



SOLVAY

Public Affair Council Workshop

Engaging Effectively with Global Stakeholders

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A world in change



The US-China systemic rivalry will continue to dominate the geopolitical agenda



Climate change & health will drive sustainability and related policy in all major economies



Populism is on the rise, leading to more polarization and non-facts based political decisions



Strongmen Putin and Xi continue to seek the limits of their power, testing the West (Ukraine, Taiwan, economic intervention), fueling economic worries



Political tensions and military conflicts continue to disrupt trade and present logistical challenges



Corporate companies are under pressure from all stakeholders (incl investors) to walk the talk on ESG



The quest for digitalization and technological autonomy are strong drivers of geo-economic policy, but also for cybercrime and cyber-attacks ...



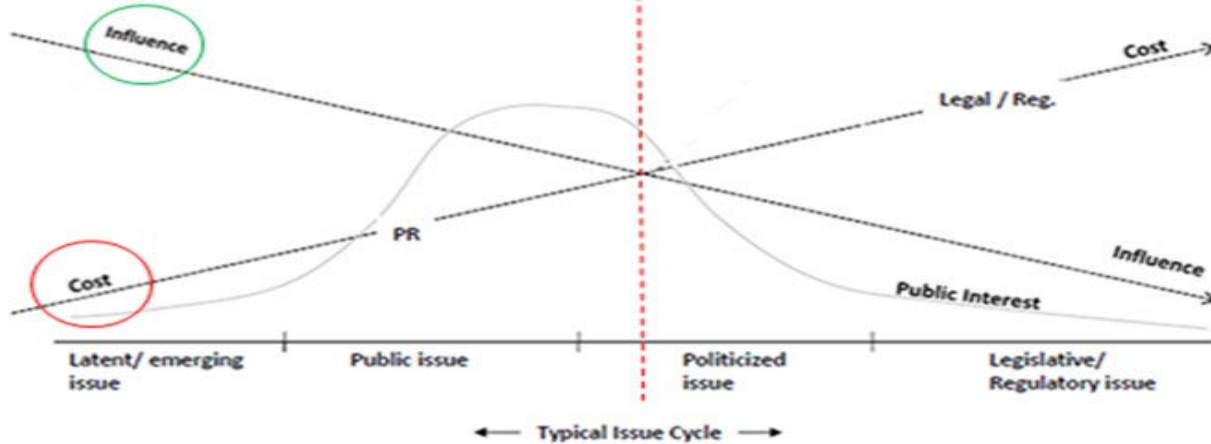
The US is increasingly domestically focused and likely to remain in political gridlock

Objectives & Priorities

Pro-active & early engagement yield best chance for result

**Pro-active policy shaping
to create the right business
conditions**

**Reactive mode to defend
business interests
(fire-brigade)**



Issue in early phase - positions are not taken; there is room for dialogue with decision makers to learn, informed and educate.

Issue in emerged phase - more stakeholders get involved and decision makers start fixing their opinions and views.

Issue in political phase - positions are taken, usually more room for emotional arguments over rational fact-based solutions. Decision makers already made up their mind.

Issue in end phase - the major decisions have been taken, implementation decisions are being prepared. Decision makers no longer interested in new views.

Early identification allows us to influence and shape direction of final solution.

Opportunity to create competitive advantage by influencing decision making and actively engaging.

Opportunity to influence has significantly decreased.

Opportunity to influence has passed. Issue needs to be managed or shelved.

The EU Policy Agenda for 2025-2029

The future of European competitiveness

Part A | A competitiveness strategy for Europe

SEPTEMBER 2024

