

FUNDACIÓN  
RAFAEL DEL PINO



Oxford, September 5 - 7, 2022

WFG 2022

# Workshop on the Future of Government

Mckenna Room Christ Church College

in collaboration with

**The Institute for Ethics in AI,  
University of Oxford**



# Workshop on the Future of Government

**Monday September 5, 2022**

**Christ Church, Oxford**

- 12:00 [Arrival and check-in at Porters Lodge](#)
- 12:30 Lunch at Christ Church Hall
- 13:30 [Welcome and Introductory Remarks](#)  
**Ana M.ª Cebrián del Pino**, Vice-President of the Rafael del Pino Foundation, and **Carissa Véliz**, Director of the Workshop
- 14:00 WFG Session 1: **Tom Fletcher**, Principal of Hertford College, University of Oxford  
[Surviving the 21st century](#)
- 15:30 Coffee Break and Group Presentations
- 16:30 WFG Session 2: **John Tasioulas**, Professor of Ethics and Legal Philosophy; Director of the Institute for Ethics in AI, University of Oxford  
[AI and the rule of law](#)
- 19:30 Group Dinner with the Workshop on the Future of Government participants  
[Hertford College Dinning Hall](#)

**Tuesday September 6, 2022**

**Christ Church, Oxford**

- 08:00 Breakfast at Christ Church Hall
- 09:00 WFG Session 3: **Cosmina Dorobantu**, Co-Director, Public Policy Programme, and Policy Fellow at The Alan Turing Institute, the British National Institute for Data Science  
[Rethinking Government with AI](#)
- 10:30 Coffee Break / Networking
- 11:00 WFG Session 4: **Carissa Veliz**, Associate Professor, Faculty of Philosophy, Institute for Ethics in AI, University of Oxford  
[Personal Data and the Future of Government](#)
- 12:30 Lunch at Christ Church Hall
- 14:00 WFG Session 5: **Carl Benedikt Frey**, Oxford Martin Citi Fellow, University of Oxford  
[Managing the Future of Work](#)
- 15:30 Coffee Break and Group Photo

- 16:30 WFG Session 6: **Luisa Alemany** Associate Professor of Management Practice at the London Business School and a Fellow by Resolution of St Hugh's College, University of Oxford  
*From lab to market: venture capital and the future financing of innovation*
- 18:00 Walking tour of Oxford (meet at Christ Church Porter's Lodge)
- 20:00 Dinner at The Head of the River

### Wednesday September 7, 2022

#### Christ Church, Oxford

- 07:30 *Check-out at Porters Lodge*
- 08:00 Breakfast at Christ Church Hall
- 09:00 WFG Session 7: **Ciaran Martin**, Professor of Practice in the Management of Public Organisations, Blavatnik School of Government, University of Oxford  
*Technological security & the future of Government*
- 10:30 Coffee Break / Networking
- 11:00 WFG Session 8: **Anette Mikes**, Associate Professor of Accounting at Oxford Saïd and a Fellow at Hertford College, University of Oxford  
*Exploring grand challenges - from science fiction to sound risk management*
- 12:30 End of the workshop and farewell

## LECTURERS



### LUISA ALEMANY

Luisa is an Associate Professor of Management Practice at the London Business School and a Fellow by Resolution of St Hugh's College. She previously worked at ESADE Business School and has been a Visiting Professor at the Saïd Business School in Oxford. Her main areas of interest are Entrepreneurial Finance, Venture Capital, Entrepreneurial Education, Business Angels, and Venture Philanthropy. She holds an MBA from Stanford University and a PhD in Economics and Business from Universidad Complutense (Madrid). Luisa began her career as a financial analyst at Procter & Gamble in Madrid. She subsequently worked as a consultant for McKinsey & Co in Madrid, Barcelona, and Lisbon. Later, she worked at Goldman Sachs' Investment Banking Division, in the venture capital fund Europ@Web, and as a Senior Associate of the American private equity fund The Carlyle Group in its European buyout team. Luisa Alemany was the director of the ESADE Entrepreneurship Institute for nine years (2009–2017). She was the academic sponsor of ESADE BAN (Business Angels Network), which was named Best BAN in Europe in 2016. She sits on the investment committee of two early-stage investors and is involved in Rising Tide Europe I and II (the first European Women-only Business Angels Fund). In the past, she has served on the Board of EBAN, the European Business Angels Network. Luisa's research is published in the most prominent academic journals and she has written several books, the most recent being "Entrepreneurial Finance: The Art and Science of Growing Ventures" (Cambridge University Press, 2018). This is the first European textbook on that topic. She has taught on Master of Science, MBA and executive education programmes in London, Oxford, Barcelona, Madrid, Amsterdam, Milan, Miami, Mexico and Shanghai. In 2017 she received the Best Teacher Award for ESADE's Executive Masters in Finance, and in the same year her case, "ScytI" (which concerns exits options for investors) was honoured with the Best Entrepreneurship Case Award by EFMD.



### COSMINA DOROBANTU

Cosmina is Co-Director of the Public Policy Programme at The Alan Turing Institute for data science and artificial intelligence. Cosmina joined the Turing four years ago to set up and co-lead the Public Policy research programme. The programme works alongside the government, regulators, and international organisations to explore not only how data science and AI can improve policy-making processes, but also how these technologies should be governed. Now home to 50+ full-time AI researchers and 70+ research projects, the Public Policy programme has gained national and international recognition for its work on the responsible design and implementation of AI systems in the public sector. As a researcher, Cosmina has a deep interest in working with unconventional data and innovative modelling techniques to improve policy-makers' understanding of economics. She has a PhD in Economics, from the University of Oxford, and in her own research, she has worked with large datasets from online platforms like Google to study digital trade as well as online advertising auctions. She led research collaborations with organisations like the European Commission, and she sits on various boards and advisory groups, including the Trade and Economy Panel at the Department for International Trade, the Financial Conduct Authority and the Bank of England's Financial Services Artificial Intelligence Public-Private Forum, and the Mayor of London's new Data for London Board. Cosmina's current work sits at the intersection of policy and academia, and it is informed by her extensive experience in industry. Prior to joining the Turing, Cosmina was a Director and co-founder of Aurora Energy Research, one of UK's leading energy market modelling and analytics firms. She also spent five years at Google, defining the company's investment and business strategy in Eastern Europe, the Middle East, and Africa.





## TOM FLETCHER

Tom became Principal of Hertford College in September 2020. He was previously the foreign policy adviser to three UK Prime Ministers (2007-11) and the UK's Ambassador to Lebanon (2011-15). More recently, he has been a Visiting Professor at New York University, and chaired the International Advisory Council of the Creative Industries Federation, promoting Britain's most dynamic and magnetic sector overseas. In 2018 he founded The Foundation for Opportunity. Tom led a review of British diplomacy for the UK Foreign Office in 2016, and on the future of the United Nations for the UN Secretary General in 2017. In 2018 he authored a report on the skills the next generation need to thrive in the 21st century. His book on the future of statecraft, *The Naked Diplomat: Power and Politics in the Digital Age*, was published in June 2016 by Harper Collins. He regularly writes for The National, Prospect and other publications, and has recently published *Ten Survival Skills for a World in Flux* (2022), and *The Ambassador* (2022).



## CARL BENEDIKT FREY

After studying economics, history and management at Lund University, Frey completed his PhD at the Max Planck Institute for Innovation and Competition in 2011. He subsequently joined the Oxford Martin School where he founded the programme on the Future of Work with support from Citigroup. Between 2012 and 2014, he taught at the Department of Economic History at Lund University. In 2012, Frey became an Economics Associate of Nuffield College and Senior Fellow at the Institute for New Economic Thinking, both at the University of Oxford. He remains a Senior Fellow of the Department of Economic History at Lund University, and a Fellow of the Royal Society for the Encouragement of Arts, Manufactures and Commerce (RSA). In 2019, he joined the World Economic Forum's Global Future Council on the New Economic Agenda, as well as the Bretton Woods Committee. In 2013, Frey co-authored "The Future of Employment: How Susceptible Are Jobs to Computerization?", estimating that 47% of jobs are at risk of automation. With over 5000 academic citations, the study's methodology has been used by President Barack Obama's Council of Economic Advisors, the Bank of England, the World Bank, as well as a popular risk-prediction tool by the BBC. In 2019, the paper was debated on the Last Week Tonight Show with John Oliver. Frey

has served as an advisor and consultant to international organisations, think tanks, government and business, including the G20, the OECD, the European Commission, the United Nations, and several Fortune 500 companies. He is also an op-ed contributor to the Financial Times, Scientific American, and the Wall Street Journal, where he has written on the economics of artificial intelligence, the history of technology, and the future of work. His academic work has featured in over 100 media outlets, including The Economist, Foreign Affairs, New York Times, Time Magazine, Le Monde, and Frankfurter Allgemeine Zeitung. In addition, he has frequently appeared international broadcast media such as CNN, BBC, PBS News Hour, Al Jazeera, and Sky News. His most recent book, *The Technology Trap*, was selected a Financial Times Best Books of the Year in 2019.



## CIARAN MARTIN

Ciaran is Professor of Practice in the Management of Public Organisations. Prior to joining the School, Ciaran was the founding Chief Executive of the National Cyber Security Centre, part of GCHQ. Ciaran led a fundamental shift in the UK's approach to cyber security in the second half of the last decade. He successfully advocated for a wholesale change of approach towards a more interventionist posture and this was adopted by the Government in the 2015 National Security Strategy, leading to the creation of the NCSC in 2016 under his leadership. Over the same timeframe, the UK has moved from joint eighth to first in the International Telecommunications Union's Global Cybersecurity Index and the NCSC model has been studied widely and adopted in countries like Canada and Australia. The NCSC's approach has been lauded for responding quickly to incidents and giving the British public clear and prompt advice on responding to them, putting previously classified information in the hands of industry so that companies can defend themselves more effectively, major improvements in automatic cyber security like countering brand spoofing and rapidly taking down malicious sites, and projecting the UK's leadership in cyber security across the world. Ciaran's work, which led to him being appointed CB in the 2020 New Year's Honour's list, has also been recognised and honoured in the United States and elsewhere across the world.



## ANETTE MIKES

Anette is an Associate Professor of Accounting at Oxford Saïd and a Fellow at Hertford College. Anette was the 2017 laureate of the prestigious ACA Prize of the University of St-Gallen for her

contributions to the field of risk management and financial governance. Between 2014-2019, she was a professor at HEC Lausanne, teaching risk management, management control and accounting for sustainability. Formerly at Harvard Business School, she launched (with professors Robert Kaplan and Dutch Leonard) the Harvard executive education program 'Risk Management for Corporate Leaders.' Anette completed her PhD at the London School of Economics in 2005 and worked in the City of London in 2006-7, during the 'calm before the storm,' conducting a research project among the members of the British Bankers' Association's Risk Advisory Panel on the role of the Chief Risk Officer. Her work on the evolution, variation, consequences and contextual determinants of risk management has appeared in *Management Accounting Research*; *Accounting, Organizations and Society*; the *Journal of Applied Corporate Finance* and in the *Harvard Business Review*. Her 2012 HBR article with Bob Kaplan ('Managing Risks: A New Framework') was republished both in HBR's 10 Must Reads in Strategy and in HBR's 10 Must Reads in Risk Management in 2020. She won the David Solomons Award ('Best Paper in Management Accounting Research') twice: in 2010 (for her article 'Risk Management and Calculative Cultures') and in 2016 (for the article 'How Do Risk Managers Become Influential?', with co-authors Matt Hall and Yuval Millo). Her research documentary on a man-made disaster ('The Kursk Submarine Rescue Mission') won the Most Outstanding Short Film Award at the Global Risk Forum in Davos in August 2014. The latter project signifies her continuing interest in man-made disasters, and her current research project ('Values at Risk: Management Accounting in the Age of Corporate Purpose') focuses on the interface between risk management, business ethics and management control.



## JOHN TASIOULAS

Professor Tasioulas joined as Director of the Institute for Ethics in AI at the University of Oxford in October 2020. He was previously Chair of Politics, Philosophy and Law and Director of the

Yeoh Tiong Lay Centre for Politics, Philosophy & Law at King's College London. He is also a Distinguished Research Fellow of the Oxford Uehiro Centre and Emeritus Fellow of Corpus Christi College, Oxford. John is a member of the International Advisory Board, Panel for the Future of Science and Technology (STOA), European Parliament and a member of the AI Consultative Group of the Administrative Conference of the United States. He has held visiting appointments at the Australian National University, Harvard University, the University of Chicago, the University of Notre Dame, and the University of Melbourne, and acted as a consultant on human rights to the World Bank.

## UNIVERSITY OF OXFORD



### CARISSA VÉLIZ

Carissa is an Associate Professor in Philosophy at the Institute for Ethics in AI, and a Fellow at Hertford College at the University of Oxford. She has published articles in media such as Wired, the Guardian, New Statesman, and El País. Her academic work has been published in The Harvard Business Review, Nature Electronics, Nature Energy, and AI & Society, among other journals. Professor Véliz is the recipient of the 2021 Herbert A. Simon Award for Outstanding Research in Computing and Philosophy. She advises policymakers around the world on privacy and AI. In Spain, she was a member of the Group of Experts in charge of offering advice for the drafting of the first Digital Rights Charter at the Ministry of Economic Affairs and Digital Transformation, as well as a member of the High-Level Advisory Panel on Technology and Global Order at the Ministry of Foreign Affairs. In the UK, she has been a witness to the House of Lords Communications and Digital Select Committee on freedom of expression, online harms, and public policy. In the US, she has advised Congress on a privacy bill and has given evidence to the Chamber of Commerce. She is the author of the highly-acclaimed *Privacy Is Power* (an Economist book of the year, 2020) and the editor of the forthcoming *Oxford Handbook of Digital Ethics*. She tweets at @carissaveliz.

## RAFAEL DEL PINO FOUNDATION



### ANA M.ª CEBRIÁN DEL PINO

Ana is the Vice-President of the Rafael del Pino Foundation. She holds a degree in Business Administration and Management (Comillas Pontifical University). She furthered her studies at Northeastern University (Boston); she obtained an MBA from McGill University-Desautels Faculty of Management. She has been the Director of the Online Business Channel at El Ganso S.A.; previously, she has worked as a Foreign Trade Technician at the Economic and Commercial Office of the Spanish Embassy in Warsaw, as an analyst in the Private Equity Department at Pactio Gestión Asset Management, and as a Senior Research Analyst at Brandywine Global.

## VICENTE J. MONTES GAN



Vicente is the Director (CEO) of the Rafael del Pino Foundation, Vicepresident of the Spanish Association of Foundations, Founder and President of the NGO Liberdom,

member of the Board of Trustees of the NGO Flying Doctors AMREF HEALTH AFRICA, and member of the Editorial Boards of the academic magazine Informacion Comercial Espanola. Previous positions include: Vicepresident of the UN Global Compact Spanish Network; President of the Spanish State Economists & Trade Specialist Association; Economic and Commercial Counsellor at the Embassy of Spain in Angola, Namibia, Congo, DR Congo, Sao Tome and Principe and Zambia; Director at ICEX; and Deputy Director General of the Spanish Court of Competition. He has also been Professor of Economic Analysis (Carlos III University of Madrid) and Chairman of the Department of Economics of the Ateneo de Madrid. He holds a Bachelor in Economics (Autonoma University of Madrid), a Doctorate of Philosophy (School of Law, Complutense University of Madrid) and is Member of the European Academy of Sciences and Arts. He is member of the Spanish State Economist and Trade Specialist Corps, Officer of the Royal Order of Isabel La Catolica, Leao de Oro of the Republic of Angola (AIA) and I Essay Prize Casa Africa.

## CARLOTA TABOADA



Carlota is the Research & Online Programs Director at the Rafael del Pino Foundation being responsible for developing and testing new in-person and virtual formats for seminars,

courses, and programmes that engage dynamic audiences in in-depth, meaningful experiences around the institution. Prior to this, she worked as Cultural Manager at Casa del Lector-GSR Foundation being responsible for disseminating the institution's philosophy with a strong commitment to collaboration and impact. Previously she worked at Instituto Cervantes and Mumbai University (India). Throughout her career she has undertaken different positions of responsibility in the cultural management field. She holds a Bachelor's Degree in English Studies (University of Santiago de Compostela), an MPhil in in Culture Studies (Carlos III University of Madrid), and an MPhil in Modern Languages & Education Research (University of Murcia).



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