



European Policy Centre Annual Report 2023

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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





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 Schwarzer**, 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.



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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)
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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



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↳ 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

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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.



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A New European Direction for China

China, a major player in the global economy has been eagerly using new and innovative financial mechanisms to fund its own green transition. As an essential trade partner to many countries (including European countries) across the globe, China is well placed to define the future developments of supply chains and will play a major role in climate discussions in the years to come. China has pledged to offset its pollution by committing to a greener economy, while the EU has been having difficulty meeting its own sustainable needs and targets.

The EPC had the pleasure of receiving European Commission President **Ursula von der Leyen**, alongside our CEO **Dr. Fabian Zuleeg** and **Mikko Huotari** from **MERICS** to discuss the future of Chinese relations with

the EU and what it means for the future of Europe and geopolitical conflicts. **Linlin Liang**, director of Communication and Research of the China Chamber of Commerce to the European Union along with **Wang Huiyao**, president of the CCG, held a talk on the state of global economic governance as well as the importance of EU-China business relations. 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 EU-China relations. Interdependency and connectivity were also central topics this year, namely how this could evolve in the future. EPC senior policy analyst, **Ivano di Carlo**, conducted a study on EU-China relations, looking at decoding the complexities and what risk-mitigation would look like.

The EPC has fostered new relationships through our **EU-China Think Tank** exchanges. One roundtable tackled EU-China relations in the age of perma-crisis with speaker **Wang Huiyao**, founder of the Center for China and Globalization. A subsequent high level roundtable, held with **Dominic Porter** from the EEAS, **Alice Ekman**, senior analyst for the European Union Institute for Security Studies, and **Helena Legarda** from the Mercator Institute for China Studies discussed the battle of global narratives and the role of EU-China relations in such matters. Additionally, the think tank exchanges also held roundtables discussing crucial bilateral relations between the EU and China, such as current and future cooperation in health, the green transition and climate change.

The EU's complex relationship with China further highlights how differently the two global players have dealt with worldwide conflicts. The evolving role of China in geopolitical conflicts such as the war in Ukraine, and the EU's resistance in cooperative efforts suggests a continuation of current relations.



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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 Arditi** 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.

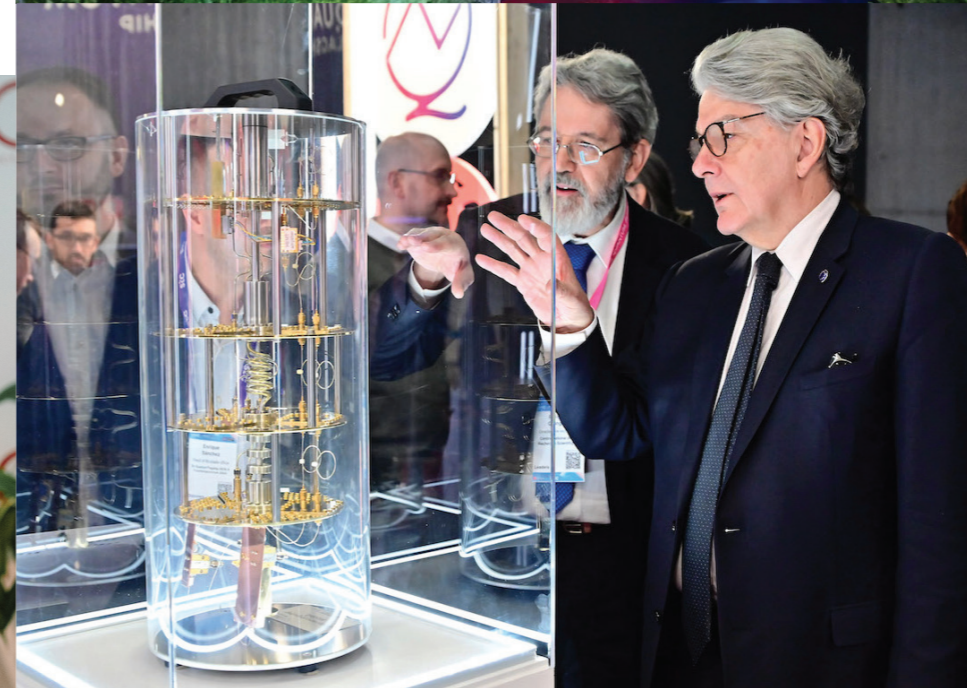
Similarly, the digital transition and deep tech were focal points in 2023 in projects with partners such as the Finnish

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.



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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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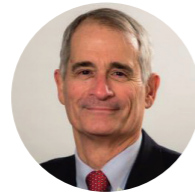
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The EPC is committed to transparency, independence
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and nationalities in its governance model.

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.



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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.

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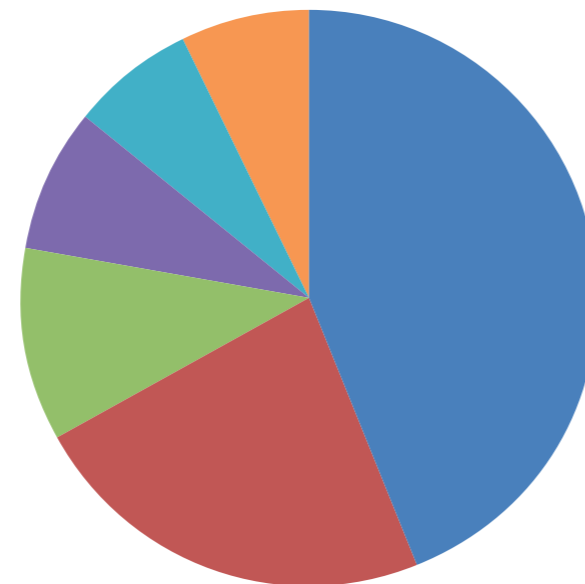
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The European Policy Centre (EPC) is committed to sound financial management and to transparency in respect of its funding sources. In line with its mission statement, the EPC is an independent think tank and none of the financing it receives affects 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
Fixed Assets		
<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
Total Fixed Assets	81,218	146,445
Current Assets		
Debtors	348,752	486,182
Banks	2,873,682	1,396,536
Accruals	505,552	280,338
Total Current Assets	3,727,986	2,163,056
Current Liabilities		
Creditor Loans & accruals	295,012	137,244
Deferred income	2,048,660	1,028,820
Total Current Liabilities	2,343,672	1,166,064
Net Current Liabilities	-1,384,314	-996,992
Long-term Liabilities	22,566	64,929
Net Assets (liabilities)	1,442,966	1,078,508
Accumulated surplus/(deficit)	992,541	698,083
Reserve for social liabilities	450,000	380,000

INCOME & EXPENDITURE STATEMENTS

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

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 Intermédiaire - 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	NON-GOVERNMENTAL ORGANISATIONS (56)	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	FOUNDATIONS (24)	GOVERNMENTAL ORGANISATIONS (7)	Belgian Cystic Fibrosis Association	Healthy Europe	THINK TANKS (42)
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	INTERGOVERNMENTAL ORGANISATIONS (12)	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
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