PERMACRISIS
FUNDAMENTAL
TRANSFORMATIONS
WATERSHED:
RUSSIA’S
AGGRESSION
GLOBAL TEMPEST
SECURITY, PROSPERITY & DEMOCRACY
FOR EUROPE’S FUTURE GENERATIONS
DIS-COHESION QUAGMIRE
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I am delighted to introduce the European Policy Centre's Annual Report for 2022. It highlights the EPC's many activities during the year and showcases its expertise and impact on the EU policy agenda.

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

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

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

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

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

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

Herman Van Rompuy's work as a politician and a leader has put the emphasis on 'hope' rather than excessive fear. Following his lead, the EPC will need to battle against the corrosive power of fear, reframing the challenges ahead as opportunities for Europe, and I look forward to being a part of this endeavour.
To counter democratic backsliding in the European Union, we strove to place citizens’ voices at the centre of future debates. The Connecting Europe project expanded its network, bringing the perspective of more than 45 civil society organisations to Brussels. Additionally, we launched the Moving EuropE Together (MEET) project and the Conference Observatory to closely monitor the Conference on the Future of Europe.

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

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

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

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

But beyond focusing on the immediate consequences of this crisis, we also considered the long-term effects of the Zeitenwende. A think tank’s role is to answer the questions of today and tomorrow, providing long-term strategic thinking to policymakers. How can Europe survive the triple challenge of the watershed, the need for fundamental transformations and the permacrisis? What are the trade-offs and paradigm shifts needed to make sure the Union can provide security, prosperity, and democracy to future generations? How can we avoid the Union’s further fragmentation? These are the questions we sought to answer as we strove to put global developments into perspective.

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

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

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

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

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

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

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

Message from the Chief Executive

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

Fabian Zuleeg
Chief Executive
EPC in numbers

- 167 events
- 95 publications
- 117,940 publication views
- 47 projects
- 36 analysts
- 31 Senior Advisers
- 14 Academic Fellows

EPC in the news

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

3.31k media mentions

Top 3 publications

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

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

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

EPC online

- 602,833 page views
- 44,765 followers ➔ +6098
- 56,962 followers ➔ +16,096
- 14,744 followers ➔ +502
2022 was a watershed year for the European Union. Events have underlined in ever clearer terms that Europe is in an era of continuing permacrisis and growing geopolitical complexities, complexities which will only grow in size and scope in 2023 and beyond, as the unfolding crisis in the Middle East clearly illustrates.

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

Russian aggression, superimposed on the impact and legacy of the pandemic, the twin challenges of climate change and digital transition, global shifts in power and clear signs of fragmentation of global perspectives on the rules based international order, have highlighted the urgent need for the EU to think long-term about its strategic partners, economic model, and democratic system. Think tanks, with the EPC to the fore, must provide decision-makers with medium and long-term perspectives, reflecting not just on today’s issues, but also on what the EU needs to do to grow, develop and manage the increasingly complex and crosscutting challenges that we collectively face.

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

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

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

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

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

The EPC’s duty to generate and share ideas and to think collectively about the future of the European Union is thus more necessary than ever. Its events, dialogues and publications offer a rich set of recommendations which should assist in the transformation of the Union into a more robust and resilient actor in a broad range of areas: from trade and economics, to health, climate, and global politics, to identify but a few.

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

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

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

Emma Woodford

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

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

Among my first goals for the whole EPC has been to place equality, diversity and well-being at the heart of the think tank. We developed our Gender, Equality, Diversity and Inclusion (GEDI) plan and started broadening our recruitment practices to attract more people from different backgrounds to come and work at the EPC.

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

There is no doubt that Russia’s invasion of Ukraine, the ever-worsening climate crisis and the threat of another pandemic have affected the EPC, from what our analysts work on to how we manage our work and our teams. The EPC has shown immense resilience and even a capacity to grow through these challenging times. I am looking forward to working with our Management Team to lead the organisation from strength to strength.
When Russia launched its full-scale invasion of Ukraine on 24 February 2022, the EPC was straight out with a call by Fabian Zuleeg for the EU to react quickly to this “watershed” in Europe’s post-war history.

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

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

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

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

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

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

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

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

The war was only the most visible example of a ‘global tempest’ that has continued to roll world affairs since the mid 2010s. Europe has found itself in need of a geopolitical awakening, as instability and great power competition impinged ever more intensely on its environment and began to promote instability within. It has become increasingly difficult to separate the effects of external and internal policies, and the EPC has taken a lead in addressing them through instruments such as the Strategic Compass Initiative, the EU-China Think Tank Exchange, and regular EPC Talks Geopolitics events both online and in person. An essential part of this process has been the Strategic Compass Initiative, which focused on this central element of the European geostategic policy planning process, and our thinking was reflected in our Outlook Paper, an annual navigation guide for the year ahead on major trends and how they might affect European policymaking.

MAJOR POWERS

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

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

MIGRATION AND ASYLUM

Migration policy remains one of the most vexed aspects of Europe’s relations with its neighbourhood. Policymakers are caught between countervailing domestic political pressure: for reduced migration on the one hand, for more rigorous enforcement of our international obligations under refugee and human rights law on the other. Meanwhile, instability and state weakness in North Africa and the Middle East cause people to seek a better life in Europe and, providing opportunities for them to do so, labour shortages in major European economies keep labour demand high. Into this long-running complexity, Russia’s invasion of Ukraine injected several more Ukrainians fleeing to the EU. The EPC discussed this with Nina Gregori, Executive Director of the European Agency for Asylum, and representatives of national governments and civil society. We presented the final conclusions of the Mercator Dialogue on Asylum and Migration, which focused on building resilience into the EU’s migration systems to adjust to geopolitical conflict.

COMMISSION AND COMMUNITY

The beginning of 2022 marked the mid-term of the von der Leyen Commission, which began in surprise, only to be plunged into the far greater shocks of the pandemic and Russia’s full scale invasion. We assessed the Commission’s progress mid-term, with a collection featuring contributions by 16 EPC analysts, edited by Johannes Gruebel, Perle Petit and Corina Stratulat. We also debated the emergence of the new European Political Community as a broader forum for cooperation across the continent, including of course the UK and Türkiye.

DEMOGRAPHIC DECLINE & REVIVAL

The effects of the tempest are felt inside the EU as well as beyond it. We addressed the resilience of our democratic societies, while EPC Senior Analyst Sophie Pornschlegel warned that the EU needed to be more alert to “putinist” methods of domestic social and political control. She also considered whether the Conference on the Future of Europe had found solutions to Europe’s democratic woes and concluded that it did not in fact provide any ‘ready made’ ones. Hungary’s illiberal turn continued to trouble our analysts, as well as the difficulty of devising instruments able to reverse it.
Permacrisis: Evolution and economic security

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

The EPC has responded to this challenge at the highest level, with outgoing EPC President Herman van Rompuy and incoming President Brigid Laffan contrasting Europe’s ambition and unity. In an EPC Paper, they asked whether the trade-off has been drawn in the wrong place for current conditions, focusing too much on unity at the expense of necessary ambition.

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

Though our Observatory on the Conference on the Future of Europe, we considered the role of citizen participation in the evolution of the EU, with the thoughtful input of former Belgian Prime Minister MEP Guy Verhofstadt, MEP Danuta Hubner and many others.

WIDER INSTABILITY

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

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

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

Beyond them Indonesian Ambassador Triansyah Djani gave a briefing on the Indonesian Presidency of the G20, while MEP Hannah Neumann and Jana Puglierin of the European Council on Foreign Relations considered the effects of the global tempest on German foreign and security policy.
The Observatory became the independent platform for discussion of participatory democracy and a reference point on the subject: states in the Western Balkans, designed and implemented citizens’ consultations based on its worth, and Commission President Ursula von der Leyen’s decision to hold European Citizens’ Panels on key legislative initiatives was inspired by EPC proposals in a Conference Observatory publication. Now that the Conference has finished, the Observatory has evolved into the European Democracy Reform Observatory and will continue to influence the debate on democratic reform in Europe.

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

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

The EPC launched a strategic reflection project on Europe’s economic security, arguing that the EU’s political agenda must be profoundly reoriented not only on accepting the notion of economic security as a third major shift in parallel to the green and digital transitions, but also on implementing it across the policy spectrum. Resilience, security of supply and technological competitiveness are now paramount in approaching economic policies, leading the EPC to call for a renewed EU industrial strategy.

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

It also looked at how an intergenerational mindset can inform the technology investment decisions that will shape the European economy for the next decades. In this connection we held events on rethinking EU economic governance and the economic changes required for strategic autonomy with Sigmar Gabriel, former German Minister for Foreign Affairs, and Anne Linde, then minister of Foreign Affairs of Sweden, as well as Commissioner Paolo Gentiloni. The transatlantic relationship was also crucial to our research and the Europe’s Political Economy programme launched a project in cooperation with the Atlantic Council on the EU-US Trade and Technology Council (TTC). The project saw the publication of 7 papers and hosted 9 events, with speakers such as German EU Senior Officer Sabine Weyand and Rupert Schlegelmich, Director at DG TRADE.

Meanwhile, in much of the digital space, the EU is confronted with the need to catch up, as Europe belatedly realised it was left dependent in critical areas. The EPC has worked on EU technology and industrial policy priorities such as AI, semiconductors, and cloud computing with a focus also on developments in other areas of ‘deep tech’ carrying profound enabling power such as space and quantum technologies.
Social and economic transitions

HEALTH AND THE SOCIAL TRANSITIONS

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

We marked five years since the proclamation of the European Pillar of Social Rights (EPSR) with a discussion of progress made and the current state of play with Europe’s social contract. Trade unions, social partners and academics took part in the debate, which saw the participation of Nicolas Schmit, EU Commissioner for Jobs and Social Rights, Ándor László, Liína Carr, Confederation of Independent Trade Unions (CESI). The publication resulting from the debate informed the relevant EU institutions on how to address the shortcomings of the EPSR and how to strengthen it. Laura Rayner of the Social Europe and Well-being programme was invited as a keynote speaker at DG EMPL with Antoine Kessel, Chief of Nicolas Shmit’s cabinet, for a presentation on how to reform the EPSR.

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

The Social Europe and Well-being programme was a part, providing valuable insights into the hopes, fears, and key challenges regarding the energy transition for the most vulnerable in Europe, as well as providing best practice on how to engage these groups in policy discussions. The project also allowed us to join internal Commission working groups, provide input into the Eurobarometer survey design to further test our findings in a wider group, and it supplied us with an invitation to present alongside the Commission and the International Labour Organisation at COP27 in Egypt.

SUSTAINABILITY AND CLIMATE CHANGE

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

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

The Fair Energy Transition for All (FETA) project, of which the EPC was a part, provided valuable insights into the hopes, fears, and key challenges regarding the energy transition for the most vulnerable in Europe, as well as providing best practice on how to engage these groups in policy discussions. The project also allowed us to join internal Commission working groups, provide input into the Eurobarometer survey design to further test our findings in a wider group, and it supplied us with an invitation to present alongside the Commission and the International Labour Organisation at COP27 in Egypt.

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

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

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

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

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

Herman van Rompuy opened the Conference with a speech urging the EU, member states and citizens to abandon fear in the face of crisis and embrace the power of the Union’s convictions. Philosopher Lea Ypi also participated in a conversation with Elizabeth Kuiper on the different meanings of “freedom”, from political to social freedom. While Executive Director of the European Environment Agency, Hans Bruyninckx, defined the transformative potential of the European Green Deal as one of the EU’s greatest ambitions for Europe’s long-term future.

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

The event concluded with the final remarks from former Executive Vice-President of the European Commission Frans Timmermans on the forces shaping international relations and the opportunities ahead in this new multipolar world. With Timmermans’ concluding question, “What is life if not lived for others?”, we turned our gaze to the future and renewed the EPC’s commitment to providing policymakers with an intergenerational, long-term perspective on the actions needed for sustainable growth in the EU.
Enhancing the transnationalisation of EU policy debates has been a central element of the EPC’s mission for the past years. Since 2017, the Connecting Europe project has been working towards this end, aiming to connect civil society actors with EU decision-makers and foster European dialogue. Supported by Stiftung Mercator, the project provides EU policy expertise to a range of civil society actors and brings their voices to Brussels, diversifying EU policy debates to include innovative perspectives. It fosters an open, constructive dialogue between actors in the member states and Brussels.

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

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

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

In its goal to foster strategic transnational exchange, the EPC and Connecting Europe also organised several events on the EU Council Presidencies, including roundtable debates with Institut Montaigne on the French Presidency, and two public events with EUROPEUM on the Czech Presidency. With French MEP Gwendoline Delbos-Corfield, we discussed the role the French Council Presidency should play in the rule of law crisis. At the end of the Czech mandate at the helm of the Council, Mikuláš Bek, Minister for European Affairs of the Czech Republic spoke about the results of his presidency. The format aimed to enhance policy debates around the presidencies and connect Brussels with the member state holding the presidency.

Such synergies highlighted the added value that transnational exchanges – both on the think tank and the civil society levels – can bring to the debate in Brussels. The EPC is therefore working towards building up the capacity in this area even further. The creation of our new Transnationalisation programme will support this mission, including in the Connecting Europe context – through efforts to establish a centre for independent think tanks from across the EU in the form of a future European Think Tank House in Brussels.
TEAM

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

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

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

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

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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.

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

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

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

Approximately 30.77% of the EPC’s funding in 2022 came from grants from the following sources:

- **The King Baudouin Foundation**, the EPC’s strategic partner, awarded the EPC a grant of €350,000.
- Stiftung Mercator awarded the EPC a grant of €362,780 for the Connecting Europe project.
- The EPC received an operating grant of €250,000 for 2022 under the CERV programme, alongside other similar think tanks and civil society organisations.

Another 23.45% of the EPC’s funding came from membership fees. In 2022, the total income from membership fees was €773,313.

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

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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.
Mission of Israel to the EU and NATO/ Embassy of Israel
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 Azerbaijan to the EU
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 Austria 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 Germany 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 Sweden to the EU
Permanent Representation of the Republic of Cyprus to the EU
Royal Thai Embassy to Belgium and Luxembourg, and Mission to the EU
Taipei Representative Office in the EU and Belgium
UK Mission to the EU
U.S. Mission to the EU/ Embassy of the United States of America

FOUNDATIONS (23)
Alliance for Childhood European Network Group
Bertelsmann Stiftung
British Council EU Office
Clean Air Fund
Crisis Management Initiative
European Climate Foundation
European Cultural Foundation
European Foundation Centre
European Foundation for Democracy
Fondazione Cariplo
Friedrich-Ebert-Stiftung
Friedrich Naumann Foundation for Freedom
Fundación Fórum Ambiental (Labeinova)
Hanns-Seidel-Stiftung
King Baudouin Foundation
Konrad-Adenauer-Stiftung
Open Society European Policy Institute
Porticus
Sitra - Finnish Innovation Fund
Stichting Quantum Delta NL
Software AG – Stiftung
Stiftung Mercator
Wilfried Martens Centre for European Studies

GOVERNMENTAL ORGANISATIONS (5)
Bundesagentur für Arbeit
CEF Francisco Suárez Kommerskollegium – National Board of Trade
Korean Institute for Advancement and Technology - KIAT Europe
Representative Office of the Austrian National Bank
Environment Agency of Austria
Swedish National Board of Trade/ Kommerskollegium

INTERGOVERNMENTAL ORGANISATIONS (12)
Council of Europe
EFTA Secretariat
EFTA Surveillance Authority
European Bank for Reconstruction and Development
European Investment Bank
International Centre for Migration Policy Development
International Organization for Migration
NATO Parliamentary Assembly
Regional Cooperation Council
UN Development Programme
UN High Commissioner for Refugees
The World Bank

NON-GOVERNMENTAL ORGANISATIONS (51)
Amnesty International
Association of European Cancer Leagues
Asyls
Belgian Cystic Fibrosis Association
Carbon Market Watch
Caritas Catholica Vlaanderen
Caritas Europa
Centre for European Progression – C4P
Center of Corporate Relations Research
Centre for Innovation in Medicine
Confrontations Europe
Danish Refugee Council
DiasporaVote
Equality and Human Rights Commission
EUROCITIES
Europe Union Frankfurt
European Academy of Sciences and Arts
The European Alliance for Patient Access - EAPPA
European Association for the Co-ordination of Consumer Representation in Standardisation
European Association of Service Providers for Persons with Disabilities
European Association of Urology - EAU
European Brain Council
European Confederation of Junior Enterprises
European Council on Refugees and Exiles
European Federation of National Organisations Working with the Homeless
European Public Health Association
European Scientific Working group on Influenza
European Specialist Nurses Organisation - ESN
European Stability Initiative
Foster Europe
Genio Trust
Goethe-Institut Brüssel
Healthy Europe
HIAS Europe
Housing Europe
House of Democracy
International Catholic Migration Commission Europe
International Centre for Policy Studies
International Partnership for Human Rights
International Rescue Committee
Internet Society
Institute for European Environmental Policy
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
Social Progress Imperative
Society Against Violent Extremism
SOS Children’s Villages
Technology for Development and Research - TDIROL
The Sustainable Digital Infrastructure Alliance eV
Trademark Companies Association - ESIMET
Ukrainian Think Tanks Liaison Office in Brussels
Ukrainian World Congress
Votewatch Europe

THINK TANKS (31)
Agora Energiewende
Asian Institute of Diplomacy and International Affairs - AIDIA
Barcelona Centre for International Affairs - CIDOB
Carnegie Europe
CEU Democracy Institute
Climate & Company
Coalition for Reimagined Mobility
ESG
EGMONT - The Royal Institute for International Relations
European Council on Foreign Relations - ECFR
EUROPEUM
Members as of November 2023

Equilibrium Institute of Budapest
Georgian Foundation for Strategic and International Studies (Rondeli Foundation)
German Institute for International and Security Affairs - SWP
German Marshall Fund of the United States
Global Relations Forum - GRF
GLOBSEC
Hellenic Foundation for European and Foreign Policy - ELIAMEP
Ilko Kucheriv Democratic Initiatives Foundation
International Affairs Institute - IAI
International Centre for Defence and Security - ICDS
Institute for European Policies and Reforms - IPRE
Institute for European Environmental Policy - IEEP
Institute for Strategic Dialogue - ISD Germany
Political Capital Institute
Research Center of the Slovak Foreign Policy Association
Royal Institute - ELCANO
RUSI Europe
Swedish Institute for European Policy Studies - SIEPS
Ukrainian Prism Europe
Vodafone Institute for Society and Communications

REGIONAL BODIES AND LOCAL AUTHORITIES (35)
Balearic Islands Government
Central Denmark EU Office
Central Sweden European Office
City of Vienna — Liaison Office
Conference of Peripheral Maritime Regions of Europe
Delegation of the Basque Country to the EU
Delegation of the Government of Catalonia to the EU
Hanse-Office
HM Government of Gibraltar — Representation to the EU
Liaison Agency Flanders-Europe
Lombardy Region Government — EU Office
North Sweden European Office
Office of the Northern Ireland Executive
Oslo Region European Office
Province of Limburg
Region Östergötland
Regional School for Public Administration - ReSPA
Region Skåne European Office
Representation of Bremen to the EU
Representation Office of Carinthia
Representation of Lower Saxony to the EU
Representation of the Free State of Bavaria to the EU
Representation of the State of Baden-Württemberg to the EU
Representation of the State of Bremen to the EU
Representation of the State of North Rhine-Westphalia to the EU
Scotland Europa
Scottish Government EU Office
Stavanger Region European Office
Steiermark-Büro
Stockholm Region EU Office
Tampere Region EU Office
Turkish Cypriot Representation in Brussels
Welsh Government
West Finland European Office
West Norway Office

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

ACADEMIC (3)
Coventry University
National University Odesa Law Academy
University of Coimbra Institute of Legal Research

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

ANNEXES
Events in 2022
per programme, chronological

Connecting Europe

WORKSHOP
Think Tank Exchange – International realignment

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

STUDY TRIP (3 DAYS)
Connecting Europe partner study trip

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

KICK OFF SEMINAR WITH SCHWARZKOPF STIFTUNG
Youth participation

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

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

STUDY TRIP (3 DAYS)
Think Tank School

WORLD CAFÉ
Diversity in EU policymaking

ROUNDTABLE
The State of Play of Corruption in the EU

EU Evidence

PERIODICAL
The Turkey-China relations

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

ANNUAL CONFERENCE
The EU’s Reckoning with Power

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

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

ROUND TABLE
Clean Energy Wire

Europe in the World

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

EPC TALKS GEOPOLITICS
EPC Talks Geopolitics with Catherine Ashton

POLICY BRIEFING
Indonesia’s Presidency of the G20

EPC TALKS GEOPOLITICS
EPC Talks Geopolitics with Arancha González Laya

POLICY DIALOGUE
And now, what Strategic Compass for Europe?

EPC PANEL AT THE ANTALYA DIPLOMACY FORUM
What does strategic autonomy entail for Europe?

EUROPEAN POLICY CENTRE
ECB macroeconomic Briefing: Monetary policy in an era of supply-side constraints

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

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

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

TTC, Data & Technology

Trade Policy Forum

Social Europe & Well-being

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

The EU Energy Transition: What do vulnerable people think?

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

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

POLICY BRIEFING
Health response to the humanitarian crisis in Ukraine

WORKSHOP
CHES Health in all Policies Workshops

POLICY ROUND TABLE
The European Pillar of Social Rights: Five years on

ANNUAL CHES LECTURE
European Health Union TaskForce

POLICY DIALOGUE
Health Council Briefing and EU Presidency priorities

Sustainable Prosperity for Europe

WORKSHOP
State Aid: Climate, Energy and Environment Guidelines

POLICY DIALOGUE
Greening ICT: What can EU do?

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

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

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

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

POLICY DIALOGUE
The plastics challenge: What can the EU do?

POLICY BRIEFING
Sustainable Products Initiative: What novelties does it bring?

WORKSHOP
Digitalisation as a catalyst for the renewable revolution

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

POLICY DIALOGUE
REPowerEU: Towards more affordable, sustainable and secure energy?

POLICY DIALOGUE
The Green Deal as a solution to our crisis-tidden times

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

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

POLICY DIALOGUE
Bioeconomy: a driver for the European Green Deal?

POLICY DIALOGUE
Sustainable finance: Accelerating the green transition in Europe and beyond

WORKSHOP
Digitalisation as a tool for more efficient energy use

POLICY DIALOGUE
A sustainable future for European cities: Addressing citizens’ wishes

POLICY DIALOGUE
Circular economy: forgotten driver for biodiversity?

POLICY DIALOGUE
Final Event FETA (Fair Energy Transition for All)

POLICY DIALOGUE
COP27 – Outcomes and next steps

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

WORKSHOP
The EU internal electricity market: Reflections on market design
Under Construction - Citizen Participation in the European Union
By Corina Stratulat, Janis A. Emmanouilidis, Paul Butcher, Dominik Hortemann, Maarten de Groot, Stefan Ruch (9 May)

Moving Europe Together, through citizens’ deliberations
By Corina Stratulat, Johannes Greubel, Lucasta Bath (28 June)

Refugee protection in the EU: Building resilience to geopolitical conflict
By Matthias Lucke, Helene Hahn, Silvia Carta, Martin Ruhs, Mehri Taddede Mari, Pawel Kaczmarczyk, Karolina Lukasiewicz, Marta Pochoda, Tobias Heidland (13 October)

Fair Energy Transition for All - How to get there?
By Laura Royer and Melanie Fessler (8 November)

Making sense of the Connecting Europe network
By Connecting Europe Team (5 December)

Discussion Papers

TRethinking EU economic governance: The foundation for an inclusive, green and digital transition
By Francesco De Angelis, Laura Rayner, Frederica Mallet (9 February)

The EU–Ukraine Association Agreement after Ukraine’s EU membership application: Still fit for purpose
By Guillaume Van der Laar and Peter Van Eeuwege (14 March)

EU responses to Ukrainian arrivals – not (yet) a blueprint
By Corina Stratulat (1 October)

Keeping a cool head: How to improve the EU migration crisis response
By Helene Hahn (20 October)

After Russia’s invasion of Ukraine: Unity is good, but ambition is better
By Sophie Pornschelet (1 June)

The von der Leyen European Commission at midterm: Same priorities, different reality
By Corina Stratulat, Anikó Hidberg, Stefan Sips, Janis A. Emmanouilidis, Johannes Greubel, Francesca De Angelis, Laura Rayner, Daniele Brody, Perle Petit, Silvia Carta, Andrea Garcia Rodriguez, Simon Dekeyzer, Melanie Fessler, Tommaso Grassi, Emily Fitzpatrick, Elizabeth Kuiper, Marta Mucznik (13 June)

Post-Brexit EU-UK cooperation on migration and asylum: How to live apart, together
By Alberto-Horst Neidhardt (20 June)

Europe’s moment of truth: United by adversity?
By Fabian Zuleeg and Janis A. Emmanouilidis (11 July)

Achieving the full potential of sustainable finance: The role of national, European and international initiatives
By Eva de Francesco (23 July)

Managing the energy and food crises: Exceptional times call for exceptional measures
By Anikó Hidberg (20 July)

The beginning of the European Political Community
By Corina Stratulat (1 October)

A new generation of European Citizens’ Panels – Making citizens’ voices a regular part of policymaking
By Johannes Greubel (22 October)

Strengthening the impact of EU sanctions against Russian aggression in Ukraine
By Svitlana Taran (27 October)

Overcoming the ambition–unity dilemma
By Fabian Zuleeg (31 October)

What should the EU do about Hungary’s illiberal turn?
By Perle Petit (4 November)

Disinformation on refugees from Ukraine: Boosting Europe’s resilience after Russia’s invasion
By Alberto-Horst Neidhardt (24 November)

Bringing child immigration detention to an end: The case of EU return procedures
By Anastasia Karatzas (14 November)

Applying an intergenerational mindset to European technology investments
By Fabian Zuleeg (22 November)

The European Pillar of Social Rights: Five years on
By Laura Rayner, Danielle Brady, Tommaso Grassi, Victoria Pedjauser (20 December)

External Publication

A compass and a concept: A guide to the EU and NATO uncharted waters
By Ivano di Carlo (25 November)

Books

Turning fear into hope
By Herman Van Rompuy, Fabian Zuleeg, Jacki Davis, Janis A. Emmanouilidis (20 November)

No power without values: Why the EU needs to embrace political leadership if it wants to safeguard democracy
By Sophie Pornschelet and Clara Sophie Cramer (9 November)

A generation of European Citizens’ Panels – Making citizens’ voices a regular part of policymaking
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