



# European Policy Centre Annual Report 2023

## TABLE OF CONTENTS

Foreword	4	<b>GOVERNANCE</b>	41
Message from the Chair of the Governing Board	5	Governing Board	42
Message from the Chief Executive	6	Strategic Council	43
EPC in numbers	8	Financing	44
Message from the Chief Operating Officer	10	Acknowledgments	46
<b>IMPACT</b>	11	<b>MEMBERSHIP</b>	47
Enlargement and Democracy	12		
New Pact on Migration and Asylum	14	<b>ANNEXES</b>	53
Strengthening Health and Societal Resilience	16	Calendar of Activities in 2023	54
A New European Direction for China	18	Publications in 2023	63
Ukraine: Russian Aggression Continues	21		
Green Transition and Transformation	22		
Geo-economic Security and Tech-industrial Competitiveness	24		
Connecting Europe	26		
<b>TEAM</b>	29		
Management Team	30		
Analysts	30		
Events and Administration	33		
Membership and Communications	34		
Senior Advisers	34		
Academic Fellows	38		

**European Policy Centre**  
Rue du Trône 14-16  
1000 Brussels – Belgium

+32 2 231 0340  
info@epc.eu  
www.epc.eu  
@epc\_eu  
facebook.com/epcbrussels  
linkedin.com/company/european-policy-centre

**GRAPHIC DESIGN**  
Jon Wainwright

December 2024

This publication is available free of charge on [epc.eu](https://www.epc.eu)

The support the European Policy Centre receives for its ongoing operations, or specifically for its publications, does not constitute an endorsement of their contents, which reflect the views of the authors only. Supporters and partners cannot be held responsible for any use that may be made of the information contained therein.



## Foreword

**Brigid Laffan**

*President of the European Policy Centre*

I am pleased to present the European Policy Centre's 2023 Annual Report, which offers a comprehensive overview of the organisation's wide-ranging efforts throughout the year. The report details the EPC's significant contributions to shaping EU policies, reflecting its depth of expertise, range and its tangible influence on the European policy landscape.

As we reflect on the work of the European Policy Centre (EPC) amidst the ongoing war in Ukraine, it becomes clear how crucial the think tank's role has been in providing informed, timely analysis. Throughout 2023, the EPC has actively contributed to shaping the EU policy responses, particularly regarding Ukraine's defence and European solidarity. The EPC has consistently underscored the significance of Ukraine's future integration into Europe, aligning its research with the broader goals of EU expansion and democratic resilience.

The war in Ukraine has highlighted the vulnerabilities of European security and economic interdependence, and the EPC has provided critical insights into the broader implications of Russia's aggression. It will also

examine how Europe's energy policies, defence capabilities, and economic strategies must adapt. Additionally, it has spotlighted the need for strengthened EU unity, not just in supporting Ukraine militarily and economically but also in reinforcing the EU's economic resilience through strategic investments and partnerships. EPC research has helped shape EU policies on economic sanctions, military aid, and the reconstruction of Ukraine post-war.

Amidst a shifting economic and geopolitical environment, the EPC has also provided guidance on how the new EU leadership team must navigate these challenges. The think tank has advocated for policies promoting economic security and growth, urging the EU to invest in critical sectors such as digital transformation and green technologies. It has highlighted the importance of fostering competitiveness while managing the geopolitical risks posed by an increasingly contested global economy.

The EPC's contributions have been instrumental in equipping European leaders with the knowledge and strategies to face an uncertain future with resilience and cohesion.



## Message from the Chair of the Governing Board

**Declan Kelleher**

The European Policy Centre (EPC) has made significant strides in 2023 as a leading think tank dedicated to fostering European integration and providing evidence-based policy recommendations. Throughout the year, the EPC has supported vital EU initiatives, facilitated policy dialogues, and offered critical insights into pressing challenges, notably as regards economic security and geopolitical tensions. The EPC has also been a forum and location for important policy debates and statements.

A significant highlight of 2023 was the EPC's contribution to the shaping of the European Commission's economic security strategy.

European Commission President Ursula von der Leyen lauded the EPC's contributions, recognising its role in shaping policy discussions on key European issues. President von der Leyen emphasised the think tank's ability to offer critical analyses during turbulent times and acknowledged its importance in providing well-researched solutions to complex challenges facing the EU.

From the perspective of economic security, the European Policy Centre has supported the EU's efforts to "de-risk", rather than "decouple" from global interdependencies. Furthermore, their research underscored the need for a cohesive approach to protecting the EU's technological and economic interests while fostering international cooperation and partnerships. This work dovetails with the European Commission's strategies to safeguard sensitive technologies and address security risks without stifling innovation and economic growth.

Overall, in 2023, the EPC reinforced its position as a thought leader, providing operable recommendations that enrich and further define the EU's policy landscape in areas ranging from economic governance to global security and integration.

Through its research and analysis, the EPC has played a pivotal role in supporting the EU's strategic autonomy and resilience efforts, particularly in the face of global challenges and headwinds. I look forward to seeing how they shape the EU agenda in the coming year.



## Message from the Chief Executive

In 2023, the world and EU policymaking changed significantly, and so did the EPC

**Fabian Zuleeg**  
Chief Executive

As we reflect on 2023, it becomes clear that this was another year marked by what we at the EPC have termed the “permacrisis” – or the “permapolycrisis”, given its overlapping challenges: geopolitical tensions, economic uncertainty, domestic and global fragmentation and polarisation, and the ongoing need for fundamental transformations in our societies to address the global technological revolution, climate change and ageing populations that continue to test Europe’s resilience and adaptability. Russia’s full-scale invasion of Ukraine was a watershed moment in our geopolitical reality, followed by the eruption in the Middle East, but there remains the question of whether our current leadership has been able to face up to the profound changes this radically changed environment demands. What should be clear is that these interconnected challenges cannot be addressed by any country on its own. Yet, cooperation at EU level is becoming more difficult, not less, driven by increasingly complex domestic political environments.

In the context of these persistent challenges, the EPC has reinforced its position as a leading voice in European policy debates, expanding the range of our work and reinforcing our analysis.

This commitment to providing strategic, long-term thinking on Europe’s most pressing challenges has never been more vital.

As well as continued analysis of the effects of Russia’s invasion of Ukraine, the evolving relationship between the EU and China remained at the forefront of our work throughout 2023. We were privileged to host European Commission President Ursula von der Leyen for a landmark speech on EU-China relations, which sparked crucial discussions about Europe’s strategic approach to this complex partnership. Similarly, our high-level dialogue with High Representative Josep Borrell on the EU’s role in the world provided valuable insights into Europe’s geopolitical positioning in an increasingly multipolar world.

Our work continued to span the breadth of European policy challenges, from a growing emphasis on economic security to continued focus on economic governance and social and health policy. We maintained our focus on the triple transition – digital, green, and social – while examining how these transformations intersect with Europe’s strategic autonomy and global competitiveness.

The EPC’s role as a platform for dialogue and exchange reached new heights in 2023. Through our events, publications, and digital presence, we facilitated crucial conversations between policymakers, experts, and stakeholders. Our commitment to fostering informed debate and providing evidence-based analysis resulted in over 150 events and numerous influential publications that shaped policy discussions in Brussels and beyond.

This year marked an important evolution in the EPC’s organisational development. Recognising the need for more strategic thinking in European policy debates, we strengthened our capacity for comprehensive analysis that bridges different policy areas. The launch of the Friends of EPC fund represented a significant step in securing strategic funding for independent research, and we were particularly pleased to welcome Equinor as the first major donor to the fund.

We were also delighted to further our efforts to promote the Europe-wide exchange of ideas by being invited to join the Trans European Policy Studies Association (TEPSA). TEPSA’s mission to enhance transnational debate by connecting national and European policy levels is more crucial than ever.

This effort includes the work of *Connecting Europe*. The flagship project in cooperation with Stiftung Mercator aims at connecting European civil society with policymakers and policy debates in Brussels. During 2023, we provided a platform for exchange for many of these partners, and our activities paved the way for the project’s successful renewal in 2024.

We continued to strengthen our network of partnerships across Europe and beyond, recognising that addressing contemporary challenges requires collaborative efforts and diverse perspectives. Our relationships with other think tanks, academic institutions, and policy organisations have enriched our work and extended our reach.

The permapolycrisis has highlighted the importance of think tanks that can provide clear-headed analysis and strategic foresight. As the complexity of challenges facing Europe continues to grow, our role in helping policymakers navigate these turbulent times becomes ever more critical. Whether addressing climate change, digital transformation, social inequality, or geopolitical tensions, the EPC remains committed to fostering solutions that serve Europe’s long-term interests.

Looking ahead, we see both challenges and opportunities for Europe. The EPC will continue to evolve and adapt, ensuring we remain at the forefront of European policy thinking. Our growing team, expanded network, and strengthened organisational capabilities position us well to contribute meaningfully to Europe’s future.

The work we undertook in 2023 laid the foundations for our economic security project, which brings a much needed focus on resilience and a renewed industrial strategy in an age increasingly characterised by geoeconomic competition.

Finally, I want to express my gratitude to our dedicated staff, whose expertise and commitment drive our success. Thanks also to our Governing Board, Strategic Council, and all our members and partners for their continued support and engagement. Special appreciation goes to the King Baudouin Foundation (KBF), our strategic partner, whose ongoing support remains invaluable.

As we move forward, the EPC remains committed to its founding mission of promoting European integration through analysis and dialogue. With our enhanced capabilities and growing network, we are well-equipped to help shape Europe’s responses to current and future challenges.

## EPC in numbers

  
**229**  
events

  
**116**  
publications

  
**110,332**  
publication views


  
**41**  
projects

  
**44**  
analysts


  
**31**  
Senior Advisers

  
**15**  
Academic Fellows

## EPC online

  
**560,000**  
page views

  
**44,978**  
followers  
↗ +213

  
**26,288**  
YouTube views

  
**61,709**  
followers  
↗ +4,747

  
**14,744**  
followers  
↗ +502

  
**2,161**  
YouTube subscribes

## EPC in the news

  
**3,254**  
media mentions

With mentions in EU-focused outlets such as POLITICO, EurActiv, EUObserver, euronews and top-tier international media like The Guardian, Deutsche Welle, France 24, The Financial Times, and many more.

## Top 3 publications



**Europe in the world in 2023: Learning the language of power?**  
22/02/2023



**Georgia must get its act together to become an EU candidate country**  
27/03/2023



**Making sense of the EU's Nature Restoration Law**  
14/07/2023

## Flagship events



**One year since Russia's invasion of Ukraine: Assessing the international response and looking to the future**



**President Ursula von der Leyen on the future of EU-China relations**



**The New Pact on Migration and Asylum: What's next?**



**2023 EU Enlargement package: Fit for the new geopolitical era?**



## Message from the Chief Operating Officer

Emma Woodford

In terms of organisational development, 2023 was a cornerstone year of internal reflection for the EPC team. In collaboration with the Management Team, I have led a process of organisational change designed to improve how we work together in order to strengthen our impact and achieve the EPC's mission of achieving greater European integration. Overall, the process has started a change from individual and competitive teams to a more collaborative atmosphere of inclusion and cross-programme collaboration.

In May, the operations team met in a retreat setting to workshop the areas where operational processes could be improved. These ranged from better integration between analysts and the operations team, project management across the organisation, inductions, professional development and streamlining internal processes.

We then brought the entire organisation together in a participatory process to co-create an organisational development plan and organisational values for everyone in the EPC team to follow and adhere to. This process has been crucial for building a sense of community that encompasses everyone who is connected to the EPC from the Governing Board and General Assembly, to the fellows, advisers, analysts, operations team and assistants. These values are now on our website and followers of the EPC will note that we have centred our Gender, Equity, Diversity and Inclusion (GEDI) work into these values. Indeed, GEDI is at the cornerstone of our Organisational Development Plan. Whereas before, GEDI had a stand-alone plan, it is now fully integrated into the objectives of the EPC, strengthening our commitment to creating a more equitable, diverse and inclusive organisation.

# IMPACT

**Explaining the EU to a broad audience  
and delivering relevant analysis and concrete  
recommendations to EU policymakers.**

## Enlargement and Democracy

2023 marked a step forward in the EU's agenda of enlargement towards the Western Balkans and Eastern countries, as a reaction to Russia's continuing full-scale invasion of Ukraine. The enlargement package published by the Commission in November for the first time included all ten countries. In December, the European Council agreed to open accession negotiations with Ukraine and Moldova, and to grant candidate status to Georgia.

The EPC launched a **Task Force on EU enlargement**. As part of this project, **Gert Jan Koopman**, Director-General of DG NEAR, and **Štefan Füle**, former European Commissioner for Enlargement and European Neighbourhood Policy and Chair of the EPC's Task Force on enlargement, discussed the 2023 EU Enlargement package and how it would perform in a new geopolitical era.

The Western Balkans continued to be a central topic of discussion within the

EPC in 2023, with high-level events organised throughout the year. The EPC welcomed Prime Minister of Serbia **Ana Brnabić** to discuss the Serbian perspective in the new era of EU membership and enlargement. North Macedonia's Finance Minister **Famir Besimi** and Foreign Affairs Minister **Bujar Osmani** talked over the move of their country towards EU integration. **Berta López Domènech** focused on how to limit Russian influence in the Balkans, by making progress in mediating the Kosovo-Serbian dispute and examined how the EU should use the granting of candidate status to Bosnia as an opportunity to advance the conversation on reforming the country's constitution per European democratic norms.

The EPC prioritised important research on the EU's perma-crisis and the impact of a new shift in the EU accession processes. EPC Chief Executive **Fabian Zuleeg** examined how to overcome what he described as the 'European progress

illusion', shedding light on the next steps to solve this crisis. **Corina Stratulat** looked at how the EU could go from rhetoric to action on enlargement, and **Fraser Cameron** argued that enlargement and strengthening the institutions should go hand in hand. **Herman van Rompuy**, former President of the European Council, **Loukas Tsoukalis**, Professor at the Paris School of International Affairs and President of the Hellenic Foundation for European and Foreign Policy, **Rosa Balfour**, Director of Carnegie Europe, and **Janis Emmanouilidis**, EPC Deputy Chief Executive, convened for a policy dialogue to debate Europe's coming of age in this period of crisis.

We also focused on future internal EU reform that may be necessary in the context of the enlargement. In an online event, **Daniela Schwarz**, Co-Rapporteur of the Franco-German Working Group on EU Reform and Enlargement had an exchange of views with MEP **Guy Verhofstadt**. Meanwhile former MEP **Andrew Duff** examined the European Parliament's propositions for treaty changes and assessed the debate on that issue.



© CANVA



Luxembourg's Prime Minister Xavier Bettel delivers a speech during the ceremony marking the 70th anniversary of the European Parliament, during a plenary session at the European Parliament in Strasbourg, eastern France, on November 22, 2022. (Photo by FREDERICK FLORIN / AFP)  
© Frederick Florin / AFP

© Odd Andersen / AFP

## New Pact on Migration and Asylum

While enlargement and security have taken new prominence on the EU's agenda, migration continued to attract significant political attention. In December 2023, after long and difficult negotiations, the Council and the European Parliament reached a breakthrough on the long-awaited reform of the EU asylum and migration system, known as the New Pact, adopted by the EU co-legislators in May 2024.

With irregular arrivals continuing in large numbers, and an absent unified EU approach prior to the agreement, migration remained a bone of contention among member states. Divisive issues included limited adherence to the Dublin rules, whereby individuals should apply for asylum in the first EU country they reach, as well as how to ensure predictable solidarity to counterbalance the uneven geographic spread

as a result of the rules. The New Pact, first presented in September 2020, is an overhaul of the EU's legal framework addressing these and other structural issues in the EU's migration and asylum system. Among others, it puts in place a mandatory but flexible system for the fair sharing of responsibility between member states and a new system for processing arrivals at the border. Despite its adoption, questions remain, especially how member states will ensure proper implementation and also whether the newly found agreement provides political impetus to pursue more ambitious and evidence-informed reforms in neglected areas of EU migration policy, from reforming the return system to opening up credible labour migration pathways.

To address such questions, the EPC continued its research with the head of the European Migration and Diversity (EMD)

programme **Alberto-Horst Neidhardt** examining the potential and shortcomings of the reforms but also the need to think of out-of-the-box solutions to address secondary movements. EPC policy analyst **Helena Hahn** reflected on the external dimension of migration policy and how migration cooperation efforts with countries of origin and transit could undermine the EU's pursuit of strategic autonomy. Questions around cooperation also featured in her analysis of the EU's approach to climate mobility, an increasingly relevant issue in migration policy. The European Migration and Diversity programme was also delighted to host several high-level policy dialogues, including one on the New Pact with interventions by **Nicole de Moor**, Secretary of State for Asylum and Migration of Belgium, **Fabienne Keller**, Member of the European Parliament (MEP) from the Renew Group, and **Monique Pariat**, Director General for Home Affairs at the European Commission.

In 2023, the EU also worked to strengthen its migration cooperation with neighbouring countries such as Türkiye. Junior Policy Analyst **Anastasia Karatzas** analysed how to strengthen EU support for Syrian refugees in Türkiye during President Recep Tayyip



© Tony Karumba / AFP



↳ Roadmap signing ceremony with President Metsola: Parliament and five rotating Council Presidencies committed to work together to adopt the reform of the EU migration and asylum rules before the 2024 EU elections.  
© European Parliament

Erdoğan's third term. A policy dialogue on relations with Türkiye ahead of its crucial 2023 Presidential elections saw contributions by **Tineke Strik**, MEP from the Greens/EFA group, **Matthias Lücke** from the Kiel Institute for the World Economy, **Başak Kale** from Middle East Technical University, **Laura Batalla Adam** from the non-governmental organisation Ashoka, and **Kelly Petillo** from the European Council on Foreign Relations.

In the context of the EPC's partnership with the US Mission to the EU, a public event spotlighting future-proofing refugee protection also took place with speakers **Julieta Valls Noyes** from the State department of Population, Refugees, and Migration in the United States, **Hans van der Weerd**

from the International Rescue Committee, and **Beate Gminder** from the European Commission. Further discussing transatlantic perspectives and common challenges in terms of labour migration, **Damian Boeselager**, MEP from the Greens/EFA group, **Tara Watson** from Brookings Institution, **Julia Gelatt** from the Migration Policy Institute and **Teresa Hornung** from the Confederation of German Employers' Associations (BDA) joined the EPC's moderator **Helena Hahn**. The EPC also hosted the EU launch of the 2023 World Development Report, titled 'Migrants, Refugees and Societies', shedding light on prospects for better migration policies in a context of demographic decline, with **Xavier Devictor** from the World Bank and **Cisse Mariama Mohamed** of the

International Organisation for Migration in attendance.

While the New Pact was adopted in May 2024, the effective functioning of EU migration and asylum policy in future years rests on a better balance between solidarity and responsibility, on respect of human rights, but also on further ambitious reforms in relevant areas. In this context, our analysts successfully lead the debate and analysis on the Pact, but also additional topics, such as promoting labour mobility and migration, and holistic approaches to climate change and migration.



## Strengthening Health and Societal Resilience

In 2023, the impact of the Covid-19 pandemic continued to be felt and the EU's response remained dominant on political agendas. It highlighted the need for a sustainable and strong healthcare system. To support such vital discussions, the EPC's **Elizabeth Kuiper** and **Hans Marten** kicked off the year with a policy dialogue reflecting on the 2022 Health Report, with **Claudia Marinetti** from Mental Health Europe, **Francesca Colombo** from the OECD, and **Maya Matthews** from the European Commission present in attendance as panelists. **Matthias Wismar** from European Observatory on Health Systems and Policies was joined by **Zoi Mylona** from the South Denmark European Office, **Raluca Painter** from the European Commission and **Istvan Ujhelyi** MEP for the S&D parliamentary group to discuss future opportunities for health in the EU. We also held a Well-being Economy Policy Lab session with **Romina**

**Boarini** from Rise, **Simone Brindle** and **Gary Gillespie** both from the Welsh government as speakers.

Sustaining and building on pre-existing health care systems were crucial questions that **Dirl van den Steen** from the European Commission, **Caroline Costongs** from EurohealthNet, and **Aleksandra Krygiel** of Johnson&Johnson pinpointed during their debate under the Coalition for Health Ethics and Society (CHES) with **Elizabeth Kuiper**. Further questions arose surrounding the future of healthcare systems during the pandemic and in a post-Covid-19 world. To tackle such subjects and scenarios, the Health Union taskforce was formed. In the context of the taskforce, a policy dialogue was given by the EPC's **Danielle Brady** and **Elizabeth Kuiper** who received guests **Philippe Brunet**, Former Head of Cabinet in the European Commission, **Elisabetta Zanon**



© Thibaud Moritz / AFP

of the Alliance for Regenerative Medicine, and EPC Senior Adviser **Antonio Estrella** to discuss health in a post-pandemic world. Furthermore, **Enrique Terol** from the Permanent representation of Spain to the EU, **Bjorn Gens** from the permanent representation of Belgium to the EU joined the EPC for a discussion of the Health Council and the EU presidency priorities.

The EPC's **Laura Rayner**, **Elizabeth Kuiper**, **Danielle Brady** and **Victoria Pedjaasar** took a deep dive on gender equality in an era of permacrisis and discussed how time is of the essence in ensuring equal rights for women across economic, political and social pathways. The spectrum of wellbeing and health of

© CANVA

individuals extended to planetary health once again with a focused dialogue on the development of a holistic vision to harmonise the link between planet and people. Experts **Roser Domenech Amado** of the European Commission, **Cale Lawlor** of the European Public Health Alliance, and **Dario Piselli** of the European Environmental Agency joined EPC's **Elizabeth Kuiper** and **Danielle Brady** to discuss pathways towards strengthening planetary health.

Moreover, the EPC addressed technological innovation in health and healthcare systems through a policy dialogue featuring guest speakers **Frederico Guanais** from the OECD, **Zoi Mylona** from European Health

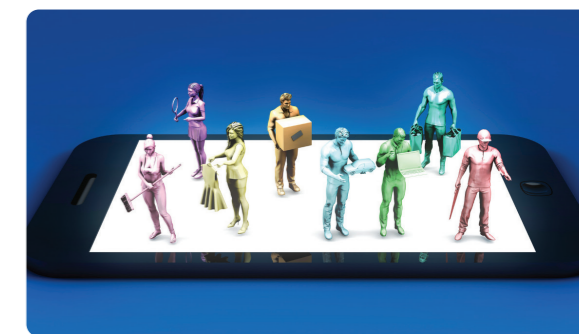
Management Association, **Isaac Middelmann** from EIT Health and **Olga Solomon** from the European Commission to discuss how building resilient European societies will require better innovation. The EPC's **Danielle Brady** and **Elizabeth Kuiper** analysed the challenges within the health workforce in the EU and how to better ensure access for its citizens in the future. Additionally, **Danielle Brady** and **Elizabeth Kuiper** looked at the European Health Union and the challenges it faces and will continue to encounter moving forward.

In partnership with the European Politics and Institutions programme and the Sustainable Prosperity for Europe programme, the Social Europe and Well-being programme hosted a policy dialogue on green civic engagement, signalling the role of technology and increasing digitalisation for health and civic engagement will take centre-stage for years to come.

The Social Europe and Well-being programme also looked at social and employment policies. Namely, by partnering with the EPC's Migration and Diversity programme and The Competence Centre on the Future of Work of the Friedrich-Ebert-Stiftung. The project examined the issues faced by many migrant workers operating through platforms and explored what policy solutions they can bring to the European Commission's proposal for a Directive on improving working conditions for platform workers. This joint project resulted in a Policy Brief by the EPC's **Tommaso Grossi** and **Andreina De Leo**.

The EPC's **Tommaso Grossi** and **Laura Rayner** approached the intricacies of European economic and social policies by taking part in a study requested by the European Parliament's Budget Committee and led by the Centre for European Policy Studies (CEPS). The study offered recommendations on how to improve the measurements of economic interventions by proposing innovative methodologies to track the returns on investments, while making the case for boosting long-term investments in key social areas. The study was presented at the European Parliament in April 2023.

The EPC's Social Europe and Well-being programme has been committed to providing extensive research and discussions on numerous topics related to social policies and healthcare, encompassing various realms ranging from the need for more holistic policymaking, the importance of rethinking labour markets to healthcare and social policies.



© CANVA

## A New European Direction for China

The relations between the EU and China have undergone significant changes in recent years. Growing challenges, along with diverging perceptions and approaches to global and domestic affairs, threaten to weaken the effectiveness of bilateral dialogue.

In this context, the EPC had the pleasure of receiving European Commission President **Ursula von der Leyen**, who delivered a speech on 'de-risking not decoupling'.

The event featured a conversation with our CEO, **Fabian Zuleeg**, and **Mikko Huotari** from MERICS, exploring the future of EU-China relations.

The former Chinese Ambassador to the EU, **Fu Cong**, and **Shada Islam**, senior adviser to the EPC's Europe in the World Programme, discussed opportunities and the ongoing challenges in the EU-China relations.

Building on over two decades of EU-China Think Tank

Dialogues, the EPC hosted the first in-person conference in China as part of the EU-funded project 'EU & China Think Tank Exchanges.' The visit, held shortly after a series of meetings between HR/VP **Josep Borrell** and Chinese officials, marked a significant return to in-person engagement in China following COVID-19 restrictions. Against the backdrop of increasingly complex and strained EU-China relations, the conference provided a unique platform to exchange broad priorities and concerns in an academic, discussion-oriented setting



© CANVA



© Kenzo Tribouillard / AFP



Ukraine's Deputy Prime Minister Olha Stefanishyna attends a joint press conference with Czech Minister for European Affairs Mikulas Bek (not in picture) after their meeting on the Czech presidency of the Council of the European Union and Russia's aggression against Ukraine in Prague, Czech Republic, on July 14, 2022.

© Milan Kammermayer / AFP

## Ukraine: Russian Aggression Continues

Russia's full-scale invasion of Ukraine in February 2022 has continued to make waves across the globe. The EPC held regular briefings assessing the situation on the battlefield with several top experts including Former US Army general, Ben Hodges. Black Sea security was also a key area of focus.

With mounting war crimes and crimes of aggression, the need to hold Russia accountable and achieve justice for Ukraine has never been greater. Prosecutor General of Ukraine **Andriy Kostin** was invited by the EPC to several briefings and dialogues to stress urgency in these matters.

The EPC's **Svitlana Taran** took a close look into the meaning of the 11th package of EU sanctions against Russia with a focus on circumvention. **David O'Sullivan**, EU Special Envoy for Sanctions, was one of many speakers addressing this challenge. Ukraine's extensive economic needs have also been a key focus. Our Ukraine's European Future project led by **Amanda Paul** has continued its work and opened the floor to discuss crucial topics including the devastating environmental impact of the war. This includes the impact of the destruction of Kakhovka and the extensive placement of landmines in the country. Ukraine's accession to the EU as well as the reconstruction of Ukraine were also discussed.

The EPC had the pleasure of receiving numerous leading figures and experts who contributed to the debate on what can be done about Russian aggression and increasing threats in the EU's neighborhood. **Olha Stefanishyna**, Ukraine's deputy Prime Minister for European and Euro Atlantic Integration; **Nils Behrndt** deputy director general of DG Just and **Anton Koprynevych** from the Ministry of Foreign Affairs of Ukraine discussed war crimes in Ukraine.

Key figures joined the EPC in exploring crucial topics concerning the future of the conflict. **Vsevolod Chentsov**, head of mission of Ukraine to the EU, discussed the international response while **Yevhenii Fedorenko**, Deputy Minister of environmental protection/natural resources and **Marlene Rosemarie Madsen**, Deputy Director of Ukraine service for DG NEAR, assessed the environmental impact behind the crisis. **Vladyslav Vlasiuk**, head of the office of the president of

Ukraine and **Oleksiy Genchev**, counsellor to the mission of Ukraine to NATO went over the possible sanctions against Russia. The EPC also hosted **Sviatlana Tsikhanouskaya**, Leader of Belarusian democratic movement.

The EPC also collaborated with fellow think tank **Chatham House**. Chatham House Director **James Nixey** and Head of Policy Planning for NATO **Benedetta Berti** co-led our public event discussing the dangers of false peace in Russia's war against Ukraine. The scope of the European in the World programme has broadened, with a closer look into the effects of the Russo-Ukrainian war on Türkiye and the future of the South Caucasus and the Eastern partnership. An analysis by **Iana Maisuradze** and **Amanda Paul** on the future of Georgia as an EU candidate country was conducted as part of efforts to focus research more closely on the Eastern Partnership.

Event: One year since Russia's invasion of Ukraine: Assessing the international response and looking to the future.  
© EPC



## Green Transition and Transformation

Digitalisation can serve as an enabler for the green transition, notwithstanding the importance of greening the ICT sector at the same time. In this regard, the EPC welcomed **Anthony Zachazewski**, president of the Democratic Society, **Mark Beanland** from KNOCA and **Monika Mačiulienė** from the Vilnius Gediminas Technical University in a dialogue to discuss the role of technology for green civic engagement. **Paolo Caridi** from the European Commission, **Assya Kavrakova** from the European Citizen Action Service and **Andy Kerr** from the EIT Climate-KIC convened to explain the role of the digital green transition in effectively enabling citizen participation.

The EPC welcomed **Daniel Wennick**, policy director from Orgalim, **Ewa Zielińska** from Cenelec, **Hubert Gambs** from the European Commission and **Stéphane Ardit** for a

dialogue on the European single market as a potential driver for the European Green Deal. **Patrick Child** of the European Commission and **Nicole Couder** from SUEZ also participated in a discussion on the circular economy powered by the single market ahead of EU elections. The role of the EU in creating a circular built environment was also discussed by **Katharina Knapton Vierlich** from the European Commission, **Philip Crampton** from FIEC, and **Samy Kazemi** from Circle Economy.

Energy and clean air are fundamental subjects of debates that have taken centre stage at the EPC. **Simon Dekeyrel** and **Melanie Fessler**, analysts at the EPC, explored how digitalisation is an enabler for a clean energy transition. The final publication made it to the Council's Think Tank Review. They also researched

and co-authored with the EPC's **Stefan Sipka**, **Annika Hedberg** and **Danielle Brady** a report on how increasing action and shaping a stronger vision will be necessary for cleaner air in Europe. An EPC-held dialogue with **Veronica Manfredi** from the European Commission, **Anne Shauffer** from HEAL, **Gillian Holmes** from the Clean Air Fund as well as analysts **Stefan Sipka** and **Melanie Fessler** tackled the benefits of fostering new policies for cleaner air. While **Isodoro Tapia**, European Investment Bank economist, **Vilislava Ivanova** from E3G, **Joni Karjalainen** from CAN Europe, **Louise Rullaud** from Eurelectric and **Oliver Grabette** from Réseau de transport d'électricité took a deep-dive into the role of the electricity grid in supporting the clean energy transition. **Melanie Fessler** and **Laura Rayner** published a report about the importance of ensuring the fair energy transition for all while **Helena Hahn** and **Melanie Fessler** explored the linkages between climate change and migration.



© Tony Karumba / AFP



**Olga Khakova** and **Annika Hedberg** also looked into how the EU and the US can advance the green transition along with energy and resource security while **Brooke Moore**, EPC analyst, looked at loss and damages beyond COP28. Additionally, **Brooke Moore** moderated the COP28 policy dialogue with guests **Dimitrios Zevgolis**, from the European Commission, **Mohamed Al Sahlawi**, ambassador of the UAE to the EU, **Damon Jones** from Climate Analytics and **Tabea Lissner** from Global Solutions Initiatives.

**Geraldine Mahieu** from the European Commission, **Janez Potočnik** from International Resource Panel and **Ricardo Mourinho Felix**, Vice President of the European Investment Bank discussed with EPC analyst **Stefan Sipka**, the economics for the European Green Deal. The event also addressed ongoing challenges from planetary crises to ensuring a just transition to the world we want, and creating positive and honest narratives around the green transition.

© Jewel Samad/ AFP

## Geo-economic Security and Tech-industrial Competitiveness

Intensifying global competition, US-China rivalry and the fallout from Russia's aggression have pushed a paradigm shift in the international economic order and for Europe's political economy, argue the EPC's 2023 Outlook Paper and **Fabian Zuleeg** in a thought-provoking discussion paper.

The EPC launched its Europe's economic security project, led by **Georg Riekeles** and **Paweł Świeboda**, centering around the argument that the EU has entered a novel period of its economic history. The EU's political agenda must be profoundly reoriented not only on accepting the notion of economic security as a third major shift in parallel to the green and digital transitions, but also on implementing it across the full policy spectrum from trade and investment to energy and health, as noted by **Elizabeth Kuiper**.

Resilience, security of supply and technological leadership are now paramount in approaching trade, economic governance and investment, leading the EPC to formulate recommendations for a renewed EU tech-industrial strategy, notably in quantum technologies, addressing what **Fabian Zuleeg** and **Philipp Lausberg** termed Europe's industrial policy trilemma.

The EPC pushed its longstanding focus on **competitiveness and the Single Market** into new areas,

conducting pioneering work together with the EIB's Chief Economist **Debora Revoltella** and **Laurent Maurin**, helping shift the EU's policy agenda on SMEs and mid-caps, and engaging key stakeholders including the Commission's **Michael Wimmer**, Orgalim's **Malte Lohan**, **Tsvetelina Kuzmanova** from E3G and **Sylvie Grandjean** from Redex and METI.

Europe's foreign economic policy vis-à-vis China and the US was also in focus, the latter as part of a 'Track 2' project on the EU-US Trade and Technology Council in cooperation with the **Atlantic Council** involving amongst others **Frances Burwell**, **Helena Fu** from the US National Security Council, **Chad Bown** from the Peterson Institute, **Elitsa Garnizova** from the London School of Economics and **Rupert Schlegelmilch** from DG Trade.

The deepening trade-offs between competitiveness, security and the green transition, as well as Europe's capacity to lead in clean tech, was the subject of recommendations and discussions involving **Marco Buti** from the European University Institute and **Laurent Braun** from the European Investment Fund.

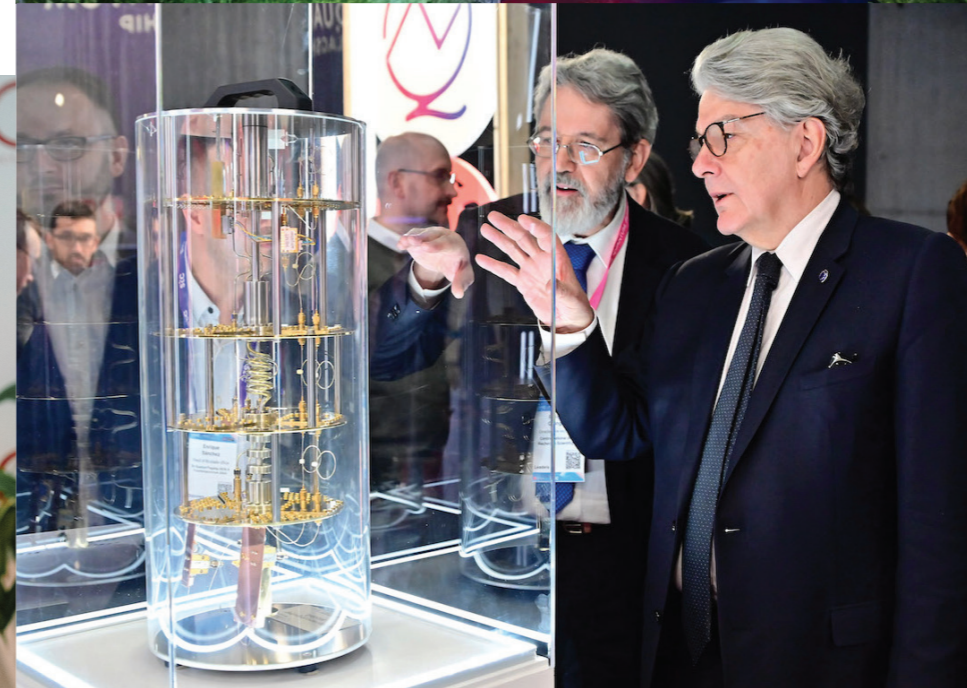
Similarly, the digital transition and deep tech were focal points in 2023 in projects with partners such as the Finnish

Innovation Fund (SITRA) and Quantum Delta NL. The EPC's digital team, **Georg Riekeles**, **Andrea Rodriguez** and **Giulia Torchio**, published papers on emerging challenges in data, privacy and cybersecurity, including **AI safety and compliance with GDPR**.

In September, the EPC organised the "State of the Ethics Union" debate which was opened with a keynote by the European Ombudswoman, **Emily O'Reilly**, including input from MEP **Daniel Freund** from the Greens-EFA and **Sarah Wheaton** from Politico Europe, while the EPC's **Garvan Walshe** moderated.



Reconciling competitiveness and economic security event, October 2023. © EPC



European Commission Executive Vice President Valdis Dombrovskis (L), European Commission Executive Vice President Margrethe Vestager (2nd L), US Secretary of State Antony Blinken (C), US Secretary of Commerce Gina Raimondo (2nd R) and US Trade Representative Katherine Tai (R) speak to the media following the US-EU Trade and Technology Council (TTC) Ministerial Meeting at the University of Maryland in College Park, Maryland, on December 5, 2022. © Saul Loeb / AFP

Thierry Breton European Commissioner for the internal market Meeting Quantum CEO. © European Union 2023



CONNECTING europe

## Transnationalising Policy Debates: Connecting Europe

Many of the challenges Europe faces today are interconnected and transnational in nature, requiring responses that transcend borders. We believe that a strong civil society and an independent think tank landscape across Europe are essential ingredients for fostering a more inclusive exchange on European affairs and for developing better solutions to today's transnational challenges. As a European think tank, we aim to contribute to formulating such transnational responses by collaborating with our

partners across the continent and reaching beyond the usual stakeholders in Brussels. **Connecting Europe** is a joint initiative of the EPC and Stiftung Mercator that has been working towards this vision since 2017. In this context, we seek to build capacity within civil society and to connect the work of our programmes with partner organisations. In 2023, this included work on digital policies and AI, such as roundtables on the AI Act and its implementation



Discussion with the re:constitution project at the EPC © EPC

challenges, platform regulation, and the protection of human rights. Participants included **Jürgen Bering** from Gesellschaft für Freiheitsrechte, **Prabhat Agarwal** from the European Commission, **Henna Virkkunen**, Member of the European Parliament, and the EPC's **Andrea García Rodríguez**.

As Russia's full-scale invasion of Ukraine entered its second year, we also discussed the role of Ukrainian civil society during the war in a policy dialogue



Connecting Europe workshop on climate foreign policy in Berlin. © EPC

with the EPC's **Amanda Paul**, **Laura Christoph** from Institut für Europäische Politik, **Nataliya Pryhornytska** from the Alliance of Ukrainian Organizations, and Connecting Europe's **Filipe Ataíde Lampe**. Additionally, we collaborated with several partners on defending the rule of law in the EU, with joint events involving the re:constitution project, Freedom House, and Forum MIDEM.

These included supporting a capacity-building training with **#DiasporaVote** and a series of events as part of Project Presidency, which was designed to enhance policy debates surrounding the rotating presidencies and to connect Brussels with the member state holding the presidency.

In 2023, the project included collaborations with the Swedish Institute for European Policy Studies (SIEPS) and the Elcano Institute, focusing on Sweden's and Spain's presidencies of the Council.

Our collaborations with think tank partners across Europe also included contributions to the **On Think Tanks School for Think Tankers** and the **Think Tank Lab**. These successful collaborations underscored the added value that transnational exchanges – both at the think tank and civil society levels – bring to the policy debate in Brussels.

The establishment of the **Transnationalisation Programme** in 2023 marks the next step in supporting our

mission to transnationalise EU policy debates and facilitate closer collaboration among think tanks working on European affairs. As part of this effort, we have intensified our structural support for such collaborations, with the long-term goal of establishing a centre for independent think tanks from across the EU, in the form of a **European Think Tank House** in Brussels.



# TEAM

**We aspire to provide a safe, healthy and rewarding working environment for our team, and exceptional research and analysis for our members and the broader public.**

## Management Team



**FABIAN ZULEEG**  
*Chief Executive and Chief Economist*



**JANIS EMMANOULIDIS**  
*Deputy Chief Executive and Director of Studies*



**EMMA WOODFORD**  
*Chief Operating Officer*



**MARAL BEDROSSIAN**  
*Chief Financial Officer*



**ALMUT MÖLLER**  
*Director for European and Global Affairs and head of the Europe in the World programme*



**ELIZABETH KUIPER**  
*Associate Director and Head of the Social Europe and Well-Being programme*



**GEORG RIEKELES**  
*Associate Director and Head of the Europe's Political Economy programme*



**CORINA STRATULAT**  
*Associate Director And Head Of European Politics And Institutions*

## Analysts



**ALBERTO-HORST NEIDHARDT**  
*Head of the European Migration and Diversity programme and Senior Policy Analyst*



**JOHANNES GREUBEL**  
*Head of the Transnationalisation programme and Connecting Europe*



**STEFAN ŠIPKA**  
*Head of the Sustainable Prosperity for Europe programme and Senior Policy Analyst*



**AMANDA PAUL**  
*Deputy Head of Europe in the World programme and Senior Policy Analyst*



**IVANO DI CARLO**  
*Senior Policy Analyst*



**DANIELLE BRADY**  
*Senior Policy Analyst*



**PHILIPP LAUSBERG**  
*Senior Policy Analyst*



**JAVIER CARBONELL**  
*Policy Analyst*



**MIHAI SEBASTIAN CHIHAIA**  
*Policy Analyst*



**TOMMASO GROSSI**  
*Policy Analyst*



**HELENA HAHN**  
*Policy Analyst*



**VARG FOLKMAN**  
*Policy Analyst*



**MADDA MAGBITY**  
*Policy Analyst*



**ANASTASIA KARATZAS**  
*Policy Analyst*



**BERTA LÓPEZ DOMÈNECH**  
*Policy Analyst*



**MARIA MARTISUITE**  
*Policy Analyst*



**ERIC MAURICE**  
*Policy Analyst*



**BROOKE MOORE**  
*Policy Analyst*



TEAM AS OF NOVEMBER 2024

**Analysts**



**XHEIMINA DERVISHI**  
*Policy Assistant*



**ANA CATARINA SIMÕES**  
*Policy Analyst*



**IANA MAISURADZE**  
*Junior Policy Analyst Assistant*



**ANA BERDZENISHVILI**  
*Junior Policy Analyst Assistant*



**GIULIA TORCHIO**  
*Policy Analyst*



**LIZA SARIS**  
*Project Manager*



**RAÚL VILLEGAS**  
*Junior Policy Analyst*



**ELIZABETE ARRIETA**  
*Programme Assistant*



**ALEJANDRO CASTANEDO**  
*Programme Assistant*



**IAN HERNANDEZ**  
*Programme Assistant*



**ROMIL KOLESNYK**  
*Programme Assistant*



**ZACK NHAH**  
*Programme Assistant*



**TABEA SCHAUMANN**  
*Programme Assistant*



**FRANCESCO TASIN**  
*Programme Assistant*



**EMMA UGOLINI**  
*Programme Assistant*

TEAM AS OF NOVEMBER 2024

**Analysts**



**THANOS DELLATOLAS**  
*Research Assistant*



**FLORIAN CORTEZ**  
*Research Fellow*



**SVITLANA TARAN**  
*Research Fellow*



**MICHELE GALLI**  
*Visiting Research Fellow in the SPFE Programme*



**PAUL TAYLOR**  
*Senior Visiting Research Fellow, Europe in the World programme*



**CHRIS KREMIDAS-COURTNEY**  
*Senior Visiting Fellow*

TEAM AS OF NOVEMBER 2024

**Events and Administration**



**IVANIVA VALEVA HAMDİ**  
*Project and Liaison Manager*



**TATIANA CAFTEA**  
*Events Executive*



**CRAIG ELLIS**  
*Project Management Executive*



**ARNALDO MINA MENDOZA**  
*Operations Officer*



**RUSLANA NIKOLISHYNA**  
*Project Assistant*



**MIRIAM MARTINEZ**  
*Events and Communications Assistant*

TEAM AS OF NOVEMBER 2024

## Membership and Communications



**KERSTIN BORN-SIRKEL**  
*Senior Associate, Partnerships,  
External and Member Relations*



**KEL NKONDOCK**  
*Communications and Events Manager*



**WAEL MAANINOU**  
*Audiovisual Officer*



**TYANA BARRY**  
*Media Officer*



**LOUISE LE GRELLE**  
*Intern*

TEAM AS OF NOVEMBER 2024

## Senior Advisers



**GEORGIA BROOKS**  
*Senior Adviser on Gender Equality,  
DEI and Human Rights*



**HENDRIK BOURGEOIS**  
*Vice President Government Affairs  
Europe, Intel*



**PAWEL SWIEBODA**  
*Senior Visiting Fellow*



**ERIKA MANN**  
*Senior Adviser, Atlantic Council*



**GIOVANNI GREVI**  
*Senior Visiting Fellow*



**PETER S. RASHISH**  
*Senior Adviser on Transatlantic  
Economic Relations*

TEAM AS OF NOVEMBER 2024



**AILEEN MCLEOD**  
*Senior Adviser on the Well-being  
Economy*



**MALCOLM HARBOUR**  
*Senior Adviser on the Single Market*



**FABIO COLASANTI**  
*Senior Adviser on the Digital Agenda*



**BENEDETTA BERTI**  
*Senior Adviser on Strategic Planning,  
Security and Defence Policy*



**MARK RHINARD**  
*Senior Adviser on Societal  
Security Issues*



**ERIKA MEZGER**  
*Senior Adviser on Social Dialogue,  
Employment Relations, and Welfare*



**JAMIE SHEA**  
*Senior Adviser on Security  
and Defence Policy*



**ALISON HUNTER**  
*Senior Adviser on Regional Policy,  
Innovation and Industrial Growth*



**OANA LUNGESCU**  
*Senior Adviser NATO and Transatlantic  
Security and Defence Policies*



**YVES PASCOUAU**  
*Senior Adviser on Migration  
and Mobility Policies*



**VIRGINIE JACOB**  
*Senior Adviser on Migration  
and Diversity*



**ELEONORA MILAZZO**  
*Senior Adviser on Migration  
and Diversity*



**MAJA FJAESTAD**  
*Senior Adviser on Healthcare  
and Digital Health*



**JEAN-LOUIS DE BROUWER**  
*Senior Adviser on Migration*



**FRASER CAMERON**  
*Senior Adviser on International  
Programmes*

Senior Advisers



**LIEVE FRANSEN**  
Senior Adviser on Health,  
Social and Migration Policies



**JOÃO VALE DE ALMEIDA**  
Senior Adviser on Global Affairs and  
Transatlantic Relations



**JOOST P. VAN IERSEL**  
Senior Adviser on Future Sustainability  
and Industrial Policy



**RICHARD DOHERTY**  
Senior Adviser on Foreign Policy  
and Trade



**ROXANA CRISTESCU**  
Senior Adviser on Foreign Affairs  
and Conflict Resolution



**DAVID O'SULLIVAN**  
Senior Adviser on External Relations  
and Multilateral Issues



**MARIE DE SOMER**  
Senior Adviser on European Migration  
and Diversity



**ROSA BALFOUR**  
Senior Adviser on Europe in the World



**JOHN WYLES**  
Senior Adviser on EU Politics  
and Institutions



**POUL SKYTTE CHRISTOFFERSEN**  
Senior Adviser on EU Politics  
and Institutions



**ILKE TOYGÜR**  
Senior Adviser on EU Institutions,  
Enlargement, Elections and EPOC



**GRAHAM AVERY**  
Senior Adviser on EU Enlargement Policy



**CARL DOLAN**  
Senior Adviser on Ethics  
and Transparency



**HANS MARTENS**  
Senior Adviser on Energy, Public Service  
Reform and CHES



**LASZLO ANDOR**  
Senior Adviser on Employment  
and the EMU



**PAUL TIMMERS**  
Senior Adviser on Digital Transformation  
and Cybersecurity



**JACKI DAVIS**  
Senior Adviser on Communications  
Strategy



**ANNIKA HEDBERG**  
Senior Adviser on Climate and  
Sustainability



**GUNNAR WIEGAND**  
Senior Adviser on Asia-Pacific,  
Eastern Europe and Global South



**TONY ESTRELLA**  
Senior Adviser on Healthcare Sector  
Data and Technologies



**SHADA ISLAM**  
Senior Adviser on Asia,  
Africa and International Trade



**MIKKO HUOTARI**  
Senior Adviser



**RICARDO BORGES DE CASTRO**  
Senior Adviser



**RICCARDO BOSTICCO**  
Junior Academic Fellow



**HERMAN VAN ROMPUY**  
Honorary President, European Policy  
Centre; President Emeritus of the  
European Council



**JANA PUGLIERIN**  
Head of European Council on  
Foreign Relations, Berlin Office  
and Senior Policy Fellow



**CATHERINE DAY**  
Former Secretary General,  
European Commission

TEAM AS OF NOVEMBER 2024

**Senior Advisers**



**FEDERICA MOGHERINI**  
*Former High Representative of  
The Union for Foreign Affairs and  
Security Policy*



**JOAQUIN ALMUNIA**  
*Former European Commission  
Vice-President for Competition*



**HYWEL CERI JONES**  
*Former Chairman of the EPC; Member  
of the Welsh Government's European  
Advisory Group*



**MARCO GIULI**  
*External Adviser*



**ARANCHA GONZÁLEZ LAYA**  
*Dean of the Paris School of International  
Affairs, Sciencespo; Former Minister  
of Foreign Affairs, EU and Cooperation  
of Spain*



**DECLAN KELLEHER**  
*Chair of the EPC Governing Board*

TEAM AS OF NOVEMBER 2024

**Academic Fellows**



**SOPHIA GASTON**  
*Academic Visiting Research Fellow*



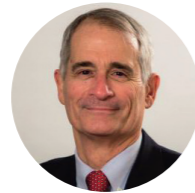
**DIMITAR BECHEV**  
*Academic Fellow*



**ANDREW DUFF**  
*Academic Fellow*



**DEMIR MURAT SEYREK**  
*Academic Fellow*



**BRUCE STOKES**  
*Academic Fellow*



**CHRISTOPHE HILLION**  
*Academic Fellow*

TEAM AS OF NOVEMBER 2024



**BEN HAMMERSLEY**  
*Academic Fellow*



**RICHARD G. WHITMAN**  
*Academic Fellow*



**JOYLON HOWORTH**  
*Academic Fellow*



**GEORGE PAGOULATOS**  
*Academic Fellow*



**GABRIEL CREAN**  
*Academic Fellow*



**ERIC HARRISON**  
*Academic Fellow*



**CHARLIE JEFFREY**  
*Academic Fellow*



**ANDREW SCOTT**  
*Academic Fellow*



**HUSSEIN KASSIM**  
*Academic Fellow*

*The EPC is also grateful for the contributions of the following former team members:*

**REBECCA CASTERMANS**  
*Head of Communications*

**MARIE DE SOMER**  
*Head of Programme*

**EMI VERGELS**  
*Executive Editor*

**SILVIA CARTA**  
*Policy Analyst*

**MAXIME SIERRO**  
*Programme Assistant*

**MARIALENA PANTAZI**  
*Programme Assistant*

**RITA MENDONÇA BARBOSA  
AMORIM LOBO**  
*Programme Assistant*

**CLARA SOPHIE CRAMER**  
*Project Assistant*

**NATHALIE HENRY**  
*Events Executive*

**CLARA REDONDO**  
*Events Coordinator*

**EVIN JONGEN-FAY**  
*Programme Assistant*

**GUILLAUME VAN DER LOO**  
*EPC – Egmont Research Fellow*

**FILIFE ATAÍDE LAMPE**  
*Junior Project Manager*

**FRANCESCO DE ANGELIS**  
*Junior Policy Analyst*

**PERLE PETIT**  
*Junior Policy Analyst*

**MELANIE FESSLER**  
*Policy Analyst*

**SOPHIE PORNSCHLEGEL**  
*Connecting Europe Project Leader  
& Senior Policy Analyst*

**ANNIKA HEDBERG**  
*Head of Sustainable Prosperity  
for European programme & Senior  
Policy Analyst*

**VICTORIA KAROLEVA**  
*Digital Communications Office*

**ANDREINA DE LEO**  
*Junior Policy Analyst*

**FRANZISKA HÖHNE**  
*Project Assistant*

**FEDERICA ZIZZI**  
*Programme Assistant*

**MARTA MUCZNIK**  
*Policy Analyst*

**TINA RAJH**  
*Programme Assistant*

**VICTORIA PEDJASAAR**  
*Programme Assistant*

# GOVERNANCE

**The EPC is committed to transparency, independence  
and drawing from a multitude of perspectives  
and nationalities in its governance model.**

## Governing Board

The Governing Board is responsible for the management of the EPC. Its main function is to provide strategic direction to the EPC and to monitor and evaluate its operations and the implementation of its strategic plan. However, powers relating to the day-to-day management of the EPC are delegated to the Chief Executive, who acts as the EPC's Legal Representative. The Governing Board meets three

to four times a year. Members are appointed by the General Assembly. The current Chair of the Board is Declan Kelleher. Board members also sit on the General Assembly, which is made up of former and current Board members. The General Assembly meets once a year to formally approve the annual accounts and adopt the budget for the year ahead in line with Belgian law.



**DECLAN KELLEHER**  
Chair of the EPC Governing Board;  
Former Permanent Representative of  
Ireland to the European Union



**DAVID O'SULLIVAN**  
Former EU Ambassador  
to the United States



**RACHEL BARLOW**  
Associate Director, Public Affairs Europe,  
Oxford HR



**JIM CLOOS**  
Former Director-General,  
General and Institutional Policy,  
Council of the European Union



**SUSAN DANGER**  
CEO, American Chamber  
of Commerce to the EU



**STEFAN SCHÄFERS**  
Head of European Affairs,  
King Baudouin Foundation



**KERSTI KALJULAI**  
Former President of Estonia



**NATHALIE TOCCI**  
Director of the Istituto Affari  
Internazionali, Special Advisor to HRVP  
Mogherini and Honorary Professor  
at the University of Tübingen



**AUDREY-FLORE NGOMISK**  
CEO of Trianon Scientific Communication



SECRETARY TO THE BOARD  
**FABIAN ZULEEG**  
Chief Executive, European Policy Centre

## Strategic Council

The Strategic Council brings together thought leaders and experts from diverse backgrounds and nationalities. They bring fresh insights and forward-looking perspectives on the major challenges facing

the European Union. Once a year, they meet with our analysts to reflect on the strategic priorities of the Union and their implications for the work and strategic direction of the EPC.

### MEMBERS

**Brigid Laffan**  
President, European Policy Centre

**Herman Van Rompuy**  
Honorary President, European Policy Centre;  
President Emeritus of the European Council

**Joaquin Almunia**  
Former European Commission  
Vice-President for Competition

**Lionel Barber**  
Former Editor of the Financial Times

**Hendrik Bourgeois**  
Vice President, Government Affairs  
Europe, Intel

**Elizabeth Collett**  
Special Adviser to the Director-General,  
International Organization for Migration

**Marta Dassù**  
Senior Director, European Affairs, The Aspen  
Institute; Editor-in-chief, Aspenia

**Catherine Day**  
Former Secretary General, European  
Commission

**Monica Frassoni**  
President of the European Alliance to Save  
Energy; President of the European Centre for  
Electoral Support

**Ricardo Borges de Castro**  
Senior Adviser to the European Policy Centre

**Anthony L. Gardner**  
Former United States Ambassador to the  
European Union

**Heather Grabbe**  
Senior Fellow at Bruegel, Visiting Professor  
at University College London and Senior  
Advisor to the President of the Open Society  
Foundations

**Aranca González Laya**  
Chair of the European Commission Wise  
Persons Group on Challenges Facing the  
Customs Union; Former Minister of Foreign  
Affairs, EU and Cooperation of Spain

**Shada Islam**  
Senior Adviser on Asia, Africa and  
international trade

**Hywel Ceri Jones**  
Former Chairman of the EPC; Member of the  
Welsh Government's European Advisory Group

**Jean-Claude Juncker**  
Former President of the European Commission

**Lord Kerr of Kinlochard**  
Member of the House of Lords

**Gerald Knaus**  
President of the Executive Board, European  
Stability Institute

**Jo Leinen**  
Former Member of the European Parliament

**Erika Mann**  
Senior Fellow, Atlantic Council

**Anand Menon**  
Professor of European Politics and Foreign  
Affairs at King's College London

**Federica Mogherini**  
Former High Representative of the Union for  
Foreign Affairs and Security Policy

**John Palmer**  
Former Political Director, European Policy  
Centre

**Kristina Persson**  
Founder of Global Challenge; Former Swedish  
Minister and Former Member of the European  
Parliament

**Jean-Claude Piris**  
Former Director General, Legal Service of the  
Council of the European Union

**Janez Potočnik**  
Former European Commissioner for  
Environment

**Jana Puglierin**  
Head of European Council on Foreign  
Relations, Berlin Office and Senior Policy Fellow

**João Vale de Almeida**  
Senior Adviser on Global Affairs and  
Transatlantic Relations

**Conny Reuter**  
Global Coordinator, Progressive Alliance

**Verena Ringler**  
Founder and Director, European Commons  
Network

**Maria João Rodrigues**  
Former Member of the European Parliament;  
Professor of Economics at the University of  
Lisbon

**Dennis Sammut**  
Director, LINKS

**André Sapir**  
Professor of Economics, ECARES, Université  
Libre de Bruxelles

**Wolfgang Schüssel**  
Former Federal Chancellor of Austria

**Daniela Schwarzer**  
Executive Director for Europe and Eurasia,  
Open Society Foundation

**Peter Semneby**  
Former EU Special Representative for the  
South Caucasus

**Constanze Stelzenmüller**  
Senior Fellow - Foreign Policy, Center on the  
United States and Europe, Brookings

**Rita Süßmuth**  
Former President of the German Bundestag

**Pawel Swieboda**  
CEO EBRAINS, Human Brain Project

**Nathalie Tocci**  
Director of the Istituto Affari Internazionali,  
Special Advisor to HRVP Mogherini and  
Honorary Professor at the University of  
Tübingen

**Loukas Tsoukalis**  
Professor at the Paris School of International  
Affairs, Sciences Po; President of the Hellenic  
Foundation for European and Foreign Policy  
(ELIAMEP)

**Baron Frans van Daele**  
Former Head of Cabinet to the King of Belgium;  
Former Ambassador of Belgium to the EU

**Jean-Charles van den Branden**  
Partner at Bain & Company

**Jordi Vaquer**  
Regional Director for Europe, Open Society  
Foundations

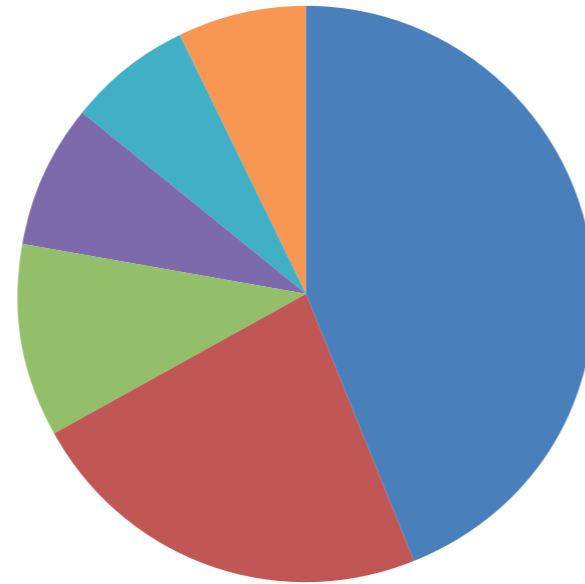
**Zeger Vercouteren**  
Vice President, Government Affairs & Policy  
EMEA, Europe, Johnson & Johnson

## Financing

The European Policy Centre (EPC) is committed to sound financial management and to transparency in respect of its funding sources. In line with its mission statement, the EPC is an independent think tank and none of the financing it receives affects its independence in any way. By the same token, any financial support received for EPC activities, including publications, does not commit the funding organisations in any way and the views expressed are solely those of the authors.

The EPC's total income in 2023 was €4,185,353. The EPC ended the financial year 2023 with a surplus of € 364,458 bringing the equity capital to €1,442,966. See below under audit report for more details.

Approximately 33 % of the EPC's funding in 2023 came from grants and donations from the following sources: The King Baudouin Foundation, the EPC's strategic partner, awarded the EPC a grant of €350,000. Stiftung Mercator awarded the EPC a grant of €390,790 for the Connecting Europe project. The EPC received an operating grant of €290,000 for 2023 under the CERV programme, alongside other similar think tanks and civil society organisations. The new Friends of EPC fund set up at the King Baudouin Foundation received its first donation from Equinor amounting to €300,000 (out of which €290,000 was paid out). Another 23 % of the EPC's funding came from membership fees. In 2023, the total income from membership fees was €957,871. The remaining funds (44 %) came mainly from contributions from a wide range of organisations for its programmes in the form of support for events and publications.



**44%**  
PROGRAMME  
SUPPORT

**23%**  
MEMBERSHIP  
FEES

**11%**  
PROGRAMME  
PARTNERS  
GRANTS

**8%**  
STRATEGIC  
PARTNER KBF  
GRANT

**7%**  
EU GRANT  
(CERV)

**7%**  
DONATIONS  
FRIENDS OF  
EPC

### BALANCE SHEET

As of 31 December	2023	2022
<b>Fixed Assets</b>		
<i>Intangible Fixed Assets</i>	7,593	21,144
<i>Tangible Fixed Assets</i>		
Net furniture & equipment	72,777	124,453
Financial Fixed assets	848	848
<b>Total Fixed Assets</b>	<b>81,218</b>	<b>146,445</b>
<b>Current Assets</b>		
Debtors	348,752	486,182
Banks	2,873,682	1,396,536
Accruals	505,552	280,338
<b>Total Current Assets</b>	<b>3,727,986</b>	<b>2,163,056</b>
<b>Current Liabilities</b>		
Creditor Loans & accruals	295,012	137,244
Deferred income	2,048,660	1,028,820
<b>Total Current Liabilities</b>	<b>2,343,672</b>	<b>1,166,064</b>
<b>Net Current Liabilities</b>	<b>-1,384,314</b>	<b>-996,992</b>
<b>Long-term Liabilities</b>	<b>22,566</b>	<b>64,929</b>
<b>Net Assets (liabilities)</b>	<b>1,442,966</b>	<b>1,078,508</b>
<b>Accumulated surplus/(deficit)</b>	<b>992,541</b>	<b>698,083</b>
<b>Reserve for social liabilities</b>	<b>450,000</b>	<b>380,000</b>

### INCOME & EXPENDITURE STATEMENTS

As of 31 December	2023	2022
<b>Income</b>		
Members' subscriptions	957,871	773,313
Grants and donations	1,404,305	1,014,797
Programmes & other	1,823,177	1,509,471
<b>Total income</b>	<b>4,185,353</b>	<b>3,297,581</b>
<b>Expenditure</b>		
Office expenses	-799,435	-683,539
HR expenses	-3,020,629	-2,618,389
<b>Total expenditure</b>	<b>-3,820,064</b>	<b>-3,301,928</b>
Income taxes	-831	-675
<b>Surplus/(deficit) for the year</b>	<b>364,458</b>	<b>-5,022</b>
<b>Surplus/(deficit) brought forward)</b>	<b>698,083</b>	<b>703,105</b>
<b>Reserve for social liabilities</b>	<b>70,000</b>	<b>0</b>
<b>Net surplus/(deficit) carried forward</b>	<b>992,541</b>	<b>698,083</b>

## Acknowledgements



The King Baudouin Foundation is a Belgian public benefit foundation that seeks to change society for the better by investing in inspiring projects and individuals. One of its aims is to foster cohesion and build bridges within Europe. With that objective in mind, it established a strategic partnership with the

EPC in 2002. The partnership contributes to the European integration process by setting the stage for informed debates about EU policies with a wide range of stakeholders. The Foundation's sustained support allows the EPC to have a long-term perspective whilst maintaining its independence.



The Citizens, Equality, Rights and Values (CERV), a 4-year Framework Operating Grant, co-funded EPC project ELEVATED (European integration, rule of Law, citizen Engagement and common Values Amplified by Thought leadership, Exchanges and Debate). The project start and first-year operating grant was in January 2022.

In line with the EPC's mission and the CERV programme priorities, ELEVATED will help develop Europe's public space on values,

policies and citizens' rights and empower and engage citizens to take part actively in the debate on the EU's future.

This will be achieved through a number of activities and themes, including: the Conference on the Future of Europe, transnationalisation, defending democratic and fundamental rights, promoting welfare and social inclusion and empowering youth movements.

# MEMBERSHIP

**Our membership is drawn from a broad spectrum of organisations, representing the main stakeholders concerned with EU affairs at the local, regional national and international level.**



**PLATINUM (8)**

Amazon Europe Core SARL  
 Apple  
 Equinor  
 Google  
 Johnson & Johnson  
 Mouvement des Entreprises de Taille Intermediaire - METI  
 Statkraft AS  
 Stichting PhotonDelta

**CORPORATE (57)**

Acquis EU Law & Policy  
 Amgen  
 APCO Worldwide  
 Astra Zeneca  
 Bain & Company  
 BASF SE  
 Burson Cohn & Wolfe  
 Chevron Corporation  
 Daiichi Sankyo Europe GmbH  
 Dentons Global Advisors Europe SA  
 DLA Piper  
 Dods Group Ltd.  
 Dow Belgium  
 Eamonn Bates Europe  
 EDF – European Affairs  
 EPPA  
 EUK Consulting  
 EuroNavigator  
 EUTOP Brussels SPRL  
 ExxonMobil  
 Facebook  
 FIPRA  
 FleishmanHillard

FTI Consulting  
 Gilead Sciences Belgium  
 GlaxoSmithKline  
 Google  
 GPlus  
 Huawei Technologies (Belgium)  
 Hyundai Motor Company  
 Iberdrola SA  
 IFOK GmbH  
 Intel Corporation S.A.  
 Jeronimo Martins  
 Kreab  
 Merck KGaA  
 Mitsubishi Corporation Brussels Office  
 MSD Europe  
 Naftogaz of Ukraine  
 OCP Nutricrops SA  
 Pfizer NV/SA  
 PGE Polska Grupa Energetyczna  
 Phoenix Executive  
 Roche  
 Sandoz International GmbH  
 SEC Newgate EU  
 Siemens AG  
 Statkraft  
 Statnett SF  
 SUEZ Groupe  
 Sumitomo Benelux  
 Swiss Re Management Ltd  
 Teneo  
 TikTok Technologies Belgium  
 Trina Solar  
 UPS Europe  
 Vodafone Deutschland GmbH

**PROFESSIONAL & BUSINESS ASSOCIATIONS (77)**

Accountancy Europe  
 AGORIA  
 American Chamber of Commerce to the EU  
 Association of Chartered Certified Accountants  
 Bio-based Industries Consortium  
 Brussels European Employee Relations Group  
 Brussels Office of the Swedish Trade Unions  
 BusinessEurope  
 CECIMO  
 Cefic  
 CEN-CENELEC  
 CESI  
 China Chamber of Commerce to the EU  
 Conservation of Clean Air and Water in Europe  
 CONCAWE  
 Confederation of British Industry  
 Confederation of Danish Industry  
 Confederation of European Paper Industries  
 Confederation of Finnish Industries  
 Confederation of Netherlands Industry and Employers  
 Confederation of Norwegian Enterprise  
 Confederation of Swedish Enterprise  
 Cosmetics Europe – The Personal Care Association  
 CropLife Europe  
 Danish Agricultural Council  
 DIGITALEUROPE

Eamonn Bates Europe  
 Économiesuisse  
 EUCOPE AISBL  
 EUnited  
 Eurima  
 EUROCHAMBRES  
 EUROMETAUX  
 EUROMIL  
 Euromines  
 Europe India Chamber of Commerce - EICC  
 European Association of Long-Term Investors  
 European Automobile Manufacturers Association  
 European Bioplastics  
 European Copper Institute  
 European Federation of Pharmaceutical Industries and Associations - EFPIA  
 European Foundation for Management Development  
 European Fuel Manufacturers Association  
 European Gaming and Betting Association  
 European Major Exhibition Centres Association  
 European Round Table of Industrialists  
 European Trade Union Confederation  
 European Union of Private Hospitals  
 Federation of the German Waste, Water and Raw Materials Management Industry  
 Fertilizers Europe  
 Finnish Energy  
 Foreign Economic Relations Board

German Chamber of Commerce and Industry  
 Ibec  
 Industrial Minerals Association - IMA-Europe  
 Innovation Norway  
 International Federation of Reproduction Rights Organisations  
 Japan Center for International Finance  
 Japan External Trade Organization - JETRO Brussels  
 Korea International Trade Association  
 MedTech Europe  
 METI  
 Norwegian Shipowners' Association  
 Orgalim  
 Polish Electricity Association  
 Swedish Confederation of Professional Employees - TCO  
 Technology Industries of Finland  
 The Brewers of Europe  
 The Danish Association of Lawyers and Economists in Belgium  
 The International Association of Oil & Gas Producers  
 Turkish Industry & Business Association  
 VDMA e.V.  
 Ukrainian Industry Association "Federation of Employers of the Oil and Gas Industry"  
 UNESDA – Soft Drinks Europe  
 WEEE Forum  
 World Employment Confederation-Europe  
 ZVEI e.V. Electro and Digital Industry Association

**DIPLOMATIC (49)**

Embassy of Armenia to Belgium, and Mission to the EU  
 Embassy of Australia to Belgium and Luxembourg, and Mission to the EU and NATO  
 Embassy of Kuwait to Belgium  
 Embassy of New Zealand to in Belgium/ Mission of New Zealand to the European Union  
 Embassy of the Kingdom of Saudi Arabia to Belgium  
 Embassy of the People's Republic of Bangladesh to Belgium and Luxembourg, and Mission to the EU  
 Embassy of the Philippines to Belgium, and Mission to the EU  
 Embassy of the Principality of Liechtenstein  
 Embassy of the Republic of Cyprus to Belgium  
 Embassy of the Republic of Korea to Belgium, and Mission to the EU  
 Embassy of the Republic of Kosovo to Belgium  
 Embassy of the Republic of Singapore to Belgium, The Netherlands & Luxembourg, and Mission to the EU  
 Embassy of Uruguay to Belgium and the European Communities  
 General Delegation of Quebec  
 Hong Kong Economic and Trade Office  
 Macao Economic and Trade Office  
 Mission of Andorra to the EU  
 Mission of Bosnia and Herzegovina to the EU  
 Mission of Canada to the EU  
 Mission of Georgia to the EU and Embassy of Georgia to the Kingdom of Belgium

Mission of Japan to the EU	Permanent Representation of Lithuania to the EU	Prytula Foundation	UN Development Programme	European Council on Refugees and Exiles	The Sustainable Digital Infrastructure Alliance eV
Mission of Montenegro to the EU	Permanent Representation of the Netherlands to the EU	Sitra - Finnish Innovation Fund	UN High Commissioner for Refugees - UNHCR	European Scientific Working group on Influenza	Transparency International EU
Mission of Norway to the EU/ Embassy of Norway in Belgium	Permanent Representation of Sweden to the EU	Stichting Quantum Delta NL	The World Bank	European Specialist Nurses Organisation - ESNO	Turkish Education Association (TED)
Mission of Switzerland to the EU	Permanent Representation of the Republic of Cyprus to the EU	Software AG – Stiftung		European Stability Initiative	Ukrainian Think Tanks Liaison Office in Brussels
Mission of the Faroes to the EU	Taipei Representative Office in the EU and Belgium	Stiftung Mercator	<b>NON-GOVERNMENTAL ORGANISATIONS (56)</b>	Fair Wear Foundation	Ukrainian World Congress
Mission of the Kingdom of Morocco to the European Communities	UK Mission to the EU	Vodafone Stiftung Deutschland gGmbH	Amnesty International	FOSTER EUROPE	União das Mutualidades Portuguesas (UMP)
Mission of the People's Republic of China to the European Communities	U.S. Mission to the EU/ Embassy of the United States of America	Wilfried Martens Centre for European Studies	Association of European Cancer Leagues	Genio Trust	VoteWatch Europe
Mission of the Republic of Azerbaijan to the EU			Asylos	Goethe-Institut Brüssel	
Mission of the Republic of Moldova to the EU	<b>FOUNDATIONS (24)</b>	<b>GOVERNMENTAL ORGANISATIONS (7)</b>	Belgian Cystic Fibrosis Association	Healthy Europe	<b>THINK TANKS (42)</b>
Mission of the Republic of North Macedonia to the EU	Alliance for Childhood European Network Group	Bundesagentur für Arbeit	Carbon Market Watch	HIAS Europe	Agora Energiewende
Mission of the Republic of Serbia to the EU	Bertelsmann Stiftung	Caisse des Dépôts Groupe	Caritas Catholica Vlaanderen	Housing Europe	Asian Institute of Diplomacy and International Affairs - AIDIA
Mission of Ukraine to the EU/ Embassy of Ukraine to Belgium	Clean Air Fund	CEAD Francisco Suárez	Caritas Europa	House of Democracy	Barcelona Centre for International Affairs - CIDOB
Permanent Delegation of Turkey to the EU	CMI- Martti Ahtisaari Peace Foundation	Kommerskollegium – National Board of Trade	Centre for European Progression – C4P	International Centre for Policy Studies	Barcelona Centre for International Affairs - CIDOB
Permanent Representation of Austria to the EU	European Cultural Foundation	Korean Institute for Advancement and Technology - KIAT Europe	Centre for Innovation in Medicine	International Federation of Library Associations and Institutions - IFLA	Carnegie Europe
Permanent Representation of Croatia to the EU	European Foundation Centre	Representative Office of the Austrian National Bank	Confrontations Europe	International Partnership for Human Rights	CEU Democracy Institute
Permanent Representation of Denmark to the EU	European Foundation for Democracy	Nysnø	Danish Refugee Council	International Rescue Committee	Climate & Company
Permanent Representation of Estonia to the EU	Fondazione Cariplo		Deutsche Stiftung Weltbevölkerung - DSW	Internet Society	E3G
Permanent Representation of Finland to the EU	Friedrich-Ebert-Stiftung	<b>INTERGOVERNMENTAL ORGANISATIONS (12)</b>	DiasporaVote	Network of European Foundations for Innovative Cooperation	Eco-union
Permanent Representation of France to the EU	Friedrich Naumann Foundation for Freedom	Council of Europe	Equality and Human Rights Commission	NRC Europe	EGMONT - The Royal Institute for International Relations
Permanent Representation of Greece to the EU	Fundación Fórum Ambiental (Lab Ecoinnova)	EFTA Secretariat	EUROCITIES	ONE Campaign	European Council on Foreign Relations – ECFR
Permanent Representation of Hungary to the EU	Hanaholmen – Swedish – Finnish Cultural Centre	EFTA Surveillance Authority	Europa Union Frankfurt	Oxfam International EU Advocacy Office	European Policy Institute
Permanent Representation of Ireland to the EU	Hanns-Seidel-Stiftung	European Bank for Reconstruction and Development	European Academy of Sciences and Arts	Platform for International Cooperation on Undocumented Migrants	EUROPEUM
	King Baudouin Foundation	European Investment Bank	The European Alliance for Patient Access - EAFPA	Red Cross EU Office	Equilibrium Institute of Budapest
	Konrad-Adenauer-Stiftung	International Centre for Migration Policy Development	European Association of Service Providers for Persons with Disabilities	Social Progress Imperative	Finnish Institute of International Affairs - FIIA
	Open Society European Policy Institute	International Organization for Migration	European Association of Urology - EAU	Society Against Violent Extremism Belgium	Georgian Foundation for Strategic and International Studies (Rondeli Foundation)
	Porticus	NATO Parliamentary Assembly	European Brain Council	SOS Children's Villages International	German Institute for International and Security Affairs - SWP
		Regional Cooperation Council	European Confederation of Junior Enterprises	Technocracy for Development and Research - TDROL	German Marshall Fund of the United States

Global Relations Forum - GRF  
 GLOBSEC  
 Hellenic Foundation for European and Foreign Policy - ELIAMEP  
 Ilko Kucheriv Democratic Initiatives Foundation  
 International Affairs Institute - IAI  
 International Centre for Defence and Security – ICDS  
 International Center for Future Generations VZW - ICFG  
 Institute for European Policies and Reforms - IPRE  
 Institute for European Environmental Policy - IEEP  
 Institute for Strategic Dialogue - ISD Germany  
 Institute of World Economics (HUN-REN CERS)  
 Missions Publiques  
 Nossa Europa  
 ODI Europe  
 Odysseus Academic Network (ULB)  
 Political Capital Institute  
 Real Instituto Elcano  
 Research Center of the Slovak Foreign Policy Association  
 RUSI Europe  
 Securing America's Future Energy Foundation - SAFE  
 Swedish Institute for European Policy Studies – SIEPS  
 Think Tank EUROPA  
 Tony Blair Institute for Global Change - TBIGC Belgium  
 Ukrainian Prism Europe  
 Vodafone Institute for Society and Communications

**REGIONAL BODIES AND LOCAL AUTHORITIES (31)**  
 Central Denmark EU Office  
 Central Sweden European Office  
 City of Vienna – Liaison Office  
 Conference of Peripheral Maritime Regions of Europe  
 Delegation of the Basque Country to the EU  
 Delegation of the Government of Catalonia to the EU  
 Hanse-Office  
 HM Government of Gibraltar – Representation to the EU  
 Lombardy Region Government – EU Office  
 North Sweden European Office  
 Office of the Northern Ireland Executive  
 Province of Limburg  
 Region Östergötland  
 Regional School for Public Administration - ReSPA  
 Region Skåne European Office  
 Representation Office of Carinthia  
 Representation of Lower Saxony to the EU  
 Representation of the Free State of Bavaria to the EU  
 Representation of the State of Baden-Württemberg to the EU  
 Representation of the State of Bremen to the EU  
 Representation of the State of North Rhine-Westphalia to the EU  
 Scotland Europa  
 Scottish Government EU Office  
 Stavanger Region European Office  
 Steiermark-Büro

Stockholm Region EU Office  
 Tampere Region EU Office  
 Turkish Cypriot Representation in Brussels  
 Welsh Government  
 West Finland European Office  
 West Norway Office

**RELIGIOUS ORGANISATIONS (6)**  
 Commission of the Bishops' Conferences of the European Union  
 Conference of European Churches  
 European Evangelical Alliance  
 EU Office of The Church of Jesus Christ of Latter-day Saints  
 Evangelical Lutheran Church of Finland  
 Protestant Church in Germany – Brussels Office

**ACADEMIC (3)**  
 Institute for Legal Research of University of Coimbra - UCILER  
 National University Odesa Law Academy  
 National Defence Technology Centre (NFC)

**OTHERS (3)**  
 Cassa Depositi e Prestiti - CDP  
 International Committee of the Red Cross  
 KfW

# ANNEXES

# Calendar of Activities 2023

## January

- 11 ROUNDTABLE  
**Meeting with the delegates from the EU Chamber of Commerce in China**
- 11 ONLINE EVENT  
**EPC Talks Geopolitics with Olha Stefanishyna**
- 16 HYBRID POLICY DIALOGUE  
**Transatlantic trade and sustainability – pulling together or drawing apart?**
- 16 TWITTER SPACES  
**#Biodiversity**
- 17 INFORMAL GATHERING  
**DCDC future pathway scenarios**
- 18 ROUNDTABLE  
**Climate-induced displacement and migration: What role for the EU?**
- 19 ONLINE EVENT  
**Lunch & Learn – Media Training and Interviews**
- 19 CLOSED-DOOR MEETING  
**CHES Steering Committee**
- 20 ONLINE POLICY DIALOGUE  
**Health at a glance: Reflecting on the 2022 report**
- 24 ANNUAL CORPORATE MEMBERS MEETING (ACMM)
- 25 TWITTER SPACES  
**New Israeli Government**
- 26 HYBRID POLICY DIALOGUE  
**Overcoming protection risks for non-Ukrainian asylum seekers and refugees in the EU**
- 27 CLOSED-DOOR WORKSHOP  
**“Jumpstarting European industrial Policy: a European Sovereignty Fund”**
- 27 EPC UPDATE  
**Can the EU27 exit crisis mode in 2023?**  
**Jacki Davis**, Senior Adviser, European Policy Centre (Moderator)  
**Janis A. Emmanouilidis**, Deputy Chief Executive & Director of Studies, European Policy Centre  
**Svitlana Taran**, Research Fellow, European Policy Centre  
**Fabian Zuleeg**, Chief Executive & Chief Economist, European Policy Centre
- 31 ROUNDTABLE  
**EU-China relations: Connectivity and (inter-) dependencies in an era of geopolitical compensation**  
**Francesca Ghiretti**, Analyst, MERICS  
**Maaïke Okano-Heijmans**, Senior Research Fellow, Netherlands Institute of International Relations, Clingendael  
**Ivano di Carlo**, Policy Analyst, European Policy Centre (Moderator)

## 31 EPC WELLBEING LUNCH

- POLICY DIALOGUE  
**Towards a secure, affordable and clean energy future: How can digitalisation help?**  
**Paula Pinho**, Director for Just Transition, Consumers, Energy Efficiency & Innovation, DG Energy, European Commission  
**Francisco Boshell**, Head of Innovation and End-Use Applications, International Renewable Energy Agency  
**Ben Wreschner**, Chief Economist and Head of Public Affairs, Vodafone Group  
**Simon Dekeyrel**, Policy Analyst, European Policy Centre (Moderator)

## 31 ELCANO EVENT

## February

- 1 VISIT FROM DANISH STUDENTS (RUNGSTED GYMNASIUM)
- 1 CLOSED-DOORS ONLINE MEETING  
**“Clean air co-benefits in the EU”**
- 2 SCHOOL FOR THINK TANKERS (25 PPL)
- 3 SCHOOL FOR THINK TANKERS (25PPL)
- 6 ONLINE POLICY DIALOGUE  
**War crimes and crimes of aggression in Ukraine: How to hold Russia accountable**  
**HE Anton Korynevych**, Ambassador-at-large, Ministry of Foreign Affairs of Ukraine

**Nils Behrndt**, Deputy Director General, DG JUST, European Commission

**Maria Kurinna**, International Advocacy Manager, Human Rights Centre ZMINA

**Oona Hathaway**, Professor of International Law, Yale Law School

**Amanda Paul**, Senior Policy Analyst, European Policy Centre (Moderator)

8 MEETING WITH THE CHINESE AMBASSADOR & FABIAN, RICARDO, AND IVANO

8 SIXTY-MINUTE BRIEFING  
**EU-China relations in 2023: Opportunities and challenges**

**Ambassador Fu Cong**, Head of the Mission of the People's Republic of China to the European Union

**Shada Islam**, Senior Adviser, European Policy Centre (Moderator)

9 PM – PUBLIC EVENT  
**US Mission Grant**

10 POLICY DIALOGUE – POSTPONED  
**“Türkiye 2023: Continuation or Change?”**

**Berk Esen**, Assistant Professor of Political Science, Sabancı University

**Sinem Adar**, Associate, Center for Applied Turkey Studies (CATS), German Institute for International and Security Affairs (SWP)

10 EPC UPDATE/POST-SUMMIT BRIEFING  
**Special European Council: Potential implications for migration and the EU economy**

**Janis Emmanouilidis**, Deputy Chief Executive & Director of Studies, European Policy Centre

**Helena Hahn**, Policy Analyst, European Policy Centre

**Fabian Zuleeg**, Chief Executive & Chief Economist, European Policy Centre

**Jacki Davis**, Senior Adviser, European Policy Centre (Moderator)

15 SANDBOX 2025 EUROPEAN ELECTIONS

15 POLICY DIALOGUE  
**Responding to regional challenges: The transatlantic alliance in the Western Balkans**

**Gordana Delić**, Director, Balkans Trust for Democracy

**Jamie Fly**, President and CEO, Radio Free Europe/ Radio Liberty

**Nikola Dimitrov**, Non-resident Fellow at IWM and former Foreign Minister of North Macedonia

**Marta Mucznik**, Policy Analyst, European Policy Centre (Moderator)

20 VISIT OF ISRAELI STUDENTS FROM THE LAUDER SCHOOL OF GOVERNMENT, DIPLOMACY, AND STRATEGY, REICHMAN UNIVERSITY

21 ROUNDTABLE  
**MERICs and Aspen Strategy Group Meeting**

21 ONLINE WORKSHOP  
**Trade and Technology Council (TTC) and the green agenda**

23 POLICY DIALOGUE  
**Addressing the crises of today: Aligning short-term measures with long-term goals**

**Hans Bruyninckx**, Executive Director, European Environment Agency

**Christian Danielsson**, State Secretary for EU Affairs, Government of Sweden

**Anna Stanley-Radière**, Director, Climate Transparency, World Business Council for Sustainable Development

**Katherine Trebeck**, Co-founder, Wellbeing Economy Alliance

**Daniel Bradley**, Head of Climate and Environment, UK mission to the EU

**Dominic Gogol**, Deputy Director, We Mean Business Coalition (Respondent)

**Helena Marschall**, Climate Activist, Fridays for Future Movement (Respondent)

**Annika Hedberg**, Head of the Sustainable Prosperity for Europe Programme, European Policy Centre (Moderator)

## 23 HYBRID CONFERENCE

**One year since Russia's invasion of Ukraine: Assessing the international response and looking to the future**

**Gordon B. “Skip” Davis Jr.**, Major General, U.S. Army & Senior Fellow, Center for European Policy Analysis

**HE Mikael Lindvall**, Permanent Representation of Sweden to the EU

**HE Ricardo López-Aranda**, Ambassador of Spain to Ukraine

**HE Vsevolod Chentsov**, Head of the Mission of Ukraine to the EU

**Maryna Vorotnyuk**, Associate Fellow, Royal United Services Institute

**Roland Freudenstein**, Vice President, Globsec

**Elia Tello**, Acting Deputy Chief of Mission, Mission of the United States of America to the EU

**Tymofiy Mylovanov**, President, Kyiv School of Economics

**Tom Meredith**, Deputy Director of Programmes, HALO Trust

**Melinda Haring**, Director, Stakeholder Relations and Social Outreach, Superhumans & Associate Fellow, Atlantic Council

**Jacob Kirkegaard**, Senior Fellow, German Marshall Fund of the United States

**Georg Ziegler**, Adviser, Ukraine Service, Directorate-General for Neighbourhood and Enlargement Negotiations, European Commission

**Svitlana Taran**, KBF – EPC Research Fellow, European Policy Centre

**Ricardo Borges de Castro**, Associate Director, Head of the Europe in the World Programme, European Policy Centre

**Mihai Sebastian Chihaiia**, Policy Analyst, European Policy Centre (Moderator)

**Amanda Paul**, Senior Policy Analyst, European Policy Centre (Moderator)s

#### 24 ONLINE PUBLIC EVENT

**One year after Russia's invasion: The role of Ukrainian Civil Society**

**Amanda Paul**, Senior Policy Analyst, European Policy Centre

**Laura Christoph**, Research Associate & Project Manager, German-Ukrainian Researchers Network, Institut für Europäische Politik

**Nataliya Pryhornytska (tbc)**, Director, Initiative für Wissensaustausch, Empowerment und Kultur, IWEK e.V. & Co-founder, Allianz Ukrainischer Organisationen

**Filipe Ataíde Lampe**, Junior Project Manager, Connecting Europe, European Policy Centre (Moderator)

#### 24 PUBLIC EVENT

**Presentation EPC 2023 Outlook Paper**

**Ricardo Borges de Castro**, Head of the Europe in the World programme and Associate Director, European Policy Centre

**Mihai Sebastian Chihaiia**, Policy Analyst, European Policy Centre

**Simon Dekeyrel**, Policy Analyst, European Policy Centre

**Ivano di Carlo**, Policy Analyst, European Policy Centre

**Amanda Paul**, Senior Policy Analyst, European Policy Centre

**Svitlana Taran**, Research Fellow in the Europe in the World programme, the European Policy Centre

**Iana Maisuradze**, Programme Assistant, European Policy Centre (Moderator)

#### 27 EXTERNAL EVENT

**Reflection Group Promoting a Dialogue on Migration**

**Nina Roox**, Advisor to the Secretary of State Nicole de Moor

#### 28 EXTERNAL EVENT

**Working lunch – Think Tank Cooperation**

#### March

#### 1 BREAKFAST POLICY BRIEFING

**Wales: A globally responsible European nation**

**Rt Hon Mark Drakeford MS**, First Minister of Wales

**Laura Rayner**, Policy Analyst, Social Europe and Well-being Programme, European Policy Centre (Moderator)

#### 2 GROUP OF ROMANIAN JOURNALISTS VISITING

#### 3 VISIT OF PUBLIC POLICY STUDENTS FROM THE UNIVERSITY OF MICHIGAN

#### 3 LUNCH & LEARN

**Fabian and Janis' view on the State of the Union and the future of European integration/liberal democracy**

#### 6 ELCANO EVENT

#### 6 EXTERNAL EVENT

**Working lunch management team**

#### 7 ONLINE PUBLIC EVENT

**Ukraine's Reconstruction: building back better and smarter**

**Agiya Zagrebelska**, Head of the National Agency on Corruption Prevention (NACP), Sanctions Department

**Oleksiy Zhmerenetsky**, Member of the Ukrainian Parliament

**Oleksandr Sushko**, Executive Director, International Renaissance Foundation

**Yehor Kiyan**, Researcher, International Centre for Policy Studies (ICPS)

**H.E. William Taylor**, Former US Ambassador to Ukraine

**Viola von Cramon-Taubadel**, Member of the European Parliament, European Green Party

**Inna Melnykovska**, Assistant Professor in Political Science at Central European University

**Amanda Paul**, Senior Policy Analyst, European Policy Centre (Moderator)

#### 8 POLICY DIALOGUE

**Have EU leaders plugged the green-industrial investment gap?**

**Arnaud Leroy**, Director, Sustainable Development, Communication and Institutional Relations, SPHERE

**Laurent Braun**, Director, Head of Strategy and Business Development Department, European Investment Fund

**Marco Buti**, Head of Cabinet of the European Commissioner for the Economy, Paolo Gentiloni

**Michaela Holl**, Senior Associate, Agora Energiewende

**Francesco De Angelis**, Junior Policy Analyst, European Policy Centre (Moderator)

#### 8 POLICY DIALOGUE

**Europe's coming of age (?)**

**Herman van Rompuy**, Honorary President, European Policy Centre & President Emeritus of the European Council

**Rosa Balfour**, Director of Carnegie Europe

**Loukas Tsoukalis**, President of the Board of the Hellenic Foundation for European and Foreign Policy (ELIAMEP); Professor at the Paris School of International Affairs (Sciences Po); Emeritus Professor of the University of Athens

**Janis A. Emmanouilidis**, Deputy Chief Executive & Director of Studies, European Policy Centre

**Corina Stratulat**, Head of European Politics and Institutions Programme and Senior Policy Analyst (Moderator)

#### 10 EPC GOVERNING BOARD MEETING

#### 10 EPC GENERAL ASSEMBLY

#### 13 HYBRID MONDAY MEETING

#### 14 IN-PERSON STUDY VISIT "MEET! EUROPA TOUR" PROJECT

#### 21 ONLINE POLICY DIALOGUE

**How Will Turkey's Earthquake Affect the Forthcoming Elections?**

**Berk Esen**, Assistant Professor of Political Science, Sabanci University

**Nazlan Ertan**, Journalist, AI Monitor

#### 22 ROUNDTABLE

**09.00 EU-China relations: an outlook for 2023**

**Kick-off remarks**

**Noah Barkin**, Visiting Senior Fellow, GMF

**Cui Hongjian**, Senior Research Fellow and Director of the Department for European Studies

**Yu Jie (tbc)**, Senior Research Fellow on China, Asia-Pacific programme, Chatham House (Respondent)

**Shada Islam**, Senior Advisor, EPC (Moderator)

**10.30 Global Economic governance and EU-China business relations**

**Kick-off remarks**

**Fabian Zuleeg**, Chief Executive and Chief Economist, EPC

**Wang Huiyao**, President, CCG

**Linlin Liang**, Director of Communication and Research of the China Chamber of Commerce to the European Union (CCCEU)

**[tbc]**, EU Chamber of Commerce in China

**Elvire Fabry(tbc)**, Senior Research Fellow, Jacques Delors Institute (Respondent)

**Andrea G. Rodriguez**, Lead Digital Policy Analyst, EPC (Moderator)

#### 22 DEI/GEDI LEARNING EXCHANGE

#### 23 MERICS – FORESIGHT WORKSHOP

#### 24 WORKING LUNCH – EXTERNAL VENUE

**Chief Executive Lunch**  
**Ms Lucilla Sioli**, Director for AI at the European Commission

**Mr Brando Benifei**, rapporteur of the AI Act at the European Parliament

#### 24 EPC UPDATE

#### 27 VISIT OF STUDENTS FROM THE US NATIONAL ARMY COLLEGE

#### 27 STUDY VISIT

**Association for the Advancement of Political Action**

#### 30 PUBLIC EVENT

**President Ursula von der Leyen on the future of EU-China relations**

#### 31 POLICY DIALOGUE

**Re-vitalizing Turkey-EU relations in the aftermath of the earthquakes in Turkey**

**April**

4 EPC TALKS GEOPOLITICS  
Minister of Foreign Affairs of New Zealand

4 POLICY DIALOGUE  
The European Single Market: a driver for the Green Deal?

5 POLICY DIALOGUE  
Montenegro's presidential elections: the end of the political crisis?

11 POLICY DIALOGUE  
Security in the South Caucasus: What is the role of the EU?

17 ROUNDTABLE WITH TIMO LOCHOCKI  
Group Meetings "Geopolitics and Institutions"

18 ROUNDTABLE WITH TIMO LOCHOCKI  
Group Meeting "Economics"

19 STUDY VISIT  
Strasbourg University

19 ROUNDTABLE  
Fiona Hill

21 EPC UPDATE  
EPC Update @50: The EU's response to the seismic events since 2020

25 ROUNDTABLE  
Holistic approach to health: Protecting people, animals and planet

25 POLICY DIALOGUE  
Elections in Northern Kosovo: Implications for the Belgrade-Pristina dispute

26 POLICY DIALOGUE  
European Year of Skills: The opportunities for health

27 BREAKFAST POLICY BRIEFING  
Transatlantic Relations at a time of war and global upheaval

27 POLICY DIALOGUE  
Polarisation and public attitudes: Implications for EU migration policy

28 ROUNDTABLE  
The EU's response to Brexit: lessons learned and future prospects

28 ROUNDTABLE  
Workshop on food

**May**

2 POLICY DIALOGUE  
Project Presidency: The Swedish Presidency's race to enhance green competitiveness

2 POLICY DIALOGUE  
Pressing for change: The state of media freedom in the Western Balkans

4 ALUMNI VISIT  
Turkey-EU relations in light of Turkey's upcoming elections

4 ROUNDTABLE  
Event of Eu-Azerbaijan relations

5 EPC TALKS GEOPOLITICS  
The State Minister for Foreign Affairs of the People's Republic of Bangladesh, Md. Shahriar Alam

5 STUDY VISIT  
Irish College Leuven

8 STUDY VISIT  
Tbilisi Think Tank

9 POLICY DIALOGUE  
Türkiye Votes: Implications for the country, the EU & regional security

10 ROUNDTABLE  
The second workshop for EHU Task Force

10 POLICY DIALOGUE  
Türkiye's 2023 election: what next for cooperation with the EU on migration?

11 POLICY DIALOGUE  
Building international alliances for green industrial policy

15 POLICY DIALOGUE  
Türkiye votes: Assessing the elections' results

15 POLICY DIALOGUE  
EU foreign policy: Learning the language of power

16 ROUNDTABLE  
Climate change and human mobility – What should the EU know and do?

16 POLICY BRIEFING  
The war and its implications for the Balkans: North Macedonia's perspective

17 ROUNDTABLE  
EU-NATO Cooperation in countering hybrid threats in the Western Balkans

22 ROUNDTABLE  
The AI Act's Implementation Challenges Addressing Ambiguities & Open Questions

22 ROUNDTABLE  
EU-China Think Tank Exchanges: EU-China relations in the age of permacrisis

23 ROUNDTABLE  
EU-China Think Tank Exchanges: EU-China cooperation in health

23 POLICY DIALOGUE  
World Development Report 2023: Prospects for migration in the EU and beyond

24 ROUNDTABLE  
Quantum Cybersecurity

24 EPC UPDATE  
Changing times: what prospects for EU reform and enlargement?

24 POLICY DIALOGUE  
The geopolitics of the green energy transition in the Balkans

25 POLICY DIALOGUE  
Towards a circular built environment: What role for the EU?

30 ROUNDTABLE  
Protecting fundamental rights online: a step forward for platform regulation

31 ROUNDTABLE  
In search for a Data Strategy 2.0 for Europe: Enforcing the right to data portability

**June**

2 POLICY DIALOGUE  
Debriefing the EU-US Trade and Technology Council meeting: Where now?

6 STUDY VISIT  
Group of journalists from the Republic of Moldova

6 POLICY BRIEFING  
Moldova's path to the EU: What's next?

9 ROUNDTABLE  
Well-being Economy Policy Lab

9 ROUNDTABLE  
EPC Trade Policy Forum on Economic Security

15 EPC TALKS GEOPOLITICS  
Joseph S. Nye

16 STUDY VISIT  
Re:constitution for Fellow's Exchange Meeting

21 ROUNDTABLE  
Ending the HIV epidemic in Europe

21 POLICY BRIEFING  
REPowering Europe: Update from the Swedish Presidency

22 ROUNDTABLE  
In search of a Data Strategy 2.0 for Europe: Making implementation work

22 PUBLIC EVENT  
Future-proofing Refugee Protection: Opportunities for Transatlantic Action

26 POLICY DIALOGUE  
Taking stock of the Swedish Council Presidency

27 ROUNDTABLE  
Scotland's new First Minister

27 PUBLIC EVENT  
Scotland's offer to the EU: Opportunities and Ambitions in the new relationship

27 POLICY DIALOGUE  
Russia's Full-Scale Invasion of Ukraine – Assessing the Catastrophic Environmental Impact

27 POLICY DIALOGUE  
Greek Elections: Results and implications for the EU

27 ROUNDTABLE  
Direct EU funding for municipalities

28 POLICY DIALOGUE  
Making the EU's regulatory environment fit for competitive businesses

28 ROUNDTABLE  
A Single Market and regulatory environment fit for competitive businesses: What should be done?

29 STUDY VISIT  
University of Tübingen

**July**

3 EPC UPDATE  
June EU Summit: Rising to the challenges posed by the Zeitenwende?

4 ROUNDTABLE  
Local perspectives on the integration and inclusion of migrants in Belgium, the Netherlands and France

5 POLICY DIALOGUE  
Building resilient European societies: Promoting innovation in Health and Care Systems

6 POLICY DIALOGUE  
**Cleaner air: time to capture the benefits**

6 STUDY VISIT  
**Romanian journalists**

7 STUDY VISITS  
**Danube University**

12 POLICY DIALOGUE  
**Towards a transatlantic cybersecurity agenda to counter emerging threats**

13 PUBLIC EVENT  
**Ending Russia's war on Ukraine: Protecting Europe against the danger of false peace**

17 POLICY DIALOGUE  
**Can economy and trade keep the Eastern Partnership policy afloat?**

17 STUDY VISIT  
**International relations students from the Universidad Pontificia Comillas Madrid**

18 POLICY DIALOGUE  
**Kosovo and Serbia: Where to from here?**

24 EPC ELECTIONS MONITOR  
**Spanish elections in the midst of the Presidency: What should we expect?**

### September

7 PUBLIC EVENT  
**Commission's European Citizens' Panels: How did they go and whereto now?**

8 POLICY DIALOGUE  
**The State of the Ethics Union**

12 POLICY DIALOGUE  
**Task Force on the European Health Union: |EU Health in a post-pandemic era**

13 EPC UPDATE  
**State of the Union 2023: Meeting the multiples challenges of our time?**

13 POLICY BRIEFING  
**North Macedonia and the EU: Moving towards more integration?**

14 PRESIDENCY BRIEFING  
**Spain's priorities for the Presidency of the Council**

15 POLICY DIALOGUE  
**Ukraine's road to EU membership**

18 POLICY DIALOGUE  
**Strengthening sanctions against Russia: What more can and should be done?**

18 ROUNDTABLE  
**EU-China Think Tank Economic and Trade Dialogue**

19 POLICY DIALOGUE  
**Planetary health: A holistic vision for people and the planet**

19 POLICY DIALOGUE  
**A Digital Single Market? Realising Europe's vision for the digital decade**

20 EPC TALKS GEOPOLITICS  
**David O'Sullivan**

22 STEERING COMMITTEE  
**Digitalisation for sustainable and resilient agri-food systems**

22 ROUNDTABLE  
**Citizen participation at the EU level: Where next after the European Citizens' Panels?**

25 POLICY DIALOGUE  
**The New Pact on Migration and Asylum: What next?**

27 ROUNDTABLE  
**Bosnia's path to the EU**

28 POLICY DIALOGUE  
**EU-Asia economic future: Growth, innovation and trade**

29 NEURORIGHTS? PROTECTING FUNDAMENTAL RIGHTS IN THE ERA OF NEUROTECHNOLOGY

### October

2 ELECTION MONITOR  
**Slovakia's parliamentary elections: New challenges ahead?**

5 ROUNDTABLE  
**Breaking the deadlock: Towards QMV in EU Foreign and Security Policy**

5 POLICY BRIEFING  
**Kosovo's path to the EU: How to overcome the impasse?**

9 EPC UPDATE  
**Informal European Council: Moving towards new strategic priorities?**

9 POLICY DIALOGUE  
**EU-India relations in an emerging world order: How to strengthen ties?**

10 BREAKFAST BRIEFING  
**Turkish Minister of Trade**

10 POLICY DIALOGUE  
**Green civic engagement: The role of technology**

11 BREAKFAST BRIEFING  
**Reconciling competitiveness and economic security**

11 ROUNDTABLE  
**How to ensure a free and independent European media landscape?**

12 ROUNDTABLE  
**How can Europe support sustainable and resilient value chains for semiconductors?**

16 ELECTIONS MONITOR  
**Polish elections: What is at stake for the EU?**

16 POLICY DIALOGUE  
**Justice and accountability: Prerequisites of lasting peace in Ukraine**

17 ROUNDTABLE  
**In search for a Data Strategy 2.0 for Europe**

19 ROUNDTABLE  
**Making the EU regulatory environment fit for competitive businesses**

20 ROUNDTABLE  
**In-person roundtable with Frontex Executive Director**

23 DEMOCRACY CONVERSATION  
**Beyond the elections: What's next for European democracy?**

23 POLICY DIALOGUE  
**The geopolitics of energy: The Western Balkans' green transition challenge**

24 POLICY DIALOGUE  
**EU-NATO-Ukraine: A dream team or triangle?**

24 POLICY DIALOGUE  
**Green Transition: Digitalisation as an enabler for citizen participation**

24 CONFERENCE  
**EU-China Think Tank Exchanges**

25 WORKSHOPS  
**SITRA**

25 POLICY DIALOGUE  
**A circular economy powered by the Single Market: Key policies ahead of the EU elections**

26 BREAKFAST BRIEFING  
**EU membership in a new era: Serbia's perspective**

26 ROUNDTABLE  
**With US Ambassador to the European Union Mark Gitenstein**

30 EPC UPDATE  
**EU summit: United in times of permacrisis?**

30 ROUNDTABLE  
**AI and the future of work: Connecting the dots of generative AI with social, economic, and labour market policies**

### November

3 STUDY VISIT  
**Group of Danish journalists**

6 DEMOCRACY CONVERSATION  
**Europe reimaged: Exploring European reform options**

7 BREAKFAST BRIEFING  
**The future EU Social and Employment Policy**

9 STUDY VISIT  
**Central Denmark Office**

9 WORKSHOP  
**Digitalisation for sustainable and resilient farming, food production and logistics**

10 POLICY DIALOGUE  
**2023 EU Enlargement package: Fit for the new geopolitical era?**

13 ROUNDTABLE  
**Climate change, Geopolitics, and Food Security: Implications for Europe, the United States and multilateralism**

14 POLICY DIALOGUE  
**Ending the HIV epidemic in Europe: Towards the 2030 Sustainable Development Goals**

15 POLICY DIALOGUE  
**A roadmap for Türkiye-EU relations**

15 POLICY DIALOGUE  
**A future-proof electricity grid: The backbone for clean energy and REPowerEU**

16 POLICY DIALOGUE  
**Labour migration to the EU and US: Common challenges and solutions?**

20 EPC UPDATE  
**What prospects for EU integration in the new phase of permacrisis?**

- 21 ROUNDTABLE  
**Well-being Economy Policy Lab: setting the EU agenda for action**
- 21 TRADE POLICY FORUM  
**How can EU trade policy support Europe's green industry and international value chains?**
- 22 POLICY DIALOGUE  
**Well-being Economy Policy Lab**
- 23 POLICY DIALOGUE  
**Economics for the European Green Deal: How to deliver sustainable prosperity?**
- 23 POLICY DIALOGUE  
**How can the candidate status prompt Georgia's reform agenda?**
- 24 ANNUAL CHES LECTURE
- 27 ELECTIONS MONITOR  
**The Dutch elections: What implications for EU politics?**
- 27 ROUNDTABLE  
**The Power of Words: EU-China relations and the battle of global narratives**
- 28 ROUNDTABLE  
**Quantum cybersecurity**
- 29 WORKSHOP  
**Defining the path forward for long COVID in the EU**
- 29 POLICY DIALOGUE  
**Creating and financing sustainable healthcare systems: what role for the EU?**
- 29 STUDY VISIT  
**Georgian Students**
- 30 ROUNDTABLE  
**Energy communities: digital tools empowering community action**
- 30 ROUNDTABLE  
**Divergence or rapprochement? Assessing the role of public preferences in EU-Africa migration cooperation**
- December**
- 5 ANNUAL CONFERENCE  
**Time for strategy: Europe 2024-2029 in a geopolitical world**
- 6 ROUNDTABLE  
**De-risking and beyond: what outlook for EU-China relations in 2024?**
- 6 POLICY DIALOGUE  
**Decrypting Türkiye's domestic dynamics**
- 7 WORKSHOP  
**Digitalisation for citizen involvement in the green transition: what is the role for EU policies?**
- 7 WORKSHOP  
**Digitalisation for sustainable and resilient food consumption and waste management**
- 7 POLICY DIALOGUE  
**Black Sea Security after Russia's full-scale invasion: where do we stand?**
- 8 ROUNDTABLE  
**Implications of enlargement in EU governance**
- 11 ROUNDTABLE  
**Diplomatic Engagement Forum in Enlargement (DEFInE) Pilot meeting**

- 11 POLICY DIALOGUE  
**The run-up to the US elections: a transatlantic crossroads**
- 13 BREAKFAST BRIEFING  
**Belgium's priorities for the Presidency of the Council**
- 13 POLICY DIALOGUE  
**Disinformation ahead of the EU elections: insights from Italy, Bulgaria and Germany**
- 14 ROUNDTABLE  
**Migration priorities of the incoming Belgian presidency of the EU Council**
- 14 POLICY DIALOGUE  
**Tackling disinformation: lessons from citizen dialogues in the Western Balkans**
- 15 EPC UPDATE  
**The final summit of a turbulent year: outcomes and next steps**
- 18 POLICY DIALOGUE  
**De-mining and rebuilding: EU-Japan cooperation in Ukraine**
- 18 ELECTIONS MONITOR  
**Serbian elections: a new era for Serbia-EU relations?**
- 18 POLICY DIALOGUE  
**Taking stock of the Spanish Council Presidency**
- 19 POLICY DIALOGUE  
**Health Council Briefing and EU presidency priorities**
- 19 POLICY DIALOGUE  
**COP28: Outcomes and next steps for global climate cooperation**

# Publications in 2023

per publication type, chronological

## Commentaries and Op-Eds

**Europe must fight energy poverty more effectively**  
By Philipp Lausberg, Tijn Croon  
(19 January)

**What now for the future of Ukraine's healthcare system?**  
By Elizabeth Kuiper  
(20 February)

**Resolving the Kosovo-Serbia dispute: The key to limiting Russia's influence in the Balkans**  
By Berta López Domènech  
(28 February)

**Gender equality: No time to rest**  
By Laura Rayner, Elizabeth Kuiper, Danielle Brady, Victoria Pedjasaar  
(8 March)

**Ukraine's accession talks need bold action in Kyiv and Brussels**  
By Amanda Paul, Svitlana Taran  
(24 March)

**EU support is crucial for Israel's liberal democracy**  
By Marta Mucznik, Carmiel Arbi  
(24 March)

**Georgia must get its act together to become an EU candidate country**  
By Amanda Paul, Iana Maisuradze  
(27 March)

**AI has escaped the 'sandbox' — can it still be regulated?**  
By Georg E. Riekeles  
(18 April)

**Wanted: An Executive Vice President for the Well-being Economy**  
By Aileen McLeod, Laura Rayner, Elizabeth Kuiper, Danielle Brady  
(25 April)

**Overcoming the European Progress Illusion**  
By Fabian Zuleeg  
(26 April)

**The Stormont Brake — Brexit over or future headache?**  
By Georg E. Riekeles  
(27 April)

**The future of EU-Türkiye relations amidst war in Europe and global disorder**  
By Amanda Paul  
(3 May)

**Beyond the ballot box: The vital role of civil society in Türkiye's upcoming elections**  
By Ayşe Yürekli  
(11 May)

**EU ethics reform... what ethics reform?**  
By Georg Riekeles  
(25 May)

**The European Political Community: From Prague to Chisinau and beyond**  
By Marta Mucznik  
(31 May)

**Memo to NATO's future Secretary General**  
By Ricardo Borges de Castro  
(9 June)

**Erdoğan's third term: Strengthening EU support for Syrian refugees in Türkiye**  
By Anastasia Karatzas  
(12 June)

**The Association of Serb Majority Municipalities: The crux of tensions in Northern Kosovo**  
By Berta López Domènech  
(14 June)

**From foresight to forethought: No longer lost in translation?**  
By Ricardo Borges de Castro and Fabian Zuleeg  
(15 June)

**Erdoğan reloaded: What to expect and what should the EU do?**  
By Amanda Paul, Demir Murat Seyrek  
(20 June)

**EU-level citizens' participation needs wider institutional support**  
By Perle Petit  
(21 June)

**Germany's national security strategy: What does it mean for Europe?**  
By Filipe Ataíde Lampe  
(7 July)

**Making sense of the EU's Nature Restoration Law**  
By Filipe Ataíde Lampe; Jule Zeschky  
(14 July)

**Normalisation between Serbia and Kosovo must come from within**  
By Marta Mucznik  
(18 July)



### For whom the bell tolls: Quo vadis Turkish opposition?

By Ayşe Yürekli  
(1 August)

### Going Erasmus on green cities

By Gianluca Spinaci, Elizabeth Kuiper  
(5 September)

### After the Scott Morton storm, the fight is on for Big Tech antitrust policy

By Georg Riekeles  
(8 September)

### From rhetoric to action on enlargement: A three-pronged way forward

By Corina Stratulat, Teona Lavrelashvili  
(11 September)

### Smart diversification: Economic security through diplomacy

By Ricardo Borges de Castro and Raul Villegas  
(21 September)

### The perennial question: To widen or to deepen?

By Fraser Cameron  
(22 September)

### Is this the EU's last chance to bring peace and reconciliation to Armenia and Azerbaijan?

By Dennis Sammut  
(3 October)

### Moldova's European future: A call to open accession talks

By Ionela Ciolan  
(4 October)

### Protective, preventative policymaking fit for the future

By Aileen McLeod, Laura Rayner  
(19 October)

### The EU-US summit: Time to focus on geopolitics

By Georg Riekeles, Frances Burwell  
(20 October)

### EU-Tunisia like UK-Rwanda? Not quite. But would the New Pact asylum reforms change that?

By Andreina De Leo  
(2 November)

### The EU-Georgia love story: Time to get engaged

By Iana Maisuradze  
(6 November)

### Enhancing social policy objectives in EU policymaking

By Lieve Fransen, Elizabeth Kuiper  
(15 November)

### Bosnia's 2023 Commission report: A lack of strategic steering and the buck passed to the Council

By Berta López Domènech  
(16 November)

### EU Crisis Regulation: Securing reforms or constructing a crisis?

By Olivia Sundberg Diez  
(20 November)

### AI won't be safe until we rein in Big Tech

By Georg Riekeles, Max von Thun  
(22 November)

### Meta's 'Pay or Okay': Is this the final challenge for EU GDPR?

By Giulia Torchio  
(4 December)

### Russia's war against Ukraine: Lessons on human security

By Maria Martisiute  
(7 December)

### Navigating Türkiye-EU relations in a changing world: Seizing untapped potential

By Ayşe Yürekli, Çiğdem Nas  
(13 December)

### Beyond COP28 – loss and damage: From ambition to reality

By Brooke Moore  
(15 December)

### December 2023 EU Summit: Is it a watershed moment for Ukraine, the Republic of Moldova and Georgia?

By Teona Lavrelashvili  
(18 December)

### Serbian elections: Vučić tightens his grip amid fraud accusations

By Berta López Domènech  
(21 December)

### Outlook Paper

#### Europe in the world in 2023: Learning the language of power?

By Amanda Paul, Andrew Duff, Ivano di Carlo, Shada Islam, Mihai Sebastian Chihai, Ricardo Borges de Castro, Iana Maisuradze, Georg Riekeles, Maxime Siéro, Rita Mendonça Barbosa Amorim Lobo, Simon Dekeyrel, Marta Mucznik, Svitlana Taran, Philipp Lausberg, Zeynep Güner, Berta López Domènech  
(22 February)

### Compendium

#### What do women dream about for the future of European democracy?

Curated by Corina Stratulat  
(8 March)

#### EU-China relations at a crossroads, Vol. II: Decoding complexity, mitigating risk

By Ivano di Carlo (ed.)  
(31 July)

### News

#### Friends of EPC Fund launched

By EPC  
(21 April)

#### Consultant in Gender Equality, Diversity and Inclusion (GEDI)

By EPC  
(5 May)

### EPC appoints Garvan Walshe as new Head of Communications

(1 June)

### CERV - ELEVATED Regranting: Project Presidency - Spain 2023

(3 July)

### CERV-ELEVATED Regranting: Dialogue on disinformation ahead of the 2024 European elections

(5 September)

### Equinor to support strategic thinking at the EPC

(13 September)

### Christmas message from the EPC's Management Team

(21 December)

### Round-up

#### Here's what to expect on China, AI, green energy, and more when EU and US officials meet in Sweden

By Annika Hedberg, Georg E. Riekeles, Andrea G. Rodríguez, Philipp Lausberg, Frances G. Burwell, Olga Khakova  
(30 May)

#### Countdown until the NATO Vilnius Summit: Priorities and expectations in 2023

By Amanda Paul, Jamie Shea, Ivano di Carlo, Mihai Sebastian Chihai, Ricardo Borges de Castro, Ionela Ciolan, Iana Maisuradze, Federica Zizzi, Benedetta Berti  
(22 June)

#### The Commission's balance sheet is positive, but the level of ambition is still too low

By EPC  
(13 September)

#### Enlargement Package marks a turn in policy to the East

By Corina Stratulat, Teona Lavrelashvili, Philipp Lausberg, Amanda Paul, Svitlana Taran, Berta Lopez Domenech, Iana Maisuradze, Ilke Toygur, Besa Shahini  
(14 November)

### Policy Briefs

#### Addressing the challenges of the healthcare workforce: Ensuring the future of health in Europe

By Elizabeth Kuiper, Danielle Brady  
(21 January)

#### Climate adaptation: The race to cool down Europe's cities

By Filipe Ataíde Lampe  
(13 March)

#### Advancing military mobility in Europe: An uphill battle

By Mihai Sebastian Chihai  
(11 April)

#### Soldiers out, civilians left behind: EU lessons from the evacuation of Kabul

By Mihai Sebastian Chihai, Georg Riekeles  
(16 August)

### Policy Studies

#### Beyond relocations and secondary movements: Enhancing intra-EU mobility for refugees

By Alberto-Horst Neidhardt  
(1 March)

### Reports

#### Soldiers out, civilians left behind: EU lessons from the evacuation of Kabul

By Mihai Sebastian Chihai, Georg Riekeles  
(16 August)

#### EU lessons from the evacuation of Kabul: Part 1 – What went wrong? The decision-making moments

By Mihai Sebastian Chihai, Georg Riekeles  
(17 August)

### EU lessons from the evacuation of Kabul: Part 2 – Critical factors in the failure to prepare for evacuation

By Mihai Sebastian Chihai, Georg Riekeles  
(18 August)

### Assessing the European Citizens' Panels: Greater ambition needed

By Andrey Demidov, Johannes Greubel, Perle Petit  
(6 September)

### Discussion Papers

#### Digitalisation: An enabler for the clean energy transition

By Simon Dekeyrel, Melanie Fessler  
(31 January)

#### Resetting the EU's business model after the watershed

By Marco Buti, Marcello Messori  
(13 February)

#### Addressing Cohesion Policy's identity crisis in a changing European Union

By Alison Hunter  
(15 February)

#### Raising the stakes on constitutional reform: The European Parliament triggers treaty change

By Andrew Duff  
(6 March)

#### Quantum technologies and value chains: Why and how Europe must act now

By Georg Riekeles  
(23 March)

#### Funding the EU's external migration policy: 'Same old' or potential for sustainable collaboration?

By Evangelia (Lilian) Tsourdi, Nasrat Sayed, Federica Zardo  
(3 April)

**The US-EU Trade and Technology Council: Assessing the record on data and technology issues**

By Andrea G. Rodríguez, Frances G. Burwell  
(20 April)

**Regulating platform work: How will this impact migrant workers?**

By Tommaso Grossi, Andreina De Leo  
(22 May)

**Economic security: A new EU paradigm?**

By Fabian Zuleeg  
(8 June)

**One step closer to getting the EU Migration Pact done. One step closer to ambitious change?**

By Alberto-Horst Neidhardt  
(13 June)

**Leaving Dayton for Brussels: Reviving Bosnia's constitutional reform**

By Berta López Domènech  
(28 June)

**Towards a cleaner air in Europe: Time for a stronger vision and more action**

By Stefan Sipka, Melanie Fessler, Danielle Brady, Simon Dekeyrel with Annika Hedberg  
(6 July)

**A quantum cybersecurity agenda for Europe**

By Andrea G. Rodríguez  
(17 July)

**EU-Ukraine wartime trade: Overcoming difficulties, forging a European path**

By Svitlana Taran  
(21 August)

**Is the European Health Union ready for the challenges of the 21st century?**

By Elizabeth Kuiper, Danielle Brady  
(12 September)

**Planetary health: A holistic vision for people and the planet**

By Danielle Brady  
(19 September)

**The Nexus Approach: Bringing together climate, human security, and demographic change in times of permacrisis**

By Eleonora Milazzo  
(10 October)

**The EU's approach to climate mobility: Which way forward?**

By Helena Hahn, Melanie Fessler  
(26 October)

**Towards common accord? The European Union contemplates treaty change**

By Andrew Duff  
(31 October)

**Ending the HIV epidemic in Europe: Moving toward the 2030 sustainable development goals**

By Danielle Brady, Elizabeth Kuiper  
(14 November)

**Violence against women: A public health crisis**

By Victoria Pedjašar  
(27 November)

**Disinformation ahead of the EU Parliamentary Elections: A snapshot from Bulgaria, Germany, and Italy**

By Federica Marconi  
(13 December)

**Flash Analyses**

**The Commission must defend the EU's biggest asset – the Single Market**

By Philipp Lausberg  
(11 May)

**Today's Gymnich menu: Russia for lunch; China for afternoon tea**

By Ricardo Borges de Castro  
(12 May)

**Turkish elections: A nation divided, yet democratic**

By Amanda Paul, Demir Murat Seyrek  
(15 May)

**11th package of EU sanctions: Focusing on circumvention**

By Svitlana Taran  
(16 May)

**G7: Exit globalisation, enter the like-minded and economic security?**

By Georg E. Riekeles  
(22 May)

**Can the EU's pharmaceutical strategy make Europe a leader in health?**

By Elizabeth Kuiper  
(24 May)

**Steak or survival: Time to reflect on the Europeans' priorities**

By Stefan Sipka  
(30 May)

**Will Hungary have another 'EU first' by being stripped of the EU Presidency?**

By Perle Petit  
(1 June)

**EU asylum reform: A rocky start, and a stony path ahead**

By Helena Hahn  
(9 June)

**The EU's Nature Restoration Law: The bigger picture at stake**

By Filipe Ataíde Lampe  
(13 June)

**A compromise to support Ukraine's exports**

By Svitlana Taran  
(19 June)

**Spain has the EU Presidency. But who will lead Madrid after the snap election?**

By Berta López Domènech  
(5 July)

**The new EU-US Data Privacy Framework: Failing forwards towards a 'Schrems III'?**

By Giulia Torchio  
(18 July)

**Resolving the EU's industrial policy trilemma**

By Fabian Zuleeg, Philipp Lausberg  
(19 July)

**Russia's weaponisation of grain exports must not be tolerated**

By Amanda Paul; Svitlana Taran  
(31 July)

**Time for the Georgian Dream to deliver Georgia's Dream**

By Amanda Paul, Iana Maisuradze  
(15 September)

**What can we expect from Fico's government in the EU... another Orban?**

By Teona Lavrelashvili, Radovan Geist  
(5 October)

**Ukraine-EU neighbours grain dispute update 3: Joint control system to replace import bans and new escalation**

By Svitlana Taran  
(6 October)

**Well-being first: Redefining priorities for Europe's mental health**

By Laura Rayner, Elizabeth Kuiper, Danielle Brady  
(10 October)

**Donald Tusk is back: Finally a new era in Polish-EU relations?**

By Teona Lavrelashvili, Tomasz Bielecki  
(19 October)

**European Gender Equality Week: Isn't it time women's health and well-being were prioritised?**

By Elizabeth Kuiper, Danielle Brady  
(26 October)

**EU's renewable hydrogen agenda: Ambition vs reality**

By Marialena Stagianni  
(24 November)

**A reaction to the Dutch elections**

By Elizabeth Kuiper  
(24 November)

**"Grain from Ukraine" continues to ensure global food security**

By Amanda Paul  
(27 November)

**German court ruling threatens to unravel Europe's green and industrial ambitions**

By Philipp Lausberg  
(29 November)

**Political agreement on the New Pact – a cause célèbre?**

By Helena Hahn  
(21 December)

**Speech**

**Speech of Herman Van Rompuy at the University of Edinburgh - Europe beyond the watershed: How to turn fear into hope**

(24 May)

**Message**

**Culture this summer: What to read, watch and listen to**

(23 August)

**External Publication**

**Transatlantic Guardrails: Fostering sustainable EU-US relations**

By Ricardo Borges de Castro  
(17 November)

**Annual Report**

**Annual Report 2022**

By EPC  
(15 December)

NOTES

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---



**GRAPHIC DESIGN**  
Jon Wainwright

December 2024

This publication is available free  
of charge on [epc.eu](https://epc.eu)

The support the European Policy Centre receives for its ongoing operations, or specifically for its publications, does not constitute an endorsement of their contents, which reflect the views of the authors only. Supporters and partners cannot be held responsible for any use that may be made of the information contained therein.

The European Policy Centre (EPC) is an independent, not-for-profit think tank dedicated to fostering European integration through analysis and debate. It supports and challenges EU leaders and policymakers at all levels to make informed decisions based on evidence and analysis, and provides a platform for engaging partners, stakeholders and citizens in EU policymaking and in the debate about the future of Europe.

