SESSION STRUCTURE
The Pivot to Resilience: A Price Worth Paying?

Wednesday 18 January 13:15 - 14:00
Kurpark, Aspen 4

There is widespread recognition that resilience needs to be a lodestar for leaders in government and business alike. This will require not just commitment but cash.

Are leaders ready to absorb the costs of pivoting from efficiency to resilience, such as profits forgone and taxes raised?

This session was developed in collaboration with Thomson Reuters.

Reporting press: Allowed.

Session duration: 45 minutes.

Objective: Discuss forces driving the current pivot to resilience, related trade-offs and gains, as well as pathways for businesses and policymakers to boost resilience amid mounting economic headwinds in 2023.

The session will include:

Panellist
- Paolo Gentiloni, Commissioner for Economy, European Commission
- Mark Carney, United Nations Special Envoy for Climate Action and Finance

Moderated by

SPEAKING ROLES

Moderator
Moderators ensure that the objectives and outcomes of their session are achieved. In addition to framing the topic and sharing context that explains the session importance and relevance, moderators use their knowledge of the speakers’ expertise, dynamism in engaging the audience, and storytelling skills to create a unique “in Davos only” experience where leaders are inspired to change the way they think, feel, or act towards the core issue of the session.

Moderators should ensure the session begins and ends on time, remind the audience if the Chatham House Rule applies, and are responsible for engaging all speakers equally in the conversation.

Key preparatory responsibilities of the Moderator include:

1. Holding a briefing call with Forum to discuss session details
2. Upon email introduction by Forum, encouraging Panellist input on their background and guiding discussion questions/points
3. Leading on-site briefing with Panellists in the session room before session starts
4. Sharing key takeaway insights, learnings, and outcomes with the Forum within 24-48 hours of end of session

Panellist
Stakeholder dialogues include 3-4 Panellists. Panellists contribute their expertise and perspectives to support the Moderator’s efforts in achieving the session objectives and outcomes. Comments should be unscripted (no prepared remarks or speeches), concise, relevant to the session topic, and unique. Panellists are also encouraged to engage in spontaneous dialogue with fellow speakers, and to share personal stories where relevant to help create an “in Davos only” experience where leaders are inspired to change the way they think, feel, or act towards the core issue of the session.

Key preparatory responsibilities of the Panellist include:
1. Upon email introduction by Forum, providing feedback on your background and guiding discussion questions/points
2. Joining the on-site briefing with fellow Panellists and Moderator in the session room 20 minutes before session starts

[THIS SESSION STRUCTURE IS PRELIMINARY AND SUBJECT TO CHANGE]

SESSION FLOW
Please come to the session room **20 minutes before the session starts** for a preparatory briefing with the Moderator.

Introduction (3 min)
The Moderator will open the session on time by welcoming participants, framing the topic, and briefly introducing Panellists. The Moderator will remind the online audience that if they are sharing about us through their social channels, they should use the hashtag #WEF23.

Discussion (30 min)
The Moderator will engage the Panellists in a lively conversation to get their perspectives on the guiding discussion questions or points as outlined below. The Moderator will then build on the introductory round of conversation by asking questions to create a dynamic flow of interaction among the Panellists.

Guiding Questions may include:
- The confluence of pandemic, economic, and geopolitical disruptions of the recent years has put resilience on the top of public and corporate agendas. Is resilience really an answer to mounting headwinds in 2023 and beyond?
- How different components of resilience (e.g., environment, social, fiscal, supply chains, organizational, etc.) play out in this transition? Should any of them be prioritized?
- What businesses and policymakers have been doing to boost resilience? What should they be doing in 2023 and beyond?
- What is the price of resilience – i.e., are there any trade-offs that businesses and policymakers have to accept on the path to resilience? (e.g., sacrifice efficiency, forgo profits, increase taxes). Are these trade-offs unavoidable? Could the gains outweigh potential trade-offs in the longer-term?
- What is the impact of the end of era of cheap money on the capacity of businesses and policymakers to invest in resilience? As many leaders face a dilemma between immediate challenges and financing constraints, how can we not lose sight of the long-term and ensure critical investments amid low-growth and low-cooperation environment?
- Are there any instruments in place to achieve quick and efficient boost to resilience that could be used jointly by public and private actors? What should be done if the answer is no?

Q&A (10 min)
The Moderator will turn to the audience for questions.

Conclusion (2 min)
With 2 minutes remaining, the Moderator will share the top takeaways from the discussion and bring the session to a close on time.