



European Policy Centre
Annual Report 2024

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Foreword

Brigid Laffan

President of the European Policy Centre

I am pleased to present the European Policy Centre's (EPC) 2024 Annual Report, which provides a comprehensive overview of the organisation's work over the past year. This report highlights the EPC's wide-ranging contributions towards shaping EU policy, demonstrating the depth of its expertise, its commitment to European integration, and its tangible influence on Europe's policy landscape.

As we reflect on 2024, a year marked by global uncertainty, ongoing crises, and mounting challenges to liberal democracy, the vital role of the EPC has become even more tangible. In this turbulent context, our think tank has continued to offer timely, informed analysis and evidence-based recommendations that have guided decision-makers across Europe.

A key focus of our work has been on supporting the EU's response to Russia's war in Ukraine—a conflict that remains a defining issue for European security. The EPC has actively

contributed to policy debates on Ukraine's defence, future EU integration, and the broader European questions of enlargement and democratic resilience.

2024 was also a pivotal year for democracy worldwide, with national, regional, and local elections taking place across 80 countries. The European Parliament elections in June saw a significant rise in support for populist, nationalist, and far-right parties. Their gains are likely to make it more challenging for pro-EU groups to forge common ground, especially on pressing issues such as climate policy, migration, and social justice.

Political volatility extended across the continent. In France, President Emmanuel Macron called snap elections following a strong far-right showing, risking his political future. In Germany's local elections, the governing coalition parties fell behind both the conservative opposition and the far-right,

weakening Chancellor Olaf Scholz's leadership. Globally, long-dominant parties in India, Japan, and South Africa lost ground and were forced into coalition arrangements. Meanwhile, in the UK, a new political cycle has emerged, and in the US, President Donald Trump's return to the political stage has far-reaching implications for Europe—particularly in relation to Ukraine.

Amid these developments, EPC research has played a crucial role in shaping EU policy on democracy, enlargement, and security and defence. As the EU prepared for a new institutional cycle, the EPC provided guidance to help Europe's leaders navigate an increasingly complex geopolitical and economic environment.

We have consistently advocated for policies that support economic security, growth, and resilience, urging investment in strategic sectors such as digital transformation, green technologies, and artificial intelligence. At a time when AI is reshaping societies and

economies, the EPC has contributed to defining Europe's role in managing this transformation. Our work has also emphasised the importance of maintaining Europe's competitiveness while addressing the challenges of a more contested global order.

The EPC remains committed to equipping both incumbent and recently elected leaders with the insights, tools, and strategies needed to confront European and global challenges with confidence, unity, and ambition.



Message from the Chair of the Governing Board

Declan Kelleher
Chair of the EPC Governing Board

In 2024, the EPC reached significant milestones as a leading think tank committed to advancing European integration and delivering evidence-based policy recommendations. Over the course of the year, the EPC supported major EU initiatives, facilitated high-level policy dialogues, and provided in-depth analysis on urgent challenges, particularly in the areas of economic security, geopolitical tensions, and societal resilience.

One of the year's most notable highlights was the EPC's contribution to the debate on EU enlargement and Ukraine's accession process. Olha Stefanishyna, Deputy Prime Minister for European and Euro-Atlantic Integration and Minister of Justice of Ukraine, praised the EPC's role in shaping policy discussions on enlargement. She specifically recognised the think tank's innovative ideas and proposals supporting Ukraine's path to EU membership.

In the realm of economic security, the EPC contributed to shaping the EU's response to the growing strategic rivalry between the United States and China. It offered recommendations for building Europe's economic security, both

independently and in cooperation with like-minded partners. The EPC's work also highlighted the need to reform the EU's political economy and the Multiannual Financial Framework (MFF), in light of mounting global challenges. At the same time, it emphasised the importance of revamping Europe's technological and industrial strategies to ensure EU leadership in the transition to a green, digital, and resilient economy, fully aligned with the European Economic Security Strategy.

Throughout the year, the EPC reaffirmed its role as a trusted source of policy expertise, offering practical, forward-looking insights that have helped steer EU policy across key domains from economic governance to international security and European integration. Its work has been instrumental in reinforcing the EU's strategic autonomy and resilience in a rapidly evolving global context.

As Chair of the Governing Board, I look forward to continuing this important work and will do my utmost to support the EPC's continued growth and development.



Message from the Chief Executive

Fabian Zuleeg
Chief Executive

The year 2024 marked another defining moment for the European Union and its liberal democracies. Geopolitical tensions deepened, economic uncertainty persisted, and a major election year reshaped democracies and political priorities in Europe and across the world. Across these interlocking crises—what we have long described as the EU’s “permacrisis”—the EPC remained a resilient and trusted platform for forward-looking ideas, bold analysis, and strategic dialogue.

From the escalating fallout of Russia’s war in Ukraine and war in the Middle East, to the looming challenges of a second Trump presidency in the United States, Europe’s political and security landscape has become more fragmented, more volatile, and more contested. Against this backdrop, our work took on renewed urgency.

In response, the EPC significantly expanded its scope of work and sharpened its voice on Europe’s most pressing challenges. We focussed not only on analysing fast-moving developments but also on reframing debates, articulating long-term trade-offs, and influencing the decision space for Europe’s leaders.

One of the key political milestones of the year was the European elections. At a time of increasing polarisation and populist narratives, we focussed on unpacking the political trends shaping Europe’s democratic landscape. We analysed the results, mapped the implications for the political balance in European Parliament, and assessed the broader effects on the EU’s institutional leadership and strategic agenda.

Our analysis helped identify the key fault lines and opportunities for pro-European cooperation in the new political-institutional cycle, contributing to the wider debate about how the Union must adapt to govern effectively in this challenging environment.

In particular, 2024 was the year in which security moved to the centre of European policymaking—and of our own agenda. Our Economic Security Project examined how Europe can navigate an era of weaponised interdependence, rethink industrial policy, and safeguard its competitiveness.

In parallel, we launched the European Defence & Security Project to explore Europe’s response to increasingly complex security threats, from Russia’s aggression and conflicts in the Middle East, to climate risks, migration pressures,

disruptive technologies, and strategic uncertainty about the future of transatlantic security. Through this work, the EPC has contributed to the development of a more robust European defence posture, offering concrete recommendations and supporting the emergence of a shared European strategic vision.

We also deepened our work on democracy, civic space, and citizen participation. In July, we launched the fourth phase of our flagship Connecting Europe project, funded by Stiftung Mercator. Since 2017, this initiative has brought together civil society organisations from across Europe and beyond, connecting them with EU decision-makers and policy debates in Brussels. In a moment when democratic pluralism is under threat, fostering inclusive debate and protecting civic space remains central to our mission.

Our team also continued to shape the debate on key issues at the intersection of the green, digital, and social transitions. We provided analysis on Europe’s competitiveness, health policy, and fiscal governance, while engaging with questions of strategic autonomy and the EU’s evolving role in the world.

In 2024 we hosted 201 public and closed-door events, launched 132 new publications, and expanded our partnerships and networks across Europe. Our work continued to feature in leading media and policymaking fora. And we invested in our internal capacity, ensuring that the EPC is ready to meet the demands of this next chapter.

I want to express my deep appreciation to the EPC team for their tireless commitment and expertise. In turbulent times, their professionalism and integrity are the foundation of our credibility. I also extend my gratitude to our President Brigid Laffan, our Governing Board and its Chair, Declan Kelleher, as well as the Strategic Council. I am equally grateful to all our members, partners and funders—including our strategic partner, the King Baudouin Foundation—for their continued support and trust.

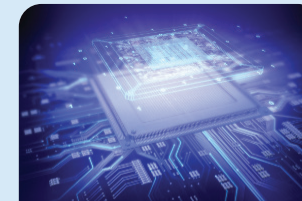
As we look to the future, the path ahead will not be easy. The risks to peace, democracy, and prosperity in Europe remain severe. But we at the EPC remain steadfast in our belief that these challenges can and must be met through evidence-based policymaking, transnational cooperation, and democratic resilience.

Thank you for standing with us.

EPC in numbers



Top 3 publications



ECONOMIC SECURITY

/ DISCUSSION PAPER

Europe's make-or-break moment: Putting economic security at the heart of the EU's 2024-2029 strategic agenda



STRATEGIC FORESIGHT

/ OUTLOOK PAPER

Europe in the world in 2024: From voting to geopolitics



EUROPE / COMPENDIUM

Confirmation hearings 2024: How will the Commission fulfil the promises of Von der Leyen II?

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followers



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Flagship events



10/01/2024
European competitiveness and economic security: towards a new strategic agenda



21/03/2024
The New Pact on Migration and Asylum: Unpacking responsibility and solidarity



30/04/2024
European Defence and Security Project (DefSecEU)



05/12/2024
Leading Europe in the new era: What skills and strategies do we need?



Message from the Chief Operating Officer

Emma Woodford
Chief Operating Officer

2024 was another year of growth for the EPC. We increased the number of analysts in our programmes and invested more in communications and the project team to keep up with growing demand. We still have some way to go before we have a fully integrated approach to project management and smooth-running procedures, but in 2024 there can be no doubt that we saw a far greater update of project management approaches than ever before. We also consolidated many aspects of our Organisational Development Plan, including setting up a Buddy system to help newcomers navigate our complex systems, and completing a Terms of Reference for the EPC Management Team. Both of these initiatives have helped to increase transparency and accountability within the organisation, which are crucial for the well-being of all of our teams.

In addition, we continued our programme of wellbeing events with office yoga and check-ins on how to deal with feeling overwhelmed

or perfectionist tendencies which may hold us back. These regular discussions and activities are appreciated by our core of young professionals and more experienced think tankers alike, and have become invaluable to the overall good of the EPC.

Good leadership has been key to the success of the EPC. In 2024, the already strong EPC Management Team was boosted by the arrival of Almut Möller, who brought with her a wealth of think tank leadership experience and careful attention to improving our processes even further.

There can be no doubt that in 2024 the world became a more threatening place for organisations such as ours, committed to European integration, democracy and values such as equity, fairness and inclusion. Despite this—or maybe because of it—the EPC team rallied and is more determined than ever to work towards our mission.

IMPACT

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

Shaping Social Europe: Bold moves in 2024

In 2024, the Social Europe and Well-being (SEWB) programme focussed on its key objectives: 1) Bolster holistic, preventative, and protective policymaking in the EU; 2) Adapt to a rapidly changing world of work, skills, and social protection; 3) Strengthen health and well-being; and 4) Increase EU economic security and healthcare resilience.

SEWB started the year with a hybrid roundtable on Global Health 2.0, featuring **Lieve Franssen** (Senior Adviser on Health, Social and Migration Policies, European Commission), **Elizabeth Kuiper** (Associate Director and Head of SEWB Programme, EPC), and **Danielle Brady** (Senior Policy Analyst SEWB Programme, EPC), joined Lieve in exploring how a planetary health perspective, AI-driven health data, and new financing models might all come together while building fair partnerships—notably with the African Union—to underpin the coming pandemic treaty.

Shifting to Europe’s workforce, the Mobility and Labour Dynamics after the EU Year of Skills conference brought together **Anita Vella** (Director for Skills, European Commission), **Rudi Delarue** (Director, Belgian National Labour Council), **Ola Henrikson** (Labour Mobility Specialist, International Organization for Migration) and **Camila Westman** (Director, Future Place Leadership). Alongside colleagues from the OECD, ILO, ANAPEC, FOREM and Business Finland, they debated how to attract global talent, ease movement between EU countries, and forge durable international skills partnerships. **Ambassador Hugo Verbist** (Special Envoy for Migration, Belgian Ministry of Foreign Affairs) rounded off the day by calling on everyone to turn those discussions into concrete action.

At our Breakfast Policy Briefing on demographic change, Vice President **Dubravka Šuica** (Commissioner for Democracy

and Demography, European Commission) joined **Elizabeth Kuiper** to sketch out a “toolbox” of measures, from intergenerational fairness schemes to new care models, to help ageing societies stay resilient. Leading academics and NGO representatives then added insights on how best to put those tools into practice.

SEWB organised a roundtable on Smart Worlds, in collaboration with Europe’s Political Economy Programme at the EPC. This roundtable featured **Sara Roda** (Secretary General, Standing Committee of European Doctors), **Michiel Sweerts** (Policy Officer, DG CNECT), **Velislava Petrova** (Research Fellow, International Centre for Future Generations) and **Giulia Torchio** (Policy Analyst SEWB Programme, EPC). They weighed the benefits of AI-powered patient pathways and connected devices against the risks of digital divides, cyber threats, and data ethics concerns. They recommended setting up a Europe-wide digital equity observatory, plus shared data governance guidelines.

We then teamed up with the University of Tampere for an online roundtable under the Horizon-funded ToBe project. **Laura Rayner** (Senior Policy Analyst, SEWB Programme, EPC) guided a group of EU policymakers as they tested early proposals for a new wellbeing indicator framework, ensuring it complements



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existing tools like the Resilience Dashboard, the EU SDG Set, and the European Green Deal statistics visualiser.

The Coalition for Health Ethics and Society (CHES) hosted a closed-door roundtable on Economic Security where industry leaders, regulators, and academics echoed Mario Draghi's warning against fragmentation in the pharmaceutical sector and the importance of scaling up health innovation. They argued for a more holistic approach vis-à-vis healthcare policies, with a view to balancing innovation and access to medicines.

With support from the Vodafone Institute for Society and Communications, we returned to Smart Worlds in a hybrid Policy Dialogue, in collaboration with Europe's Political Economy Programme at EPC. EPC's **Elizabeth Kuiper**, **Danielle Brady**, and **Giulia Torchio** sat down with **Velislava Petrova**, **Sara Roda** and **Michiel Sweerts** to unveil finalised research on the Internet of Things in healthcare, balancing optimism about seamless monitoring

with urgent questions around privacy, interoperability, and appropriate oversight.

In autumn, we reconvened the ToBe project for a second online discussion, this time joined by **Igor Feketija** (Policy Advisor, Slovenian Government), **Peter Glenday** (Director, School of International Futures), **Aleksandar Matković** (Researcher, Institute for Political Ecology), **Rob Morgan** (Policy Lead, Welsh Government) and **Gwi-Yeop Son** (Regional Director for Europe and Central Asia, UN Development Programme). Drawing on lessons from Wales's Wellbeing of Future Generations Act and Yugoslavia's green industry history, they helped us **refine long-term, sustainable policymaking approaches**.

Our closed-door roundtable on skills and the labour market supported by Europe Unlocked, brought together **AnaCarla Pereira** (Cabinet Expert on Employment, Social Affairs and Inclusion, European Commission), **Antonio Ranieri** (Head of VET and Skills, Cedefop), **Fabian Zuleeg** (Chief Executive Officer, EPC)

and **Robert Plummer** (Senior Adviser, BusinessEurope) to tackle the issue of skills-mismatch. They championed upskilling, lifelong learning, and widening labour market participation for women, young people, and older workers, and mapped out how EU funds and private partnerships can work hand in hand.

We welcomed Commission Vice-President **Dubravka Šuica** back for a policy brief on Healthy Longevity, this time joined by Professor **Andrew Scott** (Professor of Economics, London Business School), Professor **Peter Piot** (Director, London School of Hygiene & Tropical Medicine), Professor **John Eu-Li Wong** (Dean, Lee Kong Chian School of Medicine) and a video address from Professor **Awa Marie Coll Seck** (Former Minister of Health, Senegal). They shared practical, global best practices on preparing health and social care systems for longer, healthier lives.

Almost simultaneously, CHES's **Annual Lecture** featured Dr **Jarbas Barbosa** (Director, Pan American Health Organization) in conversation with EPC's **Elizabeth Kuiper**. Their wide-ranging discussion from climate resilience to data governance highlighted the importance of EU-US cooperation in strengthening global health security.



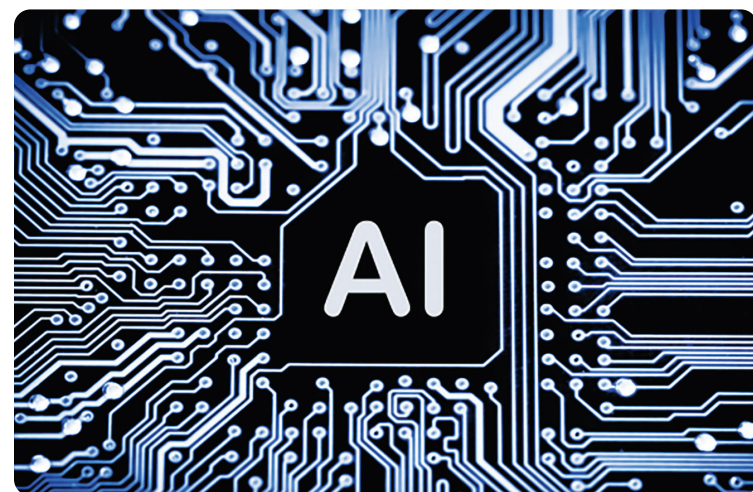
The CHES roundtable on Health in the EU: Perspectives for 2025 and Beyond brought together senior policymakers, life sciences executives, and AI experts. They agreed on aligning the forthcoming EU Biotech Act with digital health goals, harmonising regulations, and embedding health at the heart of EU policymaking.

The final event of the year focussed on the achievements and priorities of the outgoing and incoming EU Presidencies in health. The CHES event discussed the Hungarian EU Presidency's health-

related outcomes from the Employment, Social Policy, Health and Consumer Affairs Council (EPSCO) meeting in December 2024. **Csaba Kontor** (Health Attaché, Permanent Representation of Hungary to the EU) presented the Hungarian Presidency's achievements concerning health and the health-related outcomes of the recent EPSCO. Following the discussion, **Ewa Magdalena Piasecka** (Health Attaché, Permanent Representation of the Republic of Poland to the EU) presented the priorities for health during the incoming Polish Presidency.

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Altogether, in 2024 SEWB delivered around fourteen flagship events and welcomed more than forty high-level speakers (roughly an even split of women and men), bringing together voices from EU institutions, academia, industry, and civil society. From Commissioners and Ambassadors to leading researchers and NGO's, our calendar showcased diverse perspectives and thought leadership at every turn.



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Bridging Borders: Migration, diversity, and the EU's evolving tapestry



In 2024, the European Migration and Diversity Programme (EMD) consolidated its thought leadership on asylum and migration reforms (the 'New Pact on Migration and Asylum') with several successful events and publications, contributing to a better understanding of their expected impact, implementation needs, and any remaining operational and

policy gaps. At the same time, EMD analysed future policy challenges, including how to ensure durable solutions for displaced Ukrainians, and the multifaceted climate-mobility nexus, among others.

In March 2024, just after the New Pact on Migration and Asylum texts were finally agreed, the EMD programme hosted a high-level event

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where **Ylva Johansson** (Commissioner for Home Affairs, European Commission), **Grigoris Delavekouras** (Head of Justice and Home Affairs Unit, Permanent Representation of Greece to the EU), **H.P. Schreinemachers** (Head of Unit, Justice and Home Affairs Department, Permanent Representation of the Netherlands to the EU), **Catherine Woollard** (Director, European Council on Refugees and Exile), and leading academics came together to discuss one of the central goals of the New Pact: the attempt to strike a new balance between solidarity and responsibility.

Ahead of the 2024 European elections, EMD also launched a series of commentaries by members of the main political

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groups in the European Parliament to promote diverse and balanced discussions on the reforms, an initiative which was met with enthusiasm by policymakers and stakeholders alike. European Parliament Vice-President **Jan-Christoph Oetjen** (Renew) and Members of the LIBE Committee **Tineke Strik** (Greens), **Sylvie Guillaume** (S&D), and **Lena Düpont** (EPP), all contributed with reflections on the need for change, but also challenges

raised by the reforms, highlighting unfinished business and next steps.

EMD also launched another series, together with the Odysseus Academic Network for Legal Studies on Immigration and Asylum in Europe. This resulted in in-depth expert analyses of the building blocks of the reform package, including the new EU migration governance system, the obligations of states at

the EU's external borders and the reforms' impact on international cooperation and crisis responses, including those provoked by foreign actors. The collaboration also resulted in a book, including additional chapters on the reforms to the Schengen system, thus providing a 360-degree overview of the reforms and their future impact.

EMD also continued its work on the intersection between

migration, labour, and climate policies, exploring changes in the global governance of migration. It examined how to accelerate the EU's efforts to attract and retain foreign workers by bringing together the private sector, the EU, and third-country representatives in a one-day conference organised together with the Egmont Institute, Enabel, the Belgian Development Agency, and the International

Centre for Migration Policy Development (ICMPD). This led to a publication with targeted recommendations, which were presented to the Council of the EU's working parties for Development Cooperation and External Aspects of Asylum and Migration, with the support of the Belgian Council Presidency.

EMD also consolidated its innovative approach on examining the links between

climate and migration: it partnered up with the International Organization for Migration (IOM), assessing the role of skills partnerships to achieve ambitious climate adaptation targets in the EU and beyond, focussing on the agri-food sector.

Shaping Europe's Future: Elections, enlargement, and democracy in 2024



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In 2024, the European Politics and Institutions Programme (EPI) focussed extensively on the European elections and the EU leadership transition in a cross-programmatic manner, and by drawing on quantitative data from a partnership with big-data start-up, Eulytix. It played a key leadership role in the EP Elections Task Force that brought together most EPC programmes to co-create and jointly implement

activities seeking to influence and contribute to debates about the European vote and its outcome on decision-making and the future of the EU. In this context, it coordinated a series of short and to-the-point episodes featuring every instance of an MEP discussing topical issues from the electoral campaign trail. It held several events on the state of EU democracy and the impact of the election results on EU priorities. It coordinated and published several cross-programme analyses to examine the European political parties' manifestos, reflect on the election results and scrutinise the new Commission's priorities and organisation.

EPI Policy Analyst **Eric Maurice** looked at how the EU could make its Strategic Agenda more strategic to address current and future challenges. EPI Programme Head **Corina Stratulat** studied voting data

of the European Parliament and warned that the impact of right-wing parties would be higher if mainstream parties aligned with them. EPI Policy Analyst **Javier Carbonell** explored the role of democratic priorities within the new Commission, arguing that it has taken an overly defensive approach to disinformation. He suggested that it would be beneficial to also focus on internal democratic reforms. Additionally, he examined the creation of the new Commissioner for Housing and discussed what the EU can do to address Europe's housing crisis and its political consequences.

The programme also continued working on citizens' participation in the context of the EU Democracy Reform Observatory and issued a substantial publication on the topic, with concrete recommendations to advance democratic innovation at the European level through more inclusive and participatory politics and decision-making. It further generated analysis on key national elections and promoted debate via its signature European Elections Monitor, featuring speakers such as EPC President **Brigid Laffan**, and **Jean Monnet** Chair in European Integration **John O'Brennan**. As part of the Regroup Horizon project,

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EPC analysts **Eric Maurice**, **Laura Reyner**, and **Philipp Lausberg** reflected on the EU's economic, social, and governance resilience to crises in a comprehensive study.

In a roundtable discussion on enlargement and reform, **Marta Arpio**, Director at the Council of the EU, examined the strategic options the

EU faces in meeting the imperatives of reform and enlargement. This topic, explored in the framework of the EPC's Enlargement Task Force, guided much of the programme's research throughout the year, with the goal of informing a major report scheduled for publication in 2025.

As part of its EU enlargement track, the EPI remained a reference point in town for high-level officials from the Balkans visiting Brussels (e.g. the Prime Minister of Montenegro and the Prime Minister of Kosovo) and for timely discussions about critical developments in the region and the dossier (e.g. lithium issue in Serbia). As it has every year, it hosted the Director General for Enlargement and Neighbourhood Policy for a presentation of the 2024 Enlargement Package, the

day after its publication, in an event co-organised with the EIW programme. In a first-ever in Brussels, it organised an event with all six ambassadors from the Balkans to the EU to discuss and endorse the Growth Plan for the Western Balkans. Policy Analyst **Berta Lopez Domenech** also analysed the connection between Viktor Orbán and Balkan leaders Milorad Dodik and Aleksandar Vučić, discussing the implications of their relations for EU enlargement. The programme also co-organised a workshop with Connecting Europe, in which 20 CSO representatives from Balkan NGOs and think tanks held an exchange about the relevance of and ways to achieve greater involvement of civil society from the region in the EU accession process.

Economic statecraft for European economic security

Systemic shocks, shifting global power dynamics, and accelerating technological disruptions thrust economic security to the centre stage of the EU’s policy priorities in 2024, as demonstrated by its prominent inclusion in the European Commission’s new political guidelines. The European Political Economy Programme (EPE) contributed to defining this agenda through its Economic Security Project launched in 2023, recognising the growing urgency around economic resilience, technological sovereignty, and strategic dependencies.

The EPC presented its framing paper “Europe’s make-or-break moment: Putting economic security at the heart of the EU’s 2024-2029 strategic agenda” by **Georg Riekeles** and **Pawel Świeboda** at a conference in January 2024, with the participation of European

Commissioner for the Internal Market **Thierry Breton**, EIB Chief Economist **Debora Revoltella**, and the Financial Times’ **Martin Sandbu**.

The project has since evolved into the Brussels Economic Security Forum (BESF). At the heart of BESF lies the objective to bring together international knowledge partners and organise an annual high-level summit with leading policymakers, experts, and stakeholders from Europe and around the world to shape the strategic debate on collaborative interdependence and open economic security. Throughout the year, the EPE hosted high-level closed-door discussions featuring input from the Director Generals of DG Trade and DG Grow, **Sabine Weyand** and **Kerstin Jorna**, as well as CEOs and senior executives of some of Europe’s most central industrial players in the triple transition.

Economic security naturally touches on many areas of economic statecraft, including the evolving role of sanctions policy. In this context, the EPC also launched in 2024 a new project on EU sanctions policy, led by analysts **Philipp Lausberg** and **Svitlana Taran**. The project kicked off with a policy dialogue featuring **David O’Sullivan**, the EU’s Sanctions Envoy, and has since been accompanied by a series of analytical papers.

Against the backdrop of a new political cycle and the forthcoming negotiations on the next Multiannual Financial Framework (MFF), the EPE launched a project on EU strategic investments, led by **Philipp Lausberg**. The project focussed on strengthening the EU’s capacity to deliver strategic investments in response to mounting geopolitical challenges and ambitious transition objectives. A dedicated taskforce of high-level policy makers and experts—such as Bruegel’s **Maria Demertzis** (now Economy Strategy and Finance Center Leader for Europe, The Conference Board), now-Chancellor Friedrich Merz’s economic adviser **Benjamin von Engelhardt**, EIB Chief Economist **Debora Revoltella**, and DG GROW Director for Investment **Merete Clausen** (now EIB)—was set up, which convened in 4 roundtables. A final paper was published in July 2025.



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© EPC The digital transition, too, is central to Europe’s economic security. In 2024, Policy Analyst **Giulia Torchio** led the EPE’s work on key aspects of European digital policy, including the implementation of the AI Act, the Digital Decade agenda,

and the broader geopolitical implications of data governance. Europe’s quantum value chains and cybersecurity remained a focal point of the EPC’s leading analysis regarding deep tech, as recognised in the Draghi report.

More broadly, economic security is deeply intertwined with competitiveness and industrial policy. The EPE continued its analytical work on the Single Market and Europe’s economic resilience, with a focus on mid-cap companies—a frequently overlooked yet vital segment of the European economy. In particular, one paper in collaboration with the European Investment Bank (EIB) made a significant impact, forming the basis both of recommendations in the Draghi report and new Commission proposals marking an EU policy shift as regards SMEs.

Advancing the European Green Deal through an era of watershed crises

The EPC's Sustainable Prosperity for Europe (SPfE) Programme continued to explore how digitalisation can serve as an enabler for the green transition. At the policy dialogue on the role of digitalisation in enabling sustainable agri-food systems, the SPfE welcomed DG AGRI Policy Officer **Doris Marquardt**, DG AGRI Digitisation Team Leader **Evangelia Mourmoura**, CropLife Europe Director General **Olivier de Matos**, CEJA Senior Policy Advisor **Sebastien Perel**, and FiBL Senior Scientist **Joelle Hertwoth-Rahme**. The event served as a platform to present the main findings and recommendations from the EPC's discussion paper authored by SPfE Director **Stefan Sipka** and Programme Assistant **Marialena Stagianni**.



Trilateral Research Programme Manager **Ruaraidh Dobson**, in a policy dialogue looking at the role of digital solutions for citizen engagement and empowering community action for the green transition.

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This event was an occasion to present the key findings from EPC Discussion Paper authored by EPC analysts **Brooke Moore**, **Laura Rayner**, **Eric Maurice** and **Berta Lopez Domenech**.

The SPfE explored how short-term reactions to multiple crises can be aligned with long-term commitments under the European Green Deal, with EPC analysts **Stefan Sipka** and **Simon Dekeyrel** writing about the lessons learned from the food and energy crises, respectively.

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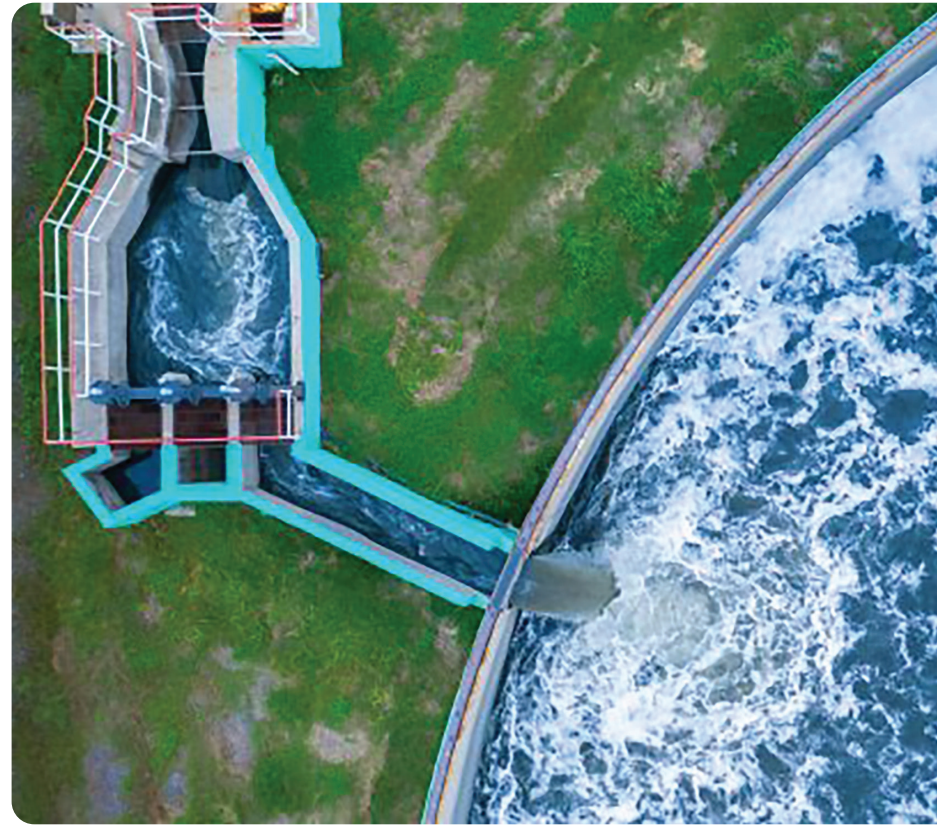
The SPfE welcomed SOLIDAR Policy Coordinator **Andrea Casementi**, IRC Belgium Executive Director **Imogen Sudbery**, DG CLIMA Head of Unit **Laurence Graff**, and CISL Senior Programme Manager **Roman Pardo**, to a policy dialogue addressing the topic. This event was an occasion to present the key findings from the EPC Discussion Paper authored by EPC analysts **Simon Dekeyrel**, **Stefan Sipka**, **Laura Rayner**, **Danielle Brady** and **Philipp Lausberg**.

The SPfE explored the EU's role in advancing the global and fair green transition. **Brooke Moore** published a couple of Commentaries on the state of play and prospects for the Loss and Damages Fund,

and on the future of EU-US collaboration on climate, while Junior Policy Analyst **Ana Berdzenishvili** wrote about the EU's role in advancing global action on plastics. The policy dialogue on the EU's role in advancing climate action at the G7 and G20 brought together IAI Executive Vice President **Ettore Greco**, Think20 Advisory Board Member **Maiara Folly**, Brazil's Ambassador to the EU **H.E. Pedro Miguel da Costa e Silva**, and GSI Research Director **Tabea Lissner**. A policy dialogue on the Loss and Damages Fund included the Advocacy Team Director **Lorriann Robinson**, CAN Policy Coordinator **Pooja Dave**, Asian Peoples' Movement on Debt and

Development Program Coordinator **Claire Miranda**, and Africa Policy Research Institute Climate Change Programme Head **Grace Mbungu**. Another policy dialogue on the outcomes of COP29 featured DG CLIMA Deputy Head of the EU Delegation to the UN Climate Change Convention **Dimitrios Zevgolis**, Azarbeijan's Ambassador to the EU **H.E. Vaqif Sadiqov**, Foundations Platform F20 Secretary General **Katrin Harvey**, E3G Senior Policy Advisor **Laura Sabogal Reyes**, and Clean Energy Wire Correspondent **Julian Wettengel**.

The SPfE held an Executive Tables Event with the Commission’s Director-General for the Environment **Florika Fink-Hooijer** on the future of the Green Deal after the 2024 EU elections, and with the DG CLIMA Principal Advisor **Jacob Werksman** on transatlantic collaboration concerning decarbonisation. The SPfE discussed the importance of water resilience in the new institutional cycle with Commission Director for Zero Pollution and Green Cities **Veronica Manfredi**, Commission Head of Unit **Niels Ladefoged**, SUEZ CEO for Europe and Central Asia **Paul Bourdillon**, EESC Board Member **András Edelényi**, and FiBL Group Lead **Dr Olivier Ejderyan**. The SPfE also discussed what measures are needed to advance smart and sustainable mobility together with Eurocities Head of Advocacy **Thomas Lymes**, IAPT EU Office Director **Annika Degen**, amazon Head of EMEA Electrification **Miriam Gozalo**, Commissioner **Adina Vălean’s** Cabinet Member **Pablo Febregaz Martinez**, ACEA Director of Mobility and Sustainable Transport **Petr Dolejsi**, and



Transport and Environment Director of Electric Fleets Programme **Stef Cornelis**. At a policy dialogue on the role of nature restoration in reaching net zero, the SPfE welcomed We Mean Business Coalition Director of Net Zero **Jane Thostrup Jagd**, DG CLIMA Policy Officer

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Tilmann Morata Liebert, CISL Programme Manager **Adeline Rochet**, IEEP Head of Programme **Evelyn Underwood**, and Nature Finance Nature Investment Lead **Hiba Larsson**.



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CONNECTING
europe

Transnational perspectives in engaging civil society from across Europe

In 2024, polarisation and far-right narratives placed civil society across Europe under mounting pressure. Even before the 2024 European elections, these narratives have increasingly translated into rhetorical and tangible attacks on transnational policy responses and civic actors. The re-election of President Donald Trump in the United States further contributed to a hostile global environment, resulting in funding cuts, growing disinformation, and an accelerated shrinking of civic space.

Against this backdrop, the EPC's Connecting Europe project has become more relevant than ever. Its mission is to support civil society across Europe by connecting civic actors with EU policy debates and in this way fostering transnational engagement—an increasingly urgent goal in a context of re-nationalisation and democratic backsliding. Launched in 2017, this joint initiative funded by the German Stiftung Mercator entered its fourth project phase in 2024.

In this new phase, protecting Europe's civic space will be a cross-cutting strategic priority. The project will continue to build capacities and facilitate transnational policy exchanges,



while also expanding its geographic focus. Under the theme “Thinking Enlarged”, Connecting Europe aims to include civil society actors from EU candidate countries, enabling them to contribute to European policy debates and fostering a common dialogue on a common European future.

This new focus was launched in June 2024 with a joint workshop hosted by the EPC's European Politics and Institutions Programme. The event brought together civil society representatives from all Western Balkan countries, EU officials, and member state experts to explore their role in the accession process. This theme will remain a core

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pillar of Connecting Europe in the years ahead, with further activities, events, and mobility opportunities planned.

The European Parliament elections were another major focus in 2024. The project hosted a series of workshops to unpack the results of and facilitate connections between civil society and EU institutions. This included a





workshop with the F5 Alliance on Shaping Digital Policy for the Common Good, engaging newly elected MEPs and European Commission officials on digital governance.

Throughout the year, Connecting Europe also sustained its strong focus on the rule of law in the EU. In January 2024, a Community Meeting co-hosted with Democracy Reporting International and Stiftung Mercator brought together over 40 civil society representatives defending the rule of law across Europe. The group engaged with policymakers from the Council, the Commission, and the Parliament to address common challenges for the

year ahead. Later in the year, the project hosted a discussion on the Central European University's Shadow Rule of Law Report, with MEPs **Michał Wawrykiewicz** and **Tineke Strik**, and experts such as **Laurent Pech** and **Petra Bárd**.

Beyond Connecting Europe, the EPC continued to deepen its collaboration with think tanks across the continent. In the framework of Project Presidency, an initiative aimed at strengthening policy dialogue around the rotating Council presidencies, the EPC worked closely with the Belgian Egmont Institute and the Institute of World Economics in Budapest during the Belgian and Hungarian Council Presidencies.

↳
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Our collaborations with think tank partners across Europe also included contributions to the Think Tank School and engagement with networks such as On Think Tanks and the Trans European Policy Studies Association (TEPSA). These collaborations demonstrated the value of cross-border exchange in enriching EU policy debates, whether among civil society or the think tank community.

As civic space remains under pressure, the EPC, through Connecting Europe and other initiatives, will continue to support civil society and promote public discourse with independent analysis and multi-stakeholder engagement. In the months ahead, we will redouble our efforts to defend and strengthen civic space across Europe.

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Doubling down on Ukraine, reinforcing European security & defence, and strengthening engagement with China and the Indo-Pacific region

Within the Europe in the World (EiW) Programme's Ukraine's European Future project, Ukraine has been extensively covered via publications and events, making EPC the key platform in Brussels for Ukraine-related activities. This included: analysing the evolving battlefield situation; hosting Head of the Office of the President of Ukraine, **Andriy Yermak**; drilling into Ukraine's Peace Formula, including the Bring Kids Back and Grain from Ukraine initiatives; and outreach to global partners with events and engagement in China, India, South Africa and the US. Discussing peace negotiations and exploring pathways toward a just and sustainable peace was also a priority. Two major conferences "The forcible transfer and deportation of Ukrainian children by Russia" and

"Bring kids back: A precondition for a just peace in Ukraine" were organised, while EiW was also honoured to host Ukrainian Prisoners of War (PoWs), and civilian detainees and their families, along with **Dmytro Lubinets**, Ukrainian Parliament Commissioner for Human Rights. Ukraine's crucial contribution to global food security and the EU's geo-economic security were also on our agenda, along with how frozen Russian assets should be used to support Ukraine, and the effectiveness of EU sanctions on Russia with the European Commission's EU Sanctions Envoy **David O'Sullivan**. EiW continued to track Ukraine's EU accession process including events with **Olha Stefanishyna**, Deputy Prime Minister for European and Euro-Atlantic Integration and Minister of Justice of

Ukraine. Ukrainian civil society and other crucial stake holders have been crucial partners for EiW, and are regularly invited to share their views and concerns. We thank them for their cooperation, excellent work, and resilience.

Amid Russia's war in Ukraine and growing uncertainty about the United States' long-term commitment to European security, the urgency of strengthening Europe's defence has become undeniable. These risks are further compounded by the growing prevalence of hybrid operations by Russia, China, and other hostile actors, ranging from disinformation campaigns to cyberattacks and political assassinations. In this context, the European Defence and Security Project (DefSecEU) has established itself as a key platform for advancing practical policy solutions. In 2024, DefSecEU hosted a series of high-level closed-door roundtables focussed on financing European defence, enhancing industrial capacity, addressing workforce challenges in the armed forces and defence industry, and filling critical European capability gaps such as air defence and long-range strike abilities. The project also deepened work on hybrid



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threats, civil preparedness, and whole-of-society resilience, while actively supporting closer cooperation between the EU and NATO. DefSecEU's policy work also contributed to the European Commission's policymaking efforts and informed key stakeholders across the EU, NATO, and national institutions via bespoke private briefings on the project's reports. Through major public events in Brussels, the Language of Power podcast, and growing media visibility, DefSecEU has become a trusted voice in Europe's evolving security and defence landscape.

In 2024, the EPC continued to strengthen its engagement with China and the broader Indo-Pacific region, in line

with the EU's growing focus on strategic partnerships in Asia.

In a complex year for EU-China relations—shaped by trade tensions revolving around electric vehicles, as well as wider geopolitical uncertainties stemming from the US presidential elections—the EPC reinforced its role in fostering dialogue with its Chinese counterparts. It successfully concluded the first cycle of the EU-funded EU & China Think Tank Exchanges, with the final China Brief delivered by the EU Ambassador to China, **Jorge Toledo**.

Building on this experience, the EPC launched the second cycle of the EU & China Think

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Tank Engagement, expanding its network beyond Beijing to include partners in Shanghai and Hangzhou. This broader regional approach strengthens exchanges with a wider range of Chinese stakeholders and academic institutions. In parallel, reflecting the EU's deepening engagement with Indo-Pacific partners, the EPC significantly broadened its Asia portfolio. It developed new partnerships with key actors in the Indo-Pacific, including Japan and India, and organised events, exchanges, and publications on topics such as economic security, multilateral cooperation, and sustainable development.



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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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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 per 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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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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The European Policy Centre (EPC) is committed to sound financial management and to transparency in respect to 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.

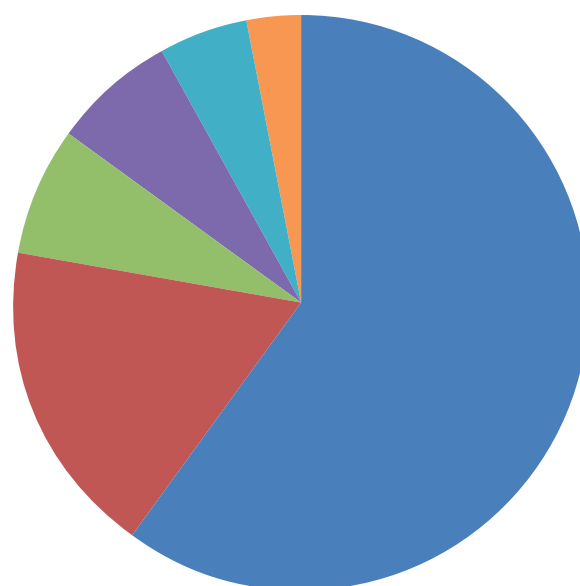
The EPC's total income in 2024 was €5,737,164. The EPC ended the financial year 2024 with a surplus of €228,373 bringing the equity capital to €1,671,340.

Approximately (17%) of the EPC's funding in 2024 came from grants, mainly from the following sources: The King Baudouin Foundation, the EPC's strategic partner, awarded the EPC a grant of €399,000. The Stiftung Mercator awarded the EPC a grant of €406,584 for the Connecting Europe joint initiative. The Friends of EPC fund set up at the King Baudouin Foundation received a donation from Equinor amounting to €300,000, of which €100,000 was included in 2024 revenue.

EU CERV (Citizens, Equality, Rights and Values) programme (5%): The EPC received an operating grant of €290,000 for 2024 under the CERV programme, alongside other similar think tanks and civil society organisations.

Another (18%) of the EPC's funding came from membership fees. In 2024, the total income from membership fees was €1,027,377.

The remaining funds (60%) came mainly from contributions to the EPC's programmes from a wide range of organisations, in the form of support for events and publications, for a total of €3,461,237. The full list of contributions above €3000 is available on our website.



60%
PROGRAMME
SUPPORT

18%
MEMBERSHIP
FEES

7%
PROGRAMME
PARTNER
MERCATOR
GRANT

7%
STRATEGIC
PARTNER KBF
GRANT

5%
EU OPERATING
GRANT (CERV)

3%
OTHER GRANTS
AND DONATIONS

BALANCE SHEET

As of 31 December	2024	2023
Fixed Assets		
<i>Intangible Fixed Assets</i>	3,673	7,593
<i>Tangible Fixed Assets</i>		
Net furniture & equipment	41,230	72,777
Financial Fixed assets	848	848
Total Fixed Assets	45,751	81,218
Current Assets		
Debtors	688,631	348,752
Banks	1,570,196	2,873,682
Accruals	836,077	505,552
Total Current Assets	3,094,904	3,727,986
Current Liabilities		
Creditor Loans & accruals	273,876	295,012
Deferred income	1,195,440	2,048,660
Total Current Liabilities	1,469,316	2,343,672
Net Current Liabilities	-1,625,588	-1,384,314
Long-term Liabilities	0	22,566
TOTAL EQUITY	1,671,339	1,442,966

INCOME & EXPENDITURE STATEMENTS (abridged)

As of 31 December	2024	2023
Income		
Members' subscriptions	1,027,375	957,871
Grants and donations	1,229,584	1,404,305
Programmes & other	3,480,205	1,823,177
Total income	5,737,164	4,185,353
Expenditure		
Office expenses	-525,026	-799,435
Operations expenses	-957,987	-291,117
HR and experts expenses	-4,025,778	-3,020,629
Total expenditure	-5,508,791	-3,820,064
Surplus (+) / Deficit (-) for the year	228,373	364,458
PROPER FUNDS	2024	2023
Initial funds	425	425
Prior period funds (+)/ Forwarded deficit (-)	992,541	673,083
Reserve for social liabilities	450,000	405,000
Surplus (+) / Deficit (-) for the year	228,373	364,458
Proper funds	1,671,339	1,442,966

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 the 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's 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 (9)

Amazon Europe Core SARL
 Apple
 Equinor
 Google
 Johnson & Johnson
 Mouvement des Entreprise de Taille Intermediaire - METI
 Statkraft AS
 Stichting PhotonDelta
 Vodafone Institute for Society and Communications

Facebook
 FIPRA
 FleishmanHillard
 FTI Consulting
 GlaxoSmithKline
 Huawei Technologies (Belgium)
 Hyundai Motor Company
 IFOK GmbH
 Jeronimo Martins
 Kreab
 Merck KGaA
 Mitsubishi Corporation Brussels Office

CORPORATE (54)

Acquis EU Law & Policy
 Amgen
 APCO Worldwide
 ASML Netherlands B.V.
 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
 EDF - European Affairs
 EPPA
 EUK Consulting
 EuroNavigator
 EUTOP Brussels SPRL
 ExxonMobil

MSD Europe
 Naftogaz of Ukraine
 OCP Nutricrops SA
 Ove Arup & Partners Intl Limited
 Pfizer NV/SA
 PGE Polska Grupa Energetyczna S.A.
 Phoenix Executive
 Pivot Economics
 Portland
 Sandoz International GmbH
 SEC Newgate EU
 Siemens AG
 Statkraft
 Statnett SF
 SUEZ Groupe
 Teneo
 thyssenkrupp AG
 TikTok Technologies Belgium
 UPS Europe

PROFESSIONAL & BUSINESS ASSOCIATIONS (74)

Accountancy Europe
 AGORIA
 American Chamber of Commerce to the EU
 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
 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
 Conservation of Clean Air and Water in Europe - CONCAWE
 Cosmetics Europe - The Personal Care Association
 CropLife Europe
 Danish Agricultural Council
 DIGITALEUROPE
 Eamonn Bates Europe

economiesuisse
 EUCOPE AISBL
 EUnited
 Eurima
 EUROCHAMBRES
 EuroCommerce
 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 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
 Japan Business Council in Europe (JBCE)
 Japan Center for International Finance
 Japan External Trade Organization - JETRO Brussels
 Korea International Trade Association
 MedTech Europe
 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
 Ukrainian Industry Association "Federation of Employers of the Oil and Gas Industry"
 UNESDA - Soft Drinks Europe
 VDMA e.V.
 WEEE Forum
 World Employment Confederation-Europe
 ZVEI e.V. Electro and Digital Industry Association

DIPLOMATIC (44)

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 and Mission to the EU
 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 Singapore to Belgium, The Netherlands & Luxembourg, and Mission to the EU
 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
 Mission of Montenegro to the EU

Mission of Norway to the EU/
Embassy of Norway in Belgium

Mission of Switzerland to the EU

Mission of the Faroes to the EU

Mission of the Kingdom of
Morocco to the European
Communities

Mission of the People’s Republic
of China to the European
Communities

Mission of the Republic of Moldova
to the EU

Mission of the Republic of North
Macedonia to the EU

Mission of the Republic of Serbia
to the EU

Mission of Ukraine to the EU/
Embassy of Ukraine to Belgium

Permanent Delegation of Turkey to
the EU

Permanent Representation of
Croatia to the EU

Permanent Representation of
Denmark to the EU

Permanent Representation of
Estonia to the EU

Permanent Representation of
Finland to the EU

Permanent Representation of
France to the EU

Permanent Representation of
Greece to the EU

Permanent Representation of
Hungary to the EU

Permanent Representation of
Ireland to the EU

Permanent Representation of
Lithuania to the EU

Permanent Representation of the
Netherlands to the EU

Permanent Representation of the
Republic of Cyprus to the EU

Taipei Representative Office in the

EU and Belgium

U.S. Mission to the EU/Embassy of
the United States of America

UK Mission to the EU

FOUNDATIONS (24)

Bertelsmann Stiftung

Clean Air Fund

CMI - Martti Ahtisaari Peace
Foundation

European Cultural Foundation

European Foundation Centre

European Foundation for
Democracy

Fondazione Cariplo

Friedrich Naumann Foundation for
Freedom

Friedrich-Ebert-Stiftung

Fundación Fórum Ambiental (Lab
Ecoinnova)

Hanaholmen - Swedish-Finnish
Cultural Centre

Hanns-Seidel-Stiftung

King Baudouin Foundation

Konrad-Adenauer-Stiftung

Open Society European Policy
Institute

Porticus

Prytula Foundation

Sitra - Finnish Innovation Fund

Software AG - Stiftung

Stichting Quantum Delta NL

Stiftung Mercator

Vodafone Stiftung Deutschland
gGmbH

Wilfried Martens Centre for
European Studies

WMG Foundation

**GOVERNMENTAL
ORGANISATIONS (6)**

Bundesagentur für Arbeit

Caisse des Dépôts Groupe

CEAD Francisco Suárez

Kommerskollegium - National
Board of Trade

Nysnø

Representative Office of the
Austrian National Bank

**INTERGOVERNMENTAL
ORGANISATIONS (11)**

Council of Europe

EFTA Secretariat

EFTA Surveillance Authority

European Bank for Reconstruction
and Development

International Centre for Migration
Policy Development

International Organization for
Migration

NATO Parliamentary Assembly

Regional Cooperation Council

The World Bank

UN Development Programme

UN High Commissioner for
Refugees – UNHCR

**NON-GOVERNMENTAL
ORGANISATIONS (57)**

AEIP aisbl

Amnesty International

Association of European Cancer
Leagues

Asylos

Belgian Cystic Fibrosis Association

Carbon Market Watch

Centre for European Progression
- C4P

Centre for Innovation in Medicine

Confrontations Europe

Danish Refugee Council

Deutsche Stiftung Weltbevölkerung
- DSW

DiasporaVote!

Equality and Human Rights
Commission

Equity Index (The Advocacy Team)

EUROCITIES

Europa Union Frankfurt

European Association of Service
Providers for Persons with
Disabilities

European Association of Urology
- EAU

European Brain Council

European Centre of Excellence

European Confederation of Junior
Enterprises

European Council on Refugees and
Exiles

European Scientific Working group
on Influenza- ESWI

European Specialist Nurses
Organisation - ESNO

European Stability Initiative

Fair Wear Foundation

FOSTER EUROPE

Healthy Europe

HIAS Europe

House of Democracy

Housing Europe

Integrity Initiatives International
Europe

International Centre for Policy
Studies

International Federation of Library
Associations and Institutions - IFLA

International Partnership for
Human Rights

International Rescue Committee

Internet Society

Network of European Foundations
for Innovative Cooperation

NRC Europe

ONE Campaign

Oxfam International EU Advocacy
Office

Platform for International
Cooperation on Undocumented
Migrants

Red Cross EU Office

Sitchting Circle Economy

Social Progress Imperative

Society Against Violent Extremism
Belgium

Solidar Tunisie

SOS Children’s Villages
International

Technocracy for Development and
Research - TDROL

The European Alliance for Patient
Access - EAFPA

The Sustainable Digital
Infrastructure Alliance eV

Transparency International EU

Turkish Education Association
(TED)

Ukrainian Think Tanks Liaison
Office in Brussels

Ukrainian World Congress

União das Mutualidades
Portuguesas (UMP)

VoteWatch Europe

THINK TANKS (47)

Agora Energiewende

Asian Institute of Diplomacy and
International Affairs - AIDIA

Barcelona Centre for International
Affairs - CIDOB

Carnegie Europe

CEU Democracy Institute

Climate & Company

Diplomeds

E3G

Ecologic Institute

eco-union

EGMONT - The Royal Institute for
International Relations

Equilibrium Institute of Budapest

European Council on Foreign
Relations - ECFR

European Policy Institute

EUROPEUM

Finnish Institute of International
Affairs - FIIA

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

IDHUS Institute

Ilko Kucheriv Democratic
Initiatives Foundation

Institute for European
Environmental Policy - IEEP

Institute for European Policies and
Reforms - IPRE

Institute for Strategic Dialogue -
ISD Germany

Institute of World Economics
(HUN-REN CERS)

International Affairs Institute - IAI

International Center for Future
Generations VZW - ICFG

International Centre for Defence
and Security - ICDS

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

The Cyprus Center for European
and International Affairs (CCEIA)

The European Institute of Romania

The Polish Economic Institute

Think Tank EUROPA

Tony Blair Institute for Global
Change - TBIGC Belgium

Ukrainian Prism Europe

REGIONAL BODIES AND LOCAL AUTHORITIES (30)

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

Lower Austria Liaison Office

North Sweden European Office

Office of the Northern Ireland
Executive

Province of Limburg

Region Östergötland

Region Skåne European Office

Regional School for Public
Administration - ReSPA

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

Representation Office of Carinthia

Scotland Europa

Scottish Government EU Office

Stavanger Region European Office

Steiermark Büro

Stockholm Region EU Office

Turkish Cypriot Representation in
Brussels

Welsh Government

West Finland European Office

West Norway Office

RELIGIOUS ORGANISATIONS (5)

Commission of the Bishops'
Conferences of the European
Union

Conference of European Churches

EU Office of The Church of Jesus
Christ of Latter-day Saints

European Evangelical Alliance

Protestant Church in Germany -
Brussels Office

ACADEMIC (3)

Institute for Legal Research of
University of Coimbra (UCILER)

National Defence Technology
Centre (NFC)

National University Odessa Law
Academy

OTHERS (4)

Cassa Depositi e Prestiti (CDP)

International Committee of the
Red Cross

Japanese Bank for International
Cooperation (JBIC)

KfW

ANNEXES

2024 Calendar of Activities

Europe in the World

POLICY DIALOGUE

Where is Russia's invasion of Ukraine headed in 2024?

ROUNDTABLE

Decoding Türkiye-NATO relations

POLICY DIALOGUE

The Israel-Hamas war: Local and regional paths towards de-escalation

ROUNDTABLE

EU-China relations with the Shanghai Institute for International Studies

ROUNDTABLE

EU-China relations and Russia's war in Ukraine

POLICY DIALOGUE

Outlook Paper Launch 'Europe in the world in 2024: From voting to geopolitics'

EXTERNAL EVENT

Navigating friendships without limits: How should the EU deal with the China-Russia axis?

ROUNDTABLE

Deepening EU-Japan Cooperation on Maritime Security in the Indo-Pacific

POLICY BRIEFING

Justice for Ukraine: Holding Russia accountable for its war crimes

POLICY DIALOGUE

The run-up to the US elections

CONFERENCE

Responding to Global challenges in a contested world

POLICY BRIEFING

Russia's defeat in Ukraine: why is it crucial and how to achieve it

POLICY DIALOGUE

Frozen assets: The cold front of Russia's war against Ukraine

ROUNDTABLE

Security in South Caucasus

POLICY DIALOGUE

Türkiye's local elections: Key takeaways

POLICY DIALOGUE

Defence and Security Project

EPC TALKS GEOPOLITICS

EPC Talks Geopolitics with Sergey Radchenko

POLICY DIALOGUE

The EU must act to protect Georgia's European future

ROUNDTABLE

Unlocking the potential of European defence: How to make the European Defence Industrial Strategy (EDIS) a success?

ROUNDTABLE

Ukraine's Peace Formula

POLICY DIALOGUE

Pathways to Peace: Exploring the Ukraine Peace Formula

POLICY DIALOGUE

Using frozen Russian assets to support Ukraine

POLICY DIALOGUE

European Security & Türkiye: Towards a New Paradigm

POLICY DIALOGUE

The run-up to the US elections: Transatlantic expectation

CONFERENCE

Bring kids back

POLICY DIALOGUE

Bridging gaps in the EU's Connectivity Strategy: The case for stronger EU-Mongolia ties

POLICY DIALOGUE

EU-China relations: What lies ahead after the European elections

ROUNDTABLE

EU-China relations: What lies ahead after the European elections

ROUNDTABLE

Enhancing Moldova's resilience in the Face of Russia's Multiple Hybrid Threats

POLICY DIALOGUE

What is next for the Middle East: moving beyond cycles of war and instability?

EPC TALKS GEOPOLITICS

EPC Talks Geopolitics with James Appathurai

ROUNDTABLE

EU-China Relations

POLICY DIALOGUE

South Africa's new government: Expectations for domestic and foreign policy

POLICY DIALOGUE

The reconstruction of Ukraine: Enhancing socio-economic and defence potential

ROUNDTABLE

TTEX 2.0 Steering Committee

EXPERTS MEETING

Change to TTEX 2.0 Kick-off Meeting

POLICY DIALOGUE

The Ukrainian battlefield & the impact of the Kursk incursion

EPC TALKS GEOPOLITICS

Insights on Ukraine's EU Accession with Olha Stefanishyna

EPC TALKS GEOPOLITICS

EPC Talks Geopolitics with David O'Sullivan

POLICY DIALOGUE

Geopolitical turmoil in the South Caucasus: What next?

POLICY DIALOGUE

The run-up to the US Elections: Transatlantic countdown

EPC TALKS GEOPOLITICS

EPC Talks Geopolitics with Oleksandr Korniyenko

POLICY DIALOGUE

Greek-Turkish Relations: Where does public opinion stand?

POLICY DIALOGUE

Justice for Ukrainian POWs & the Path to Freedom

POLICY DIALOGUE

Middle East on the brink: Potential paths for de-escalation?

POLICY BRIEFING

Ukraine's victory plan and peace formula: the only path to a just peace

ELECTIONS MONITOR

Key takeaways & implications for Moldova - EU relations

POLICY DIALOGUE

Stolen futures: The fight to return Ukrainian children kidnapped by Russia

ROUNDTABLE

Balancing Competition and Cooperation: China-EU Collaboration in the New Energy Industry

POLICY BRIEFING

Enlargement Package 2024: Expectations and the way forward

POLICY DIALOGUE

Georgia at Tipping Point: What next?

CONFERENCE

Forcible Transfer And Deportation Of Ukrainian Children By Russia: Advancing Collective Action For Bringing Children Back Home

EPC TALKS GEOPOLITICS

EPC Talks Geopolitics with Dmytro Lubinets

POLICY DIALOGUE

Liberal world after the US elections: what next?

POLICY DIALOGUE

After Trump's Victory: Rethinking European Defence

ROUNDTABLE

Human Resources for European Defence

POLICY DIALOGUE

EU enlargement as a geopolitical imperative for transatlantic security

EPC TALKS GEOPOLITICS

EPC Talks Geopolitics with Cristina Gherasimov

ROUNDTABLE

Second roundtable TTEX 2.0

POLICY DIALOGUE

Trump 2.0: Reshaping the Middle East?

ROUNDTABLE

Chinese People's Institute of Foreign Affairs (CPIFA) event

POLICY DIALOGUE

Assessing state-level resilience in a changing environment

European Migration and Diversity

ROUNDTABLE

Skills for tomorrow: Unlocking the potential of mobility and labour migration

ROUNDTABLE

Reflection group 'Promoting a Dialogue on Migration': integration of Ukrainian refugees and the future of Temporary Protection

ROUNDTABLE

From CAP Social Conditionality to Due Diligence

CONFERENCE

The New Pact on Migration and Asylum: Unpacking responsibility and solidarity

ROUNDTABLE

Dialogue on the future of EU migration and asylum policies in the context of the New Pact reforms

ROUNDTABLE

Support for education and training: What labour inclusion prospects for Ukrainian refugees?

ROUNDTABLE

Dialogue on the future of EU Migration: the Crisis Regulation

ROUNDTABLE

Dialogue on the future of EU Migration: the future of the Schengen system

ROUNDTABLE

Reflection group 'Promoting a Dialogue on Migration': Post-election prospects: What priorities for Belgium and the EU?

ROUNDTABLE

CESI Roundtable 2 on Labour Inclusion of Ukrainian Refugees

ROUNDTABLE

DignityFirm Stakeholder Network meeting

European Political Economy

ROUNDTABLE

EU-US Strategic Dialogue in Brussels

CONFERENCE

European competitiveness and economic security: towards a new strategic agenda

ROUNDTABLE

In search for a Data Strategy 2.0 for Europe: Presentation of final results

ROUNDTABLE

Trade Policy Forum Future direction of EU trade policy in challenging times

WORKSHOP

The Single Market for Economic Security

ROUNDTABLE

EU-US TTC ministerial in Leuven: How to avoid rising protectionism in the transatlantic relationship?

CONFERENCE

Reindustrialising Europe: Where competitiveness and economic security converge?

ROUNDTABLE

Next EU Strategic Agenda and the Future of Semiconductors Policy Implementing the Chips Act and Looking Beyond

ROUNDTABLE

Reimagining investment: aligning instruments with EU strategic goals

ROUNDTABLE

Europe's Digital Decade and Digital Industrial Policy in an Era of Economic Security

ROUNDTABLE

Quantum sensing and defence

ROUNDTABLE

The EU Cyber and Economic Security Nexus: Securing Growth in the Digital Age

EXPERTS MEETING

Economic Security Steering Committee Meeting

ROUNDTABLE

An EU Strategic Investments Paradigm for the New Mandate

POLICY DIALOGUE

Europe's hidden champions: Unlocking the potential of mid-caps for competitiveness and security

EXTERNAL VISIT

Danish study group of journalists

EXPERTS MEETING

Meeting With the Atlantic Council delegation

EXTERNAL EVENT

What ever happened to the Letta report? Where to go with the single market.

ROUNDTABLE

The Future of EU Battery Policy. Advancing Europe's Green Mobility Transition

ROUNDTABLE

Europe's Economic Security: What's in a Doctrine?

TASK FORCE

Quantum Technologies and Policies Taskforce – Tackling Quantum & Strategic Autonomy

European Politics and Institutions

EPC UPDATE

Informal EU summit: the budget deal

ROUNDTABLE

Serbia-Kosovo dialogue: views from civil society

POLICY BRIEFING

New government, new prospects? Reviving Montenegro's accession bid

POLICY DIALOGUE

The road to accession: Will the Growth Plan re-energise the Western Balkans' EU bid?

EPC UPDATE

What impact will the year of elections have on the EU27?

ROUNDTABLE

Mapping Member States' position on Bosnia opening negotiations

ROUNDTABLE

Second meeting of the DEFinE initiative - the Growth Plan for the Balkans

EPC UPDATE

The Spring Summit: Signs of strength or disunity?

WORKSHOP

REGROUP Event

ELECTIONS MONITOR

How will Slovakia's presidential election affect the Rule of Law and the EU?

ROUNDTABLE

Bosnia and Herzegovina: What's next after the opening of accession talks?

EPC UPDATE

Towards an ambitious Strategic Agenda for 2024-2029?

POLICY DIALOGUE

Breaking the invisible ceiling: Overcoming political obstacles to citizen-driven EU reform

EPC UPDATE

The 2024 European elections: Potential outcome and consequences

POLICY DIALOGUE

Growth Plan for the Western Balkans: A game changer for the EU accession process?

POLICY DIALOGUE

Countdown to the European vote: Expectations on the last stretch

POLICY DIALOGUE

European elections 2024: What motivates young voters?

POLICY BRIEFING

After the 2024 European elections: Where is the EU heading?

WORKSHOP

More diverse than united? A preliminary analysis of the EU elections 2024

EPC UPDATE

The June Summit: A new EU leadership and an ambitious strategic agenda?

ELECTIONS MONITOR

The French elections: A new challenge for the EU?

POLICY DIALOGUE

EU's post-elections trajectory: What role for citizens and civil society?

EPC UPDATE

Democracy at work: The vote on von der Leyen and impact of key elections

EPC UPDATE

Shifting landscapes: The new Commission, electoral tides, and the Draghi report

POLICY BRIEFING

Kosovo and the EU: Current dynamics and prospects

CONFERENCE

Amidst the far-right surge: Pathways to foster democracy in the EU

ELECTIONS MONITOR

The Austrian elections: What are the implications for the EU?

EPC UPDATE

The October Summit: Europe's Zeitenwende

ROUNDTABLE

The price of lithium: Can the EU's green transition and Serbia's democratic transformation advance in parallel?

WORKSHOP

REGROUP closed workshop

POLICY DIALOGUE

How can resilience be achieved in a global permacrisis

ROUNDTABLE

REGROUP Executive Board and General Assembly

EPC UPDATE

Budapest Summit & US elections: No business as usual?

ROUNDTABLE

Chief Executive Table with Kerstin Jorna on the Clean Industrial Deal

ROUNDTABLE

Where is Bosnia and Herzegovina half a year after the Council's decision to open EU accession negotiations?

EPC UPDATE

Online EPC Update VDL 2 & Trump 2.0 – The EU after another watershed

ELECTIONS MONITOR

Romania's elections: A strategic shift for EU and NATO?

WORKSHOP

Preparing the Union for future enlargement: a discussion on EU reform

EPC UPDATE

The last EU Summit of a turbulent year: Where next?

Social Europe and Well-being

ROUNDTABLE

CHES Steering Committee

ROUNDTABLE

Global Health 2.0: paving the way for the future of global health

POLICY BRIEFING

Demographic change: A toolbox for action

POLICY DIALOGUE

Planning for the future: Lessons in sustainable policymaking from past and current economies

POLICY DIALOGUE

Healthy longevity: preparing the EU for demographic change

POLICY DIALOGUE

CHES Lecture

ROUNDTABLE

Health in the EU: Reflections and Future Perspectives for 2025 and Beyond

POLICY DIALOGUE

Health Council Briefing and EU Presidency priorities'

Social Prosperity for Europe

POLICY DIALOGUE

A change on wheels: Towards smart and sustainable transport

POLICY DIALOGUE

Green Deal and polycrisis: Aligning short-term reactions with long-term commitments

POLICY BRIEFING

Navigating the future of the Green Deal in light of the EU elections

POLICY DIALOGUE

Force of Nature: Investing in a Paris-aligned future

POLICY DIALOGUE

Digitalisation for the green transition: Empowering community action

POLICY DIALOGUE

Greening the EU's agri-food agenda: What is the role for digitalisation?

POLICY DIALOGUE

Strengthening water resilience for wellbeing and industry – The role for EU policies and investments

WORKSHOP

Resolving the Energy-Food-Nature Trilemma in Land Use: The Role of Digitalisation and EU Policies

EXTERNAL VISIT

Syddjurs City Council

POLICY DIALOGUE

Unpacking COP29: What's next for global climate action?

ROUNDTABLE

Balancing prosperity and a just transition: A citizen focussed path to climate neutrality

ROUNDTABLE

A competitive and climate neutral industrial base in Europe

Transnationalisation

POLICY DIALOGUE

The role of women in and after war - lessons learned from Ukraine

CONFERENCE

Towards a green and just transition

POLICY DIALOGUE

The Future of the Twin Green and Digital Transition

POLICY DIALOGUE

EU-UK relations: Options for closer cooperation on trade and investment

CONFERENCE

EPC Thought Leadership Forum with Admiral Rob Bauer

POLICY BRIEFING

The priorities of the Polish Presidency of the Council of the European Union

Connecting Europe

WORKSHOP

Connecting Europe Community Meeting

WORKSHOP

Connecting Europe Community Meeting

ROUNDTABLE

Rule of law in EU27: turning crisis into opportunity

POLICY DIALOGUE

Paving the way towards EU reform and enlargement

CONFERENCE

Bridging the Gap: Empowering Young People's #TransitionToWork and Civic Participation

POLICY BRIEFING

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

EXTERNAL VISIT

Study visit University of Bonn

WORKSHOP

Shaping Digital Policy for the Common Good

POLICY DIALOGUE

The Rule of Law beyond the EU member states: assessing the Union's Performance

ROUNDTABLE

JIK roundtable

Cross-programme Events

ROUNDTABLE - CE & EPE

Unlocking Opportunities: EU-Africa Partnerships on Critical Raw Materials

WORKSHOP - CE & EPE

Untapping the potential of Western Balkans' civil society in the EU accession process

POLICY DIALOGUE - CE & WIW

How to make European defence investable? Best practices

EXPERTS MEETING - CE & WIW

Networking Meeting Foreign Policy: At the End of the Super-Election Year

ROUNDTABLE - CE & WIW

Order in the Indo-Pacific: What can the EU learn from five proactive Indo-Pacific powers?

POLICY DIALOGUE - WIW & EPE

EU-Japan cooperation on economic security: Parallel paths, shared problems

ROUNDTABLE - WIW & TN

Getting the financing right: how to ensure necessary

POLICY DIALOGUE - WIW & TN

EU-UK relations: Towards deeper cooperation in defence and security

ROUNDTABLE - WIW & TN

EU Preparedness to external challenges: lessons learned from 1000 days of Ukraine's resilience

POLICY DIALOGUE - WIW & TN

The future of EU-UK relations on defence and security

ROUNDTABLE - EMD & SEWB

Skills for tomorrow: What strategies for a competitive workforce?

ROUNDTABLE - EMD & CE

Revisiting the future of Syrian refugees in Türkiye as part of EU-Türkiye cooperation: improving socio-economic inclusion through trade enhancement?

ROUNDTABLE - EPE & SEWB

Harnessing the potential of Smart Worlds: Opportunities for Health

ROUNDTABLE - EPE & SEWB

Past the AI Act: Time for a more collaborative approach across the EU?

ROUNDTABLE - EPE & SEWB

Assessing the Costs and Challenges of a Smart World for Health

POLICY DIALOGUE - EPI & CE

Undoing the illiberal state in Poland: First lessons & challenges

POLICY DIALOGUE - EPI & CE

EU elections 2024: The Member States' perspective

POLICY DIALOGUE - EPI & CE

The future of EU democracy in a new institutional cycle

ROUNDTABLE - SEWB & EPE

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