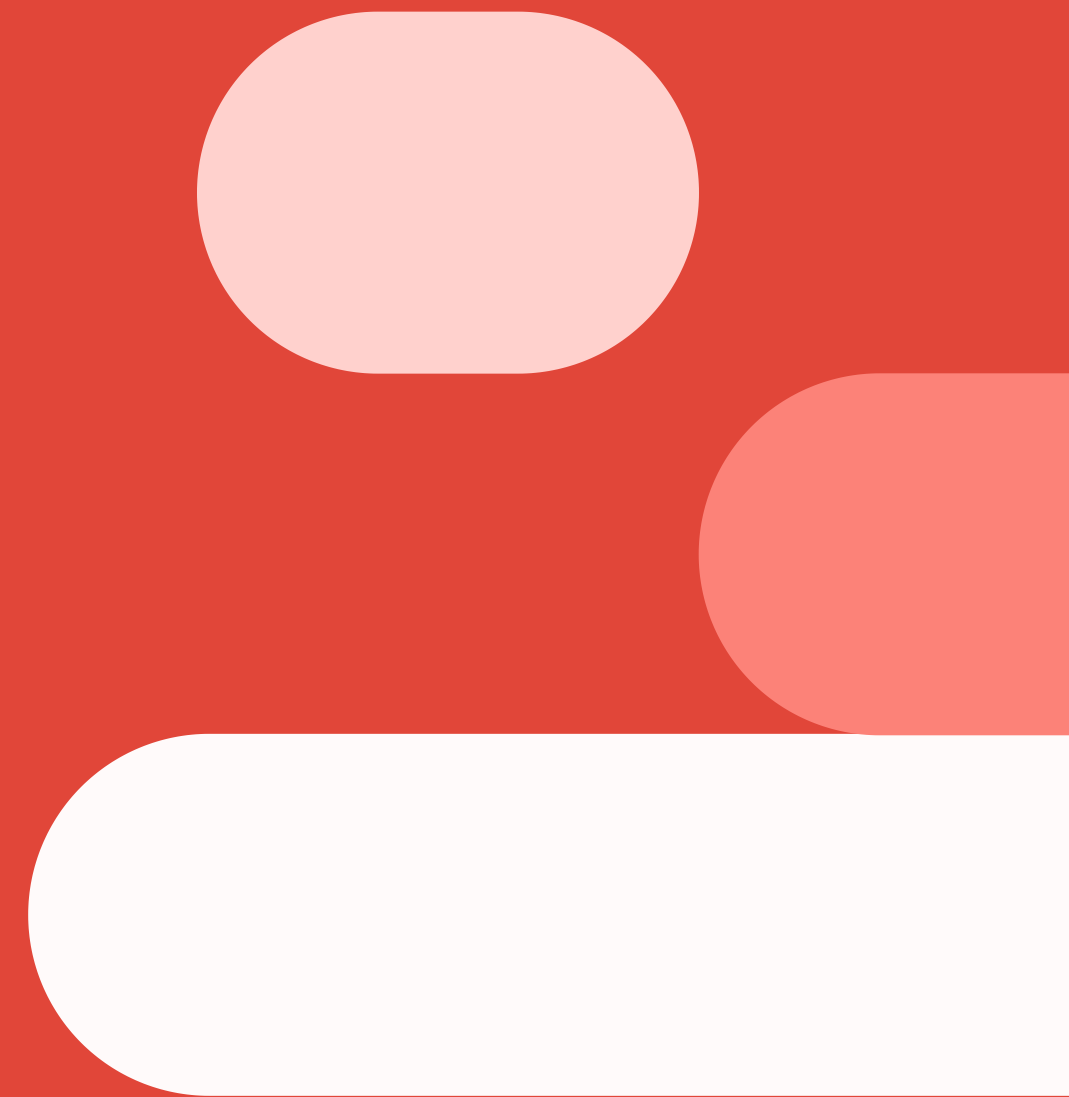


UNESCO Chair for the Future of Value

EXPANDING THE WAY WE USE THE FUTURE

The first UNESCO Chair in Futures Literacy with a business prism





The agreement between UNESCO and École des Ponts Business School establishing a Chair in systemic integration of anticipation for the future of value was signed on September 6, 2021 and was renewed for an additional 4 years in September 2025.

Value is at the heart of business - and society

Our ambition at École des Ponts Business School has always been to help women and men to maximize their potential, while contributing to a better future. Our motto sums it up best: *In business to make a better world.*

We firmly believe that each and every one of us can learn to think differently about the future, and thus have a real impact not only on our own future, but also on our collective future.

The question of value lies at the heart of all the **major economic and social challenges** we face today: How do we create value? How do we capture it? How to measure it? Distribute it? Circulate it?

The question of value - and values - is also at the heart of our social and environmental challenges. **What is value? And by extension, what is valuable?** are equally important questions.

It is these overarching issues - and how images of the future affect our perceptions and choices in the present - that are at the heart of the Chair's vision.



Addressing the major challenges of our time - through new eyes

Our system is reaching its limits.

The future of our world, as we know it, depends on our ability to adapt it - to rethink it.

Our goal is to develop our ability to better understand the structural and existential challenges the system is facing today. Our ability to detect and invent, to sense and make sense of the emerging. As Einstein said, when **faced with an existential challenge, it is essential to make sure you understand the problem before designing the solution.**

The inquiries that drive us are absolutely essential:

- Global warming and the energy transition,
- Galloping demographics and resource depletion,
- The impact of new technologies and disruptive business models on our political and social models.
- Increasing inequalities and the rise of extreme poverty,
- The globalization of trade in its health-related issues...

And always, as a cardinal point, **the question of value and how it translates into our systems of exchange, planning and risk management, and into our capacity to imagine and therefore create an emerging present that is not merely an incremental version of the past.**



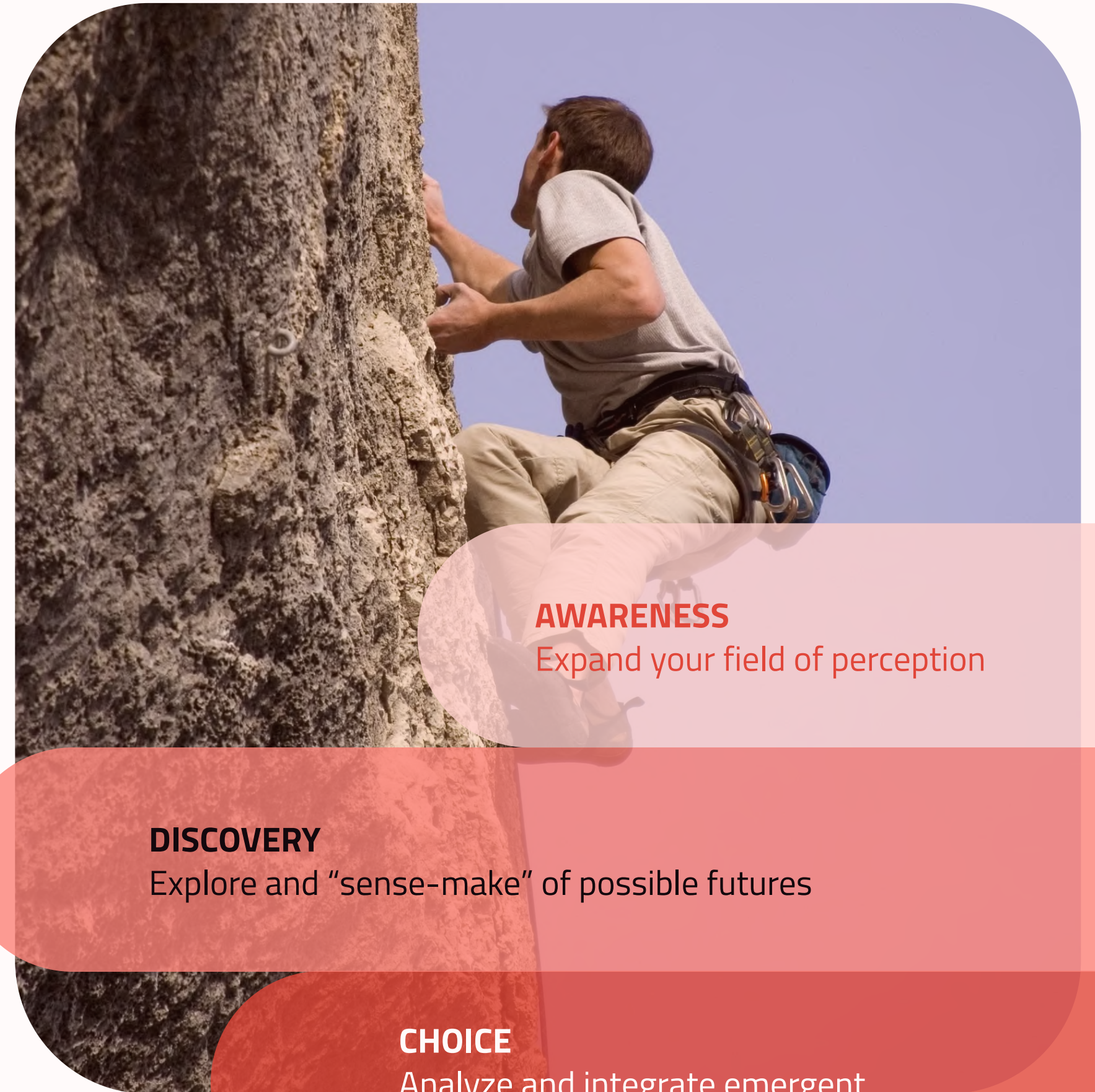
From research – to action – to business

It is no longer enough to plan and execute – we must also develop our ability to adapt in real time.

But not just as within the scope of the risk mitigation plan!

The ability to improvise must occur outside the planned. It is this capability that the Chair for the Future of Value aims to develop - at individual and organizational levels - to combine emergence and adaptability with existing planning tools and methods.

A hybrid outfit, part laboratory, business school, consulting firm and facilitation team, the Chair is much more than a traditional academic chair. It is **a center for applied research and action-learning** at the service of its partners.

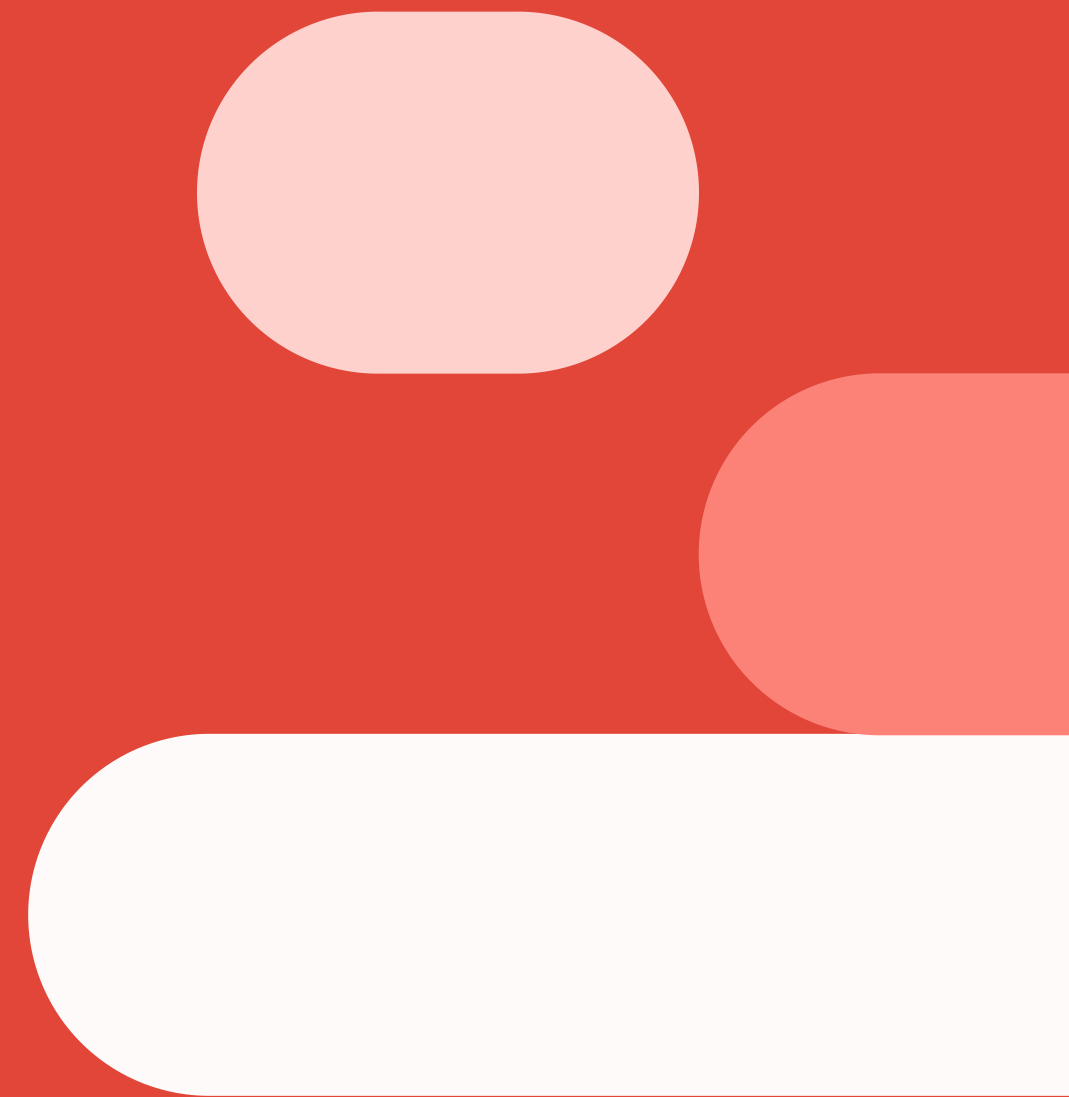


AWARENESS
Expand your field of perception

DISCOVERY
Explore and “sense-make” of possible futures

CHOICE
Analyze and integrate emergent alternatives into strategic planning process

Futures Literacy, an essential
capability for the 21st century,
developed by UNESCO



Predict, plan, mitigate – a limited and limiting vision of the future?

Complex systems are predictable – until they are not!

The tipping point is impossible to predict.

So is the new state of equilibrium...

In a system whose structural limits we are approaching, our way of using the future, our anticipatory systems, must evolve to better integrate uncertainty. Allow for emergence. To better understand the limiting assumptions of the past.

Developed over a decade ago by UNESCO, **futures literacy is the capability to diversify our images of the future to increase our ability to act in the present.**



Futures literacy enhances our ability to take action in the present

The capability to use the future in multiple ways has a direct impact on the performance of your organization:

- **Organizations that are "future-prepared" are 33% more profitable***
- And they enjoy 200% higher valuations than their competitors*

By fostering futures literacy within your organization, the Chair contributes directly to **your ability to transform emergence into opportunity - and performance.**

The Chair allows your teams to benefit from a solid and proven methodology to become fully "future-prepared" **using the 2 pillars of future studies: planning and emergence.**

*Source: Rohrbeck, R. & Kum, M.E. (2018). Corporate foresight and its impact on firm performance: A longitudinal analysis. Technical Forecasting and Social Change, 129, 105-116.



Learn and innovate through Futures Literacy Labs (FLL)

FLLs (Futures Literacy Labs) are **a powerful tool that enables organizations to develop their ability to use the future more efficiently and effectively.**

A field-tested methodology, FLLs are 'living labs' that leverage exploration and action-learning. They have a proven track record of success in a wide range of global contexts.

- FLLs are an exploratory journey through **different ways of imagining futures.**
- FLLs follow a process of **collective intelligence**, exposing to everyone the images of the future and the elements that shape them, or even limit them – our anticipatory assumptions. This process gives rise to **new questions** and a renewed perspective on the theme under discussion.
- FLLs provide participants and their organizations with **a greater awareness** of the sources of the futures we imagine and of the power of the futures we imagine **to influence what we see and do in the present.**



Our work:

Imagining and implementing a
future that goes beyond an
incremental version of the past



A collaborative, multi-dimensional research-action program

Vision:

Our vision, “**Imagine and enact a future that goes beyond an incremental version of the past**”, illustrates our commitment to designing bold, innovative solutions for a sustainable and regenerative future.

Territory of action:

Intimately linked to our relationship with value and time, finance is the subject of open exploration, from its role to its tools, from its mechanisms to its effects. We are particularly interested in alternative economic approaches, such as regenerative business models (RBM). More broadly, we challenge preconceived ideas and facilitate the emergence of new thinking on value and the future in each of our areas of work.

Research topics:

The Chair focuses on four areas: innovation & entrepreneurship, investment, financial, social & environmental impact and societal impact. Two issues remain at the heart of all our work: governance and value, in its definition, creation and measurement.

Futures Literacy, as a capability and approach:

Traditional models of anticipation, often retrospective, are reaching their limits in our uncertain world. We aim to train organizations to navigate uncertainty with a forward-looking and emergent vision.

Academic anchoring:

Firmly grounded in theory, the Chair mobilizes robust research methods.



Sharing our methods and perspectives: selected publications

BY RIEL MILLER

Miller, R. (2024). *Chapter 9: Liberating the human imagination: futures literacy and the diversification of anticipation*. In Handbook of Futures Studies. Cheltenham, UK: Edward Elgar Publishing.

<https://doi.org/10.4337/9781035301607.00015>

Miller, Riel & Feukeu, Kwamou & Kamara, Kewulay & Jones, Jess. (2024). IDRC Future of Women in Sierra Leone Final Report.

<https://hdl.handle.net/10625/62633>

Miller, Riel & Carleton, Tamara. (2023). UNESCO Futures Literacy Laboratories Playbook 2023 final.

<https://unesdoc.unesco.org/ark:/48223/pf0000385485>

Miller, R., & Tuomi, I. (2022). *Making the futures of AI in education: Why and how imagining the future matters*. European Journal of Education, 57(4).

<https://onlinelibrary.wiley.com/doi/10.1111/ejed.12529>

Miller, R. (dir.). (2018). *Transforming the future: Anticipation in the 21st Century*. Abingdon, Oxon: Routledge.

<https://unesdoc.unesco.org/ark:/48223/pf0000264644>

BY MARTIN CALNAN

Calnan, M. (2022). *The Future of Value or the Value of the Future: Exploring New Horizons in Creating Value Through Futures Literacy*. Journal of Creating Value, 8(1), 95-101.

<https://doi.org/10.1177/23949643221085762>

Calnan, M. (2022). *The question of value seen through the prism of Futures Literacy* [Address]. In Transforming knowledge for just and sustainable futures: International Conference to mark the 30th anniversary of the UNITWIN/UNESCO Chairs Programme (p.23). UNESCO Headquarters, Paris, France

<https://unesdoc.unesco.org/ark:/48223/pf0000387435>

Kim, R., & Calnan, M. (2020). Exploring frontiers in sustainability: Bringing futures literacy to financial services in Ireland and France. (Report). EIT Climate-KIC.

<https://www.climate-kic.org/wp-content/uploads/2020/04/Article-Exploring-Frontiers-in-Sustainability-042020.pdf>

Calnan, M. et al (2020). *Turning uncertainty into opportunity: a new way to use-the-future*. Lead for Impact on Medium.com.

<https://bit.ly/4clWEzF>

Navigating the Future: Our Future Literacy Labs (FLL)

The Future of Social Inequality and the Role of the Financial Sector

A collaboration with Efma, UNESCO, and Wavestone, FLL held during the 47th Congress on Banking Transformation

https://www.wavestone.com/app/uploads/2020/02/Wavestone_Efma_2020_Financial_Inclusion.pdf

The social responsibility of financial institutions in building a sustainable future for themselves

A collaboration with EIT Climate KIC, UNESCO, and Finland Futures Research Centre, FLL held during Climate Finance Week Ireland

The role of cash in the future financial landscape

FLL organized in partnership with Cash Essentials for an international panel of central banks

<https://cashesentials.org/publication/the-role-of-cash-in-the-future-monetary-landscape/>

The future of territorial inequalities

FLL organized for Léonard and the VINCI Foundation, in partnership with UNESCO

<https://bit.ly/3WVQ9ih>

The future of mobility

FLL organized for SYNAPSES, the SNCF Group's expert network

The future of corporate roles and responsibilities

FLL organized for Mirova, a sustainable investment firm and a pioneer in impact finance

The futures of applied research in business and management

A series of FLLs as part of the Executive DBA at École des Ponts Business School"





Shaping the Future of Early Childhood

Under a mandate from the **Abu Dhabi Early Childhood Authority**, our UNESCO Chair has undertaken a series of FLLs jointly with Hanze University. By collaborating with frontline professionals and challenging conventional wisdom, we have **co-developed groundbreaking approaches to early childhood development**. This work is at the core of our commitment to exploring new dimensions of value and helping shape policy.

VISTA Beauvais : Advanced Master's in Tech for Good Entrepreneurship & Innovation

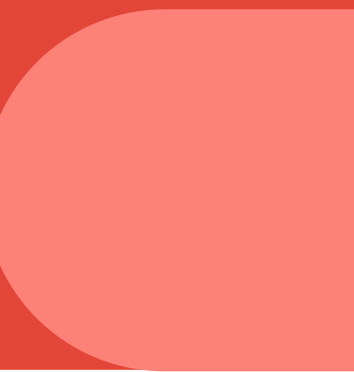
Thanks to the dedicated support of the **Beauvaisis Agglomeration Community** and (RE)SET, the Chair has created VISTA, a pioneering program for entrepreneurs. This international Master's program creates value for all stakeholders and for the planet :

- Driving the momentum of **bioeconomy and low-carbon construction clusters**,
- Enhancing access to cutting-edge technologies for the local business community,
- Attracting and nurturing talent with in-demand skills
- Boosting Beauvaisis' reputation as a center for innovation, sustainability, and deeptech investment.

This program harnesses futures literacy to catalyze ecological transition and cultivate the next generation of Greentech ventures. <https://pontsbschool.com/Beauvais>



Harnessing diverse talent to
forge a multifaceted future



The UNESCO Chair embedded in a research and expertise ecosystem



6 centers for research and excellence focused on performance, innovation, and impact

- Circular Economy Research Center
- Center for Policy & Competitiveness
- **UNESCO Chair for the Future of Value**
- ReTech Center
- Circle for Advanced Leadership
- CASE-DIEM for Emerging Markets



GLOBAL FUTURES LITERACY NETWORK

A worldwide, multidisciplinary community of scholars, practitioners, and partners bringing together the **28 UNESCO Chairs in foresight studies and futures literacy**.



WORLD FUTURES STUDIES FEDERATION

The world's #1 network dedicated to exploring potential futures: fostering dialogue and **collaboration among leading experts in the field**, it offers access to cutting-edge research



ÉCOLE NATIONALE DES PONTS ET CHAUSSÉES

At our alma mater, ENPC, 500 researchers and faculty members are dedicated to achieving the ecological and energy transition. Their work contributes to both scientific progress and economic growth.

Established in 1747, ENPC is a founding member of the Paris School of Economics and joined the Paris Institute of Technology in 2024.



مؤسسة دبي للمستقبل
DUBAI FUTURE FOUNDATION

GLOBAL FUTURES SOCIETY

Initiated by Dubai, GFS is a **global platform that unites research centers and major institutions** dedicated to shaping the future through foresight and strategic planning.

In 2023, the UNESCO Chair hosted the 25th World Conference and the 50th anniversary of the World Futures Studies Federation in Paris

Hailed as a resounding success by the global futures studies community, the WFSF conference convened 250 researchers and practitioners in person to delve into the theme of "Exploring Liminalities".

Simultaneously, a global online audience engaged with over 50 conferences and workshops delivered by more than 100 experts.





Become a Future-Shaping Academic Partner

The endeavor to shift societal paradigms **towards businesses that create value benefiting all** can only succeed as a collective undertaking. Our UNESCO Chair seeks to establish a global network of leading academic institutions committed to this cause.

By partnering with us, you can **position your institution at the forefront of futures literacy and value creation**, gain access to cutting-edge research and methodologies, and collaborate with a global network of peers. Together, we can develop innovative curricula, conduct groundbreaking research, and foster a new generation of future-ready leaders.

Academic Partner

- Participate in Chair's events
- Engage in joint research projects
- Build expertise in co-designing and co-facilitating FLLs
- Develop Futures Literacy capabilities

€50,000

ANNUAL CONTRIBUTION TO GLOBAL
EVENTS, SUPPORT & COORDINATION

Strategic Partner & Regional Office

ALL FEATURES OF AN ACADEMIC PARTNER

+

- Serve as the local representative for our UNESCO Chair in your region
- Organize local Chair events
- Develop joint certification and degree programs

€100,000

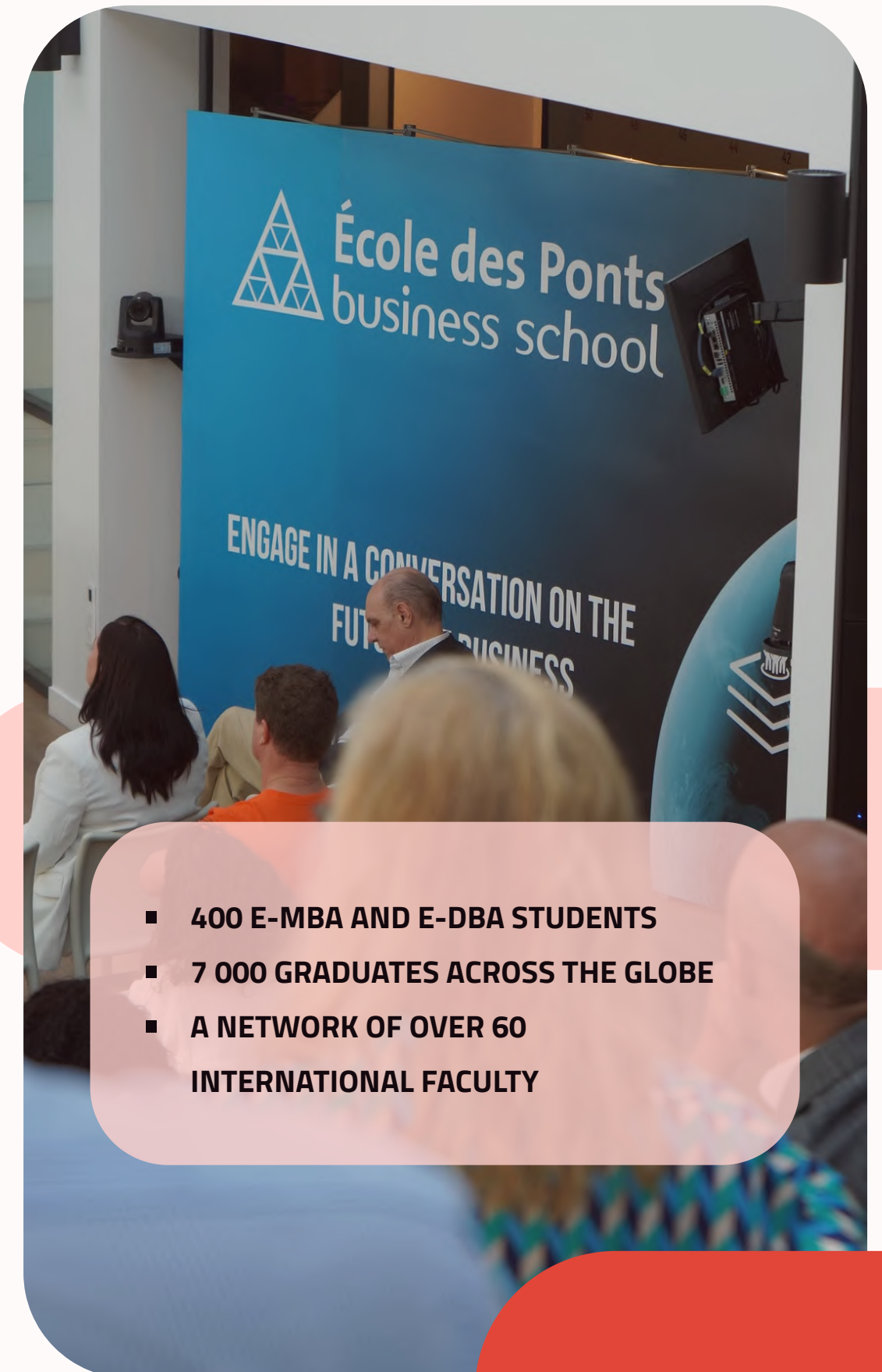
ANNUAL CONTRIBUTION TO GLOBAL
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École des Ponts Business School in brief

For over 30 years, EPBS has been supporting companies and executives in their transformation. The school's originality lies in inviting professors from top universities from around the world, who offer fresh perspectives on their disciplines. This diversity and pioneering spirit have forged the reputation of its MBA and DBA programs in Paris, Casablanca, Shanghai, and Beijing. Internationally accredited by AMBA, the school shares the commitment to excellence of its alma mater, the École nationale des ponts et chaussées, a member of the Paris Institute of Technology.

Staying at the forefront of pedagogical and managerial innovations, and contributing to the progress of the business community is imperative. Research at the school is organized into six centers dedicated to improving not only corporate performance but also their impact on the environment: the Circular Economy Research Center, the UNESCO Chair for the Future of Value, the Circle for Advanced Leadership, the Center for Policy & Competitiveness, the Retech Center, and the Center for Advanced Studies & Expertise for Africa.

EPBS has always been a school like no other. Its founder, Celia Russo, had a mission to promote global exchanges, build bridges, and unleash potential. Today, its graduates form a global network of experts, entrepreneurs, and decision-makers who each work in their own way to serve the school's values: **'in business to make a better world'**.



- 400 E-MBA AND E-DBA STUDENTS
- 7 000 GRADUATES ACROSS THE GLOBE
- A NETWORK OF OVER 60 INTERNATIONAL FACULTY

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UNESCO Chair for the Future of Value

