

[Who are we ? ▾](#)[Publications ▾](#)[Current projects ▾](#)[Our thematics ▾](#)

GOVERNANCE

Under the French Associations Law of 1901, *The Shift Project* is led by both a Board of Directors, in which are represented member companies, and an Executive Committee. On a daily basis, *The Shift Project* is managed by the Director and his team. They benefit from the advice of the Committee of Experts. Once a year, a General Meeting allows all the funders, beyond statutory decisions, to monitor the think tank's activities and set priorities for the following year.

[Board of Directors](#)[Committee of Experts](#)[Our sponsors](#)[Legal Statutes and Accounts](#)[FAQ](#)

The Board of Directors consists of representatives of benefactor and associated members, as well as individuals acting on their own behalf. The Board meets at least twice a year to supervise the operational work of the *Shift* ; it may have to specify the main operating principles of the association. Some sponsors may be invited as observers. The Executive Committee is in charge of managing the day-to-day business with the director and his team. In 2018, he was appointed one of the 13 members of the High Council for Climate, created by the Prime Minister.



Jean-Marc Jancovici
Chairman

Jean-Marc Jancovici is the one who designed, then developed the Carbon Assessment Method (« Bilan Carbone »). Graduate from Polytechnique (X81) and teacher at the Mines ParisTech since 2009, he founded Carbone 4, a consulting firm in carbon strategy with the economist Alain Grandjean. He is the editor of the popular website jancovici.com (formerly



Geneviève Féron-Creuzet
Vice-President

Geneviève Féron-Creuzet is a Doctor in International Economic Law and worked for the IEA, OECD and UNHCR. Chairperson of Casabee, a consulting firm on sustainable territories, she also founded ARESE, the first French social and environmental rating agency for listed companies. She headed the CoreRatings agency,



Michel Lepetit
Vice-President

Michel Lepetit is an independent director in the life insurance and in the infrastructure engineering sectors. Graduate from Ecole Polytechnique and former executive of Compagnie Bancaire, Crédit local de France, Caisse d'Épargne and AXA, he is also a researcher in economics, energy and finance history at the interdisciplinary LIED laboratory and expert at the Energy

manicore.com) on energy and climate change and wrote many books related to energy and climate change.

subsidiary of Fitch Ratings, and was also Director of Sustainable Development for Veolia Environment, and a member of the Executive Committee of Eiffage. Vice-chair of the FNH, she wrote many books on economics and environment.

and Prosperity academic chair. Within the *Shift*, as expert of green finance, he leads the Observatory 173 Climate – Life insurance and works on the GDP/oil historical and prospective link ; the massive financing of energy-efficient building renovation ; the analysis of global energy transition scenarios ; climate-risk rating methodologies ; energy transition monetary policies ; and green finance regulatory issues. He is spokesman of the IN GLOBO project : massively financing the low carbon economy with private savings.



André-Jean Guérin
Administrator

André-Jean Guérin is a former senior official of the French Ministry of Environment. Graduate from Polytechnique (X69) and General Engineer of the Ecole des Eaux, Ponts et Forêts, he was Director of the Fondation Nicolas Hulot (1991–2000) and now its treasurer. He is also adviser to the French Economic, Social and Environmental Council (2010–2015). Historical fellow of the think tank, he helped driving the [Decarbonize Europe Manifesto](#) before he became Administrator of the *Shift* in 2016.



Sylvain de Forges
Administrator

Sylvain de Forges is a former Chief Executive Director of Agence France Trésor (2000–2003). Graduated from Polytechnique (X74) and ENA, he was the Deputy Chief Executive Director in finance, strategy and prospects for AG2R La Mondiale (2010–2016) after working for Veolia Environment. He is now Chairman of the Supervisory Board of Spread Research, a financial and non-financial rating agency specialized in small and mid-cap businesses. Administrator of the *Shift Project* since 2017, he first joined to work on the [Decarbonize Europe Manifesto](#).



Laurent Morel
Administrator and treasurer

Laurent Morel, graduate from Centrale Paris. Chairman of several companies (automotive, industrial vehicles, real estate, financing), he especially was Chairman of Klépierre group (2009–2016) before he became partner of the consulting firm Carbone 4 in 2017 and president of IFPEB in 2018. Administrator of the *Shift Project* since 2016, and treasurer since 2019.



**Fabrice Bonnifet****Administrator
Bouygues SA**

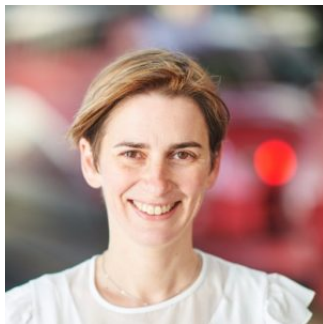
Fabrice Bonnifet has been the Director of the Sustainable Development and EHS in the group of Bouygues SA since 2007. Graduate of the Conservatoire National des Arts et Métiers, he is a part-time lecturer in several universities and schools. He co-wrote the book "Quality, Security, Environment – Building an integrated management system", at Afnor Publisher in 2009, and is the administrator of the Association France Quality Performance (AFPG). He is also the President of the College of Directors of Sustainable Development (C3D) since 2016.

**Sophie Chambon-Diallo****Administrator
SNCF**

Sophie Chambon-Diallo is Head of Sustainable Development at SNCF since 2018. She holds a Postgraduate degree and a Master in Economic Sciences from Panthéon Sorbonne. She has been Director of Marketing Operations in an international telemarketing company and then joined Atos, at first as Senior Manager Consultant in Customer Relationship Management. She was then appointed Corporate and Social Responsibility director and later Global Head of Sustainable Development and Special Advisor for Africa.

**André Broto****Administrator
Vinci Autoroutes**

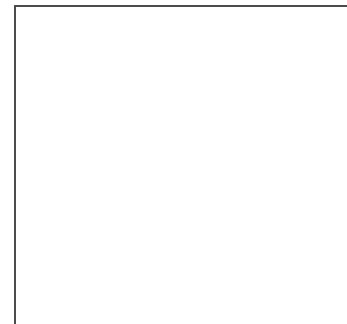
Graduate of the École Polytechnique (X69) and Ingénieur Civil des Ponts et Chaussées, André Broto joined Cofiroute in 1990 after 17 years spent at GTM, dedicated to the construction of bridges and nuclear power plants. He was Director of construction (A86 and inter-urban networks) since 1995. In September 2008, he became Chief Operating Officer in charge of the construction and forward looking studies at Cofiroute. Since 2011, he is Chairman Advisor of Vinci Autoroutes.

**Dorothée Bernier****Observer
Thalys**

Dorothée Bernier is the CSR Director at Thalys since 2011. Graduate of the Lyon School of Business, she is in charge of defining and implementing the sustainable development policy of the group. She has especially been in charge of the company's commitment to the Science Based Targets.

**Cédric Lewandowski****Administrator
Électricité de France**

Cédric Lewandowski is Executive Director in charge of the Innovation, Strategy and Programming; he is a member of Executive Committee of the EDF group. Graduate of the Institute of Political Sciences (Paris), and holder of a DEA in geopolitics, he has served in many direction positions at EDF, and then became

**Isabelle Lambert****Administrator
SPIE**

director of the French Ministry of Defense from 2012 to 2017.

Graduated from the Sciences Po University in Paris and qualified in quality and environment management from the University of Augsburg (Germany), Isabelle Lambert has spent her whole career working in sustainable development roles. In 2001, she worked as an environmental analyst for TOTAL before joining, in 2003, the World Environment Center. Since 2011, she has held the position of Environment and Corporate Social Responsibility Director for the CGG group. In 2019, she was appointed Corporate Social Responsibility Director for SPIE.



Dirk De Meulder
Administrator
Saint-Gobain

Dirk De Meulder is a civil engineer who graduated from the University of Louvain-La-Neuve (Belgium). He started his career working for Saint Gobain Group's glazing solutions in Belgium. He later joined ISOVER as the CEO of the Etten-Leur company in the Netherlands (1990). In 1997, he moved to Poland to become ISOVER's CEO, a position he held for 4 years. Since then he covered different roles and became, notably, vice-president within the German branch of Saint Gobain Group's packaging solutions. In 2009 he became CEO of ISOVER in Sweden and Denmark.



Pierre-Olivier Boyer
Administrator
Vicat

Pierre-Olivier Boyer graduated from the Ecole du Commissariat de la Marine and in Economics. First a commissioner in the merchant navy, he joined Vicat group in 2001 as



Gaëtan Fouilhoux
Administrator
Rockwool

Gaëtan Fouilhoux is responsible for the Institutional Relations of ROCKWOOL France, the leader of ROCKWOOL Insulation Materials and Systems. Graduate in Public Law

Director of Human Relations, and chaired the « Pôle innovations constructives » of the Rhône-Alpes region. Since 2012, he has been the director of strategic partnerships of the group.

and Social Sciences, he chairs the French Technical Group Against Fire (GTFI), a professional union of industries, distributors and companies implementing passive fire protection products. Working in the building sector for more than 25 years, he has headed the Technical and Professional Affairs Department of the Confederation of Building Craft and Small Businesses (CAPEB).



Laurent Max
Administrator
Kingspan

Laurent Max graduated from École des Mines d'Alès and IAE d'Aix-Marseille. He first started working in the Property and Casualty insurance sector for AXA, and then moved to the fire prevention and protection sector for the American broker Marsh. Laurent Max later joined the Irish group Kingspan. Global specialist in high performance insulation solutions for buildings, Kingspan also produces solar thermal panels and small scale wind turbines. Laurent Max is now Building Technology Director for France and Benelux.

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