



One Europe, one Market

SUMMIT

Brussels & online

8-9 June 2026

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A project of



Co-founders of



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The Jacques Delors Friends of Europe Foundation

Europe is at a crossroads. It is faltering under the weight of seismic global shifts: geopolitical instability and trade wars, technological upheaval, demographic change and climate disruption. We are witnessing the erosion of European values and public trust, the rise of extremism, and a dangerous loss of global competitiveness.

Think tanks produce knowledge but lack societal impact or implementation power. Civil society has passion but often lacks influence. The private sector is disjointed across 27 regulatory frameworks.

Political extremes are mobilised, coordinated and generously funded, too often exploiting media and technology to poison public discourse with disinformation, and undermine press freedom, civic space, and democratic norms. In contrast, centrist, constructive, democratic actors are underfunded, fragmented, and vulnerable.

This is the moment to reclaim the narrative. Europe needs a **counterforce of equal ambition** to win back the hearts and minds of its citizens and businesses. There is a hunger for inspiration. An open door for reform.

This is what we aim to deliver: the **joining of forces between Friends of Europe and the Jacques Delors Institutes (Paris, Berlin, Brussels)**, on the occasion of the 100th anniversary of Jacques Delors' birth, offers a compelling, strategic and urgent response.

Building on our respective legacies and robust networks, we are creating a unique pan-European **independent think-tank, advocacy group and communications powerhouse that connects Europe's brightest minds, boldest leaders and most engaged citizens**. We fuse rigorous think tank excellence with deep civic and private sector engagement, accelerating Europe's response to the world's grand challenges.

www.jdfoefoundation.eu

About

In today's geopolitical landscape, marked by growing competition among major economic blocs, Europe's priority must be to strengthen its own economic base by completing the Single Market. Only by fully leveraging the scale of its 450 million consumers can the EU remain a relevant global actor, compete effectively, and build the financial and industrial capacity needed in a world where internal economic strength is the foundation of geopolitical influence. Deepening integration in capital, energy and telecommunications requires political courage and difficult trade-offs, yet without tackling these foundational issues, Europe's growth and sovereignty will remain constrained.

The Jacques Delors Friends of Europe Foundation has launched a Coalition of Action to gather business, trade unions, academia, civil society and institutions behind one clear timeline: building momentum and deliverables towards completing the Single Market by 2028. It is building on the recommendations of the Letta report and the commitments of the European Commission towards 'One Europe-One Market'. The focus is practical and urgent: breaking down the barriers to integrate our underdeveloped and fragmented financial markets, create the opportunity for firms to scale up in Europe and solve its governance issues for a European growth strategy.

Framed by the Single Market 2028 campaign framework, the Summit will focus on three priority areas: the Savings and investment union, the 28th regime, and an accelerated decision-making process. It will define what success looks like for businesses and citizens, while kicking off a European roadshow for the second half of the year. Discussions aim at identifying concrete roadblocks and build momentum for immediate action and will be grounded in data – including citizen insights on expectations for competitiveness, fairness and economic opportunities – to ensure the narrative resonates beyond Brussels.

The objective is clear: to move from diagnosis to delivery and show that Europe can act together.

Schedule

Monday, 8 June

19.00 - 21.30 POLICYMAKER'S DINNER

Leadership to deliver

The European Single Market for goods stands as one of Europe's greatest achievements. It lowered costs, boosted competition and increased prosperity across member states. Yet today's challenges – capital fragmentation, regulatory divergence and slow decision-making – show the job is far from finished.

This dinner will take stock of what worked in building the established Single Market and what lessons can be applied to finance, digital, energy and telecoms. What political leadership made progress possible then, and what is missing today?

By 2028, success should mean a Europe where capital flows freely, companies scale seamlessly, and decisions are taken with clarity and speed. A Single Market that delivers lower costs, stronger competition and tangible opportunities for citizens.

- What political trade-offs made the Single Market for goods succeed, and are leaders ready to make similar choices today?
- How are the most critical roadblocks preventing deeper integration in capital, digital and energy markets?
- How can member states take joint ownership of progress, rather than defaulting to blame or fragmentation?
- What concrete actions could be announced now to signal seriousness and momentum?

Schedule

Tuesday, 9 June

9.00 — 9.30 Registration and coffee

9.30 — 9.40 OPENING ADDRESS

WITH:

- **Enrico Letta**, former prime minister of Italy and Member of the Governing Board of the Jacques Delors Friends of Europe Foundation

9.40 – 10.30 SESSION 1

Unlocking Europe's investment power

Europe does not lack savings. It lacks an integrated market that channels those savings into productive investment. Fragmented capital markets limit scale, raise costs and drive innovative firms abroad. Completing the Savings and investments union is essential to increasing the supply of long-term investment and strengthening Europe's competitiveness.

The benefits are clear: deeper pools of capital, better risk-sharing, stronger support for strategic sectors and greater resilience in times of crisis. But roadblocks persist – regulatory fragmentation, uneven supervision, insolvency differences and limited retail participation. If Europe's structural problem is underinvestment and a weak business case environment, how do we fix it?

- What are the three most urgent fixes to create momentum towards a truly integrated EU capital market?
- How can we align supervision and insolvency frameworks without reopening endless institutional battles?
- What would success by 2028 look like for scale-ups, pension savers and institutional investors?
- How to make the Savings and investment union tangible for citizens, in jobs, pensions and innovation at home?

WITH:

- **Fritzi Köhler-Geib**, Member of the Executive Board of the Deutsche Bundesbank
- **Gelsomina Vigliotti**, Vice-President of the European Investment Bank (EIB)
- **Ulrik Vestergaard Knudsen**, Chief Corporate Affairs Officer, Netcompany

MODERATED BY:

- **Nils Redeker**, Co-Director, Jacques Delors Centre

10.30 — 11.00 Coffee break

Schedule

11.00 — 12.00

SESSION 2

One Market, one regime

For many companies, expanding across Europe still means navigating 27 legal systems, tax regimes and administrative cultures. A 28th regime – one common legal and tax framework for doing business across the EU – could simplify scaling and strengthen Europe's attractiveness.

How do we design a regime that is optional, business-friendly and politically realistic – while delivering real simplification rather than cosmetic harmonisation? The potential rewards are substantial: lower compliance costs, faster cross-border growth and a stronger internal market for innovation. But political sensitivities around national competences, taxation and corporate law remain major roadblocks.

- What concrete features must a 28th regime include to make a real difference for start-ups and scale-ups? What should be the minimum passporting criteria?
- How can mutual legal recognition and EU-wide tax incentives be structured to respect national prerogatives while enabling scale?
- What sectors could pilot the approach first?
- How can we ensure that simplification reduces the cost of doing business and aligns with investment cycles?

WITH:

- **Alberto de Gregorio Merino**, Director-General of the Legal Service of the European Commission
- **Fabrizia Lapecorella**, Deputy Secretary-General of the Organisation for Economic Co-operation and Development (OECD)
- **Kyriakos Iordanou**, Permanent Secretary for Energy, Commerce and Industry of Cyprus (current Presidency of the Council of the EU)
- **Lucien Burm**, President of the Dutch Startup Association

MODERATED BY:

- **Dharmendra Kanani**, Director Policy & Programs and Chief Spokesperson, Friends of Europe

12.00 — 12.10

SPECIAL ADDRESS

The One Market promise and how to achieve it

WITH:

- **Kristalina Georgieva**, Managing Director of the International Monetary Fund (IMF)

Schedule

12.10 — 12.40 SESSION III

Setting priorities, accelerating delivery

European policymakers recognise the region's competitiveness challenge, yet too often there is political inertia and fragmentation of decision-making standing in the way of progress. Key policies are shaped in isolation, such as those for capital markets, energy and digitalisation, even though they are closely related. If Europe's core problem is not ambition but delivery, a more strategic approach is required. Faster decision-making, clear political ownership and harmonised regulation are critical to improving the investment climate and re-energising the single market as Europe's growth engine.

- How can Europe offer a thriving environment for its companies in areas with large investment needs?
- Should policies for capital, labor and product markets, as well as support for strategic sectors, be formulated at a higher political level to overcome fragmentation and avoid unnecessary distortions?
- Are enhanced cooperation or coalitions of the willing part of the solution? Is it possible to eliminate national gold-plating to avoid regulatory add-ons and uneven enforcement of common EU rules?
- Is there scope to improve the process for the trilogue between the European Commission, EU Council and the European Parliament?

WITH:

- **Enrico Letta**, former prime minister of Italy and Member of the Governing Board of the Jacques Delors Friends of Europe Foundation
- **Jonathan Symonds**, Chair of the European Round Table for Industry, Chairman of GSK
- **Kristalina Georgieva**, Managing Director of the International Monetary Fund (IMF)

MODERATED BY:

- **Dharmendra Kanani**, Director Policy & Programs and Chief Spokesperson, Friends of Europe

12.40 — 13.00 CLOSING ADDRESS

WITH:

- **Bart de Wever**, Prime Minister of Belgium

13.00 — 14.00 Lunch

Speakers



Lucien Burm

[President of the Dutch Startup Association](#)

Lucien Burm is the co-founder of Prompting Europe, a pan-European platform aimed at accelerating startups to scale globally. Lucien also serves as President of the Dutch Startup Association and is a Board Member of Allied for Startups, the global network linking ecosystems to regulatory frameworks, advocating national and European startup policy.



Bart de Wever

[President of the Dutch Startup Association](#)

Bart De Wever has served as Prime Minister of Belgium since February 2025. He previously served as Mayor of Antwerp from 2013 to 2025 and led the New Flemish Alliance (N-VA) for over two decades. De Wever has held roles as a Flemish MP, federal MP and senator. He is also a published author and columnist.



Kristalina Georgieva

[Managing Director of the International Monetary Fund \(IMF\)](#)

Before her current appointment as second-ever woman to hold the post of head of the IMF, Kristalina Georgieva was the first CEO of the World Bank, during which time she also served as Interim President of the World Bank Group. Previously, she served as EU Commission Vice President for Budget and Human Resource, where she was involved in tackling the Euro Area debt crisis and the 2015 refugee crisis. She also worked as EU Commissioner for International Cooperation, Humanitarian Aid and Crisis Response, managing one of the world's largest humanitarian aid budgets. Prior to her time at the EU, Georgieva worked for 17 years at the World Bank.



Alberto de Gregorio Merino

[Director-General of the Legal Service of the European Commission](#)

Alberto de Gregorio Merino is Director-General of the Legal Service of the European Commission, where he provides legal advice across a wide range of EU policies and institutional matters. He has played a leading role on major files including crisis-response mechanisms, Brexit, support to Ukraine, NextGenerationEU and the EU's long-term budget. Previously, he headed the Business Law team in the Commission's Legal Service and served as Director and Legal Adviser at the Council of the European Union. He began his career in the Commission's Directorate-General for Trade.

Speakers



Kyriakos Iordanou

Permanent Secretary for Energy, Commerce and Industry of Cyprus (current Presidency of the Council of the EU)

Kyriakos Iordanou is Permanent Secretary of the Ministry of Energy, Commerce and Industry of Cyprus. He previously served as General Manager of the Institute of Certified Public Accountants of Cyprus, where he was responsible for the management, development and representation of the accountancy profession in Cyprus and internationally. Earlier in his career, he worked in the banking sector and held senior roles in financial control, consultancy and internal audit across public and private organisations. He has also held leadership positions in professional bodies and has been active in governance, audit and advisory roles related to research, innovation and digital policy.



Fritzi Köhler-Geib

Member of the Executive Board of the Deutsche Bundesbank

Fritzi Köhler-Geib is a Member of the Executive Board of the Deutsche Bundesbank, responsible for IT, data and statistics, risk control and the research centre. She previously served as Chief Economist and First Vice President of KfW Group. Before that, she held senior roles at the International Monetary Fund and the World Bank, including as Lead Economist and Programme Leader for Central America. Köhler-Geib has extensive experience in international finance and economic policy, with a focus on financial crises, stabilisation and growth-enhancing reforms.



Fabrizia Lapecorella

Deputy Secretary-General of the Organisation for Economic Co-operation and Development (OECD)

Fabrizia Lapecorella has been Deputy Secretary-General of the OECD since April 2023, overseeing Tax Policy and Administration, Statistics, Entrepreneurship, SMEs, Regions and Cities, and the Centre on Well-Being, Inclusion, Sustainability and Equal Opportunity, as well as coordinating the Inclusive Forum on Carbon Mitigation Approaches. She was Director-General of Finance at Italy's Ministry of Economy and Finance (2008–2022), managing tax policy, agencies, IT infrastructure, and judicial administration. Chair of the OECD Committee on Fiscal Affairs in 2022, she also served on the OECD/G20 Inclusive Framework on BEPS.

Speakers



Enrico Letta

[Former prime minister of Italy and Member of the Governing Board of the Jacques Delors Friends of Europe Foundation](#)

Enrico Letta is Dean of the IE School of Politics, Economics, and Global Affairs, and President of the Jacques Delors Institute and AREL. He served as Prime Minister of Italy and has held multiple ministerial roles, including Minister for EU Affairs and Minister for Industry and Foreign Trade. Letta previously led the Paris School of International Affairs at Sciences Po and chaired the Association of Professional Schools of International Affairs. He was tasked by European institutions to draft a Report on the Future of the Single Market, reflecting his expertise in European policy and governance.



Jonathan Symonds

[Chair of the European Round Table for Industry, Chairman of GSK](#)

Jonathan Symonds is the current Chair of the Board of GSK. He is also a Non-Executive Director of Genomics England Limited having previously served as Chairman and Non-Executive Chair of Energy Aspects. Prior to this position, Jonathan served as an Independent Non-Executive Director of HSBC Holdings plc from April 2014, and its Deputy Group Chairman from August 2018, until his retirement from the Board in February 2020. He was previously Chairman of HSBC Bank plc.



Ulrik Vestergaard Knudsen

[Chief Corporate Affairs Officer, Netcompany](#)

Ulrik Vestergaard Knudsen is the Chief Corporate Affairs Officer at Netcompany. He previously held the position of Deputy Secretary-General at the OECD, where he was responsible for the organization's policies on digital and technological transformation, global relations, gender equality, trade and agriculture. Prior to that, he served as Permanent Secretary at the Danish Ministry of Foreign Affairs. Earlier in his career, Ulrik worked at Vodafone as Group Director for International Affairs and also held roles as EU Sherpa and National Security Advisor at the Prime Minister's Office. Throughout his career in the Foreign Service, Ulrik had postings in Moscow, Washington, London and Paris.

Speakers



Gelsomina Vigliotti

Vice-President of the European Investment Bank (EIB)

Gelsomina Vigliotti has been a Vice-President of the European Investment Bank (EIB) since 2021, and is a Member of the Board of the European Investment Fund (EIF). Before joining the EIB, she served as Director General of the Italian Treasury and held senior roles at international institutions including the World Bank, the IMF and the Bank of Italy. Gelsomina Vigliotti has been a Vice-President of the European Investment Bank (EIB) since 2021, and is a Member of the Board of the European Investment Fund (EIF). Before joining the EIB, she served as Director General of the Italian Treasury and held senior roles at international institutions including the World Bank, the IMF and the Bank of Italy.

Moderators



Dharmendra Kanani

Director Policy & Programs and Chief Spokesperson, Friends of Europe

Dharmendra Kanani is Director of Policy & Programmes and Chief Spokesperson at Friends of Europe. Prior to joining Friends of Europe, Dharmendra was director of policy at the European Foundation Centre (EFC). He was the England director at the Big Lottery Fund, the largest independent funder in the UK and fourth largest in the world. Dharmendra has held senior positions in the public and voluntary sectors and advisor to numerous ministerial policy initiatives across the UK.



Nils Redeker

Co-Director, Jacques Delors Centre

Dr. Nils Redeker is Acting Co-Director of the Jacques Delors Centre and leads our policy work on European economic policy. In his own work, he mainly focuses on European fiscal- and economic policy, reforms of the EU's economic governance, and the role of Germany in the EU. Before joining the think tank world, Nils taught courses in Political Economy at the University of Zurich and was a Visiting Fellow at the Weatherhead Center for International Affairs at Harvard University.

List of participants

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