human capital centre), Sylwia Stepień (manager, projects and events), Arne Warnke (researcher), Stephan Willms (co-director, human capital centre), Anthony D. Williams (senior fellow, innovation)

General Assembly

Miroslav Beblavy, Olaf Cramme, Peer Ederer, Paul Hofheinz, Tjark de Lange, Elisabeth Lulin, Ann Mettler, Marcello Palazzi, Bernard Spitz, Joeri van den Steenhoven, Paweł Świeboda, Jörg Tremmel

Advisory Board 2009

Esko Aho, Martin Bailly, Christian Bason, Jesús Caldera Sánchez-Capitán, Soumitra Dutta, Isaac Getz, Enrico Giovannini, Belén Goñi, Michael Heise, Larry Hirst, Marina Hoffmann, Jules Kortenhorst, Meglena Kuneva, Christophe Leclercq, Jean-Pierre Lehmann, William W. Lewis, Roger Liddle, Jörg Monar, Geoff Mulgan, Douglas Rediker, Maria João Rodrigues, Andreas Schleicher, Albrecht Sonntag, Mark Spelman, Sören Stamer, Žiga Turk, Diogo Vasconcelos, Harry Verhaar, Linnar Viik, Gregor Woschnagg

*covering the 12-month period ending 31 December 2009

**as of 31 December 2009



www.lisboncouncil.net



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'Europe for Citizens' Programme

With the support of the European Union: Support for organisations that
are active at the European level in the field of active European citizenship