

# European Policy Centre Annual Report 2022

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# Foreword

**Brigid Laffan**

*President of the European Policy Centre*

I am delighted to introduce the European Policy Centre's Annual Report for 2022. It highlights the EPC's many activities during the year and showcases its expertise and impact on the EU policy agenda.

As I write this, the consequences of the watershed of Russia's invasion of Ukraine continue to impact our daily lives, work, and commitments, and Europe faces additional instability following the Hamas-led attack on Israel on 7 October. A few days after the invasion of Ukraine, German Chancellor Olaf Scholz called this moment a 'historic turning point' - a *Zeitenwende* - for Germany and its conduct in foreign affairs. As the war continues to shape geopolitical relations - not only within the EU, but across the globe - it is clear that Russia's invasion has marked a global *Zeitenwende*, the beginning of a new world era.

The challenges Europe must face in this new era are enormous - the war in Ukraine, the escalation of conflict in the Middle East, the economic, energy and cost-of-living crises, the rise of the far right and its threat to democracy, the climate emergency. Our ability to overcome them - to survive this "permacrisis" - by thinking strategically and with a long-term perspective about the transformations Europe needs to achieve will shape the future stability of the European Union.

Yet, the *Zeitenwende* also provided the EU with an opportunity: to prove the strength of its project, showcasing its member states' unity in the face of war. Faced with Russia's invasion of Ukraine, the 27 member states were able to provide a common response, adopting 11 packages of sanctions and granting Ukraine candidate status. Likewise, conversations on the EU enlargement reignited, with Moldova also receiving candidate status, and a new advancement of the Western Balkans.

The war also led to a strengthening of Europe's relations with the US. A stronger transatlantic alliance has been re-forged with spillover effects in multiple sectors, such as industry, trade, and technology.

The events of 2022 offered a chance to rethink the purpose and geopolitical role of the European Union. It is at times like these that the commitment of think tanks like the European Policy Centre is extremely valuable. Think tanks have an important role to play as a bridge between academia and politics, offering an arena for focused discussions and a critical audience to politicians looking to bring forward new ideas. And, while disinformation, polarisation and authoritarianism are shaking our ability to think freely and independently, think tanks remain a symbol of a healthy democratic system, which prioritises the need for dialogue and the exchange of views.

Political scientist Hugo Hecló said, "governments not only 'power': they puzzle". In a world faced with impossible challenges, that powerful 'puzzlement' - which Hecló described as 'men collectively wondering what to do' - is the role of think tanks. Think tanks are producers of knowledge and incubators of new ideas, and we should not underestimate their convening and creative power. As the EU's values are tested, the efforts of analysts to provide recommendations that will shape policymaking through uncertain times are a precious transformative mechanism. We need to have faith in their creativity. The commitment that organisations like the EPC have to address these big questions matters as they will define the future of the European project.

I am, therefore, extremely honoured to have taken over the role of EPC President, and I am even more pleased to follow in the steps of Herman Van Rompuy. As former Belgian Prime Minister and the President of the European Council, Herman dedicated his life to fostering European integration. I admire his valuable contribution to the making of the European Union and his ability to guide the EPC throughout these years.

Herman Van Rompuy's work as a politician and a leader has put the emphasis on 'hope' rather than excessive fear. Following his lead, the EPC will need to battle against the corrosive power of fear, reframing the challenges ahead as opportunities for Europe, and I look forward to being a part of this endeavour.



## Message from the Chief Executive

# In 2022, the world and EU policymaking changed significantly, and so did the EPC

**Fabian Zuleeg**  
Chief Executive

While we were still digesting the lessons learned from the COVID-19 pandemic, the Watershed moment of Russia's invasion of Ukraine transformed the geopolitical landscape, testing the EU's unity and coordination. As the war in Ukraine threatened the member states' ability to defend the Union's democratic values, the EPC offered a much-needed platform for dialogue and provided recommendations on what the Union should do next.

We invested considerable resources in analysing the diverse impacts of the war, from a security and defence perspective to its impact on migration, the role of women, energy and climate, trade, and agriculture. And, once Ukraine was given candidate status, we also strove to place enlargement at the centre of Brussels' policymaking.

But beyond focusing on the immediate consequences of this crisis, we also considered the long-term effects of the *Zeitenwende*. A think tank's role is to answer the questions of today and tomorrow, providing long-term strategic thinking to policymakers. How can Europe survive the triple challenge of the watershed, the need for fundamental transformations and the permacrisis? What are the trade-offs and

paradigm shifts needed to make sure the Union can provide security, prosperity, and democracy to future generations? How can we avoid the Union's further fragmentation? These are the questions we sought to answer as we strove to put global developments into perspective.

To this end, we looked at the EU's role as a geopolitical actor. Through projects with the US Mission and the Atlantic Council, we analysed recent developments in the transatlantic relationship, identifying areas of common interest in trade, technology, security, and the green agenda. Likewise, our EU-China Think Tank Exchange project explored the EU's complex relationship with China, questioning how these two global players could continue to foster areas of cooperation while at the same time avoiding creating interdependencies.

We looked closely at "strategic autonomy", particularly in the energy sector and investigated the impact of digital solutions for building a circular and carbon-free economy. We invited high-level experts to share their viewpoints on ensuring a socially inclusive and green transition and looked at the transformations needed to strengthen the resilience of the industry sector.

To counter democratic backsliding in the European Union, we strove to place citizens' voices at the centre of future debates.

The Connecting Europe project expanded its network, bringing the perspective of more than 45 civil society organisations to Brussels. Additionally, we launched the Moving Europe Together (MEET) project and the Conference Observatory to closely monitor the Conference on the Future of Europe.

The scale of our analysts' output continues to be impressive. With 167 events, we offered a platform for policymakers and decision-makers to share and exchange ideas. Our experts' 95 publications contributed to shaping crucial policy debates in Brussels and beyond. We also continued our podcast series and successfully boosted our online presence.

In 2022, we also celebrated the EPC's 25th anniversary, and we took this opportunity to look back at our achievements of the past quarter century and thank our partners for their continued support, particularly our strategic partner, the King Baudouin Foundation (KBF).

We continued to grow our network of think tanks across Europe and developed ideas for the future of the European think tank sector.

I am grateful for everyone's commitment to addressing Europe's historic challenges and ensuring Europe recognises the importance of this moment.

I would like to extend my gratitude to Herman Van Rompuy, who retired from his role as President of the EPC in 2022 and became Honorary President, for his wise counsel throughout the years, and David O'Sullivan, former Chair of the EPC Governing Board, for his faith in the EPC's work.

I also send a warm welcome to Brigid Laffan, our new President, and our Chairman Declan Kelleher. Their experience and expertise will help us define the EPC's strategic direction. Finally, I thank the Governing Board, the Strategic Council, and all the members, funders, and partners, without whom our work would not be possible.

With such a strong and dedicated team, I am proud of the EPC's results and confident of its role in shaping the think tank sector for the years to come.

# EPC in numbers

  
**167**  
events

  
**95**  
publications

  
**117,940**  
publication views

  
**47**  
projects

  
**36**  
analysts

  
**31**  
Senior Advisers

  
**14**  
Academic Fellows

## EPC in the news

  
**3.31k**  
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 New York Times, and many more.

## Top 3 publications



**Digital product passports: What does the Sustainable Products Initiative bring?**  
*by Stefan Sipka*  
11/05/2022




**Tackling the energy crisis: 8 considerations on how Europe can get through this winter**  
*by Georg Riekeles and Philipp Lausberg*  
08/09/2022




**Putin must face war crime charges**  
*by Amanda Paul*  
25/02/2022

## EPC online

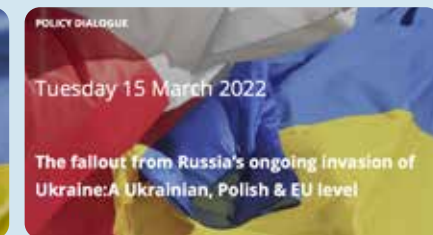
  
**602,833**  
page views

  
**44,765**  
followers  
↗ +6098

  
**56,962**  
followers  
↗ +16,096

  
**14,744**  
followers  
↗ +502

## Flagship events







## Message from the Chair of the Governing Board

Declan Kelleher

2022 was a watershed year for the European Union. Events have underlined in ever clearer terms that Europe is in an era of continuing permacrisis and growing geopolitical complexities, complexities which will only grow in size and scope in 2023 and beyond, as the unfolding crisis in the Middle East clearly illustrates.

Russia's illegal invasion of Ukraine in 2022 brought war back to Europe's borders. In addition to the physical destruction wrought and the human suffering caused, Putin's aggression against Ukraine has posed a direct challenge to the Union's value system and security, and has tested the unity and cohesiveness of the Union and its member states.

Russian aggression, superimposed on the impact and legacy of the pandemic, the twin challenges of climate change and digital transition, global shifts in power and clear signs of fragmentation of global perspectives on the rules based international order, have highlighted the urgent need for the EU to think long-term about its strategic partners, economic model, and democratic system. Think tanks, with the EPC to the fore, must provide decision-makers with medium and long-term perspectives, reflecting

not just on today's issues, but also on what the EU needs to do to grow, develop and manage the increasingly complex and cross cutting challenges that we collectively face.

In this era of change and challenge - permacrisis as the EPC have aptly described it - I am particularly honoured to have been appointed Chair of the Governing Board earlier in this year of 2023.

In 2022, the EPC celebrated its 25th anniversary by renewing its efforts to engage partners, citizens, and decision-makers in debates about the future of Europe. The consistently high quality and well-judged strategic focus of the EPC's work across the spectrum of EU policy has never been more necessary.

Despite the practical difficulties posed by the COVID-19 pandemic in the last few years, the EPC has continued to shape policymaking with resilience and innovation, expanding its team of analysts as well as areas of expertise. I have been impressed by the uniformly high quality of the EPC's work. For this, I congratulate all the EPC team, very ably led by Chief Executive Fabian Zuleeg, for their individual and collective dedication and passion in their mission.

Frank conversations and evidence-based research are crucially important, particularly in this time of uncertainty. The spread of disinformation, in particular from Russia, has sought to disrupt and turn member states against each other. The energy crisis puts pressure on citizens and their way of living, forcing governments to have difficult conversations on the trade-offs that Europe will have to face in the short- and long-term future, all the more so as the effects of the climate crisis become even clearer.

The rise of the far right in some European countries has posed challenges, as the EU rightly seeks to reinforce its core values, liberties, well-being, and also agree on a sustainable approach to migration. With Ukrainians continuing to flee their country, the challenge of accommodating migrants and refugees in the European Union is becoming even more complex – creating a wedge within and between societies.

The EPC's duty to generate and share ideas and to think collectively about the future of the European Union is thus more necessary than ever. Its events, dialogues and publications offer a rich set of recommendations which should assist in the transformation of the Union into a

more robust and resilient actor in a broad range of areas: from trade and economics, to health, climate, and global politics, to identify but a few.

As we look back at last year's achievements, I wish to thank the Strategic Council and my fellow Board members for their support. I want to voice special thanks to Herman Van Rompuy, former President of the European Council and now Honorary President of the EPC.

I would like to extend a very warm welcome to Brigid Laffan, the new President of the European Policy Centre. Her great experience and vision will undoubtedly enrich the think tank's work.

Finally, I would like to congratulate David O'Sullivan, former Chair of the EPC Governing Board, and to thank him for his generous advice to me as incoming Chair. I look forward to continuing his valuable work and, as Chair of the Governing Board, I will do my best to develop the EPC further.



## Message from the Chief Operating Officer

Emma Woodford

In a world emerging from the COVID-19 pandemic, 2022 was my first full year as the Chief Operating Officer of the European Policy Centre. While the EPC did well to adapt to successive lockdowns, we were not immune to the challenges that remote working and insecurity about returning to in-person working posed for many of our team. Like many other organisations around the world, we were certainly buffeted by the winds of the 'Great Resignation' as people adjusted their work-life priorities and felt the need for change.

It has been a privilege to become the EPC's first COO, taking responsibility for the organisational development of this growing organisation at a time of considerable change in the world of work. Building on the EPC's record – almost a quarter century of informing the policymaking process of the EU – requires significant adaptation. Strengthening working relations across the EPC's different areas of expertise will equip the EPC to make an even stronger impact on European policymaking in the next years to come.

Among my first goals for the whole EPC has been to place equality, diversity and well-being at the heart of the think tank. We developed our

Gender, Equality, Diversity and Inclusion (GEDI) plan and started broadening our recruitment practices to attract more people from different backgrounds to come and work at the EPC.

As we began to return to the office following the pandemic, it was important to begin to adapt the EPC's working culture to keep pace with changes in society and the workplace. Extra care was taken to help EPC team members feel included and valued, paying particular attention to achieving a good work/life balance. Following thorough consultation, this has included the decision to keep a hybrid working culture and offer regular well-being lunches to discuss issues of concern to the teams and enjoy physical activity such as office yoga.

There is no doubt that Russia's invasion of Ukraine, the ever-worsening climate crisis and the threat of another pandemic have affected the EPC, from what our analysts work on to how we manage our work and our teams. The EPC has shown immense resilience and even a capacity to grow through these challenging times. I am looking forward to working with our Management Team to lead the organisation from strength to strength.

# IMPACT

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



## Russia's war on Ukraine: A watershed

When Russia launched its full-scale invasion of Ukraine on 24 February 2022, the EPC was straight out with a call by **Fabian Zuleeg** for the EU to react quickly to this “watershed” in Europe’s post-war history.

The war marked the failure of at least two decades of European and transatlantic security policy. It exposed the complacency that had set in, despite several Russian acts of aggression committed against European countries since Vladimir Putin came to power. At the EPC, we immediately launched our **Ukraine’s European Future** project, led by **Amanda Paul**, which became a platform for discussing all issues related to Ukraine, including the situation on the battlefield, war crimes, food security, and Ukraine’s accession journey. We also began a re-examination of all relevant aspects of European policy, from CFSP/CSDP through sanctions and the reception of Ukrainian refugees.

Our research included a call for the quadrupling of military aid, a clear action plan for accommodating refugees, and detailed research on the operation of sanctions. We brought in **Svitlana Taran** from the Kyiv School of Economics to strengthen our sanctions work, and **David O’Sullivan**, the Chair of our Governing Board in 2022, was appointed the EU Special Envoy on Sanctions. Mr O’Sullivan remains a Board Member and was succeeded as Chair by **Declan Kelleher**.

Numerous Ukrainian and other international leaders addressed EPC events, including Volodymyr Zelenskyy’s Chief of Staff **Andriy Yermak**, **Andriy Kostin**, Prosecutor General of Ukraine on war crimes and the crime of aggression, European Parliament President **Roberta Metsola**, and former US Army General **Ben Hodges**. **Nathalie Tocci** discussed how the war has affected the EU’s political landscape, while **Jakob Kierkegaard** of the German Marshall Fund of the United States focused on the EU’s answer to crisis. First Deputy Minister of Foreign Affairs of Ukraine, **Emine Dzhaparova** kept attention on Crimea, eight years after Russia’s original invasion. Journalist **Olga Tokiaruk** brought home the war’s effects on women in war zones.

**Steven Biscop** of the Egmont Institute and **Elena Lazarou** of the European Parliamentary Research Service discussed the EU’s strategic compass, a document profoundly affected by the war, and former Deputy Assistant Secretary General of NATO **Jamie Shea** was a frequent contributor to EPC policy dialogues and other events.

We broadened the scope to look at where Türkiye stands on Russia’s war, with **Ian Lesser** of the German Marshall Fund of the United States and **Melthem Müftüleri Baç**, a Senior Scholar at the Istanbul Policy Center.

The broader international response was the subject of a debate including Ukrainian Ambassador **Vsevolod Chentsov** and MEP **David McAllister**, while MEP **Tineke Strik**, MEP **Fabienne Keller** and **Adam Hunter** of the US Department of Homeland Security brought an international perspective to the issue of Ukrainian refugees.

Former EU Commissioner for Employment, Social Affairs and Inclusion and current Secretary General of the Foundation for European Progressive Studies (FEPS) **László Ándor** and **Tina Zournatzi** of DG HOME addressed to the role of disinformation in the conflict, and DG NEAR Director General **Macej Popowski** began consideration of enlarging the EU to include Ukraine.

Former Prime Minister and Foreign Minister of Finland **Alexander Stubb** discussed the implications of the war for Finland, which decided to change decades of formal military neutrality and apply to join NATO, while, finally, EPC President and Emeritus Professor at the EUI, **Brigid Laffan**, and **Daniela Schwarzer** of the German Council of Foreign Relations considered how the war would affect the Conference on the Future of Europe.

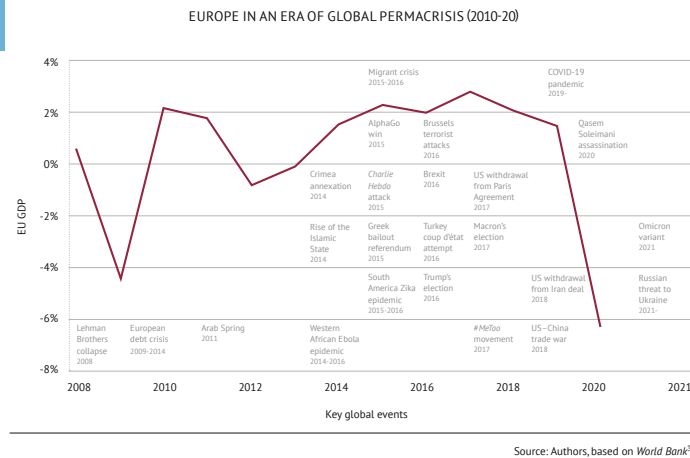
A drone flying the Ukrainian national flag passes over the Motherland monument during Ukraine’s Independence Day on 24 August 2022.

© Dimitar Dilkov/ AFP



## The global tempest

The war was only the most visible example of a ‘global tempest’ that has continued to roil world affairs since the mid 2010s. Europe has found itself in need of a geopolitical awakening, as instability and great power competition impinged ever more intensely on its environment and began to promote instability within. It has become increasingly difficult to separate the effects of external and internal policies, and the EPC has taken a lead in addressing them through instruments such as the **Strategic Compass Initiative**, the **EU-China Think Tank Exchange**, and regular **EPC Talks Geopolitics** events both online and in person. An essential part of this process has been the **Strategic Compass Initiative**, which focused on this central element of the European geostrategic policy planning



Source: Authors, based on World Bank<sup>3</sup>

process, and our thinking was reflected in our **Outlook Paper**, an annual navigation guide for the year ahead on major trends and how they might affect European policymaking.

### MAJOR POWERS

The EPC continued its work as part of the EU-China Think Tank Exchanges to deepen understanding of China and its evolving role in the world. We devoted efforts to discern the potential for UK-EU cooperation in what turned out to be a particularly volatile year in UK politics, marked by the death of Queen Elizabeth II and two changes of Prime Minister.



Germany too changed its leader as Chancellor Merkel retired, along with the grand coalition she led. Associate Professor **Monika Sus** considered what would come of Germany's EU policy after Merkel, and we worked with both the US Mission and Japan Mission to the EU on matters of international importance.

### MIGRATION AND ASYLUM

Migration policy remains one of the most vexed aspects of Europe's relations with its neighbourhood. Policymakers are caught between countervailing domestic political pressure: for reduced migration on the one hand, for more rigorous enforcement of our international obligations under refugee and human rights law on the other. Meanwhile, instability and state weakness in North Africa and the Middle East cause people to seek a better life in Europe and, providing opportunities for them to do so, labour shortages in



An elderly Ukrainian refugee carries his luggage as he walks on a platform upon his arrival by train at the Zahony train station after crossing the Ukrainian-Hungarian border.

© Christophe Archambault / AFP

major European economies keep labour demand high. Into this long-running complexity, Russia's invasion of Ukraine injected several more Ukrainians fleeing to the EU. The EPC discussed this with **Nina Gregori**, Executive Director of the European Agency for Asylum, and representatives of national governments and civil society. We presented the final conclusions of the **Mercator Dialogue on Asylum and Migration**, which focused on building resilience into the EU's migration systems to adjust to geopolitical conflict.

### COMMISSION AND COMMUNITY

The beginning of 2022 marked the mid-term of the von der Leyen Commission, which began in surprise, only to be

plunged into the far greater shocks of the pandemic and Russia's full scale invasion. We assessed the Commission's progress mid-term, with a collection featuring contributions by 16 EPC analysts, edited by **Johannes Gruebel**, **Perle Petit** and **Corina Stratulat**. We also debated the emergence of the new European Political Community as a broader forum for cooperation across the continent, including of course the UK and Türkiye.

### DEMOCRATIC DECLINE & REVIVAL

The effects of the tempest are felt inside the EU as well as beyond it. We addressed the resilience of our democratic societies, while EPC Senior Analyst **Sophie Pornschlegel** warned that the EU needed

to be more alert to “putinist” methods of domestic social and political control. She also considered whether the Conference on the Future of Europe had found solutions to Europe's democratic woes and concluded that it did not in fact provide any ‘ready made’ ones. Hungary's illiberal turn continued to trouble our analysts, as well as the difficulty of devising instruments able to reverse it.

**Rosa Balfour**, Director of Carnegie Europe, extended this theme to “populist troublemakers”, recalling the perceptive February 2016 book *Europe's Troublemakers*





## Permacrisis: Evolution and economic security

The global tempest, the war, and the continued fallout from the pandemic reinforced the EPC's pioneering concept of the 'permacrisis', which generates the need to engage with the reality of the major challenges it poses to the way we had operated in the past. The permacrisis demands a response more urgent than to continue with incremental improvements or, admittedly, ambitious, muddling through.

The EPC has responded to this challenge at the highest level, with outgoing EPC President **Herman van Rompuy** and incoming President **Brigid Laffan** contrasting Europe's

ambition and unity. In an EPC Paper, they asked whether the trade-off has been drawn in the wrong place for current conditions, focusing too much on unity at the expense of necessary ambition.

**Andrew Duff** broached the subject of treaty change, and how it might be achieved, putting it back on the agenda. **Fabian Zuleeg** and **Janis Emmanouilidis** asked whether the adversity itself was propelling a united response.

Though our **Observatory on the Future of Europe**, we considered the role of citizen participation in



the evolution of the EU, with the thoughtful input of former Belgian Prime Minister MEP **Guy Verhofstadt**, MEP **Danuta Hubner** and many others.

Commission President Ursula von der Leyen participates in the closing event of the Conference on the Future of Europe.

© European Union 2022



that she edited while at the EPC. We hosted Hungarian Helsinki Committee co-chair **Marta Párdavi** to pick over the dispiriting results of the Hungarian parliamentary elections. **Susi Dennison**, a Fellow at the European Council on Foreign Relations, and MEP **Gwendoline Delbos-Corfield** turned their attention to broader questions of the rule of law and the EU's role in upholding it in member states.

Right on the EU's borders we considered the instability caused by Brexit, featuring Professor **Katy Hayward** and former Irish Permanent Representative to the EU (and now chair of the EPC Governing Board) **Declan Kelleher**.

Beyond them Indonesian Ambassador **Triansyah Djani** gave a briefing on the Indonesian Presidency of the G20, while MEP **Hannah**

Neumann and **Jana Puglierin** of the European Council on Foreign Relations considered the effects of the global tempest on German foreign and security policy.

© European Union, 2022

### WIDER INSTABILITY

Within Europe's borders, though its salience may appear to have receded, radicalisation and terrorism continued to pose challenges to Europe's security Services as **Claudio Galzerano** of the European Counter Terrorism Centre indicated.



The instability caused by Brexit and the future of EU-UK relations have been a central topic at the European Policy Centre.

© PIXABAY



Fig. 1

SETTING A STRATEGIC DIRECTION TO STEER THE EU'S SHORT- AND LONG-TERM POLICIES



The Observatory became the independent platform for discussion of participatory democracy and a reference point on the subject: states in the Western Balkans, designed and implemented citizens' consultations based on its worth, and Commission President **Ursula von der Leyen's** decision to hold European Citizens' Panels

on key legislative initiatives was inspired by EPC proposals in a Conference Observatory publication. Now that the Conference has finished, the Observatory has evolved into the **European Democracy Reform Observatory** and will continue to influence the debate on democratic reform in Europe.



### GEO-ECONOMIC SECURITY

The pandemic highlighted a new aspect of the permacrisis by exposing the vulnerability of the just-in-time production model of global supply chains that had prioritised efficiency over resilience. The scramble to manufacture personal protective equipment and vaccines put strain on EU solidarity and diplomatic relations with third countries such as the United Kingdom and China. Reflecting on this experience has led to a greater emphasis on economic security and strategic intervention in the economy.

Intensifying global competition, US-China rivalry, the COVID-19 pandemic, and the fallout from Russia's aggression signalled a paradigm shift in the international economic order and for Europe's political economy.

The EPC launched a **strategic reflection project on Europe's economic security**, arguing that 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 policy spectrum. Resilience, security of supply and technological competitiveness are now paramount in approaching economic policies, leading the EPC to call for a renewed EU industrial strategy.

The EPC asked how solidarity can be strengthened and the EU's ability to contain shocks such as the pandemic or the energy price rises reinforced.

The EPC has worked on technology and industrial policy priorities such as AI, semiconductors and cloud computing.

© CANVA



It also looked at how an intergenerational mindset can inform the technology investment decisions that will shape the European economy for the next decades. In this connection we held events on rethinking EU economic governance and the economic changes required for strategic autonomy with **Sigmar Gabriel**, former German Minister for Foreign Affairs, and **Anne Linde**, then minister of Foreign Affairs of Sweden, as well as Commissioner **Paolo Gentiloni**.

The transatlantic relationship was also crucial to our research and the Europe's Political

Economy programme launched a project in cooperation with the Atlantic Council on the EU-US Trade and Technology Council (TTC). The project saw the publication of 7 papers and hosted 9 events, with speakers such as German EU Senior Officer **Sabine Weyand** and **Rupert Schlegelmilch**, Director at DG TRADE.

Meanwhile, in much of the digital space, the EU is confronted with the need to catch up, as Europe belatedly realised it was left dependent in critical areas. The EPC has worked on EU technology and industrial policy priorities

European Commission Executive Vice President Valdis Dombrovskis, European Commission Executive Vice President Margrethe Vestager, US Secretary of State Antony Blinken, US Secretary of Commerce Gina Raimondo and US Trade Representative Katherine Tai speak to the media following the US-EU Trade and Technology Council (TTC) Ministerial Meeting on 5 December 2022.

© Saul Loeb / AFP

such as AI, semiconductors, and cloud computing with a focus also on developments in other areas of 'deep tech' carrying profound enabling power such as space and quantum technologies.



## Social and economic transitions

### HEALTH AND THE SOCIAL TRANSITIONS

Even as the pandemic wound down, thanks not least to important European research into mRNA vaccines and transatlantic collaboration on their mass production, its effects lingered. We addressed the links between COVID-19 and cancer, attempts to deploy AI in healthcare and continued to develop ideas to shape a European Health Union.

We marked five years since the proclamation of the European Pillar of Social Rights (EPSR) with a discussion of progress made and the current state of play with Europe's social contract. Trade unions, social partners and academics took part in the debate, which saw the participation of **Nicolas Schmit**, EU Commissioner for Jobs and Social Rights, **László Ándor**, **Liina Carr**, Confederal Secretary of the European Trade Union Confederation, **Anna Carla Pereira**, Cabinet Expert of Commissioner Nicolas Schmit,



Medical workers working in the COVID-19 ward on 11 January 2022. © Joseph Prezioso / AFP

and **Klaus Heger**, Secretary General of the European Confederation of Independent Trade Unions (CESI). The publication resulting from the debate informed the relevant EU institutions on how to address the shortcomings of the EPSR and how to strengthen it. **Laura Rayner** of the Social Europe and Well-being programme was invited as a keynote speaker at DG EMPL with **Antoine Kessel**,

Chief of Nicolas Schmit's cabinet, for a presentation on how to reform the EPSR.

The Social Europe and Well-being programme kicked off the Task Force on European Health Union to identify its challenges and shortcomings and the actions needed at the EU level to bolster Europe's resilience, prevent pandemics, address global dependencies, promote health, reduce inequalities, and develop Europe's R&D ecosystem. The EPC continues its work under the Coalition of Health Ethics and Society (CHES),

Copies of the European Pillars of Social Rights launched by the Juncker Commission in 2017. © Mikhail Metzel / AFP



with Belgium's Deputy Prime Minister and Minister of Social Affairs and Public Health **Frank Vandenbroucke** delivering the CHES Annual Lecture.

### SUSTAINABILITY AND CLIMATE CHANGE

We focused our efforts on several aspects of the sustainability crisis including the climate transition, its sustainable finance, the energy transition and efforts to limit the effects of the food crises that are likely to accompany climate change.

In 2022 we focused on the effects of the Russian invasion of Ukraine on the EU's energy and food systems and how the European Green Deal can help overcome them. Other topics we covered include nature protection, sustainable finance, air quality, the plastics challenge, the just transition, and the role of cities in the twin green and digital transition in the energy sector.

**The Fair Energy Transition for All (FETA)** project, of which the EPC was a part, provided valuable insights into the hopes, fears, and key challenges regarding the energy transition for the most vulnerable in Europe, as well as providing best practice on how to engage these groups in policy discussions. The project also allowed us to join internal Commission working groups, provide input into the Eurobarometer survey design to further test our findings in



Young protesters hold up signs to protest against climate change. © Josep Lago / AFP

a wider group, and it supplied us with an invitation to present alongside the Commission and the International Labour Organisation at COP27 in Egypt.

We also considered how information and communication technology might be made greener, while MEP **Sean Kelly** addressed the implications of the gas package for the climate.

We debated how new rules on sustainable products can contribute to the EU's transition to a circular economy, with the Commission's Director General for the Environment **Florika Fink-Hooijer**.



We discussed how to ensure access to the strategic resources needed for the energy and digital transitions together with **Jyrki Katainen**, President of Finnish Innovation Fund Sitra and former Commission Vice President for Jobs Growth and Investment.

Work on the RepowerEU programme was a centrepiece of our activity, and **Emanuel Guérin** of the European Climate Foundation assessed the effectiveness of COP27.

Finally, we continued the success of Project Presidency, with high-level briefings on the Presidency's agendas from Permanent Representatives **Philippe Légalise-Costa** of France, **Edita Hrdá** of the Czech Republic and **Lars Daniellson** of Sweden.



## Jubilee conference

2022 also marked the European Policy Centre's 25th anniversary. We took this opportunity to celebrate the think tank's achievements and thank our members, partners, and friends who have supported us over the quarter-century of our existence.

In the lead-up to the Conference, EPC policy analysts published six Jubilee Papers, reflecting on the factors determining the EU's power in the global tempest. In addition, EPC Honorary President **Herman van Rompuy**, alongside **Fabian Zuleeg** and **Janis Emmanouilidis**, marked this moment by publishing the book "Turning Fear into Hope", edited by Senior Adviser **Jacki Davis** – a glimpse into their conversations on the challenges facing the EU today and the role of think tanks in an uncertain global environment.

During the Jubilee celebration, panels discussed several aspects of the EU's reckoning with power. Topics included the EU's foreign, security and defence policies; the dynamics between EU and national levels of governance; the EU's green and digital transitions; and the Union's capacity to act in the face of multiple ongoing crises.

**Herman van Rompuy** opened the Conference with a speech urging the EU, member states and citizens to abandon fear in the face of crisis and embrace the power of the Union's convictions. Philosopher **Lea Ypi** also participated in



a conversation with **Elizabeth Kuiper** on the different meanings of "freedom", from political to social freedom. While Executive Director of the European Environment Agency, **Hans Bruyninckx**, defined the transformative potential of the European Green Deal as one of the EU's greatest ambitions for Europe's long-term future.

The question of the power of democracy in a fragmented and polarised landscape was also considered in a conversation with **Ivan Krastev**, Chair of the Centre for Liberal Strategies in Sofia, while EU Ombudsman **Emily O'Reilly** participated in the final panel alongside **Cathryn Clüver Ashbrook**, **Daniel Eriksson** and **Sophie Pornschlegel**, reflecting on how citizens and civil society can shape policymaking.

↳ EPC's Honorary President Herman Van Rompuy opens the Jubilee Conference with a keynote speech.  
© Christophe Licoppe

The event concluded with the final remarks from former Executive Vice-President of the European Commission **Frans Timmermans** on the forces shaping international relations and the opportunities ahead in this new multipolar world. With **Timmermans'** concluding question, "What is life if not lived for others?", we turned our gaze to the future and renewed the EPC's commitment to providing policymakers with an intergenerational, long-term perspective on the actions needed for sustainable growth in the EU.



↳ Associate Director Elizabeth Kuiper speaks with Jaroslaw Waligora, Health Security Unit, DG SANTE, during a discussion on the impact of the COVID-19 pandemic.  
© Christophe Licoppe



↳ Former Commissioner Frans Timmermans delivers the final keynote speech at the EPC's Jubilee Conference.  
© Christophe Licoppe





# CONNECTING europe

## Connecting Europe

Enhancing the transnationalisation of EU policy debates has been a central element of the EPC's mission for the past years. Since 2017, the Connecting Europe project has been working towards this end, aiming to connect civil society actors with EU decision-makers and foster European dialogue. Supported by **Stiftung Mercator**, the project provides EU policy expertise to a range of civil society actors and brings their voices to Brussels, diversifying EU policy debates to include innovative perspectives. It fosters an open, constructive dialogue between actors in the member states and Brussels.

Since its inception, the project has grown into a network of 45 organisations in 13 EU member states, which includes a broad range of research institutes, NGOs, think tanks, network projects, and fellowship programmes working across Europe. Connecting Europe covers topics relevant to the EU policy community as well as to the partner organisations, including the rule of law and democracy, youth and education, EU foreign policy, and climate change and the digital transformation.

With MEP **Sophie in't Veld**, we discussed the state of corruption in the EU as well as the findings of the 2022 Rule of Law Report. In the light of the sustainability crisis, Connecting Europe brought together **Mateja Kahmann** from Germanwatch, E3G Policy Advisor **Mathias Koch**, and Agora Energiewende's **Michaela Holl** to discuss how the war in Ukraine has been affecting the EU's and Germany's energy transition plans, providing a valuable civil society perspective to the policy debates in Brussels.

Beyond these topic areas, Russia's invasion of Ukraine played a key role for the project in 2022. Together with the EPC's Europe in the World programme, Connecting Europe brought together civil society organisations and think tanks to discuss the European *Zeitenwende* and the consequences of the war for Europe. Connecting Europe returned to this subject with **Jana Puglierin** of the European Council on Foreign Relations and MEP **Hannah Neumann**. EU foreign policy was central to Connecting Europe's work, including through a Connecting Europe Network Meeting of think

tanks working in the area of EU foreign policy.

In its goal to foster strategic transnational exchange, the EPC and Connecting Europe also organised several events on the EU Council Presidencies, including roundtable debates with **Institut Montaigne** on the French Presidency, and two public events with **EUROPEUM** on the Czech

Presidency. With French MEP **Gwendoline Delbos-Corfield**, we discussed the role the French Council Presidency should play in the rule of law crisis. At the end of the Czech mandate at the helm of the Council, **Mikuláš Bek**, Minister for European Affairs of the Czech Republic spoke about the results of his presidency. The format aimed to enhance policy debates around the

presidencies and connect Brussels with the member state holding the presidency.

Such synergies highlighted the added value that transnational exchanges – both on the think tank and the civil society levels – can bring to the debate in Brussels. The EPC is therefore working towards building up the capacity in this area even further. The creation of our new **Transnationalisation**

↘  
A capacity building workshop organised by Connecting Europe and the Think Tank Lab.

**programme** will support this mission, including in the Connecting Europe context – through efforts to establish a centre for independent think tanks from across the EU in the form of a future **European Think Tank House** in Brussels.



A picture taken on May 28 in Brussels shows the European Union flags fluttering in the air outside the European Commission building in Brussels.

© Kenzo Tribouillard / AFP

# 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.**



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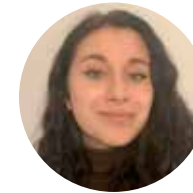
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# GOVERNANCE

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 David O'Sullivan.

Board members also sit on the General Assembly, which meets once a year to formally approve the annual accounts and adopt the budget for the year ahead in line with Belgian law.



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Chair of the EPC Governing Board;  
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Mogherini and Honorary Professor  
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SECRETARY TO THE BOARD  
**FABIAN ZULEEG**  
Chief Executive, European Policy Centre  
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## 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

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President Emeritus of the European Council

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President, European Policy Centre

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Vice-President for Competition

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## 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.

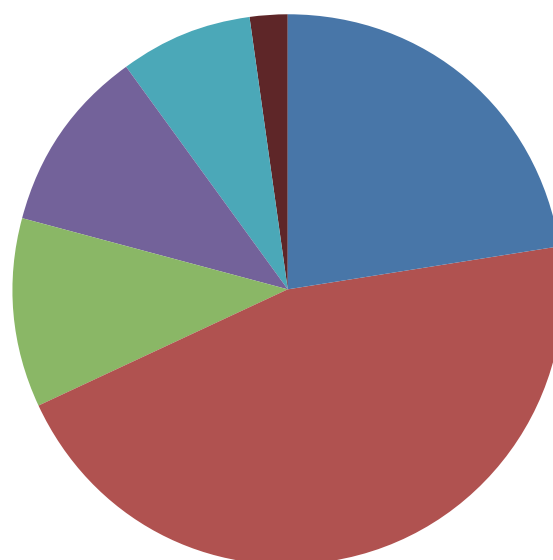
The EPC's total income in 2022 was € 3,297,581. The EPC ended the financial year 2022 with a small deficit of €5,022 bringing the equity capital to €1,078,509. See below under audit report for more details.

Approximately 30.77 % of the EPC's funding in 2022 came from grants 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 €362,780 for the Connecting Europe project.
- ▶ The EPC received an operating grant of €250,000 for 2022 under the CERV programme, alongside other similar think tanks and civil society organisations.

Another 23,45 % of the EPC's funding came from membership fees. In 2022, the total income from membership fees was €773,313.

The remaining funds (45.78%) came mainly from contributions from a wide range of organisations for its programmes in the form of support for events and publications.



23%  
MEMBERSHIP

11%  
MERCATOR

46%  
PROGRAMME  
SUPPORT

8%  
EU OPERATING  
GRANT

11%  
STRATEGIC  
PARTNER KBF

2%  
OTHER  
GRANTS

### BALANCE SHEET

As of 31 December	2022	2021
<b>Fixed Assets</b>		
<i>Intangible Fixed Assets</i>	21 144	41 614
<i>Tangible Fixed Assets</i>		
Net furniture & equipment	124 453	12 148
Financial Fixed assets	848	848
<b>Total Fixed Assets</b>	<b>146 445</b>	<b>54 610</b>
<b>Current Assets</b>		
Debtors	486 182	339 077
Banks	1 396 536	1 103 503
Accruals	280 338	319 137
<b>Total Current Assets</b>	<b>2 163 056</b>	<b>1 761 717</b>
<b>Current Liabilities</b>		
Creditor Loans & accruals	137 244	171 430
Deferred income	1 028 820	561 367
<b>Total Current Liabilities</b>	<b>1 166 064</b>	<b>732 797</b>
<b>Net Current Liabilities</b>	<b>-996 992</b>	<b>-1 028 920</b>
<b>Long-term Liabilities</b>	<b>64 929</b>	<b>0</b>
<b>Net Assets (liabilities)</b>	<b>1 078 508</b>	<b>1 083 530</b>
<b>Net Assets (liabilities)</b>		
Accumulated surplus/(deficit)	698 083	703 105
Reserve for social liabilities	380 000	380 000

### INCOME & EXPENDITURE STATEMENTS

As of 31 December	2022	2021
<b>Income</b>		
Members' subscriptions	773 313	813 946
Grants and donations	1 014 797	1 171 782
Programmes & other	1 509 471	1 534 588
<b>Total income</b>	<b>3 297 581</b>	<b>3 520 316</b>
<b>Expenditure</b>		
Office expenses	-683 539	-529 267
HR expenses	-2 618 389	-2 593 090
<b>Total expenditure</b>	<b>-3 301 928</b>	<b>-3 122 357</b>
Income taxes	-675	-668
<b>Surplus / (deficit) for the year</b>	<b>-5 022</b>	<b>397 290</b>
<b>Surplus/(deficit) brought forward</b>	<b>703 105</b>	<b>455 815</b>
<b>Reserve for social liabilities</b>	<b>0</b>	<b>150 000</b>
<b>Net surplus/(deficit) carried forward</b>	<b>698 083</b>	<b>703 063</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 (7)**

Amazon Europe Core SARL  
Apple  
BT  
Equinor  
Google  
Johnson & Johnson  
METI

Google  
GPlus  
Huawei Technologies (Belgium)  
Hyundai Motor Company  
Iberdrola SA  
IFOK GmbH  
Jeronimo Martins  
Kreab  
Merck Sharp & Dohme  
Miltton Brussels

Association of German Chambers of Commerce and Industry eV  
Association of Swedish Engineering Industries  
Bio-based Industries Consortium  
Brussels European Employee Relations Group  
Brussels Office of the Swedish Trade Unions  
BusinessEurope

European Aluminium  
European Association of Long-Term Investors  
European Automobile Manufacturers Association  
European Bioplastics  
European Copper Institute  
European Federation of Pharmaceutical Industries and Associations - EFPIA

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

Embassy of Kuwait to Belgium  
Embassy of Indonesia to Belgium/ Mission of Indonesia to the EU  
Embassy of New Zealand to 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

**CORPORATE (52)**

Acquis EU Law & Policy  
Amgen  
APCO Worldwide  
Bain & Company  
BASF SE  
Boeing International Corporation  
Burson Cohn & Wolfe  
Cambre Associates  
Chevron Corporation  
DeepMind  
DLA Piper  
Dow  
Eamonn Bates Europe  
EDF – European Affairs  
EPPA  
EUK Consulting  
EuroNavigator  
EUTOP Brussels SPRL  
ExxonMobil  
Facebook  
FIPRA  
FleishmanHillard  
FTI Consulting  
GlaxoSmithKline

Mitsubishi Corporation International (Europe) PLC  
Naftogaz of Ukraine  
Phoenix Executive  
Roche  
Réseau de Transport d'Électricité  
Siemens AG  
Statkraft  
Statnett SF  
Suez  
Sumitomo Benelux  
Swiss Re Management Ltd  
Teneo  
TikTok Technologies Belgium  
Trina Solar  
UPS

CECIMO  
Cefic  
CEN-CENELEC  
CESI  
China Chamber of Commerce to the EU  
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  
Danish Agricultural Council

European Foundation for Management Development  
European Fuel Manufacturers Association  
European Gaming and Betting Association  
European Major Exhibition Centres Association  
European Organisation for Packaging and the Environment  
European Round Table of Industrialists  
European Society of Intensive Care Medicine  
European Telecommunications Network Operators' Association  
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 Steel Federation  
Ibec

Orgalim  
Pack2Go Europe  
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

Embassy of the Philippines to Belgium, and Mission to the EU  
Embassy of the Republic of Azerbaijan to Belgium  
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 Armenia to the EU/ Embassy of Armenia to Belgium  
Mission of Bosnia and Herzegovina to the EU  
Mission of Brazilia to the EU  
Mission of Canada to the EU  
Mission of Georgia to the EU and Embassy of Georgia to the Kingdom of Belgium

**PROFESSIONAL & BUSINESS ASSOCIATIONS (79)**

DIGITALEUROPE  
Économiesuisse  
Eurima  
EUROCHAMBRES  
EUROMETAUX  
EUROMIL  
Europe India Chamber of Commerce - EICC

**DIPLOMATIC (62)**

Embassy of Australia to Belgium and Luxembourg, and Mission to the EU and NATO



Mission of Israel to the EU and NATO/ Embassy of Israel	Permanent Representation of Hungary to the EU	Hanns-Seidel-Stiftung	International Organization for Migration	European Association of Service Providers for Persons with Disabilities	ONE Campaign
Mission of Japan to the EU	Permanent Representation of Ireland to the EU	King Baudouin Foundation	NATO Parliamentary Assembly	European Association of Urology - EAU	Oxfam International EU Advocacy Office
Mission of Montenegro to the EU	Permanent Representation of Lithuania to the EU	Konrad-Adenauer-Stiftung	Regional Cooperation Council	European Brain Council	Platform for International Cooperation on Undocumented Migrants
Mission of Norway to the EU/ Embassy of NORway in Belgium	Permanent Representation of the Netherlands to the EU	Open Society European Policy Institute	UN Development Programme	European Confederation of Junior Enterprises	Red Cross EU Office
Mission of Switzerland to the EU	Permanent Representation of Sweden to the EU	Porticus	UN High Commissioner for Refugees	European Council on Refugees and Exiles	Social Progress Imperative
Mission of the Faroes to the EU	Permanent Representation of the Republic of Cyprus to the EU	Sitra - Finnish Innovation Fund	The World Bank	European Federation of National Organisations Working with the Homeless	Society Against Violent Extremism Belgium
Mission of the Kingdom of Morocco to the European Communities	Royal Thai Embassy to Belgium and Luxembourg, and Mission to the EU	Stichting Quantum Delta NL	<b>NON-GOVERNMENTAL ORGANISATIONS (51)</b>	European Public Health Association	SOS Children's Villages International
Mission of the People's Republic of China to the European Communities	Taipei Representative Office in the EU and Belgium	Software AG – Stiftung	Amnesty International	European Scientific Working group on Influenza	Technocracy for Development and Research - TDROL
Mission of the Republic of Azerbaijan to the EU	UK Mission to the EU	Stiftung Mercator	Association of European Cancer Leagues	European Specialist Nurses Organisation - ESNO	The Sustainable Digital Infrastructure Alliance eV
Mission of the Republic of Moldova to the EU	U.S. Mission to the EU/ Embassy of the United States of America	Wilfried Martens Centre for European Studies	Asylos	European Stability Initiative	Trademark Companies Association - ESIMET
Mission of the Republic of North Macedonia to the EU	<b>FOUNDATIONS (22)</b>	<b>GOVERNMENTAL ORGANISATIONS (5)</b>	Belgian Cystic Fibrosis Association	Fair Wear Foundation	Ukrainian Think Tanks Liaison Office in Brussels
Mission of the Republic of Serbia to the EU	Alliance for Childhood European Network Group	Bundesagentur für Arbeit	Carbon Market Watch	FOSTER EUROPE	Ukrainian World Congress
Mission of Ukraine to the EU/ Embassy of Ukraine to Belgium	Bertelsmann Stiftung	CEAD Francisco Suárez	Caritas Catholica Vlaanderen	Genio Trust	VoteWatch Europe
Permanent Delegation of Turkey to the EU	British Council EU Office	Kommerskollegium – National Board of Trade	Caritas Europa	Goethe-Institut Brüssel	<b>THINK TANKS (31)</b>
Permanent Representation of Austria to the EU	Clean Air Fund	Korean Institute for Advancement and Technology - KIAT Europe	Centre for European Progression – C4P	Healthy Europe	Agora Energiewende
Permanent Representation of Croatia to the EU	Crisis Management Initiative	Representative Office of the Austrian National Bank	Center of Corporate Relations Research	HIAS Europe	Asian Institute of Diplomacy and International Affairs - AIDIA
Permanent Representation of Denmark to the EU	European Climate Foundation	Environment Agency of Austria	Centre for Innovation in Medicine	Housing Europe	Barcelona Centre for International Affairs - CIDOB
Permanent Representation of Estonia to the EU	European Cultural Foundation	Swedish National Board of Trade/ Kommerskollegium	Confrontations Europe	House of Democracy	Carnegie Europe
Permanent Representation of Finland to the EU	European Foundation Centre	<b>INTERGOVERNMENTAL ORGANISATIONS (12)</b>	Danish Refugee Council	International Catholic Migration Commission Europe	CEU Democracy Institute
Permanent Representation of France to the EU	European Foundation for Democracy	Council of Europe	DiasporaVote	International Centre for Policy Studies	Climate & Company
Permanent Representation of Germany to the EU	Fondazione Cariplo	EFTA Secretariat	Equality and Human Rights Commission	International Partnership for Human Rights	Coalition for Reimagined Mobility
Permanent Representation of Greece to the EU	Friedrich-Ebert-Stiftung	EFTA Surveillance Authority	EUROCITIES	International Rescue Committee	E3G
	Friedrich Naumann Foundation for Freedom	European Bank for Reconstruction and Development	Europa Union Frankfurt	Internet Society	EGMONT - The Royal Institute for International Relations
	Fundación Fórum Ambiental (Lab Ecoinnova)	European Investment Bank	European Academy of Sciences and Arts	Institute for European Environmental Policy	European Council on Foreign Relations - ECFR
		International Centre for Migration Policy Development	The European Alliance for Patient Access - EAFPA	Network of European Foundations for Innovative Cooperation	EUROPEUM
			European Association for the Co-ordination of Consumer Representation in Standardisation	NRC Europe	

Equilibrium Institute of Budapest  
Georgian Foundation for Strategic and International Studies (Rondeli Foundation)  
German Institute for International and Security Affairs - SWP  
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  
Institute for European Policies and Reforms - IPRE  
Institute for European Environmental Policy - IEEP  
Institute for Strategic Dialogue - ISD Germany  
Political Capital Institute  
Research Center of the Slovak Foreign Policy Association  
Royal Institute - ELCANO  
RUSI Europe  
Swedish Institute for European Policy Studies - SIEPS  
Ukrainian Prism Europe  
Vodafone Institute for Society and Communications

#### **REGIONAL BODIES AND LOCAL AUTHORITIES (35)**

Balearic Islands Government  
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  
Liaison Agency Flanders-Europe  
Lombardy Region Government – EU Office  
North Sweden European Office  
Office of the Northern Ireland Executive  
Oslo Region European Office  
Province of Limburg  
Region Östergötland  
Regional School for Public Administration - ReSPA  
Region Skåne European Office  
Representation of Bremen to the EU  
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)**

Coventry University  
National University Odesa Law Academy  
University of Coimbra Institute of Legal Research

#### **OTHERS (3)**

Cassa Depositi e Prestiti - CDP  
International Committee of the Red Cross  
KfW

# ANNEXES

# Events in 2022

per programme, chronological

## Connecting Europe

WORKSHOP  
Think Tank Exchange –  
International realignment

POLICY DIALOGUE  
Germany’s new foreign policy  
– what can we expect?

STUDY TRIP (3 DAYS)  
Connecting Europe partner  
study trip

POLICY DIALOGUE  
The EU’s answer to Russia’s  
invasion of Ukraine

KICK OFF SEMINAR WITH  
SCHWARZKOPF STIFTUNG  
Youth participation

WEBINAR  
German ‘Zeitenwende’:  
The implications for Europe’s  
security architecture

ACTIVITY MERCATOR  
Fragmented, united,  
differentiated: What future for  
European integration after the  
initial response to Ukraine?

STUDY TRIP (3 DAYS)  
Think Tank School

WORLD CAFÉ  
Diversity in EU policymaking

ROUNDTABLE  
The State of Play of Corruption  
in the EU

POLICY DIALOGUE  
Assessing the findings of the  
2022 Rule of Law Report

ANNUAL CONFERENCE  
The EU’s Reckoning with  
Power

RESEARCH TOUR – ECOLOGIC INSTITUTE  
WITH SUSTAINABLE PROSPERITY FOR  
EUROPE  
How is the EU balancing  
climate action and energy  
crisis?

NETWORK MEETING  
EU Rule of Law: Best  
practices and exchange for  
organisations working in the  
field

ROUNDTABLE  
Clean Energy Wire

## Europe in the World

POLICY DIALOGUE  
Developments & challenges  
for Turkey in 2022 – Views  
from the opposition parties

EPC TALKS GEOPOLITICS  
EPC Talks Geopolitics with  
Catherine Ashton

POLICY BRIEFING  
Indonesia’s Presidency of the  
G20

POLICY DIALOGUE  
The Turkish economy  
after record inflation and  
devaluation: What next?

EXPERT ROUNDTABLE  
The future starts now:  
Scenarios for EU-China  
relations

POLICY DIALOGUE  
Climate insecurity and  
geopolitics in the Arctic

POLICY DIALOGUE  
The Russia-Ukraine crisis and  
the transatlantic response

POLICY DIALOGUE  
Crimea 8 years after temporary  
occupation

THINK TANK CONFERENCE  
EU-China-Africa relations

POLICY DIALOGUE  
The rise of the Indo-Pacific:  
enhancing EU-Japan  
geostrategic cooperation

POLICY DIALOGUE  
Russia’s war against Ukraine:  
What Ukraine urgently needs

POLICY DIALOGUE  
Populist troublemakers and  
their impact on EU foreign  
policy

POLICY DIALOGUE  
And now, what Strategic  
Compass for Europe?

EPC PANEL AT THE ANTALYA DIPLOMACY  
FORUM

What does strategic autonomy  
entail for Europe?

POLICY DIALOGUE  
The fallout from Russia’s  
ongoing invasion of Ukraine:  
A Ukrainian, Polish & EU level  
perspective

POLICY DIALOGUE  
Women and global climate  
action

CONFERENCE  
Two steps forward, one step  
back: The ongoing fight  
against radicalisation and  
terrorism

POLICY DIALOGUE  
EU-Japan connectivity and  
pandemic resilience in the  
Indo-Pacific

ROUNDTABLE  
Russia’s invasion of Ukraine:  
implications for EU-China  
relations

ROUNDTABLE  
EPC Discussion with Paruyr  
Hovhannisyann

POLICY DIALOGUE  
Women in war zones

ROUNDTABLE  
EU sanctions against Russia  
and Belarus: Could an ‘Oil,  
Gas, Coal & Potash For Food’  
Programme be an option ?

POLICY DIALOGUE  
Russia’s war in Ukraine – the  
military, humanitarian, &  
economic situation

POLICY DIALOGUE  
Russia’s war in Ukraine –  
Turkey’s response

ROUNDTABLE  
Security and defence in the  
Indo pacific

ROUNDTABLE  
Security guarantees for  
Ukraine: options, ideas, and  
prospects

POLICY DIALOGUE  
Greening EU-Mediterranean  
relations: synergies and  
cooperation opportunities

POLICY BRIEFING  
A roadmap for energy  
sanctions: How to cut off  
Russia’s revenue stream

POLICY DIALOGUE  
The war in Ukraine: The  
effectiveness and impacts of  
Western sanctions

ROUNDTABLE  
China-Russia alignment:  
Implications for the EU

ROUNDTABLE  
Defining a new global  
order: Is this the end of  
multilateralism?

EPC TALKS GEOPOLITICS  
EPC Talks Geopolitics with  
Arancha González Laya

ROUNDTABLE  
Stepping into the future:  
What’s next for the Strategic  
Compass?

EPC TALKS GEOPOLITICS  
EPC Talks Geopolitics with  
Thomas Greminger

HYBRID EVENT  
Gender and Peacebuilding:  
How to address the lack of  
women?

ROUNDTABLE  
Passing of the torch: A  
dialogue with Ambassador  
Chapuis

ROUNDTABLE  
EU-China relations at a  
crossroads: Looking for a new  
modus vivendi

EPC TALKS GEOPOLITICS  
EPC Talks Geopolitics with  
Jeyhun Bayramov

POLICY DIALOGUE  
Russian war crimes in Ukraine:  
Investigation and prosecution

STUDY TRIP – AMERICAN UNIVERSITY  
BULGARIA  
Discussion on EU-China  
Relations

POLICY DIALOGUE  
Türkiye’s foreign policy:  
Between East and West

POLICY DIALOGUE  
Georgia’s future: On its way to  
EU candidate status or forever  
polarised?

POLICY DIALOGUE  
Combating terrorism financing:  
What more can be done?

POLICY BRIEFING  
2022 US Midterm Elections:  
Outlook for Transatlantic  
Relation

ROUNDTABLE  
High-Level China Strategic  
Brainstorming

ROUNDTABLE  
Military Mobility in Europe –  
A Multisectoral Approach

POLICY DIALOGUE  
The international response  
to Russia’s war in Ukraine:  
Reflections and policy options



## European Migration and Diversity

ROUNDTABLE

Refugee and migration policies in Europe: What role for public preferences?

ROUNDTABLE

The reception of asylum-seekers in Belgium

POLICY DIALOGUE

AU-EU Summit Debrief: A closer look at migration

POLICY DIALOGUE

The EU's Response to Refugee Flows from Ukraine

ROUNDTABLE

Intra-EU mobility for refugees: What difference can it make?

ROUNDTABLE

EU-UK cooperation on migration and asylum: Time to broaden the agenda?

ROUNDTABLE

The Ukrainian crisis and its implications for Belgian migration and asylum policy

POLICY DIALOGUE

Between COP26 and the UN Global Compacts: EU-US cooperation on climate change and migration

ROUNDTABLE

Situation of Ukrainian refugees in Belgium

POLICY DIALOGUE

The EU's response to Ukrainian refugees three months on

POLICY DIALOGUE

Transatlantic Solidarity in Action: Addressing the needs of refugees from Ukraine

ROUNDTABLE

Legal Migration to the EU: Views from the Mediterranean

ROUNDTABLE

Strengthening Schengen's Resilience

DIALOGUE PROJECT

Situation of Ukrainian refugees in Belgium

POLICY DIALOGUE

Disinformation on migration after the invasion of Ukraine: Boosting resilience against fake news

ROUNDTABLE

Communication narratives, and disinformation about migration

## European Politics and Institutions

POLICY BRIEFING

France's priorities for the Presidency of the Council of the European Union

EPC UPDATE

Facing up to the challenges of a post-COVID world: can the EU turn fear into hope after a decade of turbulence?

CONFERENCE CONVERSATIONS

Knocking on Brussels' doors: Ideas, Information, Insights from the European Citizens' Panels

EPC UPDATE

The next stages of the permacrisis: Inflation and Russia

EPC UPDATE

Putin's war of aggression: The Union's response to a watershed moment

POLICY DIALOGUE

Europe 2035: Differentiated integration and the Conference on the future of Europe

CONFERENCE CONVERSATIONS

What's the future of participatory democracy in the EU?

EPC UPDATE/POST-SUMMIT BRIEFING

The EU's next steps against Putin's war of aggression

POLICY DIALOGUE

Rule of Law: Will the French Council Presidency deliver?

ROUNDTABLE

Conference on the Future of Europe: Proposals for Future Forms of Citizens' Participation

ELECTION MONITOR

The result of the Hungarian election: What it means for Hungary and the EU

ROUNDTABLE

EU and the Western Balkans: How to reinvigorate the accession process?

EUIDEA FINAL CONFERENCE (2 DAYS)

Governing Differentiation and Integration in the European Union

ELECTION MONITOR

The French election result – what implications for Europe?

WORKSHOP

Moving Europe Together: Citizens' Agora on EU Foreign Policy

CONFERENCE CONVERSATIONS

The war in Ukraine and the (Conference on the) future of Europe

POLICY DIALOGUE

The War in Ukraine: Impact on EU Enlargement Policy and the Western Balkans

POLICY DIALOGUE

Are elections legitimising populism in Europe?

EPC UPDATE

In times of war – the way forward for Ukraine and the EU27

CONFERENCE CONVERSATIONS

The end of the Conference on the Future of Europe: Where do we go from here?

EPC UPDATE/POST-SUMMIT BRIEFING

The war in Ukraine: The EU's next steps on defence, security and energy

POLICY DIALOGUE

Moving Europe Together: Citizens' participation, from the local to European

ROUNDTABLE

After the Conference on the Future of Europe: making citizens' participation work

EPC UPDATE/POST-SUMMIT BRIEFING

EU Summit: Next steps on Ukraine, enlargement, the economy, and Europe's future

POLICY BRIEFING

The European Commission's Opinions on Ukraine, Moldova, and Georgia: What's next?

POLICY BRIEFING

The Czech Republic's priorities for the Presidency of the Council

EPC UPDATE

The EU's political landscape at this watershed moment

EPC UPDATE/POST-SUMMIT BRIEFING

State of the Union 2022: Charting the way forward at a watershed moment

ELECTION MONITOR

Italy's snap election: What would a victory for the far right mean?

EPC UPDATE/POST-SUMMIT BRIEFING

How to deal with the upcoming winter of discontent?

POLICY BRIEFING

The 2022 Enlargement package: A renewed momentum for enlargement in the wake of war?

POLICY BRIEFING

The Belgrade-Pristina dialogue: How to get it back on track?

EPC UPDATE/POST-SUMMIT BRIEFING

EU Summit: Next steps on Ukraine, energy, the economy, and external relations

POLICY WORKSHOP

Dialogue for inclusive policy development in Albania

EPC UPDATE

War in Ukraine, economic slowdown, and energy crisis: Permacrisis or lack of ambition?

ROUNDTABLE

Civil Society in the Western Balkans

POLICY BRIEFING

Sweden's priorities for the Presidency of the Council

POLICY DIALOGUE

2022 EU-Western Balkans Summit: Prospects for EU enlargement

TWITTER SPACES

From #permacrisis to the watershed: Should the war in #Ukraine change the EU?

EPC UPDATE

Final Summit of a year in turmoil: Ukraine, energy and economy, security and defence

POLICY DIALOGUE

The EU after the Czech Council Presidency: Between crises and renewed ambitions

## Europe's Political Economy

POLICY DIALOGUE

Rethinking EU Economic Governance: Final Event

ROUNDTABLE

EU Semiconductor Policy

ROUNDTABLE

Economic governance

ROUNDTABLE

Brussels-Capitals Dialogues – European Economic Governance

ROUNDTABLE

Regulating digital platforms and safeguarding media freedom: Policy lessons from Central and Eastern Europe

ROUNDTABLE

Quantum computing and beyond: towards secure and resilient supply chains?

ROUNDTABLE

European Mid-caps: Facing the crisis and economic transitions

CONFERENCE

The EU-UK Track 2 process

POLICY BRIEFING

**ECB macroeconomic Briefing: Monetary policy in an era of supply-side constraints**

ROUNDTABLE

**Task Force Mid-cap task force: Investment and financing needs**

POLICY ROUNDTABLE

**The future of digital governance: making humane markets work in the Digital Age**

POLICY BRIEFING

**‘The Maastricht Dialogues’ Launch event: “Beyond the crisis: Reforming EU economic governance for the coming decade”**

ROUNDTABLE

**TTC, Data & Technology**

ROUNDTABLE

**Trade Policy Forum**

**Social Europe & Well-being**

POLICY DIALOGUE

**The State of Health in the EU: Stakeholders’ perspective on digital innovation in health care and rethinking health workforce strategies**

POLICY DIALOGUE

**The EU Energy Transition: What do vulnerable people think?**

POLICY DIALOGUE

**Value Based Healthcare: how to harness patient reported outcomes to ensure better Cancer care**

POLICY DIALOGUE

**Public Health in the EU: 30 years since the Maastricht Treaty**

POLICY DIALOGUE

**Health response to the humanitarian crisis in Ukraine**

WORKSHOP

**CHES Health in all Policies Workshops**

POLICY DIALOGUE

**The European Pillar of Social Rights: Five years on**

ANNUAL CHES LECTURE

ROUNDTABLE

**European Health Union TaskForce**

POLICY DIALOGUE

**Health Council Briefing and EU Presidency priorities**

**Sustainable Prosperity for Europe**

WORKSHOP

**State Aid: Climate, Energy and Environment Guidelines**

POLICY DIALOGUE

**Greening ICT: What can EU do?**

POLICY DIALOGUE

**The implications of the EU’s gas package for climate, the internal market and international trade**

POLICY BRIEFING

**After COP26: state of play and prospects for global climate action**

POLICY DIALOGUE

**Delivering a just transition: Fit for 55 and the renovation wave**

SIXTY-MINUTE BRIEFING

**The war in Ukraine: implications for Finland and Europe as a whole**

POLICY DIALOGUE

**The plastics challenge: What can the EU do?**

POLICY BRIEFING

**Sustainable Products Initiative: What novelties does it bring?**

WORKSHOP

**Digitalisation as a catalyst for the renewable revolution**

POLICY DIALOGUE

**Ensuring access to strategic resources: The role for the circular economy**

POLICY DIALOGUE

**REPowerEU: Towards more affordable, sustainable and secure energy?**

POLICY DIALOGUE

**The Green Deal as a solution to our crisis-riddled times**

POLICY DIALOGUE

**What to expect from the German government in climate and energy?**

POLICY DIALOGUE

**Stopping the Russian war machine: Prospects for EU and US energy sanctions**

POLICY DIALOGUE

**Bioeconomy: a driver for the European Green Deal?**

POLICY DIALOGUE

**Sustainable finance: Accelerating the green transition in Europe and beyond**

WORKSHOP

**Digitalisation as a tool for more efficient energy use**

POLICY DIALOGUE

**A sustainable future for European cities: Addressing citizens’ wishes**

POLICY DIALOGUE

**Circular economy: forgotten driver for biodiversity?**

POLICY DIALOGUE

**Final Event FETA (Fair Energy Transition for All)**

POLICY DIALOGUE

**COP27 – Outcomes and next steps**

POLICY DIALOGUE

**Cleaner air: Time to capture the health, economic and environmental benefits**

WORKSHOP

**The EU internal electricity market: Reflections on market design**

# Publications in 2022

per publication type, chronological

## Commentaries and Op-Eds

**Germany in the EU after Merkel: A view from Poland**  
By Monika Sus (14 January)

**EU strategic autonomy – A perennial pipe dream?**  
By Faser Cameron (27 January)

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