

**B — BUG**

**Paris**

4-7  
May  
2023

No. 145 + 146



# — Responsible Leadership in Business and Society

6

10

18

20

Program

Speakers

BBUG Executive  
Board & Trustees

Information

# Thu 4/5

---

## Hotel Maison Astor

---

- 17:00 Welcome coffee
- 17:50 Get-together and brief introduction into Insights to Paris
- 18:00 Insights to Paris
- 21:00 Wine and Cheese in the hotel

# Fri 5/5

---

## Hotel Maison Astor Sciences Po Palais Beauharnais Metafore Liège Blanche

---

- 7:45 Morning walk through Paris to Sciences Po
- 8:30 Welcome and Ouverture  
**Michael Schwarz**, Managing Director, BBUG  
+  
**Sergio Roberto Gratteri**, Founder & Artistic Coordinator "Das Haus" Brussels

- 9:30 Paris 360° – In Cooperation with Deutsch Französisches Institut French Economy, Politics and Society  
**Prof. Frank Baasner**, Director, Deutsch-Französisches Institut e.V.  
+  
French Climate Politics  
**Sylvie Goulard**, Ministry of Foreign Affairs and President, Deutsch Französisches Institut e.V.

10:30 Walk to Palais Beauharnais

- 11:00 The Dynamic New Phase of Franco-German Relations  
**Dr. Hans-Dieter Lucas**, Ambassador of the Federal Republic of Germany in France

12:30 Walk back to Sciences Po

- 13:00 Lunch Break
- 14:00 The Organisation for Economic Co-operation and Development (OECD) – from Marshall Plan to pillar in global governance  
**Andreas Schaal**, Director for OECD Global Relations and Co-operation and OECD Sherpa to the G7, the G20 and APEC
- 15:00 Coffee Break
- 15:30 French-German relationship and the importance for Europe – the economic perspective  
**Patrick Brandmaier**, Managing Director, German Chamber of Commerce, Paris

16:30 French-German relationship and the importance for Europe – the diplomatic perspective  
**Anne-Marie Descôtes**, General Secretary, Ministry of Foreign Affairs

18:30 Joint walk from hotel to dinner location

19:00 French Sustainability Strategy  
**Gilles de Margerie**, Commissioner General, France Stratégie

## Sat 6/5

---

### Metafore Liège Blanche

---

9:00 Warm-up

9:30 Energy Transition  
**Francois Venet**, Senior Vice President, Air Liquide

10:30 Coffee Break

11:00 Can we put Genie back into the bottle?  
**Prof. emeritus Raja Chatila**, Chair, IEEE Global Initiative on Ethics of Autonomous and Intelligent Systems, ISIR -Institute of Intelligent Systems and Robotics, Sorbonne Université

12:00 Coffee Break

12:15 Decoding Tomorrow  
**Dr. Stefan Hartung**, Chairman of the Board of Management, Robert Bosch GmbH/Member of the Board BBUG (128. BBUG)

13:30 Cultural Program

#### Tour 1

Paris – consumption and capitalism in the 19th century

#### Tour 2

Le Dernier Cri – Paris to die for

#### Tour 3

Vélorution – on the ways of a climate friendly city

#### Tour 4

Architecture – expression of political leadership

Followed by freetime

18:30 Joint departure by bus from hotel

Dinner

19:00 Théâtre du Renard

## Sun 7/5

---

### Metafore Liège Blanche

---

9:00 Reflection and decision of last destination

10:00 Coffee Break

10:30 Great minds talk  
**Nils Minkmar**, writer

12:00 Lunch

13:00 End of program



B-BUG



**“Le présent n’est pas un passé en puissance, il est le moment du choix et de l’action.”**

Simone de  
Beauvoir



RN+  
MEL  
Air



# Speaker

**Prof. Frank Baasner**  
Director, Deutsch-Französi-  
sches Institut e.V.



Frank Baasner (born 1957) is Professor at the University of Mannheim and since 2002 director of the Deutsch-Französisches Institut (dfi) in Ludwigsburg.

Following studies in Germany, Italy, Spain and France he was appointed professor for romance literatures and languages at the University of Erlangen in 1992 and University of Mannheim in 1995. His areas of speciality are cultural history in France, Italy and Spain and comparative cultural studies. He has been visiting professor at the Universities of Valencia, Salzburg and Linköping. In 2003 he became a fellow of the Academy of Sciences

and Humanities in Mainz.

Since 1995 he has been active as an intercultural adviser for well-known French and German companies involved in cross-border cooperation.

The Deutsch-Französisches Institut (dfi) is a research institute specialising in Franco-German relations and contemporary France. Through its research projects, library and press archive it offers a comprehensive range of services for both public and private decision-makers in the field of Franco-German relations: Expert information, consulting for management and human resources, intercultural training.

**Patrick Brandmaier**  
Chief Executive Officer of the  
Franco-German Chamber of  
Industry and Commerce



Patrick Brandmaier has been Chief Executive Officer of the Franco-German Chamber of Industry and Commerce based in Paris since June 2019.

After completing his studies in "International Business Administration" at the universities of Marburg and Vienna with stays abroad in the USA and France, he began his professional career in 1997 at Siemens AG in Munich.

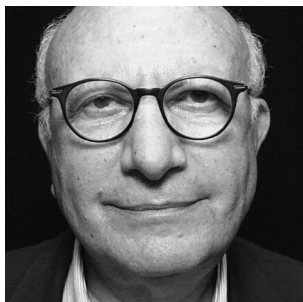
After a career spanning more than 20 years in various management positions at Siemens in Germany, France

and Norway, the native German from Karlsruhe moved from Oslo in Norway to the French capital.

Patrick Brandmaier has been connected to France for more than 25 years through his studies, his professional experience and his family situation and lives with both cultures on a daily basis. Franco-German relations have shaped him both professionally and privately and therefore predestine him for his new task at the Franco-German Chamber of Industry and Commerce.

### Prof. Raja Chatila

Chair, IEEE Global Initiative on Ethics of Autonomous and Intelligent Systems Prof. emeritus, ISIR - Institute of Intelligent Systems and Robotics, Sorbonne Université



Raja Chatila is Professor Emeritus of Artificial Intelligence, Robotics and IT Ethics at Sorbonne University in Paris. He is former director of the SMART Laboratory of Excellence on Human-Machine Interactions, of the Institute of Intelligent Systems and Robotics (ISIR) in Paris, and of Laboratory of System Analysis and Architecture (LAAS-CNRS) in Toulouse, France.

He is author of about 180 publications on autonomous robotics, perception, human-robot interaction, machine learning, cognitive architectures, and AI ethics.

He is chair of the IEEE Global Initiative on Ethics of Autonomous and Intelligent Systems, co-chair of the Responsible AI working group of the Global Partnership on AI and member of the French National Pilot Committee on Digital Ethics (CNPEN).

He is past president of the IEEE Robotics and Automation Society (2014-2015), IEEE Fellow and recipient of the IEEE Robotics and Automation Society Pioneer Award.

### Sylvie Goulard

Ministry of Foreign Affairs and President, Deutsch Französisches Institut e.V.



Sylvie Goulard is today one of the most important voices in France who consistently advocates for European integration and Franco-German relations. She lives in Paris, is married and has three children. In addition to her native French, she speaks fluent German, Italian, and English.

Her career began in 1989 in the legal department of the French Ministry of Foreign Affairs, where she worked on European law. She had the great fortune to work in

the group that negotiated the German reunification and helped prepare the „2+4 Treaty“ of September 12, 1990.

Since January 2018, she has been Vice Governor of the Banque de France (mainly responsible for EU issues as well as G7/G20/IMF).

**Sergio Roberto Gratteri**  
Founder & Artistic Coordinator  
"Das Haus" Brussels



Shortly after his studies of musicology and cultural management at the Universities of Leuven (BE), Venice and Rome (IT), he developed his professional career in the field of cultural programming and Art mediation with organizations such as the International Yehudi Menuhin Foundation, Europalia, Interpreti Veneziani (It), De Pianofabriek and La Monnaie.

As coordinator of Audience Engagement Music and Transversal projects at BOZAR he developed new engagement concepts to attract new audiences for classical, jazz and world music by working with renowned orchestras and artists such as the Mahler Chamber Orchestra, London Symphony Orchestra, Joyce di Donato, Jazz Lincoln center.

Always looking for innovative and interdisciplinary models he has developed and/or co-programmed a.o. the Bozar Music Opening Night, the Big Bang Festival and the United

Music of Brussels project, a unique collaboration between BOZAR, La Monnaie and the NOB. In 2021 he launched DAS HAUS, a new Brussels performance space concept dedicated to innovative classical music projects. Inspired by his strong belief that art is a powerful tool for social cohesion, he has conceived and coordinated major urban projects such as Singing Brussels, Homelands, Places of belonging and Sounds for the Soul.

As a freelance curator and dramaturge, he regularly accompanies festivals, music ensembles and European cultural institutions such as Esch 2022 Capital of Culture (LU) in defining new strategies of mediation with the public and in setting up refreshing models of artistic programming.

**Dr. Stefan Hartung**  
Chairman of the Board of  
Management,  
Robert Bosch GmbH



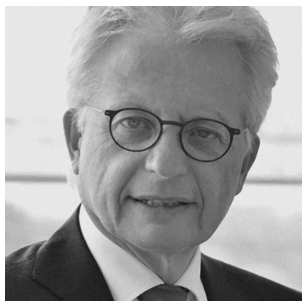
Dr. Stefan Hartung has been chairman of the board of management of Robert Bosch GmbH and a shareholder of Robert Bosch Industrietreuhand KG since January 1, 2022. His responsibilities include corporate strategy, corporate communications and governmental affairs, and technology development. He is also responsible for corporate research and advance engineering, corporate quality management, and the corporate department Technology Manufacturing. In addition, he is responsible for the Bosch Healthcare

Solutions GmbH subsidiary and Bosch operations in China.

Born in Dortmund on January 13, 1966, Stefan Hartung is married and has two children. He studied mechanical engineering, specializing in manufacturing technology, at RWTH Aachen, where he also submitted his PhD (Dr.-Ing.) in 1993.

He joined Bosch und Siemens Hausgeräte GmbH in Munich in 2004. Before that, he worked for the Fraunhofer Society and the management consultants McKinsey & Company in Düsseldorf.

**Dr. Hans-Dieter Lucas**  
Ambassador of the Federal  
Republic of Germany in  
France



Ambassador Dr. Hans-Dieter Lucas was born in Jülich, North Rhine-Westphalia and studied History, Political Science, Law, and Catholic Theology in Bonn and Paris. He joined the Foreign Service in 1985, which initially led him to the Political Department of the Foreign Office in Bonn and to the German Embassy in Moscow in 1989. At the same time, he obtained his doctorate from the University of Bonn with a thesis on European policy and European thinking during the de Gaulle era in France.

From 1995 to 1998, he was head of the personal office of former Foreign Minister Hans-Dietrich Genscher and subsequently headed the speechwriting staff of Foreign Minister Klaus

Kinkel before moving to the German Embassy in Washington as press spokesman. After further assignments in the Chancellor's Office and the Foreign Office, Hans-Dieter Lucas represented the Federal Republic of Germany as Ambassador in the Political and Security Committee (PSC) of the European Union in Brussels from 2010 to 2011.

From 2011 to 2015, he was Director-General for Political Affairs at the Foreign Office. Most recently, Ambassador Lucas was head of the Permanent Representation of the Federal Republic of Germany to NATO from 2015 to 2020. He took up his post as Ambassador of the Federal Republic of Germany to France on September 1, 2020.

**Gilles de Margerie**  
Commissioner General,  
France Stratégie



Gilles de Margerie was appointed as the Commissioner General of France Stratégie, the think tank associated with the office of the French Prime Minister, by the Council of Ministers on January 12, 2018. Prior to this, Gilles de Margerie served as the Chief of Staff to the Minister of Health, Agnès Buzyn, and worked in the public sector for nearly ten years. Initially, he served in the financial regulatory authority and then in the cabinets of Roger Fauroux, the former Minister of Industry and Spatial Planning, and former French Prime Minister Michel Rocard. In addition, he worked in the corporate sector, notably at the French bank Crédit Agricole. From 2013 to 2017, he served as the Deputy CEO of "Humanis," a social protection conglomerate based on equality.

In parallel, Gilles de Margerie founded "En temps réel" in 2000, a think tank that brings together academics, elected representatives, and civil society representatives to capture new regulations, societal changes, and globalization demands. In 2011, he founded the Fondation pour les sciences sociales, which supports research in all areas of social sciences and contributes to their dissemination. As a former student of the École Normale Supérieure and the École Nationale d'Administration, he obtained the "Agréation" in social sciences.

**Nils Minkmar**  
writer



Nils Minkmar, born in 1966 in Saarbrücken, holds both German and French passports. His grandparents lived in Bordeaux. He was an editor for the ZDF program „Willemsens Woche“ and wrote for almost all major German newspapers, including „Die Zeit“, „Frankfurter Allgemeine Sonntagszeitung“, „Frankfurter Allgemeine Zeitung“, and „Der Spiegel“. Since 2020, he has been a freelance author for the „Süddeutsche Zeitung“

and writes the Sunday newsletter „Der siebte Tag“.

He was named „Culture Journalist of the Year“ in 2006, 2012, and 2017. In 2021, the French Minister of Culture appointed him Chevalier de l'Ordre des Arts et des Lettres.



### Andreas Schaal

Director for OECD Global Relations and Co-operation and OECD Sherpa to the G7, the G20 and APEC



Mr. Andreas Schaal is the Director for OECD Global Relations and Co-operation, as well as the OECD Sherpa to the G7, the G20 and APEC. In these functions, he supports and co-ordinates the OECD's contributions to global governance under the leadership of OECD Secretary-General Mathias Cormann. In close coordination with OECD Members and the OECD's External Relations Committee, he and his team implement the OECD Global Relations Strategy, engaging with over 100 partner countries around the globe at the ministerial level and building a global level playing field by increasing adherence to OECD standards and policies.

Andreas' expertise includes two decades of conceptual and strategic work on foreign affairs, national, international and global economic policy, and global governance. He is responsible for the OECD's relations with Brazil, China, India, Indonesia and South Africa as well as with Southeast Asia, Latin America and the Caribbean, South East Europe, Eurasia, and the Middle East and North Africa. The OECD Global Relations Secretariat, which he oversees and manages, includes around 100 team members. Under Andreas' leadership, it supports the Secretary-General's objectives for a regionally inclusive and globally relevant Organisation.

### Francois Venet

Member of the Board, Air Liquide



François Venet is currently Senior vice President, Strategy Vice President, based in Frankfurt. He supervises the Large Industries business line and Engineering & Construction. François Venet began his career with Air Liquide as a Development Engineer and then a Product Manager before moving to the United States in 1992 to hold various management positions in Air Liquide's U.S. operations, including Senior Vice President for the Industrial Merchant Business Unit.

In 2002, François Venet returned to the Group's headquarters and served as Vice Presi-

dent for Acquisitions, Strategy and Operations Control. In 2005, he was appointed Vice President for European Integration and Development, responsible for Central European industrial functions. He moved to Frankfurt in 2007 to lead the newly acquired Lurgi Group, an engineering company. In 2011, he was appointed Vice President of Engineering & Construction.

In 2013, François Venet was appointed Executive Vice President for Asia Pacific Zone.

In 2015, he was appointed Executive President of the Shanghai Hub, leading operations in Asia Pacific.

# BBUG Executive Board & Trustees

The “Baden-Baden Entrepreneur Talks” (BBUG e.V.) are a not for profit association established in 1955.

Today, about 120 of the most important German companies, primarily from industry, make up its membership, including almost all of the DAX-40 corporations as well as a substantial number of medium-sized ‘global players’ of the German “Mittelstand”. Together they represent the backbone of the German economy.

## Executive Board

Dr. Kurt Bock, Chairman of the Supervisory Board, BASF SE, Ludwigshafen (106. BBUG) (Chair)

Dr. Christine Bortenlänger, Executive Member of the Board, Deutsches Aktieninstitut e.V., Frankfurt (122. BBUG) (Deputy Chair)

Dr. Stephan Leithner, Member of the Board, Deutsche Börse AG, Frankfurt (117. BBUG) (Treasurer)

Kerstin Andreae, Chairwoman of the Management, BDEW (Federal Association of Energy and Water Management), Berlin (134. BBUG)

Werner Baumann, CEO, Bayer AG, Leverkusen (116. BBUG)

Hubertus von Baumbach, Chairman of the Board of Managing Directors, C. H. Boehringer Sohn AG & Co. KG, Ingelheim (123. BBUG)

Birgit Bohle, Member of the Board for Human Resources and Legal Affairs, Labor Director, Deutsche Telekom AG, Frankfurt (135. BBUG)

Dr. Thomas Buberl, CEO, AXA Group, Paris (130. BBUG)

Tanja Gönner, General Directorate, Bundesverband der Deutschen Industrie e.V. (The Federation of German Industries)

Dr.-Ing. Stefan Hartung, Chairman of the Board of Management, Robert Bosch GmbH, Gerlingen-Schillerhöhe (128. BBUG)

Ola Källenius, Chairman of the Board of Management, Mercedes-Benz Group AG, Stuttgart (129. BBUG)

Dr.-Ing. E.h. Peter Leibinger, Chief Technology Officer (CTO), Vice Chairman of the Management Board, Trumpf GmbH & Co. KG, Ditzingen (112. BBUG)

Helene von Roeder, Member of the Management Board (Innovation and Digitalization), Vonovia SE, Bochum (130. BBUG)

Karl von Rohr, Deputy CEO, Deutsche Bank AG, Frankfurt (129. BBUG)

## Honorary Chair

Dr. Karl-Ludwig Kley, Chairman of the Supervisory Board, E.ON SE, Essen (101. BBUG)

## Board of Trustees

Peter Adrian, President, DIHK (Association of German Chambers of Commerce and Industry), Berlin

Dr. Frank Appel, CEO, Deutsche Post AG, Bonn

Oliver Bäte, CEO, Allianz SE, Munich

Burkhard Balz, Member of the Executive Board, Deutsche Bundesbank, Frankfurt (133. BBUG)

Dr.-Ing. Leonhard Birnbaum, CEO, E.ON SE, Essen

Dr. Roland Busch, Siemens AG, Munich

Markus Duesmann, CEO, AUDI AG, Ingolstadt (134. BBUG)

Dr. Rainer Dulger, President, BDA (German Federation of Employers' Associations), Berlin

Belén Garijo, M.D., Chair of the Executive Board and CEO, Merck KGaA, Darmstadt

Jochen Hanebeck, CEO, Infineon Technologies AG, Neubiberg

Martin Jäger, Ambassador of the Federal Republic of Germany in Iraq (128. BBUG)

Hartmut Jenner, CEO and Chairman of the Management Board, Alfred Kärcher GmbH & Co. KG, Winnenden (111. BBUG)

Christian Klein, CEO, SAP SE, Walldorf

Carsten Knobel, CEO, Henkel AG & Co. KGaA, Düsseldorf

Dr. Manfred Knof, CEO, Commerzbank AG, Frankfurt

Christian Kullmann, CEO, Evonik Industries AG, Essen

Dr. Karl Lamprecht, CEO, Carl Zeiss AG, Oberkochen

Dr. Richard Lutz, CEO, Deutsche Bahn AG, Berlin

Martina Merz, CEO, thyssenkrupp AG, Essen (130. BBUG)

Andrea Nahles, Chairwoman of the Executive Board, Federal Employment Agency (BA)

Prof. Dr.-Ing. Siegfried Russwurm, President, BDI (Federation of German Industry), Berlin (121. BBUG)

Wolfgang Schmidt MdB, Member of the German Bundestag, Head of the Federal Chancellery and Federal Minister for Special Tasks, Berlin (135. BBUG)

Dipl.-Wirtsch.-Ing. Carsten Spohr, CEO, Deutsche Lufthansa AG, Frankfurt (123. BBUG)

Michael Theurer, Member of the German Bundestag and Parliamentary State Secretary to the Federal Minister for Digital and Transport, Berlin (140. BBUG)

Angela Titzrath, CEO, Hamburger Hafen und Logistik AG, Hamburg (121. BBUG)

Sonja Wärrntges, CEO, DIC Asset AG, Frankfurt (135. BBUG)

Lars Wagner, CEO, MTU Aero Engines AG, Munich (144. BBUG)

Oliver Zipse, CEO, BMW AG, Munich (127. BBUG)

# Code of Conduct

BBUG provides a safe and open space where executives come together to exchange ideas, learn, reflect and critically address the predominant questions of society and economy. In order to maintain the immediacy and openness that characterize our unique climate of open dialogue, we must ensure that participants can be certain that everything they say will remain confidential - not only in the plenary discussion, but also during private conversations.

At every BBUG event, the Chatham House Rule applies as our mandatory minimum standard of confidentiality. It postulates that participants are free to use the information received, but neither the identity nor the affiliation of the speaker may be disclosed without that person's explicit permission. Participants at BBUG events agree to abide by this agreed-upon standard of confidentiality.

Please be considerate when using social media. It would violate the spirit of BBUG to quote speakers or other participants, or to publish images of others who are not aware they are being photographed. At the same time, we encour-

age you to share personal experiences, thoughts and reflections on social media and through other channels.

Our tenet is simple: Please respect the confidential space provided by BBUG and treat others the way you wish to be treated by them.

By registering for and participating in the "Fortsetzungsgespräch" you agree to grant BBUG permission to freely use any photographs and/or video footage of you taken during your participation without remuneration for marketing and publicity purposes.

**Dress appropriately, we recommend smart casual.**

## Conference Venue

Sciences Po  
Amphithéâtre Jean Moulin  
1, Place Saint Thomas d'Aquin  
75007 Paris  
(5 May morning and afternoon)

Metafore Liège Blanche  
6, Cité Monthiers  
75009 Paris  
(5 May evening, 6-7 May morning and afternoon)

## Hotel

Maison Astor  
11 rue d'Astorg  
75008 Paris  
Phone: +33 1 53 05 05 05

## GALL GmbH

Oliver Nowak  
Mobile: +49 177 2460994

**BBUG Team**

Michael Schwarz  
Managing Director  
M +49 171 9333572

Beate Ando  
Senior Manager Programs  
and Alumni  
M +49 151 22542905

Arthur Tarnowski  
Senior Manager Programs  
and Alumni  
M +49 151 11157869

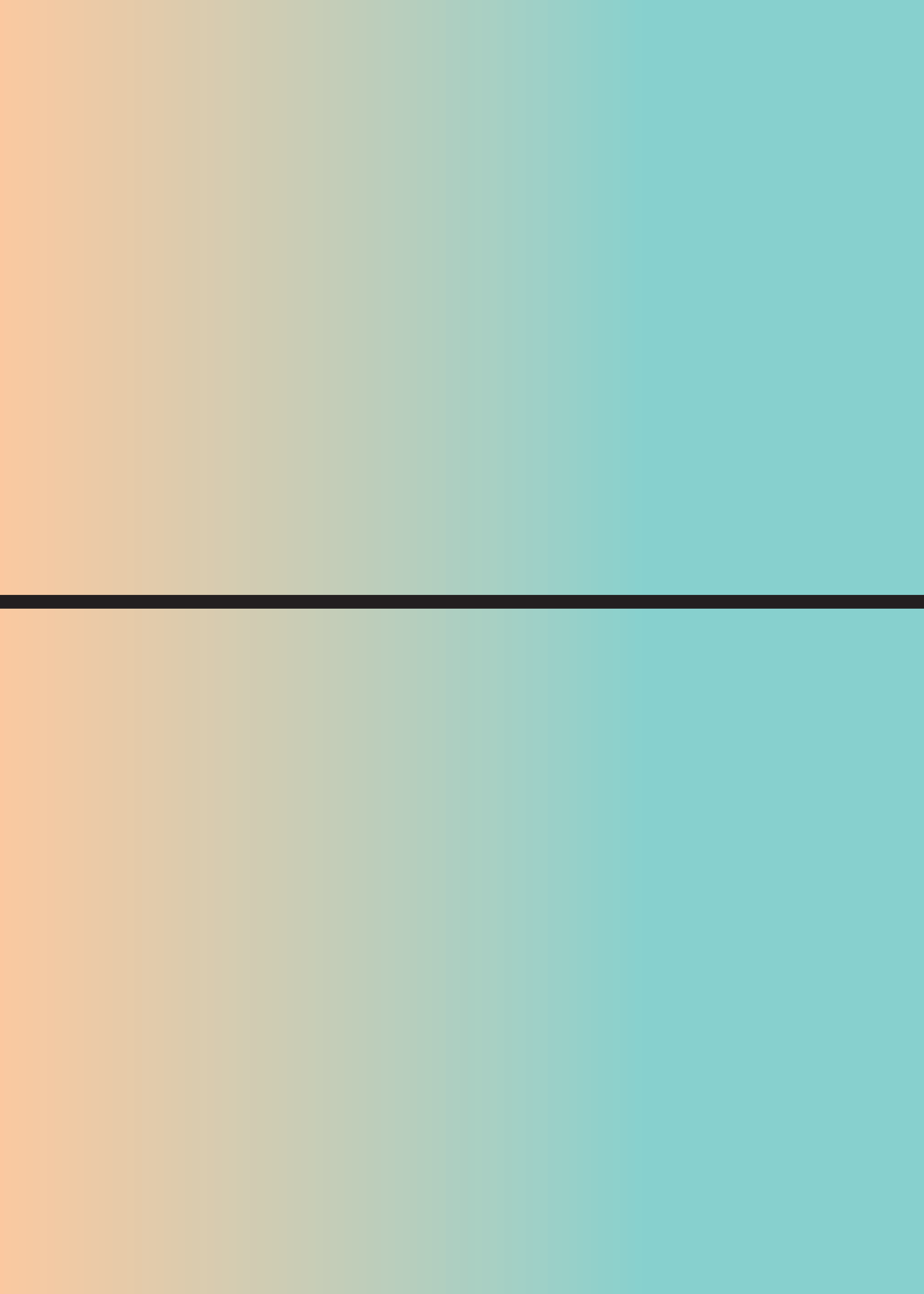
Baden-Badener  
Unternehmer Gespräche e.V.  
Lichtentaler Straße 92  
76530 Baden-Baden

In Kooperation mit



Deutsch-  
Französisches  
Institut

Ort der  
Ideen 



---

Baden – Badener  
Unternehmer  
Gespräche e.V.