

09 Sep 2026

CEO Roundtable

The New Energy Security:
Building Resilient Energy
Systems in an Era of
Multiple Risks



The Al-Attiyah Foundation is proudly supported by:



AGENDA

Wednesday, 09
September 2026

- 10:00 AM** Coffee and Networking
- 10:30 AM** Welcome & Introduction of Special Speakers
- 10:40 AM** Moderated Discussion
- 12:15 PM** Closing Comments
- 12:35 PM** Lunch



CEO Roundtable Series

The late His Excellency Abdullah bin Hamad Al-Attiyah, founder and former Chairman of the Al-Attiyah Foundation, launched the CEO Roundtable Series and Dialogues to provide a platform for knowledge exchange and to support the global community in its quest for a sustainable energy future. All guests have the opportunity to share their opinions and insights during what is always a lively and thought-provoking discussion.

**The meeting takes place under the Chatham House Rule whereby participants are free to use the information received, but neither the identity nor the affiliation of the speaker(s), nor that of any other participant, may be revealed.*



EVENT OUTLINE

At the third CEO Roundtable of 2026, Al-Attiah Foundation members and expert guest speakers will examine the emergence of a new and more complex energy security agenda. Reliable supply remains essential, but the risks facing energy companies now extend far beyond access to oil, gas or electricity. Cyberattacks, extreme weather, geopolitical instability, shipping disruptions, critical-mineral concentration, digital dependence and fragile industrial supply chains can each interrupt operations, raise costs and weaken confidence in long-term investment.

Therefore, energy security has rapidly emerged as an enterprise-wide strategic issue that links physical assets, technology systems, finance, geopolitics, workforce capability and corporate reputation. Decisions on infrastructure, digitalisation, sourcing, inventories and partnerships must increasingly be tested against multiple risks that can occur simultaneously and amplify one another.

This event, “The New Energy Security: Building Resilient Energy Systems in an Era of Multiple Risks”, will explore how leaders can move from reactive crisis management to sustained resilience. The discussion will consider how companies and policymakers can identify critical dependencies, protect essential infrastructure, diversify supply and logistics, maintain affordability, and preserve progress toward sustainability goals during periods of disruption.

The central proposition is that resilience cannot be achieved by maximising redundancy in every part of the system.

It requires informed choices about which capabilities must be protected, where flexibility and spare capacity are valuable, which risks can be shared, and how public and private actors should coordinate. The roundtable will seek practical lessons for building energy systems that can absorb shocks, adapt quickly and continue delivering essential services.





Traditional energy security focused primarily on the uninterrupted availability of fuels at affordable prices. That foundation remains important, but the modern concept is broader. A resilient energy system must be able to anticipate, withstand, recover from and adapt to disruption across interconnected physical, digital and commercial networks. Its core dimensions now include:

- a) Diversity of fuels, suppliers, routes, technologies and counterparties;
- b) Resilience of grids, pipelines, terminals, generation assets and digital control systems;
- c) Security of critical minerals, equipment, semiconductors and specialist services;
- d) Affordability, liquidity and the capacity to manage price volatility; and
- e) Operational flexibility, emergency preparedness and rapid recovery capability.

This expanding concept of energy security is changing the agenda of energy companies.

A company may have adequate contracted fuel supply yet remain exposed to a cyber incident, a damaged subsea cable, a blocked shipping route, an unavailable transformer, a sanctions shock or an extreme-weather event. Resilience therefore depends on understanding the full chain of dependencies behind reliable energy delivery, including suppliers several tiers removed from the company and digital services that may not traditionally have been classified as energy infrastructure.

Recent global assessments reinforce this shift. The International Energy Agency has placed critical minerals, grids and supply-chain concentration alongside traditional oil and gas risks. Its 2026 critical-minerals outlook reports that refining concentration reached new highs in 2025, while demand from energy technologies continued to grow. The World Meteorological Organization also confirms that 2015–2025 were the hottest eleven years on record, highlighting the increasing operational relevance of climate hazards.

A Multiple-Risk Landscape

The new energy security agenda is shaped by risks that are diverse but increasingly interconnected:

- a) Geopolitical conflict, sanctions and trade fragmentation affecting investment and flows;
- b) Shipping chokepoints, port congestion and disruption to pipelines, cables and terminals;
- c) Cyberattacks and failures in operational technology, cloud platforms and communications; and
- d) Climate hazards, equipment shortages and concentrated critical-mineral supply chains.

The principal challenge is not simply the number of risks, but their interaction. A geopolitical crisis can redirect shipping, raise insurance costs and trigger cyber activity. An extreme-weather event can damage infrastructure while also increasing electricity demand. A mineral export restriction can delay grid expansion and weaken the ability of power systems to integrate new generation. Scenario planning must therefore consider compound events rather than isolated shocks.

Cybersecurity and Digital Infrastructure

Digitalisation improves efficiency, forecasting, maintenance and system coordination, but it also expands the attack surface. Energy operations increasingly depend on connected sensors, industrial control systems, remote access, cloud services, satellites, subsea communications and third-party software. A disruption in one digital layer can propagate into physical operations, trading, customer

service and safety systems. Boards must treat cyber resilience as a core component of operational continuity rather than solely an information technology issue.

Effective cyber resilience combines prevention with the ability to operate through an incident. Priorities include clear accountability between boards and operators; separation of critical systems; secure-by-design procurement; disciplined access management; supplier assurance; tested manual workarounds; rapid information sharing; and realistic exercises involving senior leadership. As artificial intelligence becomes embedded in operations, companies must also manage model integrity, data provenance and new dependencies on computing infrastructure.





Climate change is already altering the conditions for which much energy infrastructure was designed. Heat can reduce generation and transmission efficiency while increasing cooling demand. Flooding, storms, wildfires, water scarcity and sea-level rise can damage assets, constrain operations and interrupt logistics. Resilience requires climate information to be incorporated into asset design, maintenance, insurance, emergency response and long-term capital planning.

The most effective approach is risk-based adaptation. Companies should identify critical assets and service thresholds, assess future rather than only historical hazards, and prioritise measures that preserve system function. These may include flood protection, cooling upgrades, water diversification, undergrounding or hardening networks, distributed generation, storage, mutual-aid

arrangements and improved forecasting. Adaptation standards should be reviewed regularly as climate conditions and asset lifetimes evolve.

Resilience also depends on system flexibility. Interconnections, demand response, storage, spare generation capacity and diversified fuel options can reduce the consequences of individual asset failures. However, resilience investments may raise near-term costs. Regulators and investors therefore need frameworks that recognise the avoided economic and social costs of disruption, not only the immediate return generated by an individual asset.

Physical resilience should be treated as a strategic investment in continuity, safety and public confidence, not as a discretionary environmental expenditure.

CRITICAL MINERALS, EQUIPMENT AND INDUSTRIAL SUPPLY CHAINS

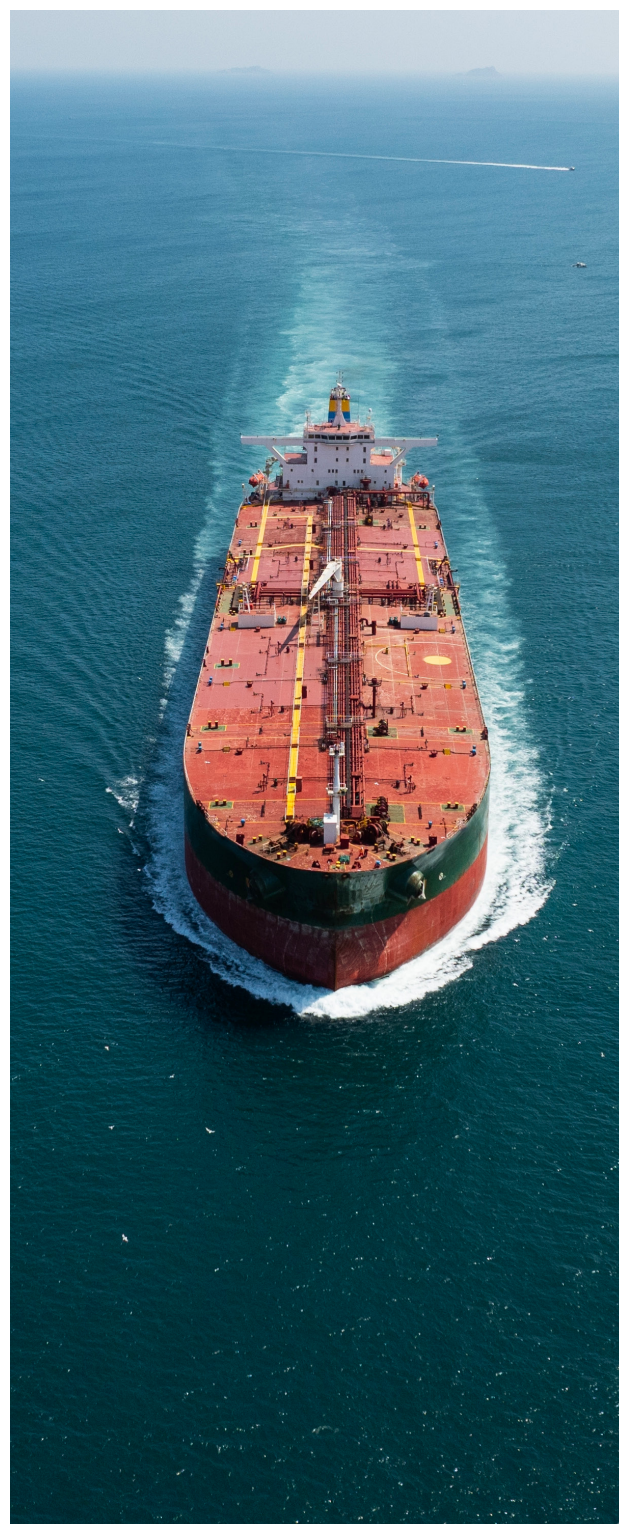
The energy transition is creating new forms of import dependence. Power grids, batteries, electric vehicles, renewable technologies, data centres and advanced control systems rely on minerals and components whose mining, processing or manufacturing is highly concentrated. The IEA notes that the leading refining countries accounted for more than three-quarters of growth in refined mineral supply between 2023 and 2025. Even where global supply appears adequate, disruption at a dominant producer can create severe shortages.

Companies can reduce exposure through supplier diversification, longer-term contracting, strategic inventories, recycling, material efficiency, equipment standardisation and collaboration with governments on permitting and infrastructure. Yet diversification is neither immediate nor cost-free. New mines, refineries, factories and grid-equipment facilities require long lead times, skilled labour, finance and social licence. Resilience strategies must therefore distinguish between short-term preparedness and structural diversification over a decade or more.

GEOPOLITICS, SHIPPING CHOKEPOINTS AND MARKET FRAGMENTATION

Energy trade depends on a small number of routes, ports, pipelines and maritime passages. Disruption can increase voyage distances, freight rates, insurance costs and delivery times even when sufficient global supply exists. At the same time, sanctions, industrial policy and competing technology standards are encouraging regionalisation.

Companies must consider alternative routing, contractual flexibility, shipping access, inventory policy and the resilience of key customers and suppliers, not simply the availability of the commodity itself.



OVERALL OBJECTIVES

- To define the expanded concept of energy security and its implications for CEO-level strategy and governance.
- To identify practical approaches for managing compound geopolitical, cyber, climate and supply-chain risks.
- To assess how infrastructure, digital systems and critical supply chains can be strengthened without undermining affordability.
- To examine the role of diversification, flexibility, redundancy and strategic inventories in improving resilience.
- To clarify how energy security, sustainability and the energy transition can be pursued as mutually reinforcing objectives.
- To identify priorities for collaboration among companies, governments, regulators and international partners.

KEY QUESTIONS

Defining and Managing the New Energy Security

1. What has changed most fundamentally in the meaning of energy security?
2. Which risks should be owned at board level, and how should accountability be organised across the enterprise?
3. How can genuine resilience be distinguished from costly overcapacity or unnecessary duplication?
4. What indicators could be used to measure preparedness, adaptability and recovery capability?
5. How should companies plan for compound events in which several disruptions occur at once?

Geopolitics, Trade Routes and Supply Chains

1. Which shipping chokepoints, pipelines, cables and supplier concentrations present the greatest systemic exposure?
2. Will geopolitical fragmentation create more resilient regional systems or less efficient and more vulnerable markets?

Balancing Security, Affordability and Sustainability

1. Can resilience measures strengthen the energy transition, or will security concerns prolong dependence on existing fuels?
2. What trade-offs are acceptable when measures that improve resilience increase near-term costs or emissions?





MODERATOR & SPEAKERS

Moderator:



Nawied Jabarkhyl,
Visiting Fellow, The
Al-Attiyah Foundation

Speaker



Michael Williamson,
Section Chief, Energy
Division at the United
Nations Economic and
Social Commission for Asia
and the Pacific

Speaker



Anne-Sophie Corbeau,
Global Research Scholar
at Columbia University's
Center on Global Energy
Policy

Speaker



Jim Krane,
Diana Tamari Sabbagh
Fellow in Middle East
Energy Studies at Rice
University's Baker
Institute for Public Policy

Speaker



Jan-Eric Fährnich,
Global Head of Gas &
LNG Analytics at Rystad
Energy



FURTHER BACKGROUND READING MATERIALS

1. International Energy Agency (2026), Global Critical Minerals Outlook 2026.
2. International Energy Agency (2025), World Energy Outlook 2025.
3. International Energy Agency (2025), The Future of Energy Security: Summit and Analysis.
4. World Meteorological Organization (2026), State of the Global Climate 2025.
5. U.S. Energy Information Administration (2024), World Oil Transit Chokepoints.
6. International Maritime Organization, Maritime Cyber Risk Management Guidance.
7. Al-Attiah Foundation (June 2026), In Search of Critical Minerals: Challenges and Opportunities – https://www.abhafoundation.org/media-uploads/reports/SD-06-2026-June_-Print.pdf

ENERGY PAPERS

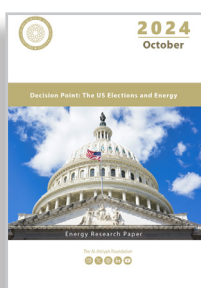


March – 2026



US–Gulf Nuclear Cooperation: Energy and Security

Three of the six Gulf Cooperation Council (GCC) countries are actively developing civil nuclear power programmes. Growing demand for electricity and desalination, ample financial resources, and political systems capable of delivering large-scale projects on time and within budget support this expansion.

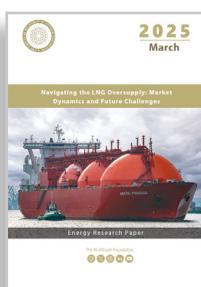


September – 2025



Fuelling Africa's Future: The Role of Natural Gas in Economic Growth and Energy Transformation

Africa's gas sector is in a pivotal phase, with new exporters expanding the region's role alongside established players. Rising European demand creates opportunities, but export growth faces constraints from production shortfalls, financing gaps, and infrastructure bottlenecks.



March – 2025



Navigating the LNG Oversupply: Market Dynamics and Future Challenges

Global LNG markets are expected to enter a phase of oversupply in the later part of this decade due to moderate demand growth and a significant influx of new export capacity up to 2030.

ABOUT THE FOUNDATION

The Abdullah Bin Hamad Al-Attiyah International Foundation for Energy and Sustainable Development is a non-profit think tank inaugurated by His Highness the Father Emir, Sheikh Hamad Bin Khalifa Al Thani in 2015. The Foundation works closely with its members, academia, and a wide network of international experts to provide independent insights, in-depth research and informed debate on critical energy and sustainable development topics.

Mission: To provide robust and practical knowledge and insights on global energy and sustainable development topics and communicate these for the benefit of the Foundation's members and the community.

Vision: To be an internationally respected independent think tank that is a thought leader focused on global energy and sustainable development topics.

Research Reports & Publications

- Daily News Flash
- Weekly Energy Market Review
- Energy Research Paper
- Sustainability Research Paper
- Sustainability Bulletin (twice a month)
- Special Industry Reports
- Webinar Whitepapers
- CEO Roundtable Whitepapers
- Annual Academic Contribution

Podcasts, Webinars & Videos

- Podcast Interviews (twice a month)
- 60-Second Energy Education Video
- 60-Second Sustainability Education Video
- Quarterly Webinars

Events & Activities

- The Al-Attiyah International Energy Awards
- Quarterly CEO Roundtable
- The Qatar National Dialogue on Climate Change (QNDC)

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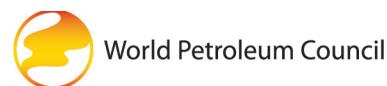


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OUR PARTNERS

The Al-Attiyah Foundation collaborates with its partners on various projects and research within the themes of energy and sustainable development.





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