

# ABOUT

## THE INDIGO CIVILIZATION



# OUR PURPOSE

INSPIRING A HARMONIOUS RELATIONSHIP BETWEEN HUMANITY AND THE OCEAN

## MISSION

Our goal is to prepare for the growth of the blue economy and increasing human activity in oceans by creating a symbiotic relationship with the Ocean that turns challenges into opportunities.

Our vision emphasizes adapting to climate change and rising sea levels—not resisting or abandoning the sea—while supporting the resilience and prosperity of vulnerable coastal communities and marine life.

## ACTION

Indigo Civilization proposes an avant-garde Smart Offshore Ecosystem concept designed to address challenges faced by island and coastal territories.

It brings together international solutions, expertise, and stakeholders across civil, public, ecological, and economic sectors.

Acting as a cross-functional platform, it aligns stakeholders' interests to develop replicable showcase solutions.

Its economic model is based on the transdisciplinary support of actors wishing to develop or adapt according to the principles and objectives of a SOE.

## STRUCTURE

Indigo Civilization is a legal French non-profit and public-interest entity, registered in 2023 under the RNA number W784011015.

Indigo Civilization brings together a community of renowned international experts around 9 disciplinary pillars:

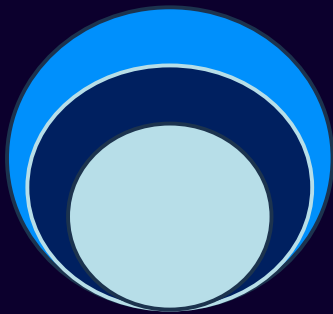
oceanology, maritime architecture & engineering, pollution & waste, marine renewable energies, marine permaculture, economic engineering, mesology & society, legal & governance, responsible tourism.

For more information, check Appendix 1.



# WHAT SUSTAINABLE DEVELOPMENT MODEL SHOULD BE CONSIDERED?

TOWARDS A STRONG TO VERY STRONG SUSTAINABILITY (BOUTAUD)



TECHNO-ECONOMIC APPROACH

Philosophy: "no environmental protection, no social protection without a strong economic base »

Priority: economic  
Target: short-term

**WEAK SUSTAINABILITY**

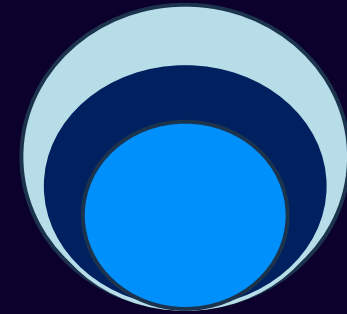


CONSENSUS APPROACH

Philosophy: "Reconciling environmental protection, social equity and economic growth »

Priority: balance  
Target: medium term

**STRONG SUSTAINABILITY**



ECOSYSTEM APPROACH

Philosophy: "no sustainability of the human system without taking into account the capacities of the ecological support"

Priority: ecological  
Target: long-term

**VERY STRONG SUSTAINABILITY**



economy



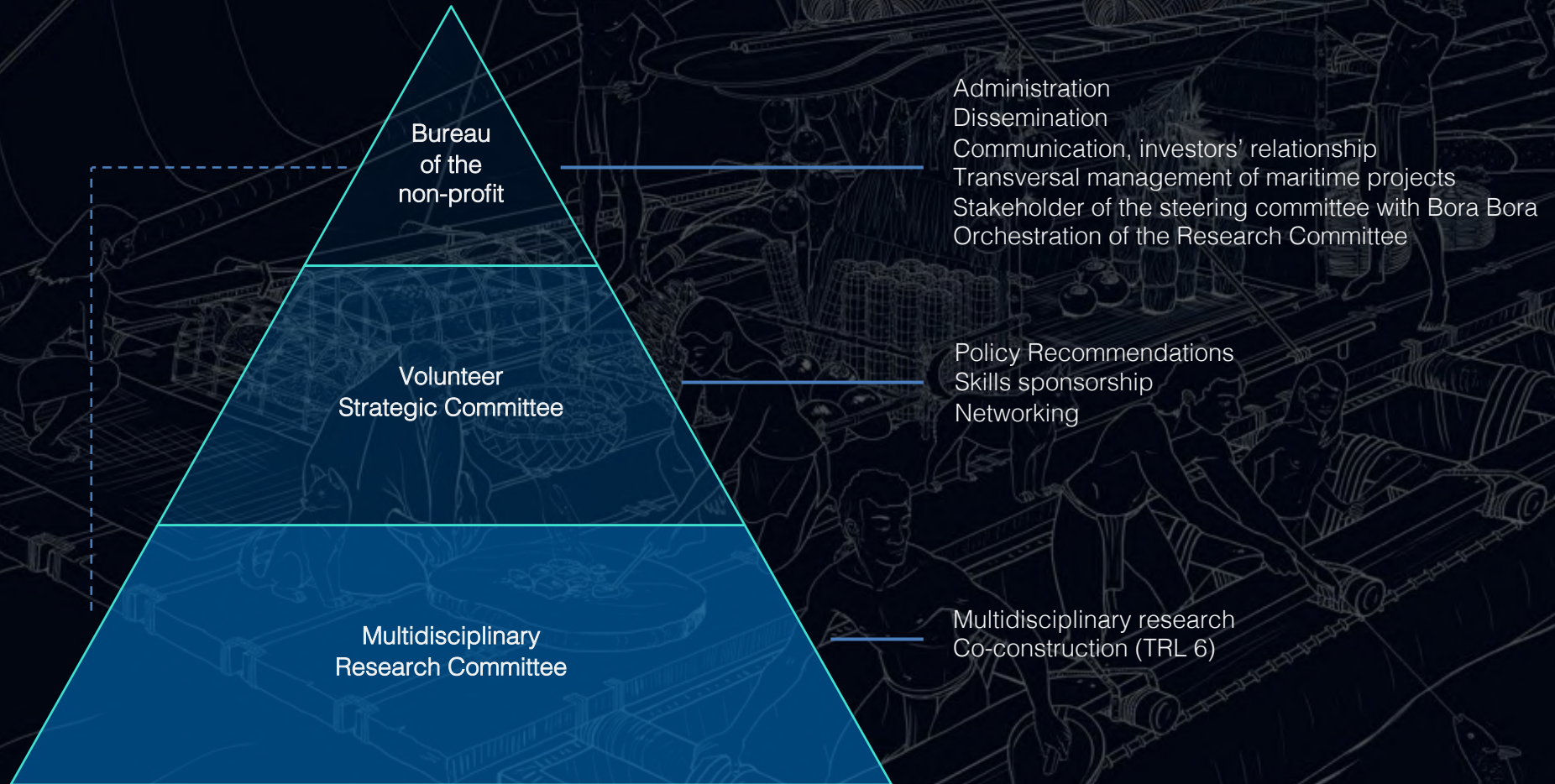
social



ecology



# OUR NON-PROFIT GOVERNANCE



# FOUNDING MEMBER, BUREAU

FRÉDÉRIC PONS  
PRESIDENT



Frédéric Pons, the founder and President of The Indigo Civilization, a non-profit, public-interest organisation, is a French philanthropist and entrepreneur with over 25 years of experience in marketing, strategy, and executive management. Throughout his career, he has successfully developed and launched innovative projects for prominent international brands across diverse multicultural environments.

After a pivotal moment in his life, Frédéric chose to redirect his focus and dedicate himself to a higher purpose, channelling his efforts into a pioneering cause that serves the greater good of all life on Earth. A lifelong admirer of the sea and its mysteries, Frédéric's mission now centres on bringing to fruition the study, experimentation, and deployment of sustainable, desirable, viable and generative Smart Offshore Ecosystems.

To learn how to live in symbiosis with and on the oceans...



# OUR STRATEGIC ADVISOR

JACQUES ROUGERIE



For more than 30 years, Jacques Rougerie has based his work on biomimetic, bio-inspired, resilient and sustainable architecture. In this spirit, he has built underwater habitats and laboratories, sea centres, ships with transparent hulls, underwater museums, floating village projects, and a base and a lunar village.

As a child, on the distant beaches of Africa, his friends built tree houses. He wanted to build them under the sea or in space, and become an explorer of the future. Fascinated by Jules Verne's novels, "20000 Leagues Under the Sea" and the voyage "From the Earth to the Moon" and later by the exploit of Gagarin and Commander Cousteau developing the world's first underwater habitat in the same year, Jacques Rougerie saw his destiny transformed by these two great space and oceanic adventures.

"There were no real architectural and technical references to build these new oceanic living environments. It was therefore essential for me to work with a multidisciplinary team and to be inspired by the genius of Leonardo da Vinci who told his students: "Go and take your lessons in nature, that's where our future lies." Because since the beginning of the world, 3,800 million years ago, nature has been drawing the most beautiful shapes, the most elegant curves and making the best materials. It is this biomorphic approach that is at the origin of my creations."

[Fondation Jacques Rougerie](#)



# OUR HEART PATRON

EMMA-CLAIRE FIERCE



Artist, explorer and top athlete, Emma-Claire embodies the values of creativity, generosity, integrity and audacity advocated by The Indigo Civilization. She is the first French woman to swim across the Oceans7, a marathon swimming challenge consisting of seven iconic open water channel crossings.

Known for her outstanding contributions to extreme swimming and sports science, she has been officially recognized as an Ocean Expert by UNESCO. This prestigious recognition highlights her expertise in ocean studies and her commitment to advancing the scientific understanding of human adaptation to extreme environments.

“The Indigo Civilization is not a project—it is more. It is beyond us all. It is a cultural and civilizational positive construction grounded in the values of unity, creativity, beauty, inclusion and transformation across nations and generations. It envisions a harmonious collaboration with the oceans and the richness of our biology”.



# FOUNDING MEMBER, BUREAU

**GUILLAUME VICHOT**  
VICE-PRESIDENT



Guillaume Vichot is a naval engineer who graduated from ENSTA, IHEDN and AUDENCIA and specializing in maritime projects and contracts management. With a robust background in marine and naval project management, particularly with Naval Group, he has gained extensive expertise in this field. As Managing partner of Oppy International, a marine project accelerator, he develops and manages complex projects for international clients, guiding them from design and industrialization to end-user satisfaction.

In his role, he ensures adherence to Quality-Cost-Delivery objectives and orchestrates a range of interfaces, including Design, Production, QHSE, Purchasing, Supply chain, Customer relationship, End-Users and Local authorities management. Through this, he effectively manages multidisciplinary and multicultural teams, ensuring seamless collaboration across diverse participants.



# FOUNDING MEMBER, BUREAU

**SOPHIE HOEHLINGER**  
GENERAL SECRETARY



Sophie Hoehlinger is an executive with a rich educational background and extensive experience in the pharmaceutical and healthcare industries. She holds a European Board Diploma from ECODA and a Board of Director Certificate (climate and biodiversity option) from Sciences Po Paris, both obtained in 2024. Her academic journey began with a bachelor's in biology from Louis Pasteur University, and she has further honed her skills through executive programs at Vlerick Business School, INSEAD, IESE Business School.

Sophie's key strengths lie in P&L management, business strategy, digital transformation, and team empowerment. She is known for her collaborative leadership style, strategic finesse, and ability to simplify complex situations. Passionate about bridging tradition and innovation, Sophie is dedicated to driving long-term success through diversified human capital. As a biophile diver, Sophie considers the oceans as the most obvious ally of humankind.



# STRATEGIC COMMITTEE, HONORARY MEMBER

**RUTGER DE GRAAF**

GLOBAL AND ADAPTATION FLOATING HABITAT SOLUTIONS



Rutger de Graaf is an engineer and an entrepreneur who is recognized as the world's leading expert on resilient urban floating solutions. A Dutchman, he is, among other things, the founder of Blue21, a consulting and high-tech company fully specialized in the development and application of climate-proof floating building technologies for housing, energy, logistics and food production in social and ecological impact projects in the Netherlands and abroad.

He participated in the EU-funded project Space@Sea and was recently appointed to the Busan Marine Smart City Task Force, a UN-supported project. He contributes to build and use floating infrastructure as new engines for South Korea's growth and as powerful levers to address climate change.



# STRATEGIC COMMITTEE, HONORARY MEMBER

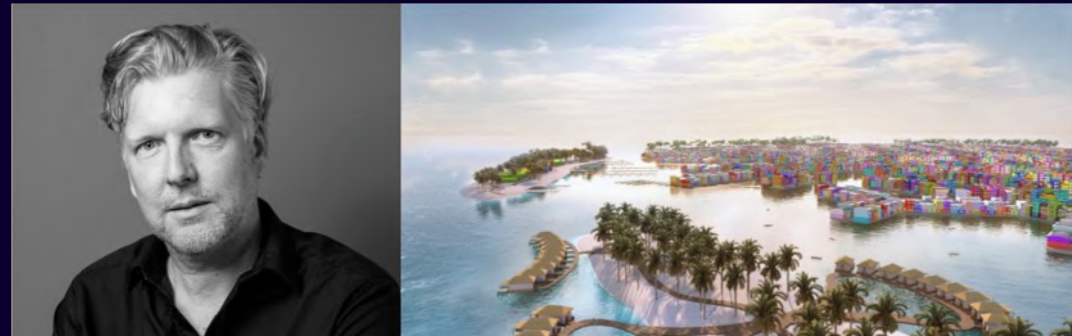
KOEN OLTHIUS

"AQUATECTURE" OR FLOATING ARCHITECTURE



Koen Olthuis (1971), co-founder of the famous Dutch architecture firm Waterstudio, studied architecture and industrial design at Delft University of Technology. Waterstudio has a compelling expertise in floating urbanism and has been chosen to build the floating island of the Maldives , currently under construction.

In 2007, he was chosen as No. 122 on Time Magazine's list of the most influential people in the world due to the growing global interest in water developments. In addition, the French magazine Terra Eco chose him in 2011 as one of the 100 green people who will change the world.



# STRATEGIC COMMITTEE, HONORARY MEMBER

**DENIS LACROIX**  
OCEAN FORESIGHT

Denis Lacroix launched the prospective reflection at IFREMER in 2006 ((French Research Institute for Exploitation of the Sea). The collective work focuses on marine renewable energies, deep mineral resources, environmental scenarios for 2100, sea level rise, etc. Author and contributor of numerous books, he carries out training missions in foresight and strategic monitoring in 5 universities in France and Europe.

» The Indigo Civilization project is rich in visions for humans, as for nature, in close connection with the sea. Will we be able to replace the current military and economic thalassocracies with projects that value co-construction rather than competition, links rather than goods, trust rather than mistrust?

his project carries precisely the dynamics of a new alliance with the sea, so that this global common good also carries creative utopias. Young people also need a desirable future. Here is a concrete example: it invites us to take off. »



# STRATEGIC COMMITTEE, HONORARY MEMBER

## MORGAN RÆ

MARINE-BASED DESIGNER | REGENERATIVE HOSPITALITY PIONEER

As an experienced guide to aquatic living, [Morgan Ræ](#) brings her decades of hospitality research to style the circular economy and deep-sea space. To elevate the standards of design and raise awareness of our water connection, [L'eautelier](#) is part-studio, part-host, mixed with the fluidity and resilience of its element of choice.

L'eautelier recently hosted the Dreams Do Come True Exposé during the 2022 UN Ocean Conference in Lisbon and was co-host of the I ♥ NY Sea water awareness series during the 2023 UN Water Conference.

Ræ's latest accolades include four design awards including #6 of the 2024 World's 50 Best Hotels for Royal Atlantis, and 2021 Radical Innovation. Ræ has also been featured on numerous podcasts including Seasteading Today and Top Floor, for her aquatic design. Having worked on over 100 projects worldwide, holding over 25 years of experience, she is one of the pioneers of the nomadic design studio concept.

Ræ has worked with recognized hotel brands, including Kerzner's Atlantis and One&Only Resorts, Nômade, SohoHouse & 1Hotels, Westin, Sheraton, 11Howard, Fairmount, Fontainebleau, Cosmopolitan Las Vegas, Hard Rock, MGM, Selina, and hospitality-focused residences such as BMW's Mini Living and aquatic companies like America's Cup and Royal Caribbean.

Current works include an algae-based bed & breakfast designed specifically for solo travellers wanting a digital detox.



# STRATEGIC COMMITTEE, HONORARY MEMBER

**LUCCA STEVENSON**  
YOUTH LEAD AMBASSADOR



Lucca Gianni Figueiredo Stevenson is an International Relations graduate from PUC-SP with a focus on climate governance, global markets, and sustainable finance. He is the founder of Abaixando a Maré, an initiative dedicated to addressing the economic and policy impacts of rising sea level through climate adaptation and international cooperation. Lucca has spoken at COP30 and engaged with Brazil's Ministry of Climate on policy recommendations related to sea level rise and coastal adaptation.

He has professional experience at the France–Brazil Chamber of Commerce, where he contributed to investment-oriented country reports, policy briefs, and high-level international engagements. He speaks Portuguese, English, French, and Spanish.



# STRATEGIC COMMITTEE, HONORARY MEMBER

**DAMIEN SERRE**

RESILIENCE STRATEGIES AND APPLIED SCIENCES



Damien Serre is Prof., Associate Researcher at UVSQ-CEARC ([cearc.fr](http://cearc.fr)) and CEO of TheClimateStandards Company and RESCUESolutions. He is leading R&D projects in the area of resilience to climate risks with a special focus on resilience assessment, critical infrastructure management, spatial decision support systems to optimize resilience of different types of hazard with a strong expertise on floods.

He chaired or co-chaired many international tracks or session in his area of expertise e.g. the EGU General Assembly in Vienna in 2009, 2010, 2017 and 2018 as well as FLOODRISK 2016 International Conference in Lyon in 2016 (Disaster risk and recovery session). He was editor of the Journal of Water and Climate Change (IWA) 2013-2021, is editor of the journal Urban Risk Studies (ISTE) and member of the Editorial Board of the Journal of Flood Risk Management (Wiley).



# STRATEGIC COMMITTEE, HONORARY MEMBER

**JACK DYER**

BLUE ECONOMY & FINANCE ADVISOR



Dr Jack Dyer as a specialist climate change, development and blue/ocean economist, has over 10 years global/African consultancy, lecturing and entrepreneurship experience with a BSC Hons in Economics from the University of Kent, a Master of Commerce (Maritime Economics/Law) and PhD in climate change's impact on the future of Pacific and global blue economies/marine resources, ecosystems, communities and individuals.

His climate change, circular green and blue economy experience ranges from cruise and marine tourism to education, MSP, marine protected areas, natural disasters business, drones, ship repair, finance and psychology space economy, maritime law, ocean governance, logistics.

Dr Jack Dyer, has been involved in researching as an academic, researcher, lecturer, entrepreneur and consultant to improve the prospects in creating a sustainable and profitable; oceanic eco-conscious destiny for the future of the blue economy and Earth.



# STRATEGIC COMMITTEE, HONORARY MEMBER

**SIMON NUMMY**

SUSTAINABLE DESIGN IN CONSTRAINED ENVIRONMENTS



Simon Nummy is a sustainable design consultant and architect with over 20 years of experience across large-scale commercial projects in Europe, Asia, Australia, and the Middle East. Specializing in sustainable design for transportation infrastructure, including metro systems, light rail, high-speed rail, bus networks, and marine projects.

Before joining NEOM, Simon spent over a decade in the Middle East working with 2oa.studio, ATKINS, and Mott MacDonald. Prior to that, he worked in Australia for HASSELL and COX Architects, contributing to a diverse range of projects, such as metro systems, sports stadia, industrial and research facilities, high-rise residential buildings, education campuses, and hospitality developments.

From 1995 to 1997, Simon worked with Ken Yeang in Kuala Lumpur, Malaysia, where he was involved in the concept design and development of bio-climatic high-rise and master planning projects. He was shortlisted for the LAGI 2014 competition with #HelioTweet and for LAGI 2019 with ANTHROPOCENE, which was exhibited at MASDAR. Simon also won the Seasteading Institute's 2015 competition with "Storm Makes Sense of Shelter", showcased at the V&A Museum in London as part of "The Future Starts Here: 100 Projects Shaping the World of Tomorrow."



# STRATEGIC COMMITTEE, HONORARY MEMBER

**CÉSAR JUNG-HARADA**

OCEAN MULTIDISCIPLINARY IMPACT INNOVATION



Cesar Jung - Harada is a French - Japanese designer, environmentalist, educator, and entrepreneur, passionate about ocean technology, impact innovation, and education based in Singapore.

Cesar is an Associate Professor of Design at the Singapore Institute of Technology and is currently a candidate Ph.D. in Design and Ocean Innovation at the CNAM (France), Director of MakerBay LTD (Hong Kong Makerspace), Scoutbots LTD (Ocean Robotic Startup). Cesar serves as a Trustee of the board of HBKU (Qatar), the Wyng Foundation (Hong Kong).

Cesar was a Researcher and Project Leader at MIT, and holds a master degree from the Royal College of Art (Design Interactions), and another Master Degree from the ENSAD Paris (Animation). Cesar regularly delivers workshops and keynotes at international conferences in places such as the UN, Harvard or TED. Lately Cesar has organised an exhibition in Singapore of his project of International Ocean Research Station.



# STRATEGIC COMMITTEE, HONORARY MEMBER

**CÉSAR DUCRUET**

TRANSPORT, PORTS AND LOGISTICS



César Ducruet, geographer, is senior researcher at the French National Centre for Scientific Research (CNRS). He is currently working at the EconomiX laboratory (Paris-Nanterre) on the local impact of contemporary maritime globalization. His research focuses on technological innovation, connectivity, employment, vulnerability, environment, and health issues in a port and port-city context. He is principal investigator of the ANR-funded research project "Maritime Globalization, Network Externalities and Transport Impacts on Cities" (MAGNETICS) (2023-2026).

César has been expert for various international organizations (OECD, World Bank, WHO) and works regularly with numerous partners in Asia (Korea Maritime Institute, JETRO, ASEM, Chinese Academy of Sciences, ECNU, Fudan University, Shanghai Maritime University). His publications include three edited volumes on Maritime Networks (2015), Shipping Data Analysis (2017), and Port Systems (2023) in the Routledge Studies in Transport Analysis. Two additional volumes are under preparation: "Port-Cities and Globalization since the 1950s" and "Healthy Port Cities: Mitigating Environment and Public Health Impacts of Ports and Shipping" (2025-2026).

He is also associate member of [porteconomics.eu](http://porteconomics.eu), scientific board member of SFLOG, GIS Axe Seine, GDR OMER, RETE Association, international advisory board member of PortCityFutures, and editorial board member of Journal of Transport Geography, Maritime Business Review, International Journal of Transport Economics, and Portus.



# OUR CORE PARTNERS

SHARING OUR VISION & COMMITMENTS

