

Børge Brende
President

H.E. Ms Sigrid Kaag
Minister for Foreign Trade and Development Cooperation
Ministry of Foreign Affairs of the Netherlands
P.O. Box : 20061
2500 EB The Hague
Netherlands

22 October 2020
saf/ps0

Dear Minister,

I am pleased to invite you to the World Economic Forum Annual Meeting 2021, which will take place in Lucerne-Bürgenstock, Switzerland, starting on Tuesday evening 18 May and ending in the evening on Friday 21 May 2021.

This Annual Meeting will be the first opportunity for leaders from government and business to come together again and design a common recovery path and rebuild a more resilient, cohesive and sustainable society. Underpinning it will be the process of the Great Reset, an unprecedented mobilization of actionable ideas from the Forum's action groups, platforms and other initiatives to shape the post-COVID-19 world.

The Forum will limit participation in the event to ensure its community spirit. Participants in Lucerne-Bürgenstock will connect with a network of 400 hubs around the world, providing the opportunity for dialogue with the Forum's Global Shapers and ensuring openness and inclusion. The Annual Meeting will only take place if the Forum can guarantee the health and safety of participants and the host community.

As you co-chair the World Economic Forum's Global Action Group and are a member of the Regional Action Group for the Middle East and North Africa, your contributions to the work of the Great Reset will be especially critical at the Annual Meeting, as well as to ensuring that the Netherlands takes a large role in shaping the future of the global trading system.

The Forum will be in contact with your office to ensure that your participation in the Annual Meeting 2021 is productive.

Yours sincerely,

Warmly,

erming persoonlijke lever

Børge Brende
President

H.E. Ms Sigrid Kaag
Minister for Foreign Trade and Development Cooperation
Ministry of Foreign Affairs of the Netherlands
P.O. Box : 20061
2500 EB The Hague
Netherlands

25 May 2021
saf

Dear Minister, *Dear Sigrid,*

I am pleased to invite you to a virtual meeting of the World Economic Forum's Trade and Investment Leadership Group taking place on Friday 28 June from 14.00 to 15.00 CEST.

The Leadership Group is an active subset of the Trade and Investment Stewardship Board. The board is composed of around half of the G20 trade ministers plus leading corporate chief executives. Its role is to guide international public-private cooperation on trade and investment priorities. Usually, there is a face-to-face meeting of the Board once a year during the World Economic Forum Annual Meeting in Davos. This year, due to the COVID-19 pandemic, the Leadership Group will convene virtually.

The board has charged the Forum's Trade and Investment community with an ambitious mandate covering trade and investment facilitation, digital trade, sustainable value chains, tax, competition, subsidies and more. The community advances these through a mix of policy input and practical implementation support.

This Leadership Group meeting will define priorities for public-private action on trade and investment emerging from the pandemic. This includes steps related to the World Trade Organization Ministerial Conference in December 2021, the first in four years.

The Forum would be delighted to review the status of the community's work and current directions with your team in advance of the virtual meeting. I hope you will be able to join the Leadership Group meeting on 28 June.

Sincerely,



Børge Brende
President

H.E. Ms Sigrid Kaag
Minister for Foreign Trade and Development Cooperation
Ministry of Foreign Affairs of the Netherlands
P.O. Box : 20061
2500 EB The Hague
Netherlands

21 December 2020
saf/pso

Dear Minister,

Following up on my earlier invitation, I would like to update you on the World Economic Forum Special Annual Meeting 2021, which will now take place in Singapore from 25 to 28 May 2021.

This will be the first global leadership summit in 2021 where leaders from government and business come together again in an atmosphere of trust to design a common recovery path and rebuild a more resilient, cohesive and sustainable society.

As you know, Singapore has been successful in dealing with the pandemic and can be considered a safe destination. The Forum is working closely with the Government of Singapore to make the Special Annual Meeting 2021 interactive and impactful, and at the same time safe and healthy.

In view of the systemic impact of the pandemic on trade, your insights will be crucial to shaping the Great Reset and the future of the global trading system.

The Forum will contact your office to ensure that this engagement is of maximum value for you and the Dutch Government. I truly look forward to welcoming you personally in Singapore and wish you a happy and healthy holiday season.

Yours sincerely,


rming persoonlijke leve

Børge Brende
President

H.E. Ms Sigrid Kaag
Minister for Foreign Trade and Development Cooperation
Ministry of Foreign Affairs of the Netherlands
P.O. Box : 20061
2500 EB The Hague
Netherlands

14 December 2020
saf/pso

Dear Minister,

It is my honour to invite you to share your perspectives during the session on Retooling Global Foreign Direct Investment, which will take place on 29 January from 14.00 to 15.00 CET in the context of the World Economic Forum Davos Agenda being held virtually from 25 to 29 January 2021.

By convening this top-level gathering at the beginning of 2021, the Forum will build on its 50-year multistakeholder dialogue history and its status as an International Organization for Public-Private Cooperation to provide important signposts in finally overcoming the centennial challenge of COVID-19.

This session will have wide media visibility, while also providing for an opportunity to engage with business leaders from the Forum's 1,000 Partner companies.

I believe your leadership and insight are absolutely essential in this context. As such, the Forum will contact your office to ensure that this engagement is of maximum value to you and the Netherlands. I would be grateful to receive your confirmation before 21 December in order to make the appropriate arrangements.

Yours sincerely, *Warmly,*

forming persoonlijke leve

Join us on 23 February 2021

Confirm now >

Dear Minister,

We are looking forward to your participation in the next virtual meeting of the **Regional Action Group for the Middle East and North Africa** taking place on **Tuesday, 23 February, 15.00 – 16.15 (CEST)**.

Please confirm your participation on Toplink. For further details, view this [short video](#) on how to register and join the meeting.

On the agenda:

Growth engines for the post-Covid era in the Middle East and North Africa

Technology start-ups in the Middle East and North Africa have raised more than 1\$ billion in 2020, with most of the deals made in the healthcare, fintech and e-commerce sectors. These have been a boon to governments' efforts to forge ahead in reducing the region's dependence on hydrocarbons, which still accounts for 40% of regional economic activity, and to bolster home-grown innovation.

On which key areas should leaders focus their efforts over the next year, particularly concerning the domains of technology and digitalization, to engender a step-change in the Middle East and North Africa's competitiveness?

Special Contributors

- Bescherming persoonlijke levenssfeer
- Bescherming persoonlijke levenssfeer
- Bescherming persoonlijke levenssfeer
- Bescherming persoonlijke levenssfeer

Introduced by

- **Børge Brende**, President, World Economic Forum

This dialogue will be followed by a peer exchange with all members of the Regional Action Group for the Middle East and North Africa.

Sincerely,

Mirek Dušek
Member of the Executive Committee
World Economic Forum
www.weforum.org

How to register and join

The meeting will take place on TopLink, the Forum's digital event, collaboration and knowledge platform.

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Børge Brende
President

H.E. Ms Sigrid Kaag
Minister for Foreign Trade and Development Cooperation
Ministry of Foreign Affairs of the Netherlands
P.O. Box : 20061
2500 EB The Hague
Netherlands

13 October 2020
saf/pso

Dear Minister,

It is my great pleasure to invite you to the World Economic Forum's Jobs Reset Summit taking place from 20 to 23 October 2020.

This high-level virtual summit will convene leaders from business, international organizations, government, civil society, media and the broader public to create a new vision, new standards and new partnerships on four interrelated challenges:

- Economic growth, revival and transformation (20 October)
- Work, wages and job creation (21 October)
- Education, skills and lifelong learning (22 October)
- Equity, inclusion and social justice (23 October)

Given your leadership on digital trade, participants would particularly value your perspectives, and those of the Netherlands, during the Redesigning Trade and Employment session taking place on Tuesday 20 October from 16.00 to 16.45 CEST.

The Forum will work closely with your office to identify the optimal opportunity that would best highlight your interest and expertise, and help you drive progress on this critical agenda. I look forward to welcoming you to the summit.

Yours sincerely,

Bescherming persoonlijke levenssfeer

From: [redacted] g persoonlijke
To: [redacted] ning persoonlijke lev
Cc: [redacted] ng persoonlijke; [redacted] Bescherming persoonlijke leve
Subject: RE: Invitation for Minister Kaag: Jobs Reset Summit; Redesigning Trade and Employment, 20 October
Date: vrijdag 16 oktober 2020 10:57:44

Many thanks [redacted] for letting us know and for your consideration, duly noted.

All the best,

[redacted] g persoonlijke

From: [redacted] Bescherming persoonlijke levenssfeer [redacted]@minbuza.nl>
Sent: Thursday, October 15, 2020 6:20 PM
To: [redacted] Bescherming persoonlijke levenssfeer [redacted]@weforum.org>
Cc: [redacted] Bescherming persoonlijke levenssfeer [redacted]@minbuza.nl>; [redacted] ning persoonlijke le
<[redacted] ng persoonlijke l@minbuza.nl>; [redacted] Bescherming persoonlijke levenssfeer [redacted]@minbuza.nl>
Subject: RE: Invitation for Minister Kaag: Jobs Reset Summit; Redesigning Trade and
Employment, 20 October

[redacted] g persoonlijke

Many thanks for the invitation. Unfortunately, for agenda reasons, the Minister is not able to participate in the October 20 session.

Best, [redacted] persoonl

From: [redacted] Bescherming persoonlijke levenssfeer [redacted]@weforum.org>
Sent: dinsdag 13 oktober 2020 16:20
To: [redacted] Bescherming persoonlijke levenssfeer [redacted]@minbuza.nl>
Cc: [redacted] Bescherming persoonlijke levenssfeer [redacted]@minbuza.nl>; [redacted] ning persoonlijke le
<[redacted] ng persoonlijke le@minbuza.nl>; [redacted] Bescherming persoonlijke levenssfeer [redacted]@minbuza.nl>
Subject: Invitation for Minister Kaag: Jobs Reset Summit; Redesigning Trade and Employment, 20
October

Dear [redacted] persoonlij

With sincere apologies for the short notice, we would like to invite Minister Kaag to take part in the Jobs Reset Summit, taking place virtually 20-23 October. We would particularly like to invite her to speak at the **Redesigning Trade and Employment** session taking place on **Tuesday 20 October** from **16.00 to 16.45 CEST**.

Kindly find attached the Minister's official invitation, the meeting overview, as well as a session structure with the invited/confirmed contributors.

Many thanks for letting me know if the Minister would be available and interested to take part.

Best,

[redacted] ning persoonlijke lev

Community Lead, Europe
Center for Regional and Geopolitical Affairs

World Economic Forum

91-93 Route de la Capite, Cologny Geneva CH1223 Switzerland
T +41 22 769 1900 [redacted] Bescherming [redacted] ng persoonlijke l@weforum.org

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From: Bescherming persoonlijke levenssfeer
To: Bescherming persoonlijke levenssfeer
Cc: Bescherming persoonlijke levenssfeer; RE: Invitation for the Regional Action Group for MENA, 24 November 2020
Subject: RE: Invitation for the Regional Action Group for MENA, 24 November 2020
Date: donderdag 12 november 2020 15:58:29
Attachments: image001.png
image002.png

Dear [redacted] thank you for letting us know and sorry to hear the Minister will not be able to take part. We will be sure to send through the minutes of the 24 November meeting once available.
All the best,
[redacted]

From: Bescherming persoonlijke levenssfeer <[redacted]@minbuza.nl>
Sent: Wednesday, November 11, 2020 4:53 PM
To: [redacted] <[redacted]@weforum.org>; Bescherming persoonlijke levenssfeer <[redacted]@weforum.org>
Cc: Bescherming persoonlijke levenssfeer <[redacted]@minbuza.nl>; Bescherming persoonlijke levenssfeer <[redacted]@minbuza.nl>; Bescherming persoonlijke levenssfeer <[redacted]@minbuza.nl>; Bescherming persoonlijke levenssfeer <[redacted]@minbuza.nl>
Subject: RE: Invitation for the Regional Action Group for MENA, 24 November 2020
Dear [redacted],
Thank you for inviting minister Kaag to the next virtual meeting of the Forum's RAG MENA. Unfortunately minister Kaag is unable to attend this meeting.
Kind regards,
[redacted]

From: Bescherming persoonlijke levenssfeer <[redacted]@weforum.org>
Sent: dinsdag 3 november 2020 13:50
To: Bescherming persoonlijke levenssfeer <[redacted]@minbuza.nl>
Cc: Bescherming persoonlijke levenssfeer <[redacted]@minbuza.nl>; Bescherming persoonlijke levenssfeer <[redacted]@weforum.org>
Subject: Invitation for the Regional Action Group for MENA, 24 November 2020

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Regional Action Group for the Middle East and North Africa

Virtual Community Meeting

Join us on 24 November 2020

[Confirm now >](#)

Dear Minister,

We are looking forward to your participation in the next virtual meeting of the **Regional Action Group for the Middle East and North Africa** taking place on **Wednesday, 24 November, 15.00 – 16.15 (CEST)**.

Please confirm your participation on [Toplink](#). For further details, view this [short video](#) on how to register and join the meeting.

On the agenda:

Resetting Investment Strategies for the Post-COVID World

The world is heading towards a critical juncture: a second wave of infections is knee-capping key economies and forcing governments to renew their restrictions. The result of the US election will change the global trade landscape and the architecture of the world's economy. At the same time, the neck-breaking pace of efforts to deliver a COVID-19 vaccine and the positive developments in some Asian economies might yet brighten global economic prospects.

In this context, how can investors in the Middle East and North Africa effectively navigate the uncertainty of global and regional markets to design strategies that are both profitable and sustainable in the long run?

Special Contributors

-
-
-

Bescherming persoonlijke levenssfeer

Introduced by

- **Børge Brende**, President, World Economic Forum

This dialogue will be followed by a peer exchange with all members of the Regional Action Group for the Middle East and North Africa.

Sincerely,

Mirek Dušek
Member of the Executive Committee
World Economic Forum
www.weforum.org



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Børge Brende
President

H.E. Ms Sigrid Kaag
Minister for Foreign Trade and Development Cooperation
Ministry of Foreign Affairs of the Netherlands
P.O. Box : 20061
2500 EB The Hague
Netherlands

10 August 2020

Dear Minister,

It is my great pleasure to invite you to the World Economic Forum Sustainable Development Impact Summit, which will take place virtually from 21 to 24 September 2020.

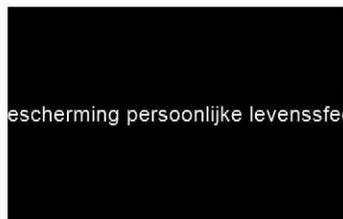
The COVID-19 crisis is having a profound impact on societies and economies around the world, with major setbacks in achieving the Sustainable Development Goals and the Paris Climate Agreement. Putting the world back on a path of sustainable, equitable and inclusive growth will require a Great Reset of social and economic systems.

Taking place in the context of the United Nations General Assembly, the summit will comprise a series of high-level dialogues focused on building and scaling up multistakeholder partnerships to tackle climate change and advance sustainable development. The summit will virtually convene leaders from international organizations, government, business and civil society, as well as a diverse group of experts and innovators.

Given your personal leadership in catalysing cooperation for sustainable development, and in particular promoting green trade at both European and global levels, participants would highly welcome your perspectives during the deliberations.

The Forum will work closely with your office to identify the optimal opportunities that would best capitalize on your expertise and help leaders deliver change. I look forward to engaging you in this effort and, hopefully, welcoming you to the summit.

Yours sincerely,



escherming persoonlijke levenssfeer

Børge Brende
President

H.E. Ms Sigrid Kaag
Minister of Foreign Affairs
Ministry of Foreign Affairs of the Netherlands
P.O. Box : 20061
2500 EB The Hague
Netherlands

2 September 2021
saf/wre

Dear Minister, *Dear Sigrid,*

It is my great pleasure to invite you to share your perspectives during an upcoming session of the World Economic Forum's Agenda Dialogues taking place on 20 September from 14.30 to 15.30 CEST under the theme Shaping an Equitable, Inclusive and Sustainable Recovery. This session will serve as the global opening of the World Economic Forum Sustainable Development Impact Summit 2021 being held virtually from 20 to 23 September 2021 alongside the United Nations General Assembly.

Broadcast live to the Forum's global audience of over 20 million social media followers, the Agenda Dialogues bring together chief executives from the Forum's global business community, senior government leaders, and the foremost experts to set the agenda to tackle the challenges of the pandemic and to build a more inclusive, cohesive and sustainable future.

In 2020, for the first time, the world retreated in its progress on achieving the Sustainable Development Goals (SDGs). With less than a decade to meet the SDGs, your leadership and presence will be integral to the successful mobilization of key stakeholders to achieve them and the Paris Agreement. The Forum will work closely with your office to ensure that this engagement is of maximum value to you and the Netherlands.

I look forward to engaging you in this effort and, hopefully, welcoming you to the session on 20 September.

Yours sincerely,



H.E. Ms Sigrid Kaag
Minister for Foreign Trade and Development Cooperation
Ministry of Foreign Affairs of the Netherlands
P.O. Box: 20061
2500 EB The Hague
Netherlands

18 November 2019
tbel

Dear Minister,

It is with great pleasure that we would like to invite you to be a member of the 2020 World Economic Forum's Stewardship Board for the Middle East and North Africa.

While major economies are undergoing wide-scale transformation through ambitious reforms, persistent fragility in certain areas of the region hinders its prospects to thrive. Given this regional landscape and at a time when fundamental shifts in global trade, technology and the environment impact the future of the Middle East and North Africa directly, the Stewardship Board will serve as an advisory body to ensure the region's competitiveness in the long run.

Stewards will comprise leading representatives from government, business, innovators and experts, who can provide strategic leadership and collectively shape the regional agenda.

We hope that you will accept this invitation and look forward to receiving your kind feedback.

Yours sincerely,

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Bescherming persoonlijke levenssfeer

Member of the Executive Committee

Børge Brende
President

H.E. Mr Bruno Bruins
Minister for Medical Care
Ministry of Health, Welfare and Sport of the Netherlands
P.O. Box : 20350
2500 EJ The Hague
Netherlands

7 November 2019
saf/pso

Dear Minister,

On behalf of the Board of Trustees of the World Economic Forum, the International Organization for Public-Private Cooperation, I am pleased to invite you to the World Economic Forum Annual Meeting, which will take place in Davos-Klosters, Switzerland, from 21 to 24 January 2020, under the theme Stakeholders for a Cohesive and Sustainable World.

In the 50 years since its creation, the Annual Meeting has become the world's most impactful high-level gathering, bringing together leaders from government, international organizations, business and civil society to shape global, regional and industry agendas at the beginning of the year.

Given your role as a Steward of the Forum's Platform for Shaping the Future of Health and Healthcare, including your active involvement in the Global Coalition for Value in Healthcare, your participation in the Annual Meeting would be highly appreciated.

The Forum will work closely with your office over the coming months to build a special agenda that meets your strategic interests and evolving priorities. I look forward to your active engagement and to welcoming you to the Forum's 50th Annual Meeting in January.

Yours sincerely,

Bescherming persoonlijke levenssfeer

Børge Brende
President

H.E. Mr Bruno Bruins
Minister for Medical Care
Ministry of Health, Welfare and Sport of the Netherlands
P.O. Box : 20350
2500 EJ The Hague
Netherlands

11 December 2017
akn/arco

Dear Minister,

I am pleased to invite you to the 48th World Economic Forum Annual Meeting, which will take place in Davos-Klosters, Switzerland, from 23 to 26 January under the theme Creating a Shared Future in a Fractured World. The theme highlights the concerns of global leaders confronting manifold challenges and reflects their willingness to cooperate on finding pragmatic solutions.

Interest in participating in the Annual Meeting is stronger than ever, with 3,000 of the most influential leaders from all walks of life joining the discussions in Davos. The meeting serves as an opportunity at the beginning of the year to shape the global agenda through an integrated and multistakeholder approach.

Among other issues, the programme will highlight the identification of areas for public-private cooperation on global health. The Forum is delighted that you have accepted to be a Steward of the System Initiative on the Future of Health and Healthcare and looks forward to your engagement on this issue.

The Forum will work closely with your staff to ensure that your presence serves your interests in an optimal manner. I truly look forward to welcoming you in Davos.

Yours sincerely,

Bescherming persoonlijke levenssfeer

- 7 FEB. 2017

Philipp Rösler
Member of the Managing Board

SCANPLAZA

H.E. Ms Edith Schippers
Minister of Health, Welfare and Sport
Ministry of Health, Welfare and Sport of the Netherlands
P.O. Box : 20350
2500 EJ The Hague
Netherlands

25 January 2017
akn/jcum

Dear Minister, *Lees Edith*

I would like to express my sincere gratitude for your participation in the Annual Meeting 2017. Your engagement, together with that of other stakeholders globally, strengthens collaborative efforts to address the key global issues.

We have once again made progress on many workflows and launched a number of significant initiatives. In particular, thank you for your insightful and wide-ranging contributions to the health programme this year. The Forum is delighted to count you among its most active stewards of the System Initiative on Shaping the Future of Health and Healthcare.

You can rely on the World Economic Forum to continue to deliver on its mission. In this, we look forward to your sustained support. On behalf of Forum members and constituents, thank you again for your important and valuable contributions.

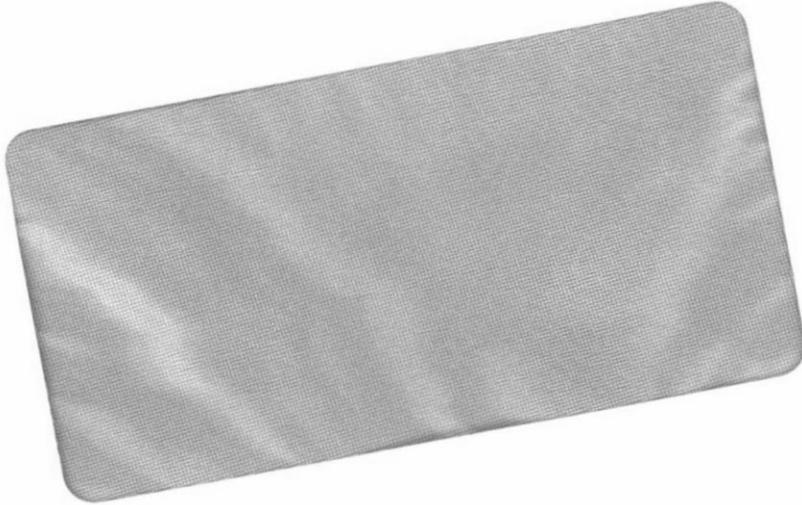
Yours sincerely,

Bescherming persoonlijke levenssfeer

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Arjen Vooft

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VOLKSWELZIJN

19 FEB. 2020

SCANPLAZA

Børge Brende
President

H.E. Mr Bruno Bruins
Minister for Medical Care
Ministry of Health, Welfare and Sport of the Netherlands
P.O. Box : 20350
2500 EJ The Hague
Netherlands

30 January 2020
saf/pso

Dear Minister,

I would like to express my sincere gratitude for your active participation in the 50th World Economic Forum Annual Meeting, which was held under the theme Stakeholders for a Cohesive and Sustainable World.

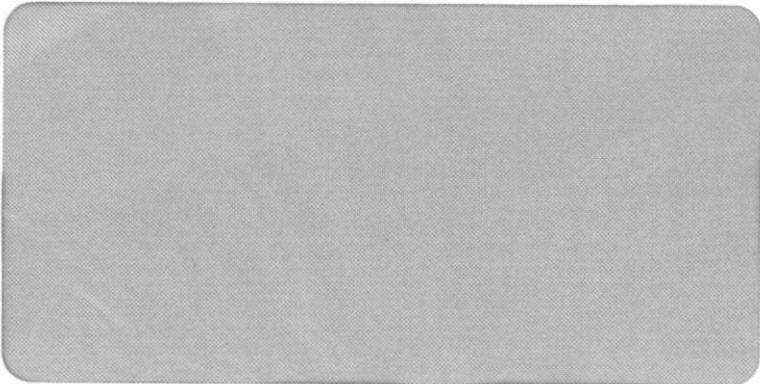
At a critical time for the world, your contributions to the strategic dialogues convened in Davos were key to rallying the international community to step up collective actions on issues such as climate change, technology governance and economic inclusion.

Thank you for contributing to the health and healthcare programme. I trust that the discussions offered new perspectives and inspiration. In particular, thank you for representing the Netherlands with a strong voice in the Governors Meeting on Global Health and Healthcare Policy, as well as the Global Coalition for Value in Healthcare Executive Board. I look forward to your continued engagement with the World Economic Forum and its activities.

On behalf of the entire Forum community, thank you again for your crucial support.

Sincerely,

Bescherming persoonlijke levenssfeer



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19 FEB. 2020
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Ministry of Health, Welfare and Sport

> Return address P.O.-box 20350 2500 EJ The Hague, The Netherlands

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International Affairs
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Information

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Senior advisor

T [Redacted]

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Date **31 JAN. 2018**
Subject WEF annual meeting 2018

Our reference
1291606-172962-1Z

Your reference

Enclosure(s)

Dear Mr. Bende,

I would like to thank you for inviting me to the World Economic Forum Annual meeting in Davos last month. I truly enjoyed the exchange of views with representatives from industry, academia and the fellow stewards of the system initiative of health and healthcare.

All correspondence addressed to the postal address quoting date and reference of this letter.

The World Economic Forum provides an excellent forum to stimulate public private co-operation. If we want to reach our goal of maintaining good health(care) at affordable costs, we need to acknowledge that more integration is needed between the business community, healthcare institutes, academia and governments. Only by integration and understanding between these 'worlds', truly innovative and useful solutions can be introduced in the healthcare sector for the benefit of patients.

I look forward to continue our joint efforts, both in my capacity as steward and as member of the Executive Board of the value in healthcare project.

Yours sincerely,

Bruno Bruins
Minister for Medical Care and Sport





Ministry of Health, Welfare and Sport

> Return address P.O.Box 20350 2500 EJ The Hague

World Economic Forum
Børge Brende
President
91-93 route de la Capite
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Our reference
12648010-170832-1Z

*All correspondence addressed
to the postal address quoting
date and reference of this
letter.*

Date **- 7 DEC. 2017**
Subject Invitation Steward System Initiative on the Future of
Health and Healthcare

Dear mr. Brende,

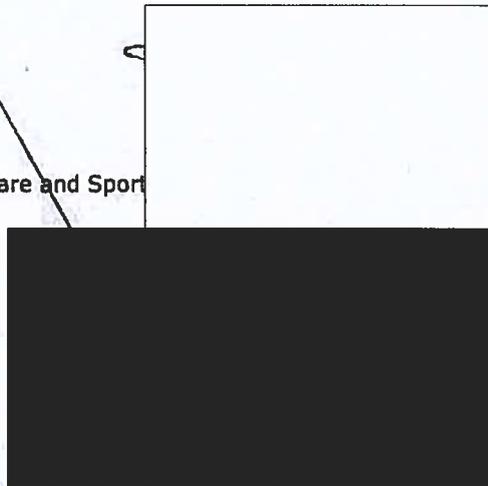
Thank you very much for the invitation to engage in the World Economic Forum Health agenda as a Steward of the System Initiative on the Future of Health and Healthcare. With pleasure I accept the role of Steward. I would like to nominate ms. Angelique Berg, director general public health, as senior deputy.

It would be my pleasure to engage with the members of the System Initiative Stewards Community to strengthen collaborative efforts to address the key global issues, such as value in healthcare, antimicrobial resistance and precision medicine.

I look forward to continuing the fruitful cooperation between the Netherlands ministry of Health, Welfare and Sport and the World Economic Forum.

Yours sincerely,

Bruno Bruins
Minister for Medical Care and Sport



Philipp Rösler
Member of the Managing Board

H.E. Ms Edith Schippers
Minister of Health, Welfare and Sport
Ministry of Health, Welfare and Sport of the Netherlands
P.O. Box : 20350
2500 EJ The Hague
Netherlands

2 February 2016
akn/mri

VOLKSGEZONDHEID
WELZIJN EN SP.

8 FEB. 2016

SCANPLAZA

Dear Minister,

I would like to express my sincere gratitude for your participation in the Annual Meeting 2016, which took place under the theme "Mastering the Fourth Industrial Revolution". Your engagement, together with that of all World Economic Forum communities, is helping to strengthen public-private cooperation.

At the rise of the Fourth Industrial Revolution, your active participation in the programme has brought forward solutions to address the growing challenges of an ever more complex and interconnected world. In particular, we would like to express our gratitude for your active participation in the sessions on the "Antibiotics Crisis" and "Shaping the Future of Health", as well as your valuable contributions to the community programme on health. The strategic insights and the impact achieved demonstrate your commitment to improving the state of the world. We very much hope that you found your participation in the Annual Meeting rewarding. We would be delighted to welcome you to the exclusive Global Health Challenge Trustees community.

Over the coming year, the World Economic Forum will continue to deliver on its mission and looks forward to your continued support and collaboration. On behalf of the Forum's Members and constituents, thank you again for your important and valuable contributions.

Yours sincerely,

Annual Meeting of the New Champions 2016

Tianjin, People's Republic of China 26-28 June

[Register Now >](#)

Dear Minister,

It is my great pleasure to invite you to the **Annual Meeting of the New Champions**, which will take place in **Tianjin, People's Republic of China**, from **26 to 28 June 2016** in cooperation with the Forum's Chinese Partner, the National Development and Reform Commission (NDRC). The Premier of the People's Republic of China has participated in this meeting each of the last nine years.

The Group of 20 Summit will take place in September 2016 with the objective of promoting strong, sustainable and balanced growth; yet the Fourth Industrial Revolution will substantially influence the capacity to generate this growth, both nationally and by businesses. As described in my recent book, *The Fourth Industrial Revolution*, the speed, scope and systems impact of current technological breakthroughs has no historical precedent. To ensure that the Fourth Industrial Revolution has a positive impact on economies and societies, the Annual Meeting of the New Champions will convene at the highest level the 1,000 most relevant, competent and influential leaders from government, business, civil society, science and academia.

In particular, the Annual Meeting of the New Champions will include the ministers in charge of science and technology. They will not only interact intensively with the New Champions present in Tianjin, they will also convene during the Informal Gathering of World and Economic Leaders (IGWEL) to develop proposals in areas such as shaping the future of national competitiveness, the future of manufacturing and the future of global production systems.

If you would like to take part, please register now . We will work closely with your office to design an agenda that is tailored to your needs, has a lasting impact and meets your strategic interests. I look forward to welcoming you in Tianjin.

Yours sincerely,

Philipp Rösler
Head of the Centre for Regional Strategies,
Member of the Managing Board

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The World Economic Forum, committed to improving the state of the world, is the International Organization for Public-Private Cooperation. The Forum engages the foremost political, business and other leaders of society to shape global, regional and industry agendas.

World Economic Forum, 91-93 route de la Capite, CH-1223 Cologny/Geneva, Switzerland, www.weforum.org

You are receiving this invitation due to your current engagement with the World Economic Forum. If you are not able to participate, please decline [here](#).

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Børge Brende
President

H.E. Mr Bruno Bruins
Minister for Medical Care of the Netherlands
Ministry of Health, Welfare and Sport of the Netherlands
P.O. Box : 20350
2500 EJ The Hague
Netherlands

22 November 2017
akn

Dear Minister,

Congratulations on your appointment as Minister for Medical Care. I wish you all the success and strength to fulfil your new responsibilities. The World Economic Forum would be delighted to support you in your role through its unique and highly visible multistakeholder platform. I am therefore pleased to invite you to engage in our Global Health and Healthcare agenda as a Steward of the System Initiative on the Future of Health and Healthcare.

By 2050, the world will be home to nearly 9.7 billion people, with 2 billion over the age of 60. The world is ill-equipped to respond to this, not least because disease prevention mechanisms will have to be innovated to create environments where individuals live healthier and longer lives. The System Initiative on the Future of Health and Healthcare provides a unifying framework for health promotion and disease prevention, access to deep expertise, and unique opportunities for public and private sector collaboration. As part of the System's Value in Healthcare project, we have engaged extensively with stakeholders across a variety of global healthcare systems and population segments. In the Netherlands, we are currently engaging with stakeholders from your ministry and the private sector to explore the role of informatics as a key enabler of "person-centric" healthcare and as a key driver of value across the care chain for patients. We would be honoured to continue this work under your leadership.

As a Steward of the System Initiative on the Future of Health and Healthcare, you would join selected chief executive officers, ministers, heads of international organizations and top civil society and academic experts to provide vision and strategic guidance for flagship activities of the System Initiative and engage in ongoing strategic dialogue to help the international community set priorities and align efforts. This appointment starts in November 2017 and the role entails:

- Joining the Stewards session during the Annual Meeting in Davos-Klosters;
- Two teleconferences with the members of the System Initiative Stewards Community;
- A 30-minute on-boarding call with the System Initiative Team at the World Economic Forum.

Being a Steward is an informal appointment and does not require the endorsement of any policy or statement of the Forum or its members. To support you in your role of Steward, you are invited to nominate one executive from your government to serve as a senior deputy. I hope that you will accept this invitation to be recognized as a leading force for global progress on the health and healthcare agenda through public-private partnership. We look forward to your response.

Yours sincerely,

Bescherming persoonlijke levenssfeer

From: Stephan Mergenthaler
To: [REDACTED]
Subject: Join us for the Annual Meeting on Cybersecurity
Date: 04 November 2021 17:24:58

Strategic Intelligence logo



Dear Minister,

As a Digital Member of the World Economic Forum, it is my pleasure to invite you to the World Economic Forum's Annual Meeting on Cybersecurity, taking place virtually on the 9th and 10th of November.

Cybersecurity has become a priority at the highest level among private and public sector leaders. It is clear that cybersecurity failures pose a substantial risk to business continuity and public safety, making it increasingly important for the global community to come together to build a secure digital future.

Below you'll find all the details about how to join the conversation at this Annual Meeting, and how to benefit from the latest Forum insights around Cybersecurity.

Best regards,

Stephan Mergenthaler
Head of Strategic Intelligence; Member of the Executive Committee
World Economic Forum

Annual Meeting on Cybersecurity

9th - 10th November, 2021

As a Digital Member of the World Economic Forum, you have the opportunity to attend select plenary sessions at the Annual Meeting on Cybersecurity.

Please register for the meeting and find the links to the sessions below.

[Register here](#)

Decoding Ransomware

Ransomware has been with us for more than three decades but its impact grew significantly in recent years. The disruption to critical infrastructure and public services is often severe while businesses and individuals are suffering real harm. Drastic measures such as banning ransomware payment or insurance coverage, and even restricting the use of cryptocurrencies, are being debated as potential solutions.

What practical and effective means could help us gain control of this ongoing ransomware pandemic?

Join either session below and find out more! op1n2

- Option 1: Tuesday 9 November, 09:00-10:00 (Europe/Paris time zone)
- Option 2: Wednesday 10 November, 17:00-18:00 (Europe/Paris time zone)

Digital Trust and the Future of Innovation

From the “techlash” to various attempts to establish “digital sovereignty”, mistrust in technology threatens to prevent the open, global collaboration that makes innovation possible. This mistrust stems from failures to secure systems and data as well as a lack of accountability for and governance of new technological innovations. Robust cybersecurity practices and responsible use of technology are instrumental to building digital trust and must be a key leadership imperative.

How do we promote cybersecurity and responsibility to support trustworthy technology innovation?

Join either session below and find out more!

- Option 1: Tuesday 9 November, 16:00-16:50 (Europe/Paris time zone)
- Option 2: Wednesday 10 November, 09:00-10:00 (Europe/Paris time zone)

Strategic Intelligence

Cybersecurity

The digital world connects everything and everyone to apps, data, purchases, services, and communication. Securing this world is essential for protecting people, organizations, habitats, infrastructure, and just about everything we value and rely on for health and prosperity - from smarter choices to smart cities. Risks abound, but so do solutions, including those based on artificial

intelligence and the “Zero Trust” model. As hazards morph, so must our responses; digital threats demand vigilance, determination, and resolve to react with precision to an ever-expanding cycle of risk.

Find out more about these pressing issues in our Transformation Map on Cybersecurity, curated in partnership with Carnegie Mellon University.

[Explore](#)

Collection of Latest Expert Analysis on Cybersecurity

Explore our carefully curated collection of articles, insights, and other relevant content on Cybercrime and Cybersecurity on the Forum's Strategic Intelligence Platform.

[Discover](#)

Featured Forum Report

Principles for Board Governance of Cyber Risk

Cyber risk is among the top risks facing businesses today, and it has become clear that boards, especially, need stronger foundations to govern cyber risks effectively. Companies that effectively manage the entire portfolio of risks, including cyber, do better in the marketplace.

This paper is designed as a reference for corporate directors as they set their organization’s cybersecurity strategy and engage with stakeholders on the issue of cyber risk. It offers six consensus principles for cybersecurity board governance and provides advice and suggests critical actions that directors may find useful.

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