VENICE CONFERENCE

ON GLOBAL GOVERNANCE OF CLIMATE CHANGE AND SUSTAINABILITY

5TH EDITION

BEYOND COP

15-17 OCTOBER 2026

VISION
CRAFTING THE FUTURE

BEYOND COP

SUSTAINABILITY AS A COMPETITIVE ADVANTAGE AND A FRAME FOR ADAPTING TO A POST 1.5 DEGREE WORLD

DRAFT AGENDA

VENICE VISION CONFERENCE CLIMATE CHANGE

THE CONCEPT OF THE CONFERENCE

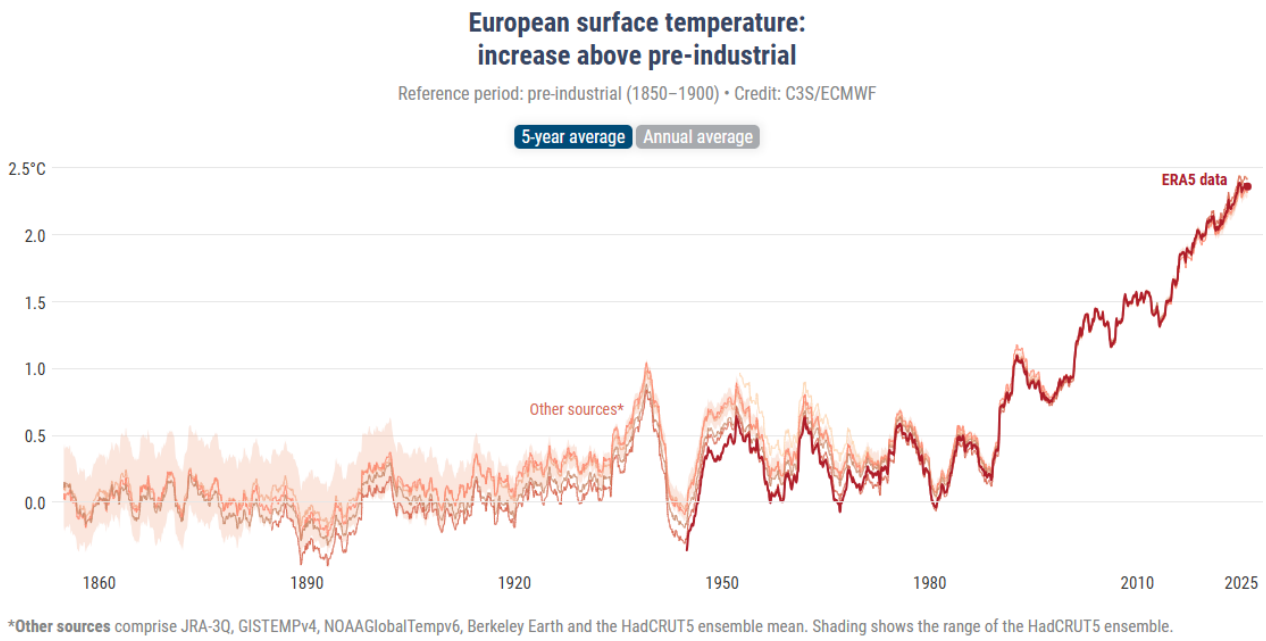
How can we turn the worst crisis into our greatest opportunity?

In the last couple of years, the climate change agenda has experienced its most challenging phase since 1995, when the first Conference of the Parties (COP) made it what is the most interesting and pressing case of global governance. The final agreement reached at the last COP in Belém (30 years after the first in Berlin) failed even to mention the necessity of a formal roadmap to phase out fossil fuels. It was the usual political deadlock, notwithstanding the great job done by the Brazilian presidency and the absence of the United States, which should have had the paradoxical effect of making negotiations easier[1]. The delegation of the most powerful country in the world (and the one that has historically contributed the most to climate change) was not there (although there were plenty of individuals and organizations coming from the US). However, even more worryingly, Vision delegates did not even see the pavilions of some of the largest multinational companies (especially from TECH and management consulting) that played a role in previous COPS, and much fewer global media networks (including the ones that do not seem aligned with the agenda of the President of the United States).

And yet, while the climate change agenda is struggling with politics in the USA and Europe, the technologies necessary for "phasing out" fossil fuels are advancing much more quickly than in the past. It is interesting what one of the most visionary managers said to the Vision team while drafting this concept paper: “for the renewables to more quickly replace fossil, government should be asked to do ... nothing. The cost of solar and wind is already well below fossil”. Technological progress is speeding up, and it is doing so especially in the so-called "global south" (in China, India, West Asia, and Africa). In the so called “west” while governments and electors have sceptical and withdrew from “excessive regulation”, firms (some of them) have become even more convinced that sustainability is a competitive advantage and as one of the background papers demonstrates have made it central to the core strategy.

In the meantime, climate change is here: we do not even need science - a thermometer is enough, as it is the experience of everybody (especially of farmers and of people living along the coastline) - to prove that it is already part of our existences and economies. A thermometer is enough and, in these very days while we are updating this agenda, temperatures are reaching 36 degrees in Milan. It is 9 degrees above the average for this day (29th of June) and today, as for the nine days before, we broke the record of the highest ever temperature (since 1970) each day at each hour of the day. It is not, of course, such an extreme event.

[1] https://www.theguardian.com/commentisfree/2025/oct/13/donald-trump-withdrawal-paris-agreement-tackling-climate-crisis-easier



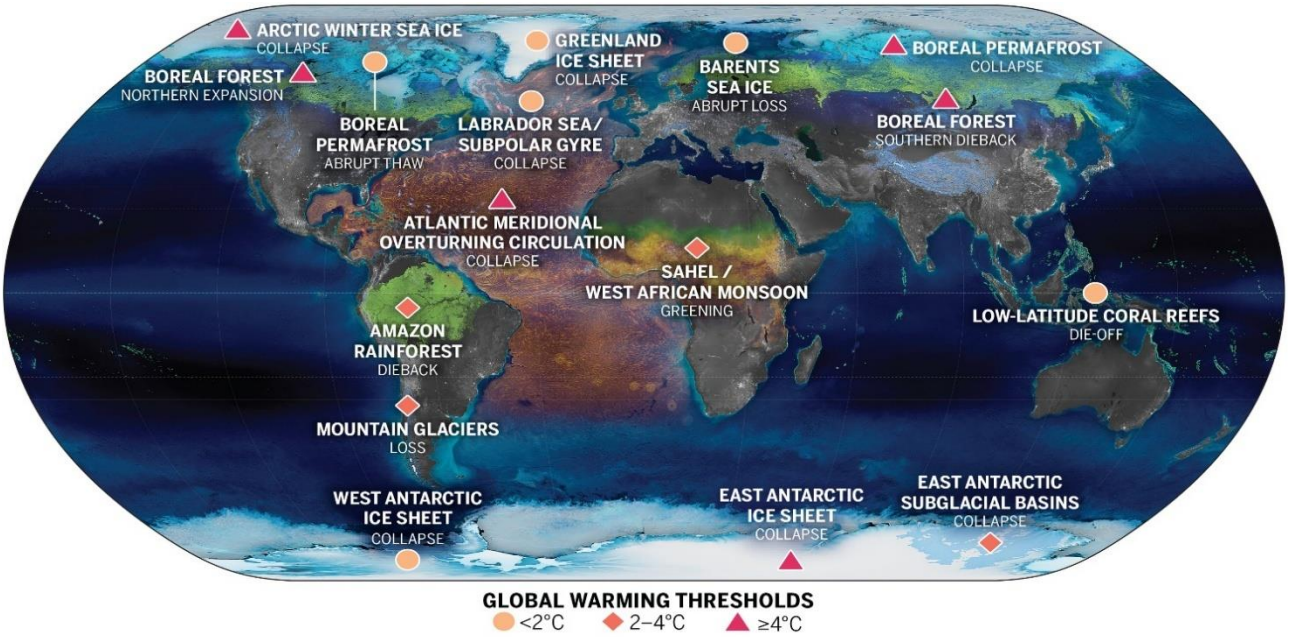
As for the above chart, in Europe, temperatures have already passed both red lines (the 1.5 and 2.0 degrees of increase vis-à-vis pre-industrial averages[2]) which were considered by the Paris agreement the limit crossing, beyond which the climate goes out of our control (Hansen et al. – Feb 2025[3]). True European electors have been sceptical of climate policies; and yet they do not see to be in denial. The last editions of the Venice conferences argued that they just need to be better engaged[4].

It is also worth noting that climate change does not follow a linear path. We may be close to triggering what climate change scientists call tipping points: thresholds beyond which accumulated change calls for automatic (and without further human action) further deterioration in a self-reinforcing process. The Amazon forest provides an example of such an event: rising temperatures mean more droughts, which translate into greater damage from (often human-made) fires. However, fewer trees mean even less rain and even more devastating fires. The entire process may become unstoppable and self-perpetuating when we cross a red line that AI may help define more clearly (the Conference will dedicate a session to this).

The next figure [5] identifies fifteen of such tipping points. Some of them (even the most impactful of all, with the collapse of the Antarctic ice sheet) may be even dangerously nearby. And the even more worrying fact is that these tipping points may end up interfering with each other: the overturning of the Atlantic Meridional circulation (which may, indeed, paradoxically freeze

[2] As for the measurement of the World Meteorological Organization https://wmo.int/news/media-centre/wmo-confirms-2024-warmest-year-record-about-155degc-above-pre-industrial-level
[3] https://www.tandfonline.com/doi/full/10.1080/00139157.2025.2434494#abstract
[4] https://www.theguardian.com/commentisfree/2023/nov/08/climate-fatigue-europe-voters-green-costs
[5] David I. Armstrong McKay *et al.*, Exceeding 1.5°C global warming could trigger multiple climate tipping points.*Science***377**,eabn7950(2022).DOI:10.1126/science.abn7950 https://www.science.org/doi/abs/10.1126/science.abn7950

Northern Europe) seems further away, and yet may become more likely if Greenland's glaciers collapse.



However, the battle to fight/adapt to climate change is changing in scope and language. As Vision suggested, it is no longer about dividing people between “good” and “bad” along moral lines, but between innovators and defenders of a status quo that is unsustainable for environmental, economic, and security reasons. The objective of the fifth edition of the Dolomite conferences is to find the ideas, the force, and the power[6] to turn a crisis into an opportunity to radically redesign the sustainability agenda and strengthen it. **Beyond COP** is the title of the fifth edition, and it also calls for the courage to start a frank dialogue and reflection on how to reform a global governance framework that urgently needs to be made more efficient and inclusive.

*****

Only four years have passed since the first edition of The Dolomite Conference on “Global Governance of Climate Change”[7], yet the world we live in today has changed profoundly; the fifth edition of the Conference is thus revising its format to achieve a more ambitious objective vis-à-vis an acceleration of history.

We need to speed up to “not go gently into that good night[8]”; but also, quickly understand how we can make the entire agenda

[6] As Donald Trump’s advisor, Stephen Miller would say (reference)
[7] https://www.thinktank.vision/en/media-en/events/proceedings-dolomite-conference
[8] As for the poem from Dylan Thomas, much referenced by Interstellar, the movie directed by Chris Nolan starring Matthew McConaughey and Anne Hathaway.

1. **more capable to engage people**: farmers, homeowners, local communities will be part of the conference; they are to be considered as part of the solutions and not just on the receiving sides of a "manual of instructions" that scientists are providing to "save the world".
2. **broader in terms of instruments** (proposals for 5th generation nuclear energy and geoengineering will also be amongst the proposals to be discussed in Venice).
3. pragmatic and aware that **climate change is also about shifting geopolitical equilibria**: paradoxically, there are even countries that may benefit from the crisis (for instance, thanks to the opening up of polar routes).
4. **wider as far as the objectives the climate change umbrella may cover,** we are not just talking about avoiding a natural disaster, but also about designing more secure energy value chains, making energy bills more affordable, reducing other huge costs we have already been paying to pollution[9].

Climate change has been a powerful way to put together various objectives, because it powerfully conveys the idea that we are technically "one world": that we cannot avoid to be impacted by what happens to the rest of the world; that we cannot pretend that there is a link between the future of younger generations, the choices we make today, an history made of progress and mistakes. And yet climate change may just be a name we gave to a wider, even more profound question: it is about the future; about **how to make the future again something that markets, prices, and politicians incorporate into their decisions, into the signals they provide**.

Climate change divides – as the President of COP 28 (in Dubai) rightly said – the world not just between good and bad people, but also between those who are aware that we cannot avoid innovation and those who prefer to preserve a status quo that is literally evaporating.

Recent COPs have reminded us that the magnitude of the effort needed to avoid further deterioration is growing (with estimates of at least USD 5.1-6.8 trillion required to complete the "transition away from fossil fuels" within the next decade). Global financial coalitions of asset managers, banks, and central banks committed to net-zero emissions have shown increasing signs of fragmentation. And yet again, the conceptual mistake we are making is that we continue to treat as a cost what is an investment that can generate a return.

These are some contradictory terms that the **Fifth edition of the Conference on Global Governance of Climate Change and Sustainability** will try to navigate. It will take place in Venice (like the 2025 edition and after the first three editions in Trento/ Bolzano), the city that is one of the places that may naturally become the global "capital" where climate change

[9] The European Environment Agency (EEA) estimates air pollution caused about 240,000 deaths in the EU in 2022 from exposure to fine particulate matter (PM2.5), 70,000 from ozone (O3), and 48,000 from nitrogen dioxide (NO2).

strategies are drafted, considering the political, managerial, communication, and intellectual challenges of the 21st century.

Vision's core mission is to emphasize the urgency of shifting our approach to the climate crisis while there's still time to act before we reach an irreversible tipping point. This calls for a fundamental overhaul of the frameworks and intellectual tools currently used to address global challenges, many of which were designed in a bygone era. The Conference aims to catalyze innovative ideas, foster new governance models and actionable projects, and establish a continuous platform for dialogue and problem-solving around climate change and sustainable development.

Amongst the proposals from the past editions:

a) A frame that will make the "loss and damage" facility more politically acceptable and, thus, more likely to reach the "places" that have already suffered or are about to suffer from climate change[10].

b) A toolkit to simplify and make more effective the methods through which the COPs and the UN are establishing the goals (and the targets) that countries negotiate[11].

c) Three ideas on how to kick-start a pragmatic debate on how to reform COP (which is something that many consider as impossible as the old chimera to reform the UN)[12].

d) A simulation of the impact of the decision taken at COPs[13].

e) A proposal to promote a market of independent evaluators of the sustainability of companies, paid directly by consumers/ investors/ citizens[14].

FIVE SIGNIFICANT FEATURES OF THE 2026 CONFERENCE

First, the location. After the Dolomite region, the Conference is now hosted in the Venice lagoon (specifically, the island of San Servolo). If one place can be defined as the world's "capital" of strategies to govern climate change (especially those on adaptation), that place is Venice.

The second is the format of the conferences and the importance of companies. Each session will be co-organized by Vision with **a company that decided to use sustainability as a strategic lever**. Vision and its partners believe this is a response to the crisis of (especially

[10] The proposal called NEXT GENERATION PLANET is drafted here https://www.thinktank.vision/en/media-en/publications/next-generation-planet
[11] https://www.thinktank.vision/en/media-en/publications/global-governance-of-climate-change-a-toolkit
[12] https://www.thinktank.vision/en/media-en/publications/a-reform-of-cop-three-ideas-to-kickstart-the-debate
[13] https://www.thinktank.vision/en/media-en/publications/stocktake-of-cop28-global-stocktake
[14] https://www.thinktank.vision/en/media-en/articles/real-problems-and-wrong-tools

European) regulation that ends up being "one measure fits all" (as with the EU corporate sustainability directives). Our companies come from agrifood, fashion, digital/ AI, insurance, shipbuilding, highways, mobility, renewables, nuclear, waste management, and real estate development.

Third, a **strong, structured link between the Venice Conference and the COP** process is further reinforced. In collaboration with the European University Institute, the Conference will host *Climate Negotiation Workshops* with an experimental approach designed to overcome negotiation gridlocks, providing a blueprint that may be useful to COP31 in Antalya. The reform of COP itself is a question that we believe cannot be postponed, and we believe that Antalya may and should be the first COP to be brave enough to pose itself the question of how to reform itself.

Fourth, a **focus on what the EU should do in terms of not just reducing its own emissions** (as in the approach that used to be of the so called “green deal”), **but, more importantly, becoming a strong contributor to the negotiations amongst the macro regions of the world** (China, India, South America, and we would argue that United States and Russia will have to be re engaged) **and amongst the main stakeholders** (not only governments, but also business, local communities and cities, ordinary citizens and families academia, media). This objective will be facilitated by the engagement of participants from China, India, South America, the Middle East, Africa, Canada, the UK, and the USA. And it will benefit from the Vision's sister projects (see below) on the Europe of the Future in Siena and on Skills for the AI world in Dubai.

Fifth, an even greater emphasis on the problem setting/problem solving dimension of the project, through expanded interdisciplinary working groups (PSSGs) composed of PhD candidates and tutors from leading academic institutions. The fifth edition is making the effort to go beyond Italy and Europe, and it will include **Bocconi University, Politecnico di Milano, Ca’ Foscari University of Venice, LUISS Guido Carli, SDA Bocconi School of Management, Università Iuav di Venezia** (Iuav), **Venice International University (VIU). Nova School of Business and Economics, and Guangdong University of Foreign Studies are envisaged to join the scientific partners**. The outputs of these groups will feed into the VENICE MANIFESTO, which will be discussed with international (COP) and European institutions and will reach global public opinion via our media partners.

THE PARTNERS AND THE VISION ENDEAVOUR

The Fifth Venice Conference on Climate Change and Sustainability is an initiative led by **Vision**. The event has been organized in partnership with a network of important academic and research institutions, including **Università Bocconi**, **Politecnico di Milano**, **European University Institute, Guangdong University**, **Nova Business School** and **LUISS**, as well as the

Venice-based universities: **Università Iuav di Venezia** (Iuav), **Venice International University (VIU)**, and **Università Ca' Foscari Venezia**.

The founding partner of the Dolomite Conference is **AXA**.

The **Media partners** are: **The Conversation**, the global media agency that acts as a link between the best universities and the general public; illuminem, the global platform focused on sustainability and business; **GEDI**, one of the major Italian media groups with **La Repubblica** and **La Stampa**; **RAI**, the national public broadcaster, which will convey some of the contents.

The Conference is one of three flagship initiatives spearheaded by Vision Think Tank. Alongside it, there is **the Siena Conference on "the Europe of the Future"[15],** whose previous editions have been organized in collaboration with the European University Institute, the University of Siena, and the Institute for European Policy Making at Bocconi. Additionally, Vision is launching **the first Conference on "Skills for the AI World"**, to be held in **Dubai**. This new initiative wants to create a global hub where innovators, policymakers, and educators can co-design the skills, governance models, and ethical frameworks needed for an AI-driven world.

[15] The results of the Sixth Siena Conference on the Europe of the Future

DRAFT AND CONFIDENTIAL AGENDA

THURSDAY 15TH OCTOBER

Venue: San Servolo Island

Afternoon

14.30 – 15.00 ***Registration of participants***

15.00 – 15.10 **INSTITUTIONAL GREETINGS**

Carlo Carraro (Professor and Former Rector at Ca' Foscari and Ex Vice-president Working Group III IPCC), **Bernd Huber** (Board Member of Venice International University and President Ludwig Maximilian di Monaco), **Laura Lieto*** (Vice-Mayor of Naples).

15.10 - 15.20 **INTRODUCTION TO THE CONFERENCE PROGRAM**

Francesca Stefani (Vision Think Tank), **Alexandra Borchardt** (Board Member at Constructive Institute and Honorary Professor at TUM School of Management)

15.20 - 15.30 **OPENING REMARKS FROM AXA – AXA and the Venice Conference**

Stefano Suman (Head of Risk Management, AXA Italy)

15.30 – 16.20 **A FEEDBACK TO VISION CONCEPT PAPER**

Introduction by: **Francesco Grillo** (Director at Vision, Academic Fellow at Bocconi University)

Discussants: **Phoebe Koundouri** (Professor Athens University of Economics & University of Cambridge), **Barbara Kolm** (Member of Austria's National Council with the Freedom Party, President of the Hayek Institute, and Director of the Austrian Economics Center), **Andrew Wickoff** (EUI, Former Director of the Directorate for Science & Technology at OECD), **Kalypso Nicolaidis** (Chair in Global Affairs at the School of Transnational Governance (EUI), **Cliff Prior** (Ambassador for Global Steering Group for Impact Investment)

Chair: **Alexandra Borchardt** (Board Member at Constructive Institute and Honorary Professor at TUM School of Management)

16:30-18:15 **FIRST PROBLEM SETTING/ SOLVING BREAKOUT SESSIONS | TRANSFORMING SYSTEMS: MATERIALS, MOBILITY AND URBAN ADAPTATION**

One of the Conference's distinctiveness is the problem-setting/ solving groups. They offer a space for crafting possible solutions. The fifth edition of the Conference envisages two rounds of such activities: the first on Thursday 15th in the afternoon, and the second on Friday 16th in the afternoon.

They are prepared by six groups of PhD candidates and professors/ tutors (at Bocconi, Polimi, Ca' Foscari, LUISS, SDA Bocconi, Nova) before the event.

The groups will be framed around different trade-offs/puzzles related to climate change. Each group will first try to better define the terms of the trade-off and then generate possible solutions. The Conference will respond to these proposals to better operationalize them.

The three PSSGs envisaged for Thursday will run in parallel. All participants will be asked to join one of the three. This session will use the Fishbowl method: students sit in the inner circle to present and debate proposals, while experts and participants join the discussion in rotation to react and enrich the ideas. This ensures focused participation and delivers actionable insights for the Venice Manifesto.

The six groups will report on Saturday's work and will directly feed the Venice Manifesto.

16.30 – 16.45 **INTRODUCTION TO THE 3 TRANSFORMING SYSTEMS RELATED PROBLEM SETTING/ SOLVING GROUPS (PSSGS) FROM EACH INTRODUCER (5 minutes each)** with **Giuseppe Collino** (Managing Director and Senior Partner at BCG), **Marcello Milani** (CEO AMSA), **Filippo Magni** (Assistant Professor in Urban Planning at Iuav University)

16:45 – 18:15 PARALLEL BREAKOUT SESSIONS

PSSG 1 THE MOBILITY OF THE FUTURE – A BUSINESS CASE FOR THE ETERNAL CITY – HOW TO INTEGRATE THE TIBER INTO ROME'S PUBLIC TRANSPORTATION

PSSG WITH TUTOR AND STUDENTS FROM BOCCONI/ POLIMI IN PARTNERSHIP WITH BCG

Introduction by: **Pierluigi Coppola** (Full Professor of Transportation Planning at the Polimi), **Giuseppe Collino** (Managing Director and Senior Partner at BCG) and **Caterina Morganti** (Student of Transformative Sustainability at Bocconi/ Polimi)

Amongst the approximately 30 discussants of the PSSG paper: **Luca Volterrani*** (Head of Ecosystem & Asset Exploitation for A2A), **Davide Zotti*** (Project Manager for A2A), **Giuseppe Zammarchi** (Head of ESG Metrics, Policies and Disclosure at Unicredit), **Miriam Allena** (Director of Master of Transformative Sustainability at Bocconi/ Polimi), **Frans-Anton Vermast** (International Smart City Ambassador), **Eugenio Patanè*** (Assessore Mobilità Comune Roma), **Elena Sofra** (Head of Sustainability at Ferrari Group), **Li Yangyang** (Macao International Carbon Emission Exchange and Guangdong University of Foreign Studies), **Ágnes Kovács Tahy** (Associate Professor at PPCU Faculty of Law and Political Sciences (PPKE JÁK).

Chair: **Laura Hood** (The Conversation)

Rapporteurs: **Caterina Morganti** (Student of Transformative Sustainability at Bocconi/ Polimi); **Filippo Angiolini** (Student of Transformative Sustainability at Bocconi/ Polimi); **Valerio Spiniello** (Student of Transformative Sustainability at Bocconi/ Polimi); **Chiara Sena** (Student of Transformative Sustainability at Bocconi/ Polimi); **Victoria Fiumi** (Student of Transformative Sustainability at Bocconi/ Polimi); **Eleonora Andreoli** (Student of Transformative Sustainability at Bocconi/ Polimi); **Vittoria Marino** (Student of Transformative Sustainability at Bocconi/ Polimi).

PSSG 2 REBUILDING VENICE - HOUSING, CLIMATE ADAPTATION AND PRACTICAL URBAN RETROFITTING - A PLAN

PSSG WITH TUTOR, STUDENTS, AND PHD CANDIDATES FROM IUAV

IN PARTNERSHIP WITH VENEZIA CITY COUNCIL AND INVIMIT AND

GENERALI REAL ESTATE

The historic centre of Venice – the most famous lagoon of the world - is facing a paradox that is paradigmatic of a crisis that the entire Europe is living[16]. According to a recent Vision paper, 170,000 inhabitants used to live there in the early fifties; today the figure has shrunk to less than 50,000, and it can be estimated that, on average, approximately 32,000 people sleep in Venice (adding residents, tourists, and students)[17]. This means that, in theory, 26% of its houses are not used. Yet, the prices for renting (or buying) are amongst the most expensive in Europe. The paradox points to a much-debated problem of "affordability" which is, indeed, a question of adaptation and reuse of real estate that had been abandoned because of high water and that the MOSE (the gigantic infrastructure built to protect the city from flood makes possible), obsolescence and low energy efficiency, market failures that makes demand and supply efficiently matched and investments feasible. Housing is a question where sustainability, energy, and affordability come together in a way that brings the entire climate change agenda much closer to the needs of everybody.

This PSSG aims to develop a practical project that brings these elements together. Iuav will work on feasible retrofit and adaptation strategies for Venetian building types, while Ca' Foscari will focus on housing models, economic viability, and governance tools that could support implementation. The goal is to produce a concrete plan that shows how Venice can combine affordable housing, climate resilience, and sustainable retrofitting in a realistic, replicable way.

Introduction by: **Filippo Magni** (Assistant Professor in Urban Planning at Iuav University)

Amongst the approximately 30 discussants of the PSSG paper: **Kelly Russell*** (Head of Sustainability & Communication at Coima) **Aldo Mazzocco*** (CEO and General Manager at Generali Real Estate)**, Marina Piccioni** (Chief Business Development & Sustainability Officer at Istituto per il Credito Sportivo e Culturale), **Manfredi Catella*** (Founder and CEO at COIMA SGR), **Lorenzo Fioramonti** (Former Minister of Education, Universities and Research in Italy), **Fabrizio Zanoni** (Head of Communication and Institutional Relations at INVIMIT Sgr Spa), **Márk**

[16] Vision Think Tank, The European housing crisis: a problem of affordability or availability? (2026). https://www.thinktank.vision/images/THE_EUROPEAN_HOUSING_CRISIS.pdf

[17] Vision Think Tank, Un piano per la casa (2026). https://www.thinktank.vision/images/A_Plan_for_Housing.pdf

Vargha (Advisor at Directorate General for International Affairs, Ludovika University of Public Service), **Yesi Xu** (Vision, EUI and IE and Guangdong University of Foreign Studies), **Andrey Shlyakhtenko** (Program Manager for the Resource Mobilization, Communications, and Partnerships at the Fund for responding to Loss and Damage).

Chair: Andrea Gori (CEO, Illuminem)

Rapporteurs: Students from Ca' Foscari and Iuav

PSSG 3 BEYOND DIFFERENTIATION: THE ROBOTIZED SELECTOR AND THE FUTURE OF WASTE

PSSG WITH TUTOR AND STUDENTS BOCCONI/ POLIMI

IN PARTNERSHIP WITH AMSA

Introduction: Marcello Milani (CEO AMSA), **Mario Grosso** (Full Professor of Solid Waste Management and Treatment and Climate Change Mitigation at Polimi) and **Connor Mika Van Heulen** (Student of Transformative Sustainability at Bocconi/ Polimi)

Amongst the approximately 30 discussants of the PSSG paper: Riccardo Parrini (CEO NEST), **Caroline Chal** (Head of International Relations, Sytcom)*, **Stefano Nerozzi** (Sustainability Manager at Veritas Group), **Luca Marchesi** (Direttore Generale. Area Ambiente e Tutela del Territorio at Regione Veneto), **Hu Tao** (Vice President, Shanghai Tiangong Institute of Industrial Green Development), **Roberto Morandi** (Planning and Reporting Manager at AMSA), **Marco Caporale** (Head of Service Planning Department at AMSA), **Giuseppe Lonardini** (Head of Treatment Plant Engineering at A2A), **Liliana Smiech** (Director General for International Affairs at Ludovika University of Public Service), **Sandra Romboli** (Program Manager, Knowledge Management, Monitoring & Evaluation at the Fund for responding to Loss and Damage).

Chair: Alexandra Borchardt (Board Member at Constructive Institute and Honorary Professor at TUM School of Management)

Rapporteurs: Connor Mika Van Heulen (Student of Transformative Sustainability at Bocconi/ Polimi); **Jule Franziska Jessen** (Student of Transformative Sustainability at Bocconi/ Polimi); **Gabriele Coppa** (Student of Transformative Sustainability at Bocconi/ Polimi); **Gabriele Ghilotti** (Student of Transformative Sustainability at Bocconi/ Polimi); **Mathieu Camille Lionel Echevin** (Student of Transformative

Sustainability at Bocconi/ Polimi); **Edoardo Pietro Sibilla** (Student of Transformative Sustainability at Bocconi/ Polimi).

18.30 – 19:15

THE MOBILITY OF THE FUTURE. BETWEEN SCIENCE FICTION BECOMING TRUE AND INERTIA HOLDING US BACK. PRESENTATION OF A BCG – VISION PAPER

"The humans call themselves *homo sapiens* to highlight their superior intelligence. And yet when I observe the technology that they use to move themselves, I do wonder if they deserve that name". That is what a visitor from Mars might well say and this is the incipit of the paper Vision and BCG are presenting at the Venice conference on the "mobility of the future"

It will be about the crisis of the automotive industry that BCG and Vision tackled in previous editions of the Venice conference. But it will not be just about the radically important switching between fossil and electricity which consumes most of the media and political attention but other five not less transformative innovations are possible:

a. a shift from private ownership to sharing so that the space occupied by idle vehicles is reduced;
b. self-driving cars which would allow optimization of travel;
c. vehicles which could even distribute themselves into empty spaces (somebody even argues that flying cars/ small helicopters may become a convenient way to move people around in megacities).

Not less fundamental, however, is the redesign of infrastructures (roads, squares, ..) and entire cities. After all, old cars could only become the cornerstone of industrial civilization thanks to the redesign of cities which were meant to host carts carried by horses.

Introduction: **Giuseppe Collino** (BCG) and **Francesco Grillo** (Director at Vision, Academic Fellow at Bocconi University)

Discussants: **Ferruccio Resta*** (President Polimi Foundation, MOST – National Centre for Sustainable Mobility and Kessler Foundation), **Maria Grazia Davino*** (MD BYD Europe), **Mario Grosso** (Full Professor of Solid Waste Management and Treatment and Climate Change Mitigation at Polimi), **Pierfrancesco De Rossi** (CEO at Siemens Mobility Italy), **Elena Sofra** (Head of Sustainability at Ferrari Group), **Frans-Anton Vermast** (International Smart City Ambassador)

Laura Hood (The Conversation)

19.45 ***Dinner***

20.00 ***PODCAST TIME – WITH ILLUMINEM, THE CONVERSATION AND AVANZA***

FRIDAY 16TH OCTOBER

Venue: San Servolo Island

Morning

9:15 – 9:25 **INTRODUCTION TO THE SECOND DAY**

Linus Wendel (Vision Think Tank), **Alexandra Borchardt** (Board Member at Constructive Institute and Honorary Professor at TUM School of Management)

9.25 – 10:00 **INTERVIEW IBRAHIMA CHEIKH DIONG, EXECUTIVE DIRECTOR OF THE FUND FOR RESPONDING TO LOSS AND DAMAGE – THE FUNDS JOURNEY AND FUTURE**

The Fund for Responding to Loss and Damage is arguably one of the greatest achievements of recent COPs. It is pioneering new ways of fine-tuning its instruments and has become a compelling case study for new forms of global governance.

Yet governments' hesitancy to commit resources leaves it short of what is needed to cover the losses climate change is already causing, and it faces governance challenges within the MCF and UNFCCC environment. In this interview, the Fund's Executive Director reflects on the Fund's journey so far and the changes planned for the future.

With **Ibrahima Cheikh Diong** (Executive Director of the Fund for Responding to Loss and Damage) interviewed by **Pilita Clark** (Environment Editor, FT)

10:00 – 10:10 **PROPOSAL FROM VISION & McKINSEY**

A paper from Vision and McKinsey provides visionary if bold ideas to address the challenges the FRLD currently faces, turning the challenges into a strategic opportunity. The proposal is to broaden the Fund's scope to become a global coordinator of locally conceived plans to manage the risks from climate change.

With **Francesco Grillo** (Director at Vision, Academic Fellow at Bocconi University) and **Linus Wendel** (Vision Think Tank)

10:15 – 10:30 **INSTITUTIONAL GREETINGS**

Rector of Ca' Foscari University

10.35 – 11:35 **PLENARY 1**

INSURANCE AT A STRATEGIC CROSSROAD: CLIMATE UNPREDICTABILITY, NEW PRODUCTS AND ARTIFICIAL INTELLIGENCE AS A TRIGGER OF PERSONALIZED RISK MANAGEMENT

IN PARTNERSHIP WITH AXA

50' Panel + 10' Q&A

Two disruptions are reshaping the foundations of the insurance industry. On one hand, climate is making forecasts based on the past much more complex. On the other hand, artificial intelligence is promoting individualized risk management, with the potential to completely change the nature of insurance as a business that has focused on pooling and mutualizing risks.

As the probability of extreme weather events increases and so, thus, the average loss that such events produce, entire areas of both developed and developing countries become less insurable. Recent discussions at COP31 and UNEP's latest calls for action underline a clear message: safeguarding insurability requires stronger prevention, broader resilience, and shared responsibility across society. Today, the challenge is not only quantifying rising risks but also ensuring that households, businesses, and public systems can withstand them. Adaptation infrastructure, early warning systems, resilient supply chains, and nature-based solutions are becoming essential to limit losses before they occur. Yet funding gaps and uneven preparedness continue to widen the climate protection gap. AI can be a solution, yet it poses a challenge that may require a reinvention of insurance itself.

This panel will explore how insurers and reinsurers can respond to this shifting landscape by rethinking adaptation investment and driving risk-reduction measures. It will also examine how public–private collaboration can help keep climate risks insurable and maintain accessible protection in a world undergoing rapid environmental and technological change. The evolution of new products (parametric insurances) will also be explored.

What is at stake is not just about making a certain category of risks insurable but also about enabling a transformation which has to do with both private

(insurance) and public means.

The session will also explore the possibility that insurance may partner with the "fund for loss and damage" (as for the paper that Vision and McKinsey produced for the conference). The vision is that such a partnership may transform the Fund into the pivot for globally coordinating local strategies for adaptation to climate change.

Introduction: **Maud Deschamps** (Chief Customer, Brand, and Sustainability Officer for Europe and Health at AXA)

Discussants: **Piero Gancia** (Co-Leader Global P&C Insurance Practice, McKinsey), **Dario Mangili** (Head of Sustainability at IMPact SGR SpA), **Andrey Shlyakhtenko** (Program Manager for the Resource Mobilization, Communications, and Partnerships at the Fund for responding to Loss and Damage), **Lucia Silva** (Head of sustainability, Generali); **Alessandra Peres** (Customer & Distribution Manager at Swiss Re Corporate Solutions), **Colin Mayer** (Emeritus Professor of Management Studies at the Blavatnik School of Government and Saïd Business School at the University of Oxford).

Chair: **Pilita Clark** (Environment Editor, FT)

11.40 – 12.40 **PLENARY 2**

CLOUD, AI AND THE CLIMATE TRANSITION: TURNING AI'S ENERGY CHALLENGE INTO EFFICIENCY, RESILIENCE AND MEASURABLE CLIMATE VALUE

IN PARTNERSHIP WITH AMAZON

50' Panel + 10' Q&A

AI and climate change are two of the three great spectres haunting global policy (the third being the threat of global warfare). Naturally, a fierce debate has emerged over how these two forces interact. Is artificial intelligence primarily an environmental villain, its insatiable hunger for electricity driving up emissions and roasting the planet? Or is it a saviour,

offering hyper-precise forecasts to predict where climate disasters will strike next?[18]

Artificial intelligence is no longer only a software revolution: it is becoming a new layer of physical infrastructure, built on cloud capacity, data centers, energy, water, networks and advanced chips. This creates a strategic tension. The same infrastructure that enables generative AI at scale also places growing pressure on power systems and local resources. The challenge is therefore not whether AI should expand, but how it can expand responsibly while proving its value for the climate transition.

This plenary will explore how cloud infrastructure can turn AI's energy challenge into a platform for climate intelligence. With Amazon bringing to the debate its experience in scalable cloud infrastructure, data-center efficiency and digital tools for sustainability, the discussion will address how more efficient design, carbon-free energy procurement, water stewardship, custom AI chips, workload optimization and transparent carbon measurement can reduce the environmental intensity of digital growth.

At the same time, the session will examine how AI can help companies, cities and public institutions act on climate: optimizing energy use, improving forecasting, supporting resilient grids, accelerating carbon accounting, reducing inefficiencies across logistics and buildings, and enabling scalable tools for mitigation and adaptation.

The central question is whether AI can move beyond hype by delivering measurable climate value. If digital infrastructure becomes more efficient, transparent and useful to the real economy, AI can become not just compatible with decarbonization, but one of its practical engines.

Introduction: **Sasha Luccioni** (Co-Founder and CEO at Sustainable AI Group) and **Linus Wendel** (Vision Think Tank)

Discussants: **Boris Gamazaychikov** (Co-Founder and CEO at Sustainable AI Group), **Andrew Wickoff** (EUI, Former Director of the Directorate for Science & Technology at OECD), **Colin Mayer** (Emeritus Professor of Management Studies at the Blavatnik School of Government and Saïd Business School at the University of Oxford), **Joshua P. Meltzer**, Principal, AWS Global AI Public Policy at Amazon)*, **Giovanni Caturano**

[18] This is the incipit of a recent Vision paper (September 2026) which gives a frame to this session. https://www.thinktank.vision/media/attachments/2026/09/09/artificial_intelligence_and_climate_change.pdf

(Board Member, Innovation and Communication Director at MARE Group), **Andrea Pezzi** (Managing Director at MINT)

Chair: **Barbara Carfagna** (CODICE - RAI)* or **Joseph Hammond** (Correspondent at The Washington Times)

12.40 – 14.00 ***Lunch***

FRIDAY 16TH OCTOBER

Venue: San Servolo Island

Afternoon

14:00 – 14:05 **INTRODUCTION TO THE AFTERNOON**

Rithika Clifford (Vision and Master's Student in Sustainability Management, SDA Bocconi), **Alexandra Borchardt** (Board Member at Constructive Institute and Honorary Professor at TUM School of Management)

14:05 – 15:25 **SECOND PROBLEM SETTING-SOLVING BREAKOUT SESSIONS: GLOBAL CLIMATE GOVERNANCE**

One of the Conference's distinctiveness is the problem-setting/ solving groups. They offer a space for crafting possible solutions. The fifth edition of the Conference envisages two rounds of such activities: the first on Thursday, 15th, in the afternoon, and the second on Friday, 16th, in the afternoon.

They are prepared by six groups of PhD candidates and professors/ tutors (at Bocconi, Polimi, Ca' Foscari, LUISS, SDA Bocconi) before the event. The groups will be framed around different trade-offs/puzzles related to climate change. Each group will first try to better define the terms of the trade-off and then generate possible solutions. The Conference will respond to these proposals to better operationalize them.

The three PSSGs envisaged on Friday will run in parallel. All participants will be asked to join one of the three. The six groups will report on Saturday's work and will directly feed the Venice Manifesto.

14.05 – 14:20 **INTRODUCTION TO THE 3 GLOBAL CLIMATE GOVERNANCE PROBLEM SETTING/ SOLVING GROUPS (PSSGS) FROM EACH INTRODUCER (5 minutes each)** with **Jesse Scott** (Visiting Fellow at Florence School of Transnational Governance, EUI), **Gianfranco Pellegrino** (Director, AXA Luiss Lab on Climate Change, Risk and Justice) and **Matteo Castelnuovo** (Professor of Practice in Energy Economics at SDA Bocconi)

14:20 – 15:30 PARALLEL BREAKOUT SESSIONS

PSSG 4 **REFORMING COP**

PSSG WITH TUTOR AND STUDENTS AT EUI

The Mutirão Decision, the final political draft of COP31, remains lackluster and vague, making no explicit mention of fossil fuels and ignoring calls from President Lula and more than eighty countries for a clear roadmap to phase out fossil fuels and halt deforestation. Instead, it simply reiterates the trajectory outlined in Dubai, vaguely referring to a "transition away" from coal, oil, and gas to be achieved by 2050, without concrete mechanisms or accountability.

"The barely adequate result achieved in the final hours of COP31 keeps the Paris Agreement alive but highlights the resounding failure of developed countries to meet their commitments under that agreement," commented Rachel Cleetus of the Union of Concerned Scientists.

The outcome in Belém exposed structural limits of the COP process: slow decision-making, weak accountability, persistent North–South divisions, and the constraints of the unanimity principle. Strengthening the COP architecture may require moving beyond strict unanimity, introducing decision-making mechanisms that allow progress even amid disagreements, while safeguarding the voices of vulnerable countries, indigenous communities, and key ecological territories. Linking negotiation outcomes to funding, technical support, and local implementation can transform symbolic agreements into effective climate action.

Taking inspiration from three ideas outlined by a recent Vision position paper[19], the Problem Setting/ Solving Group developed a practical framework for reforming the COP process: connecting negotiation design with enforcement, inclusivity, and tangible climate outcomes, it aims to

[19] https://www.thinktank.vision/images/A_reform_of_COP_-_Three_ideas_to_kickstart_a_debate.pdf

create scalable models for global climate governance capable of delivering real, measurable, and just progress.

Introduction by: **Jacopo Bencini** (Research Associate at Florence School of Transnational Governance, EUI) and **Fanta Darboe** (School of Transnational Governance Student at EUI)

Amongst the approximately 30 discussants of the PSSG paper: **Enrico Giovannini** (Former Italian Minister of Infrastructure and Sustainable Mobility, and Professor of Economic and Statistics at the University of Rome "Tor Vergata"), **Maja Groff** (Executive Director and Convenor at Climate Governance Commission and Co-Founder/Senior Leader at Mobilizing an Earth Governance Alliance), **Benito Muller** (Managing Director at the Environmental Change Institute at Oxford Climate Policy), **Li Yangyang** (Macao International Carbon Emission Exchange and Guangdong University of Foreign Studies), **Vidisha Mishra** (Director, Global Outreach & Policy at Global Solutions Initiative)*, **Márk Vargha** (Advisor at Directorate General for International Affairs, Ludovika University of Public Service), **Lorenzo Fioramonti** (Former Minister of Education, Universities and Research in Italy), **Simone Borghesi** (Director of the Florence School of Regulation – Climate, part-time professor at the EUI, and Vice-Rector for International Relations at the University of Siena), **Kalypso Nicolaidis** (Chair in Global Affairs at the School of Transnational Governance (EUI), **Jesse Scott** (Visiting Fellow at Florence School of Transnational Governance, EUI)

Chair: **Rachel Jolley** (Environmental Editor at The Conversation)

Rapporteurs: **Fanta Darboe** (Master Student at Florence School of Transnational Governance, EUI) and **Helena Marschall** (Master Student at Florence School of Transnational Governance, EUI), **Katie Nemergut** (Master Student at Florence School of Transnational Governance, EUI), **Matei Marcu** (Master Student at Florence School of Transnational Governance, EUI), **Saad Nahid** (Master Student at Florence School of Transnational Governance, EUI)

PSSG 5 MANAGING GEOENGINEERING: RISK, RESPONSIBILITY AND GLOBAL OVERSIGHT

PSSG WITH TUTOR AND STUDENTS FROM LUISS

IN PARTNERSHIP WITH STARDUST

Geoengineering raises profound questions at the intersection of justice, geopolitics, and climate strategy. Decisions about whether and how to intervene in Earth's climate bring to the forefront issues of legitimacy, unequal exposure to risk, and the vulnerability of communities that may bear the consequences without having shaped the choice. In a context marked by diplomatic fragmentation, even small-scale experiments can become sources of tension, with the potential to trigger disputes over authority, territorial impacts, or the strategic use of climate modification.

At the same time, the mere availability of these technologies reshapes the political landscape of mitigation, tempting governments to postpone emission cuts in the expectation of future technological fixes. Ensuring that experimentation proceeds responsibly, therefore, requires clear boundaries, transparent criteria, and shared procedures for risk assessment, monitoring, and accountability - especially when potential effects extend beyond national jurisdictions.

Fostering a space in which these dilemmas can be examined collectively is essential for identifying governance pathways that safeguard equity, prevent geopolitical escalation, and reinforce, rather than weaken, global commitments to climate mitigation.

Introduction by: **Silvia Menegazzi** (Assistant Professor at the Department of Political Science, LUISS Guido Carli) and **Roby Yahav** (Head of Technology and Policy at Stardust)

Amongst the approximately 30 discussants of the PSSG paper: **Gianfranco Pellegrino** (Director, AXA Luiss Lab on Climate Change, Risk and Justice), **Kim Campbell** (Former Prime Minister of Canada), and **Yelena Yermakova** (Postdoctoral Researcher on ethics of ocean geoengineering at LUISS Guido Carli University and Earth System Interventions Fellow at UCLA School of Law), **Marco Grasso** (Professor of Political Geography University of Milano-Bicocca)

Chair: **Oliver Morton** (Briefing Editor at The Economist)

Rapporteurs: **Leonardo Sannibale** (Student at LUISS Guido Carli)

PSSG 6 DEVELOPING RENEWABLES IN AFRICA: GRIDS, FINANCE AND DISTRIBUTED SOLUTIONS (FOCUS ON SOLAR)

PSSG WITH TUTOR AND STUDENTS SDA BOCCONI IN PARTNERSHIP WITH RES4AFRICA

Africa has one of the greatest geographic advantages for generating renewable energy. Yet it receives under 2% of global clean-energy investment. Today, over 600 million people still lack access to electricity, and the IEA estimates that achieving full access will require around USD 15 billion per year in new power and grid infrastructure. The main barriers are weak grids, limited interconnections, high financing costs, and uneven regulation. Africa is also a strong demonstration that energy transition is not just about mitigation: it is about development, enabling better food production, and literally saving hundreds of thousands of people who do not have access to basic electricity-powered services (for instance, in healthcare).

There are positive signs: Kenya, Morocco, and South Africa are expanding utility-scale renewables, and nearly 700,000 people gained electricity through renewable mini-grids between 2016 and 2019. For many rural areas, mini-grids and off-grid solar remain the fastest and most realistic path to electrification.

This leads to a central question: how can African countries scale renewables - both large-scale and distributed - while addressing grid constraints, financing challenges, and regulatory fragmentation?

The PSSG will examine grid expansion, new financing models, distributed systems, regional power pools, and regulatory frameworks to outline practical, investment-ready solutions for accelerating renewable deployment across the continent.

Introduction by: **Matteo Castelnuovo** (Professor of Practice in Energy Economics at SDA Bocconi) and **Melody Dean** (Master's Student in Sustainability Management, SDA Bocconi)

Amongst the approximately 30 discussants of the PSSG paper: **Jean Francis Sempore** (Fundraising and Project Manager at WASCAL), **Jesse Scott** (EUI, Florence School of Government, Visiting Scholar), **Giuseppe Zammarchi** (Head of ESG Metrics, Policies and Disclosure at Unicredit), **Andrea Conconi** (Academic Fellow in the Economics, Politics and Decision Sciences Department at SDA Bocconi and Researcher at Invernizzi AGRI Lab)

Chair: **Andrea Gori** (CEO, Illuminem)

Rapporteurs: **Melody Dean** (Master's Student in Sustainability Management, SDA Bocconi); **Shrikant Bacha** (Vision and Master's Student in Sustainability Management, SDA Bocconi); **Federico Puteri**

(Master's Student in Sustainability Management, SDA Bocconi); **Katrina Davis** (Master's Student in Sustainability Management, SDA Bocconi).

15:30 – 15:45 ***Coffee Break***

15:45 – 16:30 **PLENARY 3 - FORESIGHT**

SMALL MODULAR REACTORS (SMRs) AT THE EDGE OF THE ENERGY TRANSITION: RELIABLE LOW-CARBON POWER, INDUSTRIAL COMPETITIVENESS AND THE TEST OF TECHNOLOGICAL CREDIBILITY

IN PARTNERSHIP WITH THE INSTITUTE FOR FREE ENTERPRISE

30' Panel + 15' Q&A

Small Modular Reactors are moving from technical debate to strategic choice. As electricity demand rises, industrial systems decarbonize and grids integrate larger shares of renewables, the need for reliable, low-carbon and flexible power is becoming increasingly urgent. SMRs promise a new generation of nuclear solutions: smaller, potentially faster to deploy, more adaptable to industrial sites and capable of supporting electricity, heat, hydrogen and other energy-intensive uses.

This plenary will examine whether SMRs can genuinely become a gamechanger for the energy transition, or whether expectations are running ahead of technological, regulatory and financial reality. EDF's work on SMRs and low-carbon energy systems makes this debate especially relevant, as the discussion will focus on how proven technologies, safety standards, licensing processes, supply chains and public acceptance can determine whether modular nuclear becomes scalable and bankable.

The session will also address the trade-offs that remain unresolved: capital costs, regulatory harmonization, waste management, construction timelines and the relationship between nuclear and renewables in a decarbonized energy mix.

The central question is not whether SMRs are promising, but under what conditions they can become credible infrastructure for climate neutrality,

energy security and industrial competitiveness.

Introduction: **Christophe Grudler** (Member of the European Parliament - Renew Europe coordinator for the Committee on Industry, Research and Energy)

Discussants: **Wolfgang Müller** (Executive Director of the Institute for Free Enterprise), **Liliana Smiech** (Director General for International Affairs at Ludovika University of Public Service), **Florian Wagner** (CEO and Founder of Emerald Horizon)

Chair: **Matt Steinglass** (Europe Editor, The Economist).

16:35 – 17:35 **PLENARY 4**

A NEW GREEN DEAL IN A POST-2.5 DEGREES EUROPE: ACCELERATING AND STEERING THE ENERGY TRANSITION – THE IBERIA APPROACH

IN PARTNERSHIP WITH AVANZA

50' Panel + 10' Q&A

As for the concept paper of the fifth Venice conference on Global Governance of Climate Change, summer 2026 has been an event violent reminder that Europe is one of the regions of the world that is suffering climate change the most. According to Copernicus, we have already passed the 2.0-degree red line, and the continent is even approaching an increase of 3.0 degrees vis-à-vis the preindustrial baseline. Recent heatwaves seem to make European cities increasingly not habitable; the extra mortality rates in June 2026 have been at the COVID-19 levels; and even tourism in Southern Europe is suffering.

What can Europe do? To speed up mitigation and seriously adapt itself to what seems a new "normal"?

Introduction: **Bernardino León Reyes** (Director of Future Policy Lab at Avanza and Adjunct Lecturer at Science Po)

Discussants: **Roy Cobby** (PhD Candidate in Digital Humanities at King's College London and advisor of the Spanish Ministry of Social Rights, Consumer Affairs and 2030 Agenda), **Simone Gaspering** (IPPR and UCAL), **Luca D'Agnese** (Policy Evaluation and Advisory Director at Cassa Depositi e Prestiti), Meritxell Batet (President, Avanza),

Chair: **Lucía de Castro** (Director of Communication at Avanza).

17:40 – 18:40 **PLENARY 5**

THE PARADOX OF AGRIFOOD: FROM COMPLIANCE TO REGENERATION - CORPORATE STRATEGIES FOR CLIMATE - RESILIENT SUPPLY CHAINS.

IN PARTNERSHIP WITH CEREAL DOCKS

50' Panel + 10' Q&A

Food supply chains connect billions of consumers to producers worldwide — and few large food companies are as exposed to climate risk in their own backyard as Italy's pasta makers, whose core input, durum wheat, has already been hit by drought and heat stress at home. This is the paradox at the heart of agrifood: an industry that is both a meaningful contributor to emissions and among the most immediately and physically vulnerable to the crisis it contributes to.

The response increasingly being tested by large food companies is not simply tighter compliance and due diligence, but a shift toward regenerative agriculture as a business model — moving from auditing suppliers against a standard to co-investing with farmers in soil health, biodiversity, and water resilience, on the logic that a more resilient supply chain is also a more secure and cost-competitive one. This panel will use Cereal Docks' experience — its multi-crop regenerative sourcing targets, its farmer-partnership charters, and its parallel investments in packaging circularity and renewable energy across its plants — as a working case study, alongside other corporate perspectives, to ask: can regenerative and circular models scale fast enough to outrun the climate risk to the crops themselves, and can that shift be replicated across a fragmented, small holder-heavy global supply base?

Introduction: **Giovanni Fanin** (President and CEO of Cereal Docks), **Vitaliano Fiorillo** (Director of Invernizzi AgriLab, Bocconi)

Discussants: **Massimiliano Giansanti** (President of COPA the Committee of the European Agrifood Organizations – COPA – and of Confagricoltura, President of Agricola Giansanti and Managing Director Di Muzio Farm), **Camilla Lunelli** (Vice President of Ferrari Trento and Director of Communications, External Relations, and Sustainability,

Lunelli Group), **Ágnes Kovács Tahy** (Associate Professor at PPCU Faculty of Law and Political Sciences (PPKE JÁK), Department of Environmental and Competition Law), **Andrea Illy** (President of Illy Caffè), **Suruchi Bhadwal** (Director of the Earth Science and Climate Change Division at TERI), **Andrea Conzonato** (Managing Director at Santa Margherita Gruppo Vinicolo)

Chair: Susannah Savage (FT's commodities correspondent, covering agriculture, agricultural commodities, food and Agri companies, and farm/food policy).

18:45 – 19:30 **PLENARY 6 - FORESIGHT**

MATERIALS AS A COMPETITIVE FRONTIER: HOW CO-INNOVATION AND ADVANCED MATERIALS ARE RESHAPING TECHNOLOGY, ENERGY AND INDUSTRY

IN PARTNERSHIP WITH REUTERS

30' Panel + 15' Q&A

Advanced materials sit at the intersection of sustainability, industrial competitiveness and technological sovereignty. Every major transition Europe has committed to – electrification, renewable energy, digitalisation, circularity – is ultimately a materials problem: permanent magnets for motors and wind turbines, cathodes and electrolytes for storage, catalysts for green chemistry, recyclable polymers and composites for packaging and lightweight structures. The global materials market is undergoing a structural shift: while commodity segments stagnate, high-complexity segments such as functional and critical-raw-material-free materials, biopolymers and chemical recycling are growing rapidly. European regulation (Critical Raw Materials Act, PPWR, the forthcoming Advanced Materials Act) is accelerating this transition, creating both pressure and opportunity for industrial players – and exposing how dependent European industry remains on supply chains it does not control.

At the same time, the way materials are discovered is changing. AI-driven approaches, combined with high-throughput synthesis and characterisation, are compressing R&D cycles from decades to months. Competitive advantage is shifting from who owns the raw material to who can design the next one.

This panel will explore the question: can Italy's manufacturing and

research ecosystem turn the advanced materials revolution into a global competitive advantage – and how can co-innovation between research institutions, corporates and deep-tech startups accelerate this transformation while meeting climate and sustainability goals?

Introduction: **Stefano Bonetti** (Ca Foscari)

Discussants: **Niccolò Cipriani** (Rifò), **Giusy Cannone** (Partner, Fondo Primate Climate), **Elvira Finzi** (Luxottica)

Chair: **Lisa Jucca** (Global Industry Editor for Consumer Goods, Luxury & Retail at Reuters)

20:00 ***Dinner***

SATURDAY 17TH OCTOBER

Venue: Aula Tafuri, Palazzo Badoer, Iuav University

Morning

09:10 – 09:20 **INSTITUTIONAL GREETINGS**

Albrecht Benno (Rector of Iuav University), **Daniele Franco** (Scientific Director of the Giorgio Cini Foundation and former Italian Minister of Economy and Finance) and **Elisa Venturini** (Regional Minister for the Environment, Climate, Parks and Civil Protection of the Veneto Region)

09:20 – 09:25 **INTRODUCTION TO THE FINAL DAY**

Alice Filippini (Vision Think Tank), **Alexandra Borchardt** (Board Member at Constructive Institute and Honorary Professor at TUM School of Management)

09:30 – 10.00 **FIRESIDE CHAT - HOW TO ACCOUNT FOR THE FUTURE?**

The causes of climate change lie in decisions inherited from the past; its devastating effects are unfolding in the present and its more far-reaching consequences will be borne by the generations to come. It therefore challenges societies to look beyond electoral cycles and immediate interests, recognizing that every decision made today is also a decision about the world future generations will inhabit. Accounting for the future means making this intergenerational connection visible. It requires institutions, markets, and political systems to incorporate long-term risks and opportunities into present choices, rather than treating the future as distant, uncertain, or economically negligible. Climate change exposes the limits of frameworks designed around the short term and raises a fundamental question: how can those who hold power today exercise responsibility toward those who will live with the consequences tomorrow?

Colin Mayer (Emeritus Professor of Management Studies at the Blavatnik School of Government and Saïd Business School at the University of Oxford), **Enrico Giovannini** (Former Italian Minister of Infrastructure and Sustainable Mobility, and Professor of Economic and Statistics at the

University of Rome "Tor Vergata"), **Bernd Huber** (Board Member of Venice International University and President Ludwig Maximilian di Monaco).

Chair: Pilita Clark (Climate Change editor at the FT)

10:05 – 10:45 ADAPTING TO A POST 1.5 DEGREE WORLD: THE PARADIGM OF THE OLDEST CITY OF THE FUTURE

Adaptation is the challenge for a world that is inexorably crossing the 1.5 and, most likely, also the 2.0 degree (in terms of global temperature increase vis-à-vis the pre-industrial average). Venice is the "oldest city of the future"[20] and it is a city that has managed to use "necessity as mother of innovation"[21], as the trigger to invent the techniques that gave to Venice the power to create a magnificent maritime empire lasting five centuries[22]. Venice is, in a sense, a possible capital of adaptation: from the construction technologies used for populating a city magically floating in the lagoon to and historically the blueprint of he even more powerful Bitish to survive to the MOSE barrier. This session moves from the global to the local, using Venice as a paradigmatic story – a city that has chosen to adapt rather than surrender. In the future it will be about the preservation of artistic and cultural heritage, the management of mass tourism in a city fighting for its survival, the regeneration of state-owned buildings (including barracks to be transformed into housing for students, as well as sport and culture infrastructures) the search of new soul where students and universities may play the central role.

Introduction by: Francesco Musco (Full Professor of Urban and Territorial Metabolism at Iuav and President of Corila)

Discussants: Stefano Scalera (Managing Director at Invimit); **Antonella Baldino** (Managing Director at Istituto per il Credito Sportivo e Culturale), **Pierpaolo Campostrini** (Managing Director at Corila), **Jacopo Galli** (Project Manager at the Venice Sustainability and Professor at Iuav)

Chair: Giacomo Talignani (Green & Blue - GEDI)

---

[20] As for the name adopted by the Venice Architecture Biennale Project designed by the Venice Sustainability Foundation.

[21] *Mater artium necessitas*, as the ancient romans used to say.

[22] The dominion and trade routes network controlled by La Serenissima was even the most direct blueprint inspiring the British Empire: the largest in history and the one which ended up dominating the nineteenth and twentieth centuries.

10:50 – 11:50 PSSGS GROUPS PROPOSALS PRESENTATION - NAVIGATING THE KEY TRADE-OFFS OF THE TRANSITION

One representative from each of the six PSSGs will open the session with a concise presentation of the key proposals and outcomes developed in their group. The Chair will then lead a round-table discussion to compare the different initiatives and explore:

- shared priorities that emerge across the projects,
- common trade-offs and practical implementation challenges,
- governance choices needed to advance solutions.

To enrich the conversation, additional discussants will join the panel, bringing external expertise and cross-cutting perspectives (e.g. governance specialists, policymakers, stakeholder practitioners). An exchange with the audience will conclude the session.

Discussants: Representatives of the six PSSGs

Chair: **Oliver Morton** (Briefing Editors at The Economist) and **Alexandra Borchardt** (Board Member at Constructive Institute and Honorary Professor at TUM School of Management)

12:00 – 13.00 PRESENTATION TO MEDIA AND PARTICIPANTS OF THE DRAFT VENICE MANIFESTO

The Venice Manifesto is Vision's effort to turn the Conference's insights into a document that can be shared and built on in future projects. Vision will present the draft, while the discussants, as external voices, reflect on the Conference as a whole or comment on the draft itself.

Introduction: **Francesco Grillo** (Director at Vision, Academic Fellow at Bocconi University), **Yesi Xu** (Vision, EUI and IE and Guangdong University of Foreign Studies)

Discussants: **Francesco Perrini** (Associate Dean for Sustainability at SDA Bocconi School of Management, Full Professor of Management at the "Management & Technology" Department at Bocconi University), **Alessandro Perego** (Vice Rector for Sustainable Development and Societal Impact, Full Professor of Logistics and Supply Chain Management, Politecnico di Milano), **Sandra Romboli** (Program Manager, Knowledge Management, Monitoring & Evaluation at the Fund for responding to Loss and Damage), **Hu Tao** (Vice President, Shanghai

Tiangong Institute of Industrial Green Development)

Chair: Ajit Niranjan* (The Guardian)

13.05 – 13.30 MARCO POLO AWARD FOR RISING GLOBAL AWARENESS

Marco Polo's voyage crossed cultural and political boundaries and expanded Europe's understanding of a world far larger and more interconnected than previously imagined. Climate change confronts humanity with a comparable journey: this time, through time. It requires us to look beyond the immediate horizon, understand how today's choices will shape the lives of future generations and recognize the long-term consequences of actions taken in one part of the world for communities everywhere. Global awareness begins with this capacity to see beyond the limits of one's own place, interests and present moment. It transforms distant risks into shared responsibilities and scientific evidence into narratives capable of mobilizing citizens, institutions, and businesses. As climate change increasingly affects economies, security, health, and everyday life, leadership also depends on the ability to make complex global challenges understandable, relevant, and urgent. The Marco Polo Award for Rising Global Awareness recognizes individuals who have broadened public understanding of sustainability and strengthened the sense that humanity is part of a single, interdependent world. Through political leadership, advocacy, culture, entrepreneurship or public engagement, the nominees have helped climate action cross geographical, generational, and social boundaries. Like Marco Polo, they have encouraged society to look beyond familiar horizons, inviting us not merely to observe change, but to imagine and shape the future toward which we are travelling.

With **Paolo Romor** (Venice Council Member for Culture, Urban Planning, Private Building, the Environment, and Civic Advocacy)

Nominees: Christiana Figueres* (Chair and Founder of Global Optimism and Executive Secretary of the United Nations Framework Convention on Climate Change), **Bono* (**Lead Singer at U2, ONE Campaign)**, Kim Campbell** (Former Prime Minister of Canada); **Ibrahima Cheikh Diong** (Executive Director of the Fund for Responding to Loss and Damage)

Chair: Alexandra Borchardt (Board Member at Constructive Institute and Honorary Professor at TUM School of Management)

13.45 – 14.45 ***Light Lunch***