

Annual Report 2015





Dear friends,

It's a well-known paradox that as you get older, life speeds up. The months and years feel more like days and weeks, as the calendar moves us inexorably forward, zigging and zagging, working, living, building, lifting, raising.

But some years feel a bit more like doorstops – tiny intrusions that prevent the past from closing, or hold the present open for a future we cannot yet perceive. That's how I felt about 2015 – a watershed year for the European Union, a complicated year for the world politically, but an amazing year of growth, expansion and renewal for the Lisbon Council.

First and foremost, we saw the beginning of the Age of the Populist and "post-truth" politics. While I am pleased with the ongoing success of the Lisbon Council, I cannot take encouragement from the stunning dive of policy down a rabbit hole of pre-modern thinking, or the puzzling, danger-laden decisions so many voters have taken in some places. Developments like these put a special onus on communities like ours. Put simply, we must re-double our commitment to evidence-based policymaking. It is vital that we use our burning platform – conceived as a merger of the ivory tower and the popular demos – not just to explore the next innovation but to build consensus – and spread knowledge and awareness – around the values held most dear to us. That's the most shocking thing about the turn the world has taken – the fact that facts don't seem to matter much anymore. It puts a unique duty on think tankers and policymakers, and on all of you who graced the

Lisbon Council with your presence or took time to share your wisdom with us this past year. It means that – even after 12 years of successful operations – we still need to double down on our commitment, with renewed effort to shed light on the very real challenges we will face and and to protect and defend the mutual respect that made our democracy great in the first place.

And that work began in earnest in 2015, a year when the Lisbon Council welcomed a steady stream of thought leaders and top policymakers for 22 wide-ranging summits and high-level workshops. In keeping with the times, our work on the digital economy and society expanded dramatically. In June, we published a new policy brief (with Progressive Policy Institute) on transatlantic digital trade – and welcomed Catherine A. Novelli, U.S. undersecretary of state for economic growth, energy and the environment, for a fascinating briefing. Throughout the year, I served on the Atlantic Council's transatlantic taskforce. And the work on the app-based economy continued to gain force and traction, with a host of outstanding roundtables convened around this cutting-edge theme. We also welcomed more than a dozen members of the European Parliament, six European commissioners and six European Commission directors-general. Lisbon Council principals appeared in or were cited in a record-breaking 42 publications in Europe and beyond.

Our community-driven centres of excellence were active, too. Most notably, the **European Digital Forum** thrived and expanded. In June, we welcomed Andrus





Ansip, vice-president of the European Commission for the digital single market, to **The 2015 European Digital Forum**, the annual summit co-led with Nesta, London's leading innovation foundation. In October, we hosted Günther Oettinger, European commissioner for digital economy and society, for a wide-ranging session on startups, scale ups and future horizons. Commissioner Oettinger left us with a special challenge: he called on us to develop a new **Startup Manifesto**, working with stakeholders, to make Europe the best place in the world to start a company and grow it to scale. We look forward to collaborating closely with the commissioner and Europe's fast-growing startup community in 2016.

We also published some of the finest publications the Lisbon Council has ever produced. First and foremost was **The 2015 Energy Productivity and Economic Prosperity Index: How Efficiency Will Drive Growth, Create Jobs and Spread Wellbeing Throughout Society** (Climate Action Commissioner Miguel Arias Cañete joined for the launch). Also noteworthy were **Government of the Future: How Digital Technology Will Change the Way We Live, Work and Govern**, launched in Luxembourg at e-Government 2015, the EU Presidency's minister-level informal council; **Financial Services in the Digital Age: Leveraging Technology and Regulation to Achieve a Stronger Capital Markets Union**, which set in motion a wide-ranging debate; and **The 2015 Euro Plus Monitor**, which brought new insight to European economic renovation.

We also hit our funding targets, raising €1,042,528.06 in the course of the year to sustain operations. It was the third year in a row that our funding crossed the symbolically important €1 million mark. Thanks to our usual careful cost controls, we were able to report a €65,266.66 operating profit, which was immediately booked to reserves. Taken together, these results contributed significantly to our two-year programme of balance sheet strengthening, and helped to lay a platform for continued growth and increasingly ambitious operations in years to come. You'll find the financials on pages 6-7 of this annual report.

Mostly, 2015 was a year when the community grew closer, doubling down on the concerns that bind us and working collaboratively to build a basis for future success. We showed that even in the Age of the Populist, a think tank committed to evidence-based policymaking, collaborative innovation and community-driven thought leadership can thrive and prosper. I cannot thank you enough for your trust, support and engagement. It is more vital to our world than ever before.

Paul Hofheinz
President and Co-Founder
The Lisbon Council asbl/vzw



Summits and roundtables

The Lisbon Council is a burning platform for the digital age. It is a think tank that operates comfortably at the forefront of the contemporary demos, a network that brings leading thinkers together with policymakers, practitioners and other stakeholders, always around a pro-active agenda of ongoing change and renewal. In 2015, the Lisbon Council was more visible than ever, hosting more than 22 high-level summits and roundtables. A steady stream of top participants – policymakers, think tankers, business leaders, NGOs – animated the discussions and debates.



High-Level Working Lunch on SMEs in the Single Market

High-Level Roundtable on New Frontiers for the App Economy and Mobile Internet: Creating Value and Improving Lives in Europe

High-Level Roundtable on Open Data in the G8: A Review of Progress Against the G8 Open Data Charter

High-Level Summit on Future Directions for Scientific Advice in Europe

The 2015 European Centre for Government Transformation Award Ceremony in the College of Europe, Bruges

The 2015 Employment and Skills Roundtable: Building the Missing Skills in Europe to Rekindle Growth and Competitiveness

The 2015 European Digital Forum: How the Digital Single Market Will Power a European Renaissance – and What We Need to Do About It Today

High-Level Roundtable on Helping Small Businesses Grow Big: How Europe Can Seize the Opportunity in the Age of the Internet

The 2015 Robert Schuman Lecture: 'The Europe I Want, the Europe We Need'

European Digital Forum @ Startup Europe Summit in Berlin

The 2015 Energy Union Summit: Strengthening the 'Five Pillars': Security, the Internal Market, Efficiency, Renewables and Research and Development

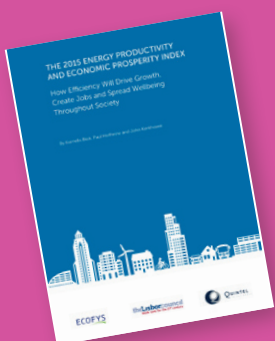
Jury Meeting and Presentation of State Transformation Case Studies: Tomorrow's Leaders Examine Today's Challenges

Publications

Every discussion begins with well-informed research and well-formed judgement. As the great engineer W. Edwards Deming once said, "without data, you're just another person with an opinion." In 2015, the Lisbon Council produced nine major publications, ranging from complex analysis of the economics of energy efficiency to new insight on the growing importance of transatlantic digital trade. Inevitably, we reached forward for insight, imagining the world as it might be and working back to the policy prescriptions of today. Community-driven – and backed by a comprehensive outreach programme – we bring the most rigorous of academic standards to the most relevant of political discussions.

The 2015 Energy Productivity and Economic Prosperity Index: How Efficiency Will Drive Growth, Create Jobs and Spread Wellbeing Throughout Society

The 2015 Intellectual Property and Economic Growth Index: Measuring the Impact of Exceptions and Limitations in Copyright on Growth, Jobs and Prosperity



Centres of excellence

In recent years, the Lisbon Council has probed deeper on some topics, developing renowned centres of excellence to explore subjects in greater depth and on a sustained basis. In 2015, the work inside these centres took off, bringing a host of new insights and vibrant communities to the forefront of European policymaking.

High-Level Roundtable on Transatlantic Views on the Digital Economy and the Future of Internet Governance
With Catherine A. Novelli

High-Level Roundtable on Driving the Hidden Value of Digital Trade: Towards a 21st Century Agenda of Transatlantic Prosperity. In collaboration with the Progressive Policy Institute

Zukunftssalon: Forum for the Future
How Data Analytics Will Drive Growth: Leveraging Technology for Economic Vitality

High-Level Roundtable on Data-Driven Innovation: Productivity, Jobs, Growth and Wellbeing in the Age of Big Data

European Digital Forum @ ICT 2015: Innovate, Connect, Transform
In Lisbon, Portugal

High-Level Working Lunch on Media in the Digital Age

Lessons Learned of European Leadership in Climate Policy – and How They Are Relevant for an Ambitious COP21 Deal



European Digital Forum

A multi-disciplinary exploration built around a dynamic community of stakeholders. The project is managed by the Lisbon Council, Nesta and Open Evidence. And supported by BBVA, the European Investment Fund and the European Commission.



Innovation Economics

This multi-year programme looks at the changing economics of transformation. Led by the Lisbon Council in collaboration with Google.



Industries of the Future

A unique platform investigating the impact of digital technology on industries of the future. Managed by FTI Consulting, Google and the Lisbon Council.



European Centre for Government Transformation

Established in 2009, the centre looks at the unique challenges of public-sector modernisation in the digital age. The core is a competitive case-study programme led by students of public administration. Headed by the Lisbon Council, Accenture and the College of Europe.

Financial Services in the Digital Age: Leveraging Technology and Regulation to Achieve a Stronger Capital Markets Union

Uncovering the Hidden Value of Digital Trade: Towards a 21st Century Agenda of Transatlantic Prosperity

Economic Intelligence: How the Greek Situation Could Still Be Saved: A Three-Point Programme

Economic Intelligence: Two (Potentially Fatal) Achilles' Heels: Can a Mythical Greek Accord Be Made to Work?

Government of the Future: How Digital Technologies Will Change the Way We Live, Work and Govern

The 2015 Euro Plus Monitor: More Progress, New Risks

Boosting Innovation in Cities to Deliver Better Public Services: College of Europe Case Studies 2015



Income and expenditure*

	2015	2014
Income	€ 1,042,528.06	€ 1,221,500.00
Donations	853,500.00	1,221,500.00
Grants	189,028.06	0.00
Expenditure	€ 977,261.40	€ 1,066,641.38
Office	116,953.66	110,117.08
Administration	518,459.52	666,036.62
Travel	18,372.32	23,761.53
Events	224,038.63	169,010.23
Publications	43,349.88	38,259.40
Depreciation	56,087.39	59,456.52
Surplus/Deficit (Reserves)	€ 65,266.66	€ 154,858.62
Surplus/deficit brought forward from prior periods	0.00	(91,124.33)
Surplus/deficit carried forward	65,266.66	63,734.29

Accounts prepared by Vandenbranden Accountants bvba
Statutory auditor: Moore Stephens Audit cvba

*covering the 12-month period ending 31 December 2015

Leadership

Board of directors

- **Paul Hofheinz**, president and co-founder, the Lisbon Council
- **Tjark de Lange**, treasurer and co-founder, the Lisbon Council; CEO, Kapp Nederland
- **Sören Stamer**, member of the board, the Lisbon Council; CEO, CoreMedia
- **Joeri van den Steenhoven**, member of the board, the Lisbon Council; director, Solutions Lab at MaRS Discovery District

Managers and fellows

- **Sergey Filippov**, associate director, the Lisbon Council
- **Ian Hargreaves**, senior fellow, the Lisbon Council; professor of digital economy, University of Cardiff
- **Alessandro Leipold**, chief economist, the Lisbon Council
- **Stéphanie Lepczynski**, associate director, the Lisbon Council
- **Chrysoula Mitta**, projects and community manager, the Lisbon Council
- **Martin Schuurmans**, senior adviser, innovation and entrepreneurship, the Lisbon Council
- **Anthony D. Williams**, senior fellow, innovation, the Lisbon Council

General assembly

- **Paul Hofheinz**, president and co-founder, the Lisbon Council
- **Tjark de Lange**, treasurer and co-founder, the Lisbon Council; CEO, Kapp Nederland
- **Elisabeth Lulin**, founder and CEO, Paradigmes
- **Marcello Palazzi**, founder and president, Progressio Foundation, Netherlands; fellow, Stanford Distinguished Careers Institute,

Stanford University; co-founder, B Lab Europe at B Corporation

- **Sören Stamer**, member of the board, the Lisbon Council; CEO, CoreMedia
- **Joeri van den Steenhoven**, member of the board, the Lisbon Council; director, Solutions Lab at MaRS Discovery District
- **Jörg Tremmel**, junior professor, Eberhard Karls Universität Tübingen

Advisory board

Esko Aho (senior fellow, Mossavar-Rahmani Center for Business and Government, Harvard Kennedy School, Harvard University, U.S.); **Martin Baily** (Bernard L. Schwartz chair in economic policy development, Brookings Institution; former chairman of the Council of Economic Advisers to U.S. President Bill Clinton, USA); **Christian Bason** (chief executive, Danish Design Centre, Denmark); **Xavier Damman** (founder, OpenCollective, Belgium); **Soumitra Dutta** (dean, Johnson School of Business, Cornell University, U.S.); **Isaac Getz** (professor, leadership and innovation management, ESCP-EAP European School of Management, France); **Christophe Leclercq** (publisher and founder, EurActiv);

William W. Lewis (director emeritus, McKinsey Global Institute); **Roger Liddle** (chair, Policy Network); **Jörg Monar** (rector, College of Europe); **Geoff Mulgan** (chief executive, Nesta); **Simon Schaefer** (founder and CEO, Factory); **Andreas Schleicher** (director, education and skills; special adviser on education policy to the secretary-general and director of the Programme for International Student Assessment [PISA], Organisation for Economic Co-operation and Development [OECD]); **Albrecht Sonntag** (associate dean and director, EU-Asia Institute, Ecole Supérieure des Sciences Commerciales d'Angers [ESSCA], France); **Mark Spelman** (leader, future of the Internet project, World Economic Forum [WEF]); **Ziga Turk** (vice-dean, University of Ljubljana, Slovenia); **Harry Verhaar** (senior director, energy and climate change, Philips); **Linnar Viik** (co-founder, member of the board, Pocopay; visiting lecturer, University of Tartu, Estonia); **Gregor Woschnagg** (adviser, Federation of Austrian Industries (IV), former permanent representative of Austria to the EU).

Acknowledgements

The Lisbon Council is supported by a diversified funding base including project funding, research grants won in competitive tenders and donations from corporations and foundations. We would like to thank the following organisations for their support: **Accenture**, **Apple**, **Banco Bilbao Vizcaya Argentaria (BBVA)**, **Berenberg**, **Google**, **the European Union's Horizon 2020** research and innovation programme, **IBM**, **Oracle**, **Philips**, **Telefónica** and **Uber**. Special thanks as well to **Salesforce.com** for data base support through Salesforce.com Foundation's non-profit assistance programme. 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 associates. Photography by **Yves Fonck** unless otherwise stated.

Balance sheet**

	2015	2014
Assets	€ 211,800.73	€ 186,346.93
Fixed Assets	€ 81,351.65	€ 136,736.44
Net equipment	81,351.65	136,736.44
Net furniture	0.00	0.00
Current Assets	€ 130,449.08	€ 49,610.49
Accounts receivable	56,046.01	8,317.69
Cash or equivalent	72,031.64	41,292.80
Deferrals and accruals	2,371.43	0.00
Liabilities	€ 211,800.73	€ 186,346.93
Retained Earnings (Reserves)	€ 181,880.58	€ 116,613.92
Current Liabilities	€ 29,920.15	€ 69,733.01
Accounts payable	29,707.25	63,418.11
Salaries payable	0.00	6,314.90
Bank	0.00	0.00
Current account	212.90	0.00

**as of 31 December 2015

Report from the statutory auditor concerning the financial year ended on 31 December 2015 of the Lisbon Council for Economic Competitiveness and Social Renewal asbl

In accordance with the legal and statutory requirements, we report to you on the performance of the reporting assignment, which has been entrusted to us in our capacity of statutory auditor of the Lisbon Council for Economic Competitiveness and Social Renewal asbl. This report contains our opinion on the true and fair view of the financial statements as well as the required additional statements and information.

Unqualified audit opinion on the financial statements

We have audited the financial statement for the year ended on 31 December 2015, prepared in accordance with the financial reporting framework applicable in Belgium, which show a balance sheet total of €211,800.73 and a profit for the year of €65,266.66.

Management is responsible for the preparation and the fair presentation of these financial statements. This responsibility includes designing; implementing and maintaining internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with the legal requirements and the auditing standards applicable in Belgium, as issued by the Institute of Registered Auditors (Institut des Reviseurs d'Entreprises / Instituut der Bedrijfsrevisoren). Those standards require that we plan and perform the audit to obtain reasonable assurance whether the financial statements are free from material misstatement, whether due to fraud or error.

In accordance with the above-mentioned auditing standards, we considered the association's accounting system, as well as its internal control procedures. We have obtained from management and from the association's officials the explanations and information necessary for executing our audit procedures. We have examined, on a test basis, the evidence supporting the amounts included in the financial

statements. We have assessed the appropriateness of accounting policies and the reasonableness of the significant accounting estimates made by the association as well as the overall financial statement presentation. We believe that these procedures provide a reasonable basis for our opinion.

In our opinion, the financial statements for the year ended 31 December 2015 give a true and fair view of the association's assets and liabilities, its financial position and the results of its operations for the year then ended, in accordance with the financial reporting framework applicable in Belgium.

Additional statements and information

The management is responsible for the compliance by the association with the Law of 27 June 1921 on non-profit organisations, international non-profit organisations and foundations.

Our responsibility is to supplement our report with the following additional statements and information, which do not modify our audit opinion on the financial statements:

Without prejudice to formal aspects of minor importance, the accounting records were maintained in accordance with the legal and regulatory requirements applicable in Belgium. There are no transactions undertaken or decisions taken in breach of the association's statutes or of the Law of 27 June 1921 related to non-profit organisations, international non-profit organisations and foundations that we have to report to you.

So drawn up in Brussels on 10 March 2016.



Jacques Van den Abeele,
statutory auditor
Moore Stephens Audit

theLisboncouncil

think tank for the 21st century

The Lisbon Council for Economic Competitiveness and Social Renewal asbl is a Brussels-based think tank and policy network. Established in 2003 in Belgium as a non-profit, non-partisan association, the group is dedicated to making a positive contribution through cutting-edge research and by engaging politicians and the public at large in a constructive exchange about the economic and social challenges of the 21st century.

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