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## EUROPE OF TOMORROW

I am often asked what will happen to Europe as if it is going badly or should undoubtedly break, come to the end of a cycle, or should be reborn thanks in particular to this recent war, according to some, of COVID. I will resume an updated summary of my greeting speeches with certain keywords or of course everyone will have their glasses and listen in their own way, even between the lines, because Europe is also and probably above all a problem of words.

Passionate about history, I would answer that you have to know how to look at, analyze and capitalize on all life experiences and reciprocal expectations to move forward, with why not great continental solidarity from the Atlantic to the Urals in interdependence with the rest of the world, especially the West, in these moments of commemoration and renewed mourning.

As a philosopher, and taking my traditional magic wand which helps some people to build a Europe for everyone the same, which is not necessarily the solution, I want to dream of the benefits of the naivety of the child who can believe that everything is possible with courage and kindness, but did not the great founders do it?

As an economist, consultant in strategy, management and European and international affairs, I hope that Europe, where we will say here that the EU, reflects at the same time on the 4 pillars and principles of general policy, namely strategy, structure, identity and decision-making and that it accepts that it is possible to change it depending in particular on events. It must continue to give dreams through big announcements, such as the recovery plan which this time has no name, but with responsible, efficient, realistic, achievable and determined management over time, also with the means of sanctions. as in any form of sustainable organization.

I wish a certain courage to the new institutions which will undoubtedly have to decide to change certain bricks to move forward, perhaps from now on with a governance turned towards a new hat of domains of exclusivity, without necessarily repeating the words of sovereign or federal not understood in the same way by

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everyone, especially in France and Germany, and why not in the creation of a new voting body representative of the regions.

Elected officials and institutions must find the path of listening and teaching with a recognized appreciation of what the European Union brings without necessarily putting it to their benefit when it suits them or avoid saying that the Union is demanding when They are the ones who tighten regulations too much, particularly in agriculture, which must also remain a driving force as it was at the start of European construction, even if it must now be adapted to the environment and the health. The Green Pact and its financing should not be an adjustment variable even if it is sometimes necessary to know how to make budgetary choices, but must nevertheless show a certain flexibility for a better achievement of the objectives set.

I wish the Commission, which now wants to be strong, responsible, agile, open-ended and geopolitical, to use the words of its President, that it knows how to work with ambition but to work with discernment and realism for its new announced objectives and in particular in a a certain idea of a strong industrial policy, benefiting from its own funding, as currently developed in equity or equity financing in innovation to build unicorns and by borrowing on its behalf, in replacement or affirmation of certain state aid, guaranteed by money, or even by bonds. The new European Parliament must continue to display a certain identity of democracy by ensuring respect for constructive tripartite work and henceforth a future possibility of initiative;

I wish for an enhancement of the EU at international level, with an assertive voice that is both strong and diplomatic, which can only be backed by strong and secure autonomous and strategic capacities, even by speaking of sovereignty or vital interests , if these words can be unifying;

Beyond every man for himself, I wish the EU and its nations "united in diversity", to find and understand the benefits of common elements and of valuing differences, to create a certain dependence in interdependence in many economic fields, notably those of energy and industry in general in order to work better and be stronger and efficient together, while retaining each strong point of their identity for the benefit of the community, in particular to create exportable models.

We should no longer need China, the United States or Japan, which often see Europe as a playground, to understand our economic strengths. Allies and partners must be chosen in transparency and courage for a certain protection of minimal and

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reasoned European preference, sometimes even at all costs, without of course closing the borders. It is necessary to move forward together both in a certain balance creating wealth with a social component integrated into intelligent competition and in a coherence of actions both bilateral and multilateral while continuing to watch over the choices of the citizens but with new initiatives. Companies must understand that the EU has relied on them for a long time for the creation of wealth, particularly with research, and that they are also part of a dynamic of identity for what is good for Europe and not for purely financial and profit logic.

I hope that Europe remains strong, united, faced with the risk of dilution and fracture, in particular created by legitimate or hidden migrations, and faced with external risks and threats; I hope that the notion of solidarity will be reinforced between large and small countries which must be better considered without forgetting the history of some, formerly large, even between groups of countries and between regions, with a sharing of the concerns of the four cardinal points of our borders, without necessarily providing the same response or contribution. The founding countries must continue to help financially the newly returned or candidate countries in order to consolidate their economies, but this must be done with measure and respect for fundamental rules without inciting certain co-financed expenses which can jeopardize already weakened economies in the face of investments to be carried out in certain priority areas. These same countries must recognize this leverage effect which often brings them recent technologies and also think in terms of return on investment, or even reallocation, for the founding countries which now receive less but emit new needs, particularly in terms of infrastructure. In addition, certain dynamics must be matured within coherence groups, in particular within the euro zone, in order to avoid any risk of contagion and it seems important that a tax system be regulated while leaving flexibility of adjustment. for each country;

I hope that France and Germany, major driving forces of the Union, can find the right words and the right solutions to talk to each other without necessarily being jealous, copying, imposing themselves, nor above all blaming themselves and knowing how to consider the others in confidence, and why not in a notion of label where everyone is free to propose a solution. I hope that our British friends, who this time seem to have decided on a certain path (voice), find a form of fair and balanced partnership so that everyone can grieve without regret or hope of revenge in order to work as a separated couple but knowing how to continue to work and rub shoulders in an intelligent way by preserving the positive elements of the past and by accepting the fact of being mistaken, perhaps for lack of maturity, as we can

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do with another big country candidate. Beyond the negotiation work, which turns out to be delicate and far from finished, it will be important to draw the conclusions from such an episode, especially for the EU.

I want citizens to be interested in the institutions and their actions in a constructive way, by giving themselves permission to express their ideas, their proposals, their comments but also their constructive dissatisfaction with the tools and structures made available to them without stopping certain dynamics thinking that they do not concern them; I wish that the European idealists of a single mold understand the will of identity and a certain independence of each people which often appears during the elections, especially coming from countries which finally wish to exist a little with also a certain sovereignty without necessarily to be free children; but I also wish that the national idealists understand that these peoples can nevertheless aspire to live together in a world of peace but above all of exchanges to make them stronger. I hope that Erasmus + continues to have as many babies and that they live in full health in a coherent, economical and secure energy mix. I hope that certain values, sometimes adaptable and difficult to define in the same way by all, as are vital interests, are the foundation of our own identity so that we can say that we are proud to be Europeans, united in diversity by being a model for the world without necessarily opening our borders freely

Finally, I hope that a European defense will find its marks and its identity in terms of equipment in confidence of capacities and functioning in an intelligent and optimized way with interdependence, even proper governance, within NATO, vector of European integration, as long as it exists, or even outside with a rebuilt but autonomous and European structure with always close relations with its historic military allies, the British and the United States, but with a dialogue, even cooperation with Russia and China to avoid any false misunderstanding of identity. It remains to find an effective European method of integration to inspire desire without imposing.

Finally, I will take up this poem that some people now know. Like diamonds from the depths of the earth, Europe will not happen overnight and its origin is deeply rooted in our history. Like diamonds, Europe will not be shaped in a day either, and we must pay kind attention to it at all times. Like the diamond, which shines with a thousand facets, which together make it its rarity and its precious effect, Europe is brilliant, attractive, envied and rich, by its diversity and the interdependence of its territories, its peoples and its skills. It can have several appearances and shine differently depending on its environment. Like the diamond, it may have some imperfections, which will make its character, but which can also be erased to make

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it more beautiful. Like the diamond that does not break, Europe knows how to be the strongest. And like diamonds, Europe is eternal.

François CHARLES  
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