



ANNUAL REPORT 2020/21

Shaping the Global Future Together



Atlantic Council



Contents

INTRODUCTION

**The Atlantic Council at 60: Enriched by Its Past,
Energized by Its Present, and Equipped for the Future 4**

THEMATIC PROGRAMS

The Scowcroft Center
for Strategy and Security **12**

Adrienne Arsht-Rockefeller
Foundation Resilience Center **16**

The Digital Forensic Research Lab **20**

Global Energy Center **22**

GeoEconomics Center **24**

GeoTech Center **26**

Millennium Leadership Program **28**

REGIONAL PROGRAMS

Adrienne Arsht Latin America Center **30**

Africa Center **32**

Eurasia Center **34**

Europe Center **36**

Rafik Hariri Center
& Middle East Programs **38**

South Asia Center **40**

Atlantic Council IN TURKEY **42**

CONVENING

The Atlantic Council Global Energy Forum **46**

Distinguished Leadership Awards 2020 **47**

Atlantic Council Front Page **48**

360/Stratcom **49**

International Advisory Board **50**

Board of Directors **51**

2020 Honor Roll **52**

Financial Summary **54**

About Us **56**

Evolving Through
Innovation 2006–2020 **58**

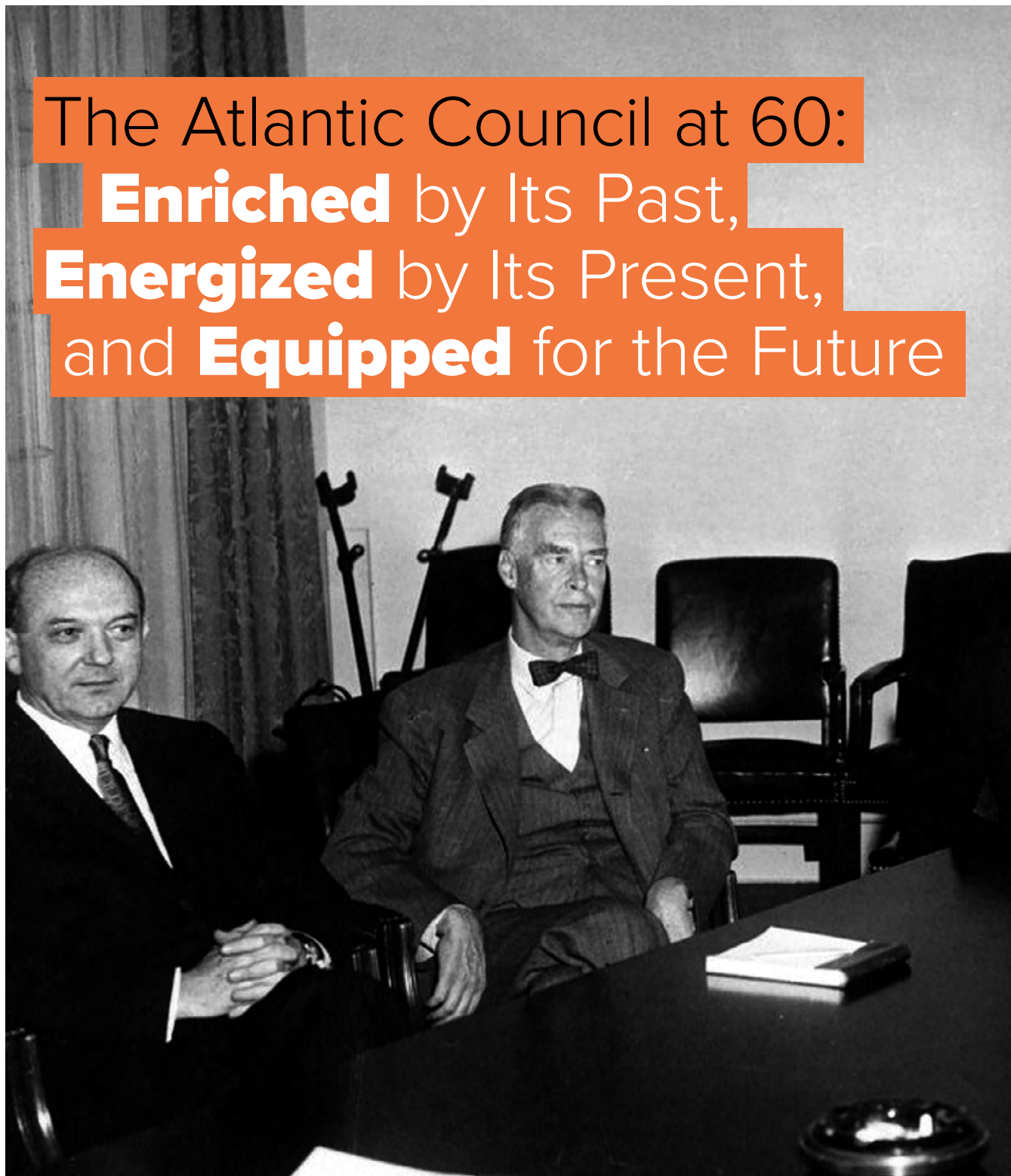
On the cover: Suzanne Brennan Firstenberg's
"In America: Remember," a memorial for Americans
who died due to the coronavirus disease (COVID-19)
next to the Washington Monument in Washington, DC
on October 1, 2021. REUTERS/LEAH MILLIS





An aerial view shows the deserted Place de l'Etoile and the Arc de Triomphe in Paris during a lockdown in France in 2020.
REUTERS/PASCAL ROSSIGNOL

The Atlantic Council at 60: **Enriched** by Its Past, **Energized** by Its Present, and **Equipped** for the Future





President Dwight D. Eisenhower and President-elect John F. Kennedy meet in the Cabinet Room of the White House, Washington, DC. (L-R) Secretary of State-designate Dean Rusk; Secretary of State and later the Atlantic Council's first Chairman Christian A. Herter; President-elect Kennedy; President Eisenhower.
GIBSON MOSS/ALAMY

INTRODUCTION



JOHN F. W. ROGERS CHAIRMAN
FREDERICK KEMPE PRESIDENT & CEO

IT WAS JULY 24, 1961, and Dean Rusk pressed for solutions from the fifteen Atlanticists arrayed around his conference table on the State Department's executive seventh floor.

As President John F. Kennedy's relatively new secretary of state, Rusk was confronting mounting challenges to the United States' post-World War II leadership position. He needed urgent help from this disparate group, a who's who of American foreign-policy actors affiliated with a confusing variety of organizations.

He told those assembled—among them Dean Acheson, Christian Herter, Henry Cabot Lodge, and Mary Pillsbury Lord—that they had to develop a more coherent voice and organizational structure. Dramatic changes in the international environment demanded it, he said.

The United States had lost the nuclear monopoly that had allowed it to prevail during the 1948–1949 Berlin Airlift, which had broken the Soviet blockade of the free western part of the city. There was talk of a new Berlin crisis that would be even more difficult to manage, as the Soviets and their East German allies sought to

shut off a threatening hemorrhage of refugees. Of increasing concern as well, the Soviet Union and its communist ideology were gaining traction across the developing world.

Beyond that, the Kennedy administration was off to a bad start. In April, only three months after coming into office, President Kennedy had botched the Bay of Pigs invasion of Cuba, and he feared that Moscow might try to exploit what it was interpreting as weakness and indecisiveness. Just two months later during a summit in Vienna in June, Soviet leader Nikita Khrushchev had stunned Kennedy with his belligerence, leaving the youngest president in American history expecting the worst—most likely a test of his resolve over Berlin.

Rusk urged the Atlanticists gathered before him to consolidate their organizations into a more effective institution within several weeks.

By year's end, the Atlantic Council was born, with Acheson, Herter, and Lord among its leaders.

Herter, Rusk's predecessor as President Dwight Eisenhower's secretary of state and the Atlantic Council's first chairman, harbored a vision that went far beyond the transatlantic community of those times—one that influences the Atlantic Council to this day.

As the historian Nancy Walbridge Collins has written, Herter "argued that an Atlantic institution should devote itself to problem-solving on a wide range of political, economic, and social issues relevant to the entire international community, approaching them from a core of consistent Atlantic values. He wanted to put into global practice the values in which they all believed."

Fast-forward to today, and the United States and its allies are confronting a similar inflection point in history, with perhaps even more complex challenges and larger stakes. As Brent Scowcroft, the two-time chairman of the Atlantic Council, said before his passing in August of 2020, all the accomplishments of the past seven decades since



"We have come out of the worst pandemic in a century financially stronger, operationally improved, and substantively more robust, reaching the largest global audiences in our history."



A meeting of the Executive Committee of the National Security Council (EXCOMM) in the White House Cabinet Room in October 1962.

JOHN F. KENNEDY PRESIDENTIAL LIBRARY AND MUSEUM, BOSTON/ALAMY

World War II could be at risk, depending on how our present era unfolds.

Like the Kennedy administration of sixty years ago, the Biden administration is off to a difficult start following the disruptive four years of the Trump presidency. As we write, it is grappling with a new COVID-19 surge, it has ceded Afghanistan to the Taliban following the withdrawal of US troops, and it is confronting a peer competitor in China that is escalating its threats to Taiwan even as it grows more repressive at home and more ambitious abroad. China is a far more capable peer competitor economically and technologically than the Soviet Union was during Kennedy's time.

We are fortunate that the Atlantic Council our founders created six decades ago has never been more robust, but the array of challenges we face has never been more daunting.

Back then, the test was whether the United States and its partners, having learned the tragic lessons of World War II, could head off new conflict and advance freedom and democracy by constructing a new, rules-based system of practices and institutions.

As imperfect and incomplete as that world order was, it exceeded all postwar expectations. Following the West's peaceful Cold War victory over the Soviet Union and its ideological bloc, it seemed for a short time that democratic societies and open markets would be the future's dominant elements.

Now the challenge is nothing less than stopping the erosion of the remarkable gains made since World War II and building upon them in a world where US global leadership is waning and China's influence is expanding. All of that injects even greater meaning and urgency into our mission of "shaping the global future together" with partners and allies.

The Atlantic Council has emerged from the COVID-19 crisis of the past two years even better equipped to tackle this historic test.

We have come out of the worst pandemic in a century financially stronger, operationally improved, and substantively more robust, reaching the largest global audiences in our history through new digital and editorial capabilities.

What enabled this success was management's three-pronged approach during this difficult period: first, ensuring the safety of the Atlantic Council's staff and community; second, investing even further in its substantive capabilities through, among other things, the addition of a GeoTech Center, GeoEconomics Center, and Europe Center; and third, introducing new digital and editorial capabilities.

Most recently, we have launched a Global China Hub, an entirely different sort of Atlantic Council center constructed to leverage the

China-monitoring capabilities across our fifteen programs and centers. The new unit will enable us to more accurately track developments related to the country and thus more effectively develop strategies and partnerships to respond to them.

We don't measure our success only by the size and caliber of our staff or the health of our balance sheets. It can be measured most of all by the relevance of our work across the six defining challenges that we believe characterize the inflection point we are living through:

1. Navigating a new era of major-power competition
2. Defending and strengthening democracy and democracies
3. Advocating for US global engagement to shape the future
4. Reinvigorating and redefining the rules-based global order
5. Harnessing unprecedented technological change for good
6. Addressing environmental threats through climate mitigation and adaptation

Even as we pursue this ambitious agenda, we never lose sight of the values that drive our nimble, purposeful, nonpartisan organization.

For the seventh year in a row, the Atlantic Council received the top, four-star rating from Charity Navigator. The Council continued to be recognized by our peers and was ranked as the seventh-best think tank in the United States in the University of Pennsylvania's Think Tank Index and fourth-best "think tank to watch"—underscoring broad recognition of our momentum.

We have been consistently moving up in the rankings across the index's wide range of categories, which place us among the world's top think tanks on everything from defense and national security, to energy and resource policy, to our impact on public policy, to the quality of



“The Atlantic Council that our founders created six decades ago has never been more robust, but the array of challenges we face has never been more daunting.”



Democratic 2020 US presidential nominee Joe Biden and his wife Jill, and vice presidential nominee Kamala Harris and her husband Doug, celebrate onstage at their election rally after the news media announced that Biden had won the 2020 US presidential election over President Donald Trump, in Wilmington, Delaware on November 7, 2020.
REUTERS/JIM BOURG

our management, to our quality-assurance and integrity policies.

The Council also has been attracting the biggest audiences in our history, drawing over nine million views to our website and two million attendees and views to our public events in 2020. We did this while continuing to convene small, high-powered, off-record, bespoke groups around our specific programmatic goals.

Since its founding, the Atlantic Council's mission has been consistent. What has

dramatically changed have been the circumstances around us—and our increased capabilities. Since 2007, the Atlantic Council has grown from four programs and centers to fifteen today; our staff has grown from eight to 191; and our annual revenue has grown from \$2.7 million to a projected \$46 million at the end of 2021 thanks to all the members of the global Atlantic Council community who make our work possible.

We have succeeded due not only to our focused and clear strategy, but also to our unique culture. We are a family of intellectual entrepreneurs who are collegial in our interactions, optimistic in our conviction that we can make a difference, solutions-oriented in our approach, and determined to apply cutting-edge expertise to every aspect of our work.

Overall, the world is in a far better place than it was when the Atlantic Council was born in the aftermath of World War II and the early years of the Cold War—more democratic, more prosperous, more connected, and more collaborative. Nevertheless, the world's trajectory on all these fronts in recent years is concerning, making the present period as momentous and pivotal as those after World Wars I and II.

At the Atlantic Council, it is our conviction that it will take all the power of constructive US common cause alongside allies and partners to reverse these negative trends and shape a better future.

Please work together with us to achieve this historic imperative. ●

A handwritten signature in black ink, reading "John F. W. Rogers - Fred / Kempe".

JOHN F. W. ROGERS & FREDERICK KEMPE

Our Programs



THEMATIC PROGRAMS

The Scowcroft Center for Strategy and Security • Adrienne Arsht-Rockefeller Foundation Resilience Center • The Digital Forensic Research Lab • Global Energy Center • GeoEconomics Center • GeoTech Center • Millennium Leadership Program

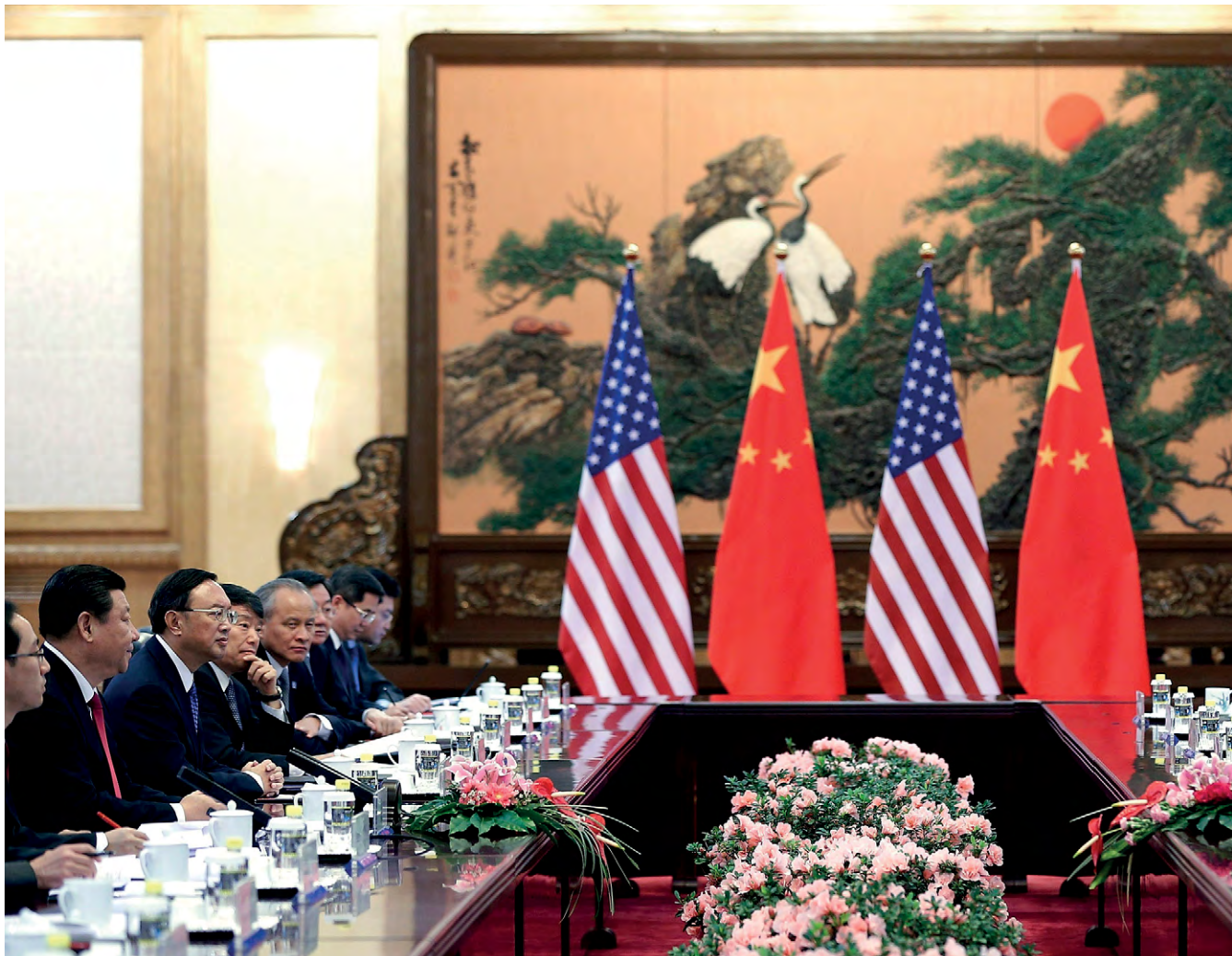
REGIONAL PROGRAMS

Adrienne Arsht Latin America Center • Africa Center • Eurasia Center • Europe Center • Rafik Hariri Center & Middle East Programs • South Asia Center • Atlantic Council IN TURKEY



The light installation "Ray of Hope" in Berlin, Germany in 2020. REUTERS/HANNIBAL HANSCHKE

The Scowcroft Center for Strategy and Security



The Scowcroft Center for Strategy and Security works to develop sustainable, nonpartisan strategies to address the most important security challenges facing the United States and its closest allies and partners. The Scowcroft Center honors the legacy of service of General Brent Scowcroft and embodies his ethos of nonpartisan commitment to the cause of security, support for US leadership in cooperation with allies and partners, and dedication to the mentorship of the next generation of leaders.



President Xi Jinping meets with then-US Vice President Joe Biden inside the Great Hall of the People in Beijing in 2013.

REUTERS/LINTAO ZHANG/POOL

In 2020, the Scowcroft Center's impact reflected its core competencies: strategy and foresight, alliances, and defense. Its top priority issue areas included China, remaking the global system, and emerging defense technologies and capabilities. With the arrival of COVID-19, the center quickly shifted its focus to the pandemic, releasing a special three-part *Atlantic Council Strategy* series: *Shaping the Post-COVID World Together*. The series offered three foresight scenarios for a postpandemic world, an assessment of the geopolitical environment, and a strategy for recovery and revitalization.

The center's large body of work on China included an *Atlantic Council Strategy Paper* titled *Global Strategy 2021: An Allied Strategy for China*, which outlines a strategy for the United States and its allies and partners to respond to the challenges presented by China's rise. In July 2020, the Scowcroft Center hosted an Atlantic Council Front Page event focused on China with Singapore's Prime Minister Lee Hsien Loong, which garnered more than 230,000 views. In addition, the center briefed its work on China to the White House, the State Department, the Department of Defense, Capitol Hill, and allied governments.

On global order, the Scowcroft Center regularly convened D10 ambassadors together with policy planning directors and staffs to discuss major challenges to the democratic world, including COVID-19 and China. It also released *Twenty Bold Ideas to Reimagine the NATO Alliance After*

the 2020 US Election, a twenty-essay volume of forward-thinking ideas and recommendations that has gone viral across the NATO policy community and includes a video podcast series. In addition, the center released *Global Value Chains in an Era of Strategic Uncertainty: Prospects for US-ROK Cooperation*; this report examines key drivers that pose risks to global value chains in an era of strategic uncertainty and provides recommendations for the governments and private sectors of the United States and Republic of Korea.

The Scowcroft Center launched three new initiatives in 2020. The Global Strategy Initiative serves to directly advance the Scowcroft Center's core mission by cultivating an ecosystem of strategic thinkers and developing sustainable, nonpartisan strategies to address the most important security challenges facing the United States and the world. The New American Engagement Initiative challenges prevailing assumptions governing US foreign policy, particularly those involving the military and the use of force, and offers real-world solutions to urgent problems that deploy the full range of American diplomatic, economic, and other capabilities. *Forward Defense* shapes the debate around the greatest military challenges facing the United States and its allies and creates forward-looking assessments of the trends, technologies, and concepts that will define the future of warfare.

The center's namesake, General Brent Scowcroft, passed away in 2020. In 2021, the Scowcroft Center will reinvest in advancing his legacy, including by paying tribute to three of his most notable priorities: strategy, integrity, and mentorship. The center will also continue to develop policy recommendations in its priority areas and leverage its best-in-class strategy and foresight capabilities to inform the Biden administration's national security and defense reviews. ●

Lloyd Austin, secretary of defense of the United States (R), and Japanese Defense Minister Kishi Nobuo (L) review an honor guard in 2021 in Tokyo, Japan.
DAVID MAREUIL/POOL VIA REUTERS





A view shows a Huawei logo at Huawei Technologies France headquarters in Boulogne-Billancourt near Paris, France. REUTERS/GONZALO FUENTES. A drone flies as Chinese drone maker DJI demonstrates its app that tracks a drone's registration and owner in Montreal, Canada. REUTERS/CHRISTINNE MUSCHI

“In 2020, the Scowcroft Center advanced several of the Atlantic Council’s top priorities, in particular through informing US and allied China strategy and harnessing technologies for great-power competition.”

Barry Pavel

Adrienne Arsht-Rockefeller Foundation Resilience Center



The Adrienne Arsht-Rockefeller Foundation Resilience Center (Arsht-Rock) will reach one billion people with resilience solutions by 2030. Our mission is to build human capacity for resilience in the face of climate change. We work with people, communities, and institutions to help them prepare for, navigate, and recover from disasters and disruptions, building a path to a better future for all.



The Community Resilience Pod serves as a hub of knowledge and resources for individuals and communities to learn about resilience solutions unique to their climate and social risks.
CHARLES TRAINOR

Center work in 2020

Before the COVID-19 pandemic took hold, the Adrienne Arsht-Rockefeller Foundation Resilience Center traveled south in early 2020 to see the migrant crisis at the Venezuela-Colombia border firsthand. In partnership with the International Federation of the Red Cross and Red Crescent Societies, the center set out to add capacity and tools to humanitarian service points that provide migrants services and information as they undergo their perilous journeys.

As the pandemic quickly necessitated that everyone shelter at home and keep physical distance from others, the center pivoted its work to focus on helping those facing food insecurity due to COVID-19's severe economic impact. Between April and July, it provided interim emergency food relief to 4,500 people in Chennai, India, and repurposed its mobile Community Resilience Pod to support food relief for thousands more in Miami-Dade County. Working with a new partner, Harvard's T.H. Chan School of Public Health, Arsht-Rock began to build a scientific foundation for prioritizing public health, equity, and pandemic risk reduction in its work.

As the magnitude of the pandemic became clear, the center recognized the need for hope and launched a series called "Stories of Resilience" to share inspiring and impactful examples of people helping others.



As summer neared its end, the world saw an array of natural threats and disasters impede its ability to respond to the pandemic, with extreme heat inhibiting COVID-19 testing, the most active Atlantic hurricane season on record, and wildfires forcing people out of their homes. In fact, August 2020 was the hottest it has ever been in the Northern Hemisphere.

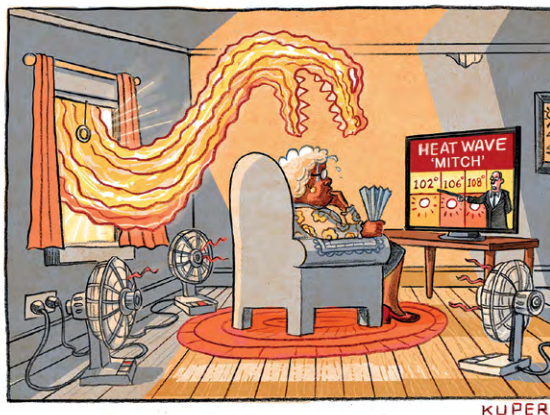
Arsht-Rock and more than thirty global partners agree that extreme heat is one of the greatest threats to a livable future for the most vulnerable people on the planet. In turn, the center and its partners formed the Extreme Heat Resilience Alliance (EHRA) with a vision of a world without heat-related deaths and loss of livelihoods. Recognizing that heat represents one of the greatest climate threats to human health but rarely commands the same attention as more visible and dramatic disasters, one

Mayor Francis Suarez of the City of Miami joined Arsht-Rock and fellow Miami leaders to unveil the first-ever “Community Resilience Pod” at a food relief event in June 2020. CHARLES TRAINOR

“The Community Resilience Pod has reached more than 10,000 families with solutions to food insecurity, helping residents most in need across Miami-Dade County.”



A community member in Chennai, India with her family's "mobile garden kit" designed to provide and sustain food security and livelihood opportunities to vulnerable communities. COURTESY OF PUDHIYADHOR CHARITABLE TRUST



New Yorker cartoonist Peter Kuper illustrates the "serial killer" that is extreme heat, especially for our most vulnerable populations. PETER KUPER

of the EHRA's first initiatives was to spearhead the naming and ranking of heat waves.

Arsht-Rock also partnered with *LEADERS* magazine to dedicate an entire issue to resilience. This special edition Resilience Issue, with a thought-provoking cover by renowned New Yorker cartoonist Peter Kuper, featured founding donor of the Adrienne Arsht-Rockefeller Foundation Resilience Center and Atlantic Council Executive Vice Chair Adrienne Arsht, Rockefeller Foundation President Dr. Rajiv J. Shah, Lincoln Center Managing and Artistic Director of Jazz Wynton Marsalis, and the International Monetary Fund Managing Director Kristalina Georgieva.

Preview of center intentions for 2021

With President Joe Biden naming climate change as one of his administration's top four priorities, the center expects greater

domestic attention—and opportunities for action—on climate and associated issues in 2021. The Extreme Heat Resilience Alliance's work will be critical as the center brings extreme heat to the forefront of the climate landscape, including at the United Nations Framework Convention on Climate Change (COP26).

In a world turned more virtual since the beginning of the pandemic, Arsht-Rock will begin to reach individuals through gaming by integrating evidence-based interventions into existing and soon-to-be-released games. The Community Resilience Pod has become a trusted and invaluable asset for the citizens of Miami-Dade County. Reaching more than 10,000 families with food, fruit trees, and vegetable seedlings, Arsht-Rock and partners provided solutions to food insecurity to those most in need across the county. ●

Building transparency and accountability online
and around the world to promote free and open societies.

The Digital Forensic Research Lab

The Atlantic Council's Digital Forensic Research Lab (DFRLab) has revolutionized the study of information to promote transparency and accountability online and around the world. DFRLab is known for its work to distinguish how information and technology shape geopolitics, define disinformation and online harms, document human rights abuses, and bridge the collective responsibility for accurate information among government, media, tech, and civil society.

For DFRLab, everything boils down to a singular effort: **To promote objective fact as a foundation of free and open societies in a hyperconnected age.**

2020 was always going to be a defining year in that effort, even before the COVID-19 pandemic spurred a parallel “infodemic” of rampant public health misinformation.

A basic truth throughout DFRLab's work in 2020 was that online harms have real world consequences. Disinformation led American democracy to the brink, complicated the pandemic response, exacerbated geopolitics with a new form of great power competition, and mainstreamed conspiracy and extremist movements. These trends played out both on a global scale and on a personal level for everyone.

Open-source research and reporting

In 2020, DFRLab published comprehensive studies of Iran's strategic approach to malign influence and China's use of discourse power to further the party-state's core interests. In each case, the

autocracies prioritized domestic, regional, and then international efforts.

In March, when the World Health Organization declared the COVID-19 outbreak a pandemic, the lab surged its research capacity around the world, publishing more than seventy-five case studies over the course of the year.

Throughout the US elections, the DFRLab



took a comprehensive approach to monitoring vulnerabilities in election integrity while expanding efforts focused on compounding crisis events. In September, the lab launched the Foreign Interference Attribution Tracker, an interactive tool to help understand claims of foreign interference, set attribution standards, and provide an independent and reliable record of foreign interference in the 2020 US election. The DFRLab also teamed with three partners to form the Election Integrity Partnership, a collaboration to monitor the Internet for mis- and disinformation aimed at undermining the results and integrity of the 2020 election. It also partnered with Georgetown University's Institute for Constitutional Advocacy and Protection to monitor the nexus between online engagement and increasing domestic violent extremism.

Building a community of diverse #DigitalSherlocks

Even when the pandemic prevented working together in person, DFRLab's global community of #DigitalSherlocks continued to connect online.

The 360/Digital Sherlocks program was the DFRLab's most ambitious capacity-building cohort yet, with more than four hundred participants representing more than seventy countries.

In a new online video series, the DFRLab hosted leading voices grappling with the biggest challenges in government, technology, and media to talk over a socially distanced cup of coffee. #CoffeeBreaks included conversations with human rights icon and Filipino journalist Maria Ressa, Vice President of the European Commission for Values and Transparency Věra Jourová, and renowned Zimbabwean investigative journalist Hopewell Chin'ono.

Vision for 2021

While challenges are rapidly evolving, the Digital Forensic Research Lab's mission and remit remain constant. In the coming year, the lab will continue to contribute original findings and have a unique opportunity to shape the agenda for the coming years across a wide range of challenges related to democracy and technology at home and around the world. ●



Nika Aleksejeva, DFRLab lead researcher for the Baltics, directing a training in Estonia in January 2020 with the International Centre for Defence and Security (ICDS).

Rioters gathered at the Capitol on January 6, 2021, in protest of the certification of Joe Biden's electoral victory. STEPHANIE KEITH/REUTERS

Promoting energy security alongside partners to devise pragmatic solutions to the challenges of the energy transition.

Global Energy Center

The Global Energy Center (GEC) promotes energy security by working alongside government, industry, civil society, and public stakeholders to devise pragmatic solutions to the geopolitical, sustainability, and economic challenges of the changing global energy landscape. The center's work focuses on three crosscutting themes: energy security, geopolitics, and markets; understanding and managing the energy transition; and climate change and advanced energy.

Throughout 2020, the GEC was a leader in helping its global audience understand the implications of the COVID-19 pandemic for the energy system. The center's programming included rapid reactions to an oil market in crisis, explaining the trends shaping the postpandemic energy landscape, and highlighting the global opportunities to use economic recovery in support of shared climate goals. The GEC once again leveraged best-in-class convening power through virtual programming that highlighted the leaders and experts shaping the global energy transition. Speakers hosted by the GEC in 2020 included: then-Department of Energy Assistant Secretary for the Office of Nuclear Energy Rita Baranwal, International Energy Agency Executive Director Fatih Birol, now-Secretary of Transportation Pete Buttigieg, Eni Chief Executive Officer Claudio Descalzi, Senator Tammy Duckworth (D-IL), now-Homeland Security Advisor Elizabeth Sherwood-Randall, and Pulitzer Prize-winning author Daniel Yergin. The GEC also launched a new short-form web

series, "EnergySource Innovation Stream," which focuses on game-changing energy technologies.

The GEC continued to provide expertise in energy security, oil and gas markets, and the geopolitics of the energy transition. Its *The Role of Oil and Gas Companies in the Energy Transition* report received more than 29,000 page views, making it the most-viewed report at the Atlantic Council in 2020. The center also completed its European energy security project with the publication of a final report, *European Energy Security and the Critical Role of Transatlantic Energy Cooperation*. Additional publications focused on decarbonizing the aviation sector, opportunities for US-Japan clean energy cooperation, and downstream oil theft. In June, the center's nuclear energy policy work was recognized in the US Senate when a bipartisan group of twenty US senators cited the GEC's research as a key piece of their argument for including support for nuclear energy technologies in the National Defense Authorization Act.

Throughout the 2020 US election season, the GEC convened events and published an issue

"Throughout 2020, the GEC was a leader in helping its global audience understand the implications of the COVID-19 pandemic for the energy system."

brief series that analyzed the implications of the election for US energy, climate, and foreign policy. On issues ranging from nuclear energy to methane emissions to minerals policy, GEC experts provided recommendations to the Biden-Harris administration on how to advance energy policies through an almost evenly divided Senate and reenter the global effort to fight climate change.

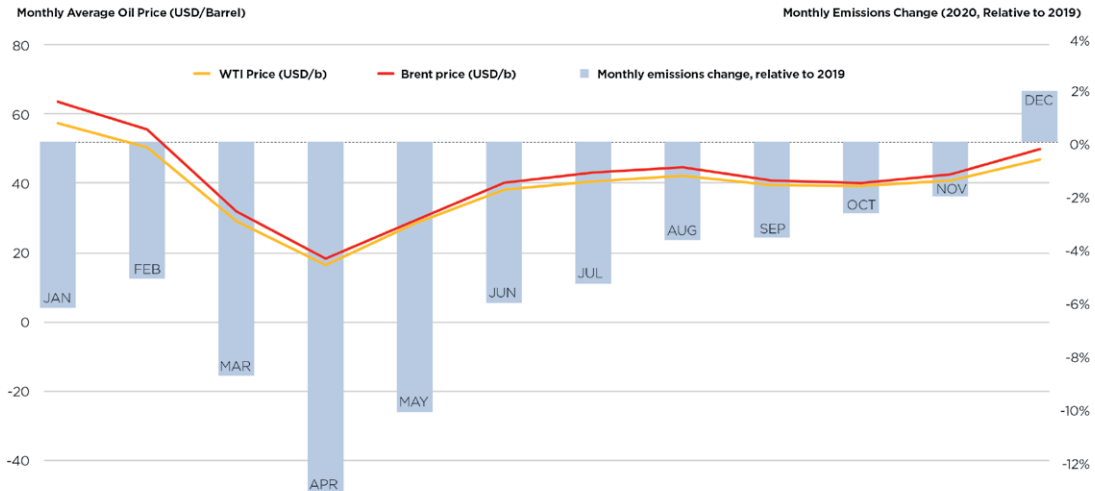
The Global Energy Center also redoubled its efforts to engage new communities and bring new voices into the policy conversation. The center ran the second year of the Veterans Advanced Energy Project and hosted the second annual Veterans Advanced Energy Summit, offering military service members and their families the opportunity to network and learn about clean energy policy. In partnership with the RBC Foundation, the GEC renewed and expanded its Women Leaders in Energy Fellowship, a one-year

program that provides women energy and climate policy leaders under the age of thirty-five with unique mentorship opportunities and professional development training.

As global momentum accelerates toward increasingly robust climate action, the center will continue to play a key role in expanding the climate conversation in the United States beyond the usual suspects through its work on the national and economic security imperatives of the energy transition. The center will advance policy frameworks for key decarbonization technologies such as hydrogen, nuclear power, and carbon capture. It will shape the global conversation in the lead-up to and at COP26 in November. The GEC will also continue its work with global partners on sustainability and energy security challenges while developing a body of work on the opportunities and challenges of the energy transition in China. ●

GEC EXPERTS INFORMED DECISION MAKERS THROUGHOUT VOLATILE SWINGS IN ENERGY DEMAND DRIVEN BY COVID-19

Pandemic impacts on energy demand and carbon emissions



January

GEC holds its fourth-annual Global Energy Forum in Abu Dhabi; lockdown begins in Wuhan, China.

February

GEC hosts then-Secretary of Energy Dan Brouillette and H.E. Ditte Juul Jørgensen in separate events to discuss their respective energy priorities.

March

AC hosts press call on price wars in response to oil market meltdown and transitions to remote work; GEC hosts IEA Executive Director Fatih Birol for a virtual fireside chat and launches the Innovation Stream series.

April

GEC publishes a report on sustainable aviation and the industry's pandemic response.

May

GEC launches report on US-EU cooperation on energy security, decarbonization, and pandemic response.

June

GEC hosts fireside chats with UAE Minister of Energy H.E. Suhail Al Mazrouei, and Mele Kyari, managing director, Nigerian National Petroleum Corporation, about the impacts of COVID-19 on global energy demand.

July

GEC hosts conversations about the energy transition in the wake of COVID-19, including high-level speakers from US DOE, the state of California, BP, and Siemens.

August

GEC publishes issue brief on the energy policy stakes of the US 2020 election. GEC hosts the second-annual Veterans Advanced Energy Week virtually.

September

GEC and the Adrienne Arsht-Rockefeller Foundation Resilience Center host an event on ensuring grid resilience in response to wildfires and extreme weather in the US.

October

GEC hosts events on energy technologies that can build resilience and help anticipate black swan events.

November

GEC responds to the US election results with analysis to shape the incoming Biden administration's energy policy.

December

GEC prepares for its fifth-annual Global Energy Forum to deliver more than fifty hours of virtual programming, assess the impact of COVID-19 on the energy sector, and set the global energy agenda for the year.

Transforming for a new era in the global economy.

GeoEconomics Center



A cashier receives a payment via a cryptocurrency app at a kebab restaurant that accepts Bitcoin and Dexchain in Istanbul, Turkey in 2021. REUTERS/UMIT BEKTAS

The GeoEconomics Center operates at the nexus of economics, finance, and foreign policy. It seeks to shape a better global economic future for the United States and its allies and restore faith in democratic capitalism at a time of global economic uncertainty. The center is organized around three key pillars of work: the future of capitalism, the future of money, and the Economic Statecraft Initiative.

The GeoEconomics Center was formally launched in December 2020 at a keynote event with European Central Bank President Christine Lagarde, but the team began their new mission with the onset of the COVID-19 crisis in March 2020. As the pandemic took hold across the world, the center created three flagship reports which gained international attention: the *Central Bank Digital Currency Tracker*, the *COVID-19 Economy Recovery Tracker*, and the *Global Quantitative Easing Tracker*, built to analyze changes and developments in global monetary policy. In October, the center debuted the China Economic Spotlight, featuring expert analysis on the economic, financial, and regulatory measures the United States has taken against China. The center's private financial note, "Guide to the Global Economy," kicked off in April and breaks down complex economic issues in a fun, accessible format.

In 2021, the GeoEconomics Center will continue to develop a rich set of programs and thought leadership. At a time of global economic recession and fractured US politics, the center's mission has never been more important. On the domestic front, the center will deepen its inclusive growth work to address the challenge of achieving sustainable growth in the postpandemic world. The work will examine the economic fractures that existed before COVID-19, including the rise of income, gender, racial, and intergenerational inequality within advanced economies.

On the international front, the center will launch the China Pathfinder project to create a shared language for understanding the Chinese economy. The China Pathfinder project scores China and other open market economies across six key areas and presents an objective picture of China relative to the world. It will also examine

the changing responsibilities of multinational companies and the role of environmental, social, and governance reform in restoring confidence in capitalism.

The center will continue to develop content and programming on the future of money, with projects focused on the rise of digital currencies, the international role of the euro, and the trajectory of the dollar as the world's reserve currency.

In December 2021, the center will officially launch the Economic Statecraft Initiative to pursue practitioner-focused analysis on investment security, tariff remedies, illicit finance, export controls, and market regulation. Its new, popular "Global Sanctions Dashboard" will harness unique data sets to provide insights on sanctions unavailable anywhere else. In longstanding Atlantic Council tradition, the initiative will tackle the future of transatlantic trade, competition policy, and regulatory harmonization, with an eye towards US response to China.

All of this work will underpin the GeoEconomics Center's focus on China and aim to inform smart policy action to meet the most important challenge the United States has faced since World War II. ●



US President Joe Biden holds a semiconductor chip as he speaks prior to signing an executive order, aimed at addressing a global semiconductor chip shortage in 2021. REUTERS/JONATHAN ERNST

Shaping the global future of tech and data together.

GeoTech Center

- Championing positive paths forward that nations, economies, and societies can pursue to ensure new technologies and data empower people and ensure prosperity and peace.
- Adapting and demonstrating effective, inclusive, and participatory governance using new tech and data capabilities.

Center work in 2020

When the GeoTech Center was launched on March 11, 2020, no one could have foreseen the year that was about to unfold. On the very same day, the World Health Organization declared the COVID-19 outbreak a global pandemic. Against the backdrop of social and travel restrictions, the importance of technology, data, and access to digital infrastructure stands in stark contrast. At the beginning of this “GeoTech Decade,” the need for tech for good to solve emerging problems and transcend the digital, health, and wealth divides has never been more clear. Equally, the unfolding challenges presented by technology, supply chain instability, surveillance of populations by nation states, cyber security of critical infrastructure, mis- and disinformation, and misuse of data demonstrate the need for responsible stewardship and global collaboration.

In its inaugural year, entrepreneurial perseverance and rapid response to emerging problems have been “hard coded” into the GeoTech Center’s operational DNA.

In 2020, the center:

- Hosted more than fifty public events, including numerous private roundtables, while growing from a team of one to an entirely remote team of eleven and also launching a robust network of remote fellows.
- Aided the World Health Organization in the early days of its strategy to address the data governance aspects of the COVID-19 crisis that produced in March 2020 the first ever analysis indicating food supply chains could be a major issue. This analysis was shared with the United Nations World Food Programme, which later won the 2020 Nobel Peace Prize.
- Stood up the **Commission on the Geopolitical Impacts of New Technologies and Advances in Data Capabilities (GeoTech Commission)**, an advisory board of august leaders from Congress, the private sector, academia, and nonprofit organizations.
- Held a **high-level Transatlantic Artificial Intelligence (AI) conversation**, hosting representatives from NATO, the European Commission, and the National Security Commission on Artificial Intelligence to discuss the future of the transatlantic relationship as it relates to AI, security, and defense.
- Co-hosted the **Smart Partnerships Series**, a nine-part series of “track two” diplomatic dialogues centered on China and artificial intelligence in Europe, India, Africa, and China. The series culminated in the release of the center’s digitally native report, *Smart*



Tech and data are increasingly influencing all aspects of our lives in unseen ways including access to healthy food. The GeoTech Center Agritech Conference explored how tech and data could be used to address emergent global food insecurities. RAENG VIA UNSPLASH

Partnerships Amid Great Power Competition.

- Launched the weekly web program **The GeoTech Hour**, a platform for diverse discussion on the most important topics at the intersection of technology and geopolitics, including how data and technology change the world. GeoTech Hour episodes air every Wednesday at noon, and the vast majority are live, public events.
- Hosted **AgriTechAction**, a three-day virtual conference exploring how technology and data can address emergent global food insecurities resulting from COVID-19 and larger shifts in agriculture and demographics.
- Hosted the Data Salon Series in partnership with Accenture, which consisted of six private roundtable discussions among policymakers and data practitioners concerning the dire need for a best-practices framework for data ethics in industry.

Looking ahead to 2021

In 2021, the GeoTech Center will launch a report issued by the GeoTech Commission that includes recommendations for how the United States can responsibly advance technology and data capabilities. The center's primary agenda will be to scale and socialize these recommendations.

Additionally, the GeoTech Center intends to remain agile in response to the urgent technological and geopolitical issues that emerge in 2021. The center will monitor advances in commercial technology and data practices while also identifying technologies that can be "super-empowering" to geopolitical actors; threaten or have a disproportionate influence on civil societies; and increase or perpetuate global inequality.

The center's upcoming Commission Report will guide and focus its work into the following six areas over the next year:

- global science and technology leadership
- secure data and communications
- enhanced trust and confidence in the global digital economy
- assured supply chains and systems resiliency
- continuous global health protection and global wellness
- assured space operations for public benefit ●

Shaping innovative leaders for unprecedented times.

Millennium Leadership Program

The retirement of the baby boomer generation will precipitate the largest generational shift in leadership the world has ever seen. Millennials and Generation Z are the two largest generations in human history. Fostering the next group of global leaders to shape a more free, prosperous, and just world has always been one of the defining challenges of the Atlantic Council; in 2020 it became one of the defining challenges for the world. The unprecedented events of 2020 highlighted that the next generation of global leaders must be equipped with the skills and values to lead, manage, and solve complex challenges in uncertain times.

The 2020 Millennium Leadership Program's cohort of fellows included twenty-one individuals under the age of thirty-five selected from nearly 1,300 applicants across more than one hundred countries. The fellows represent a wide range of perspectives from across civil society, government, and business.

From civil society, the Millennium Fellows included a Venezuelan nonprofit founder feeding tens of thousands of children across his country, a Zambian thought leader exploring the evolving relationship between China and Africa, an Iraqi-Kurdish civil society leader advancing women in government, and the director for science and policy at the Infectious Diseases Society of America driving policy on the front lines of the COVID-19 crisis.

From government, they included the director of special projects at the Brazilian

Ministry of Economy guiding Brazil's transition to e-government amid the pandemic, the presidential spokesperson for the Government of Ukraine, and the deputy mayor of Budapest leading environmental and political reform in Hungary.


From the world of business and finance, the cohort included principal economists and C-suite executives at multilateral investment institutions managing the global response to the economic collapse.

Due to the pandemic, the Millennium Leadership Program adapted the education, coaching, and leadership development that is the cornerstone of the fellowship curriculum to a virtual setting. The curriculum included core adaptive leadership training accompanied by bespoke executive coaching, small group leadership consultation, and a series of Atlantic Council Master Classes featuring former Secretary of State Madeleine Albright and former National Security Advisors Stephen Hadley and General James Jones.

Millennium Fellows also attended Atlantic Council flagship convenings throughout the year including the Global Energy Forum and the Council's first virtual gala dinner—the Distinguished Leadership Awards.

The capstone of the Millennium Fellowship remains the international study tour, which allows fellows to explore hands-on leadership at the front lines of global challenges. Past study tours have explored the Revolution of Dignity in Ukraine, the





A research scientist works inside a laboratory of India's Serum Institute on vaccines against the coronavirus disease (COVID-19) in Pune, India in 2020.
REUTERS/EUAN ROCHA

refugee crisis in Turkey and Greece, and the peace process and Venezuela refugee crisis in Colombia. Due to travel restrictions, the 2020 study tour will occur in 2021.

To fulfil the goal of fostering the next generation of global leaders, the Millennium Leadership Program has also served as a thought partner in improving the Council's internal programs to develop the leadership capabilities of Atlantic Council staff—notably the Young Global Professionals Program and the Training & Learning Tiger Team.

The Young Global Professionals Program is a paid internship program that provides intellectual entrepreneurs hands-on experience working at the Council on the forefront of global engagement. The Training & Learning Tiger Team, made up of young Atlantic Council staff members, embraces an internal consulting model to catalogue the Council's professional development opportunities and curate a custom leadership

incubator based on substantive training, individualized mentorship, and guidance from senior members of the Atlantic Council network.

2021 will see the selection of the seventh cohort of Millennium Fellows, an international study tour, and a continued commitment to equipping and empowering the next generation of global leaders, including within the Atlantic Council itself. ●

“As the global community contends with an unprecedented myriad of global challenges, there has never been a more urgent need for brave, skilled, and committed leadership.”

Shaping understanding of Latin America and the Caribbean's global importance.

Adrienne Arsht Latin America Center

The Adrienne Arsht Latin America Center broadens understanding of regional transformations through high-impact work that shapes the conversation among policymakers, the business community, and civil society. The center focuses on Latin America's strategic role in a global context with a priority on pressing political, economic, and social issues that will define the trajectory of the region.

Center work in 2020

2020 was a year of rising to the occasion and finding solutions in the face of adversity. Latin America and the Caribbean account for one-eighth of the world's population, yet, as of March 2021, one-third of COVID-19 deaths occurred in the region. In response, the Adrienne Arsht Latin America Center was a pioneer in unpacking the short-, medium-, and long-term effects of the COVID-19 pandemic. Its weekly **Aviso LatAm: COVID-19 newsletter** offers the most comprehensive regional COVID-19 coverage, from vaccine rollouts and medical news to economic impact and projections. The center also convened stakeholders across industries, countries, and continents to think through medical innovation, supply chain issues, and patient access challenges. Simultaneously, it launched new scenario planning work with the Inter-American Development Bank on the pandemic's possible regional implications looking out to 2025.

Building bridges was fundamental as the world went virtual in 2020. The Adrienne Arsht

Latin America Center hosted four regional heads of state through its new **Leaders of the Americas** series, and, in an effort to accelerate a renewed push for bipartisan congressional engagement on Mexico and Venezuela, it launched the center's first two congressional **fellowship programs**. The center also provided momentum for a series of US-Brazil commercial agreements through its convenings and the publication of a landmark report.

With the complex humanitarian crisis escalating inside Venezuela, the Adrienne Arsht Latin America Center promoted bipartisan support for a peaceful transition to democracy. The center formed a robust network of Venezuelan women leaders and then focused on building their capacity as changemakers. A new multidisciplinary working group focused on countering the Maduro regime's illicit activities through greater international community alignment.

Preview of 2021 work

In 2021, as the region looks to turn the page on COVID-19 and as the Biden-Harris administration seeks to recast a relationship based on partnership, the Adrienne Arsht Latin America Center will be at the forefront of providing innovative solutions to longstanding challenges.

In Central America, where US support for locally led solutions can help to address the underlying push factors that force millions to leave their homes, the center will double down



on opportunities to help secure the livelihoods of those who face daily violence, remote economic opportunity, and continuous threats of natural disasters.

In Venezuela, the center will leverage its past work to promote a sustained, human-centered, and multilateral campaign to advance possibilities for restoring democratic institutions and relieving the humanitarian crisis through a gender-balanced, Venezuelan-led effort.

COVID-19 will remain even as countries begin vaccination campaigns. The center's COVID-19 work will shift to focus on the pandemic's long-term impact and steps that can be taken to expedite recovery.

The Adrienne Arsht Latin America Center will also be at the forefront of deepening the United States' partnerships with Mexico, Brazil, and Colombia; the COVID-19 pandemic further underscored the importance of strong working relationships.

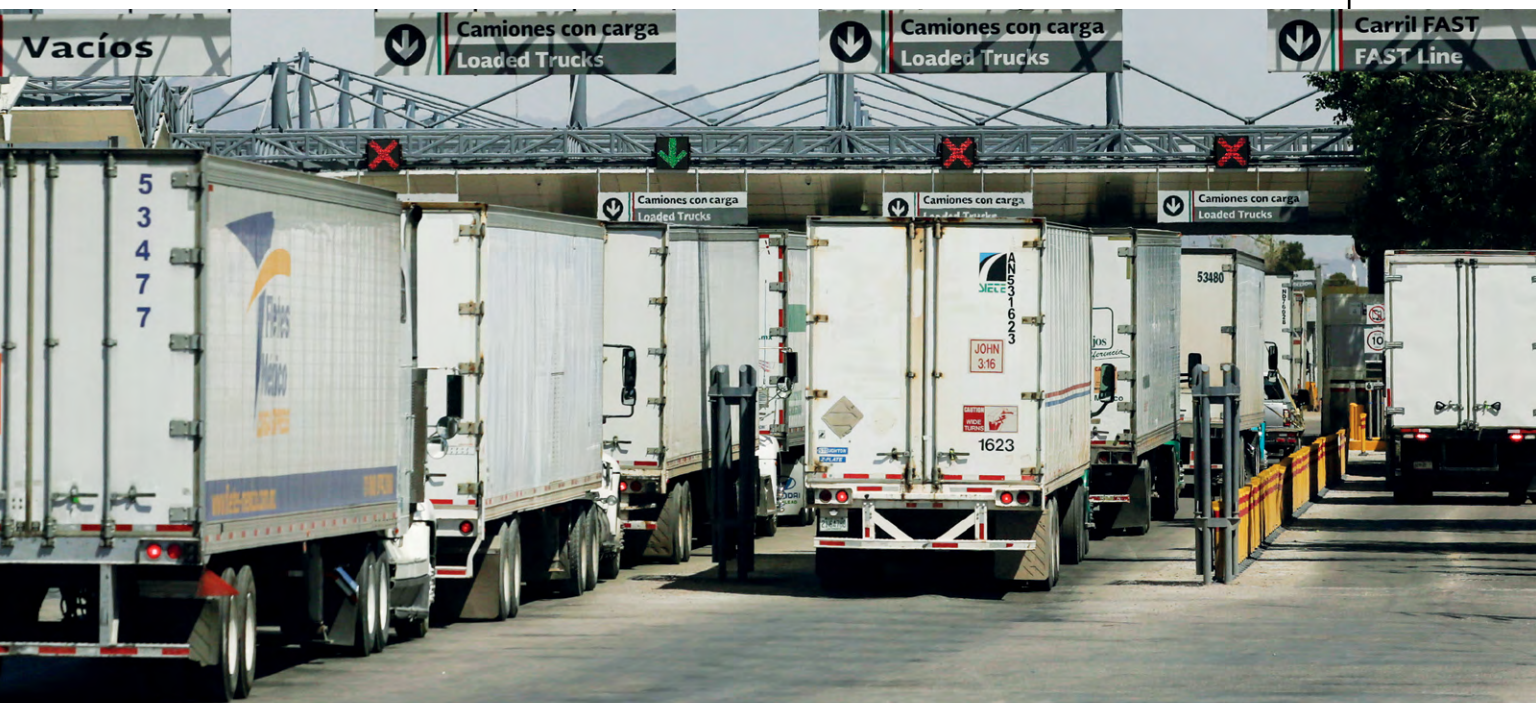
With the creation of the Caribbean Initiative, the center will foster greater regional alignment on the key issues affecting bilateral and multilateral relations. A standing consultative

group comprised of eminent leaders from the United States and the Caribbean will guide and assess specific work efforts, including a task force on financial inclusion.

China remains a major influence in Latin America. As it deepens engagement and leverage in the midst of the pandemic, the center will closely follow how the United States and the region can advance a shared agenda with respect to the Asian giant. ●

“Building bridges was fundamental as the world went virtual in 2020. ...With the creation of the Caribbean Initiative, the center will foster greater regional alignment on the key issues affecting bilateral and multilateral relations.”

Trucks wait in a queue for border customs control to cross into the United States in Ciudad Juarez, Mexico on April 30, 2020. REUTERS/JOSE LUIS GONZALEZ



Promoting dynamic geopolitical partnerships with African states.

Africa Center

The mission of the Atlantic Council's Africa Center is to prepare American policymakers and investors for the onset of the African century by promoting dynamic geopolitical partnerships with African states and multilateral institutions.

African nations have mostly escaped the heavy death toll and hospital bed shortages faced by Western countries, but the COVID-19 pandemic has dealt a disproportionately severe blow to the continent's economic ambitions. Fortunately, robust collaboration between African public and private sectors, and particularly innovative financing measures from African development institutions—including members of the Africa Center's new Afro-Century Initiative, such as the Africa Finance Corporation and Eastern and Southern African Trade and Development Bank—have helped to address what Kenyan President Uhuru Kenyatta described (in public remarks to an Atlantic Council audience in June 2020) as an urgent need for fiscal space.

The Africa Center's *Coronavirus: Africa* page documented the early impact of the pandemic, and virtual convenings with the leadership of the Africa Centers for Disease Control and Prevention and the World Food Programme highlighted the early successes and agency of African stakeholders in combatting the crisis. The likelihood of greater pan-African collaboration in the wake of COVID-19 was a key finding of the center's report on great power competition in Africa in the post-COVID landscape.

COVID-19 did not slow the pace of political developments in Africa in 2020. Sudan's transitional government achieved a watershed when the US State Sponsors of Terrorism (SST) designation was finally lifted and a massive aid package was bestowed on the nation in exchange for normalization of relations between Khartoum

“Democratic values are not an external good, but a genuine African tradition. Some would be surprised to discover that those African democratic traditions could even inspire the democratic exercise in Western countries.”

Ambassador Rama Yade



Delegates in the Business and Innovation Hub at the UK-Africa Investment Summit, which took place in London in January 2020. UK DEPARTMENT OF INTERNATIONAL DEVELOPMENT VIA UNSPLASH



A Sudanese protester carries the national flag as demonstrators gather ahead of a rally to put pressure on the government to improve conditions and push ahead with reform in Khartoum, Sudan in 2020. REUTERS/MOHAMED NURELDIN ABDALLAH

and Tel Aviv. The Africa Center's convenings and analysis on this topic provided thought leadership across the political spectrum that helped steward the SST lifting to a successful conclusion. Additionally, the center's robust analysis of the conflict in northern Ethiopia between the administration of Prime Minister Abiy Ahmed and members of the Tigrayan People's Liberation Front (TPLF) helped to shape perceptions of the dispute both regionally and in Washington, DC.

Looking ahead, it is clear that in 2021 the Biden administration will be challenged by the need to repair and reinvigorate key bilateral relationships on the continent. With new US leadership in place, there remains significant uncertainty as to how many of the Trump administration's initiatives will be abandoned. According to Senior Fellow Aubrey Hruby, Prosper Africa's launch was problematic, but in concert with the launch of the new US International Development Finance Corporation (DFC) and its equity capability, it signaled a concrete shift in US priorities to "trade, not aid" that was long overdue. The Africa Center marked that transition with a summit-level conference

hosted in cooperation with the DFC, which laid out the United States' all-of-government approach to Africa policy and, importantly, underscored the essential role of African development finance institutions in the process.

It was at this conference that the center launched an Afro-Century Initiative, founded in partnership with the Africa Finance Corporation and made possible by thought leadership from Senior Fellow Ambassador Rama Yade. This initiative aims to bring together a coalition of African development finance institutions to forge a more authentic, optimistic narrative on Africa.

In 2021, the Africa Center aims to bridge the distance between US and African leaders through a series of targeted interventions and by promoting a narrative of confidence in Africa's future. The center will also seek to reframe official and investor narratives about the African continent, working to right-size risk perceptions and to create a sense of urgency and enthusiasm about participating in African states' growing prosperity. ●

Promoting stability,
democratic values, and
prosperity across Eurasia.

Eurasia Center

The Eurasia Center advocates for policies that promote stability, democratic values, and prosperity in Eurasia. The year 2020 was marked by dramatic changes that brought renewed urgency to this mission. Ukraine underwent a serious shake-up of its government while Russia amended its constitution to keep President Vladimir Putin in the Kremlin for another generation. Belarus was rocked by one of the most gripping pro-democracy movements in the world, and the South Caucasus was roiled by a bloody war between Armenia and Azerbaijan that altered the region for years to come.

In 2020, the Eurasia Center hosted more than ninety events, published six reports and issue briefs, grew its network of partnerships, and utilized the changing realities of remote work to engage top-level leaders and policymakers. The center's experts published influential op-eds in top outlets, such as the *Washington Post*, *Politico*, *Forbes*, *The Hill*, *Newsweek*, *NPR*, and the *National Interest*. While much of the center's international travel was restricted due to the COVID-19 pandemic, the team still managed to conduct a timely reassurance tour in February to Ukraine to spotlight US commitment to the partnership following President Donald Trump's first impeachment. When a deeply flawed peace plan for the war in Ukraine was unveiled at the Munich Security Conference in February, the Eurasia Center rapidly released a joint letter from top experts and officials in the United States, Europe, and Ukraine to quash it.



The center leveraged the shift to a virtual setting in 2020 by utilizing its convening power to drive public discussion and set the agenda in Washington, Kyiv, and Brussels on the remarkable events in Belarus and other issues. As the crisis in Belarus continued, the Eurasia Center hosted Belarusian opposition leader Sviatlana Tsikhanouskaya for a one-on-one conversation. The same day a cease-fire between Armenia and Azerbaijan was announced, Armenian Foreign

**“The Eurasia Center’s 2020
was marked by adaptation
in adversity—and, ultimately,
success in our mission.”**

Ambassador John Herbst



A roundtable hosted by our Kyiv delegation with top policymakers, lawmakers, and civil society leaders in Ukraine.

Minister Zohrab Mnatsakanyan visited the Atlantic Council's office for a livestreamed event to discuss the negotiations. Throughout the year, Ukraine's leaders chose the Eurasia Center as a premier platform to discuss their ideas, including op-eds from President Volodymyr Zelenskyy and Foreign Minister Dmytro Kuleba published in the center's *UkraineAlert* blog.

The Eurasia Center also welcomed its third class of Eurasia Congressional Fellows. Last year's cohort included sixteen fellows from both Democratic and Republican offices in the House and Senate, as well as committee staff. Throughout the year, fellows participated in six roundtable discussions with experts to learn about policy-shaping issues related to the region. In August 2020, the center hosted a virtual study trip to Ukraine, where fellows met with government officials, members of

parliament, and civil society representatives in Kyiv.

The new year brings opportunities for the Eurasia Center to proactively shape US policy toward the region as the Biden administration's policies come into view. In 2021, the Eurasia Center will continue to produce high-impact publications, briefings, and convenings toward that end. In particular, the center will release in-depth strategies for the Biden administration on how to positively influence developments in Belarus, how to fix relations with Ukraine following the turbulence of the previous administration, and how to create a coherent, long-term strategy toward Russia. By utilizing a broad existing network in Washington and a deep bench of expertise, the center's ability to convene and inform policymakers has never been greater. ●

Advancing a strong, ambitious Europe and a forward-looking transatlantic partnership.

Europe Center

The Atlantic Council's Europe Center, building on the depth and breadth of the Future Europe Initiative's body of work, promotes leadership and strategies required to bolster the vision of a strong Europe advancing a better global future in partnership with the United States.

Since the Atlantic Council's founding, Europe has been the United States' political, economic, and security partner of first resort. North America and Europe have proven to be the most effective global force when acting in tandem. Together, they laid the foundation for a liberal international order that offers the prospect of widely shared security, prosperity, and freedom.

Today, this crucial relationship is challenged by both internal and external forces, including mounting great power competition, rising authoritarianism, and technological and environmental challenges. Europe is in the midst of a historic transition, the outcome of which is of great strategic importance to the United States.

The Europe Center seeks to understand change in Europe, galvanize leadership, and forge a strategy of renewal by engaging policymakers, economic leaders, and citizens on both sides of the Atlantic. Its key pillars of focus include the following issues:

- **Reshaping US-EU ties:** The center seeks to demonstrate the value of the European Union (EU) as a key strategic partner of the United States in Washington and beyond through high-level convenings and transatlantic dialogues, fostering greater understanding

and collaboration on digital policy measures through the Transatlantic Digital Marketplace Initiative, and working to articulate the calls for European strategic autonomy and a strong transatlantic alliance. At the heart of this body of work is the EU-US Future Forum, a public transatlantic dialogue focused on the most important elements of the EU-US relationship.



- **Defending Europe whole and free:** This effort aims to restore trust in the European project, confront backsliding, and integrate the periphery by promoting regional collaboration through the Three Seas Initiative. Additionally, the center's Balkans Forward Initiative works to foster a democratic, secure, and prosperous Western Balkans.
- **US engagement in Europe:** The center reengages Northern Europe in public debate, analysis, and active convening through the Stockholm office, while reframing the conversation on Franco-American cooperation to encourage deeper and more pragmatic solutions. This pillar also seeks to jump-start a long-overdue dialogue on the future of the US-German relationship and its role as a linchpin in the Atlantic Alliance, and also engages Central European policymakers and stakeholders as full and active members of the transatlantic community.
- **The future of the UK:** The Europe Center studies the United Kingdom's post-Brexit role in world affairs and the transatlantic community,

as well as its bilateral relationship with the United States. The debate in Washington, DC over the United States' future relationship with Britain needs a restart, after the challenges to the transatlantic community brought about by the Brexit negotiations.

To bring this range of core issues into focus, the center hosted eighty-five events and published eight reports and three issue briefs in 2020. Programming included an in-depth look at the future of transatlantic digital policy cooperation and a constructive post-COVID-19 agenda for the United States and Central Europe. The Europe Center convened leaders from each of the six Western Balkans countries for a virtual Western Balkans Partnership Summit on regional economic cooperation in July 2020, building momentum on infrastructure and investment projects in the region. The center also hosted key leaders from across the European Union, including Greek Prime Minister Kyriakos Mitsotakis, Estonian President Kersti Kaljulaid, and European Commission Executive Vice-President Margrethe Vestager, to provide a platform for Europeans and Americans to engage on the policy developments driving the transatlantic relationship.

In 2021, the Europe Center will conduct a yearlong campaign to amplify the strategic importance and long-term viability of the US-EU partnership. Under this US-EU umbrella, the center will continue to provide a platform for French and British dialogues on the transatlantic relationship, further develop its effort to rethink the US-German partnership, expand its work on Central Europe, and grow its efforts to address the future of Greece and the Euro-Atlantic future of the Western Balkans. Its work on transatlantic digital policy will become even more relevant as the EU escalates its ambitions in that space. ●



French President Emmanuel Macron speaks with the Atlantic Council Europe Center's Benjamin Haddad in February 2021. LAURENT BLEVENNEC/PRÉSIDENTIE DE LA RÉPUBLIQUE

Advancing security and unlocking human potential in the Middle East.

Rafik Hariri Center & Middle East Programs

The Atlantic Council's Middle East programming provides a unique forum for galvanizing the transatlantic community to address the range of challenges and support opportunities for growth in the Middle East. Through subregional, country-specific,

and functional initiatives, the Council works with allies and partners in Europe and the wider Middle East to protect US interests, build peace and security, and unlock the human potential of the Middle East and North Africa (MENA).



Women hold stacks of bread as they walk along an empty street, as restrictions are imposed to prevent the spread of the coronavirus disease (COVID-19) in Syria in 2020. REUTERS/RODI SAID

2020 accomplishments

2020 began with a significant confrontation between the United States and Iran on Iraqi soil. Dynamics in the region only became more complex as the the COVID-19 pandemic shaped the trajectory of events in the region for the rest of the year. Already struggling economies in the region were plunged into deeper financial crisis, as the critical tourism sector was hit dramatically. Iran was hit particularly hard early on by the pandemic, with cases skyrocketing past others in the region.

Yet 2020 also saw significant progress in the Middle East. Before the Trump administration's term came to a close, the normalization of relations between Israel and the United Arab Emirates (UAE) and Bahrain dominated headlines, ushering in a new era of "warm peace" between Israel and some of its Gulf neighbors.

The Atlantic Council's Middle East initiatives responded to these developments in full force, kicking off extensive coverage of the economic, security, and political impacts of the pandemic in the MENA. The Council's *MENASource* and *IranSource* blogs consistently published timely analysis, hitting the highest page views in the blogs' history.

In the aftermath of the assassination of Qasim Soleimani, the programs hosted Senator Chris Murphy (D-CT) and Congressman Seth Moulton (D-MA) to discuss rising tensions between the United States and Iran with Iraq caught in the middle. A few weeks later, the Iraq Initiative



Bahrain's Foreign Minister Abdullatif Al Zayani, Israel's Prime Minister Benjamin Netanyahu, and United Arab Emirates (UAE) Foreign Minister Abdullah bin Zayed with President Donald Trump for the signing ceremony of the Abraham Accords, on the South Lawn of the White House in Washington, DC on September 15, 2020. REUTERS/TOM BRENNER TPX IMAGES OF THE DAY

convened the first track II dialogue in Berlin just days before international travel came to a halt due to COVID-19. In the following months, the programs continued to host high level US and foreign government officials via its innovative virtual platforms.

The summer was focused on a number of developments in the Gulf, including an in-depth report analyzing Saudi Vision 2030 followed by a report on Israel's growing ties with the Arab Gulf states. Shortly thereafter, the UAE and Bahrain announced normalizing relations with Israel. The Council hosted Emirati Minister of State for Foreign Affairs Anwar Gargash to discuss the landmark agreement.

The pandemic did not deter the Middle East Programs' efforts to launch a number of new initiatives, including empowerME, which shapes solutions to empower entrepreneurs, women, and youth while also building coalitions of public and private partnerships to drive regional economic integration, prosperity, and jobs. The Strategic Litigation Project was also launched, designed to inject fresh thinking into how governments and practitioners can apply legal tools to advance human rights and democracy around the world. The Council also established a Counterterrorism Study Group to review the latest threats and understand emerging trends in this space.

In November, the Middle East Programs partnered with the Italian Institute for International Political Studies for an annual conference and report on issues impacting the Mediterranean relationship.

Looking ahead

The tenth anniversary of the Arab spring in 2021 provides an opportunity to reflect on the challenges and opportunities facing the region. As armed conflict winds down in Syria, Yemen, and Libya, protests continue in Algeria, Iraq, and Lebanon. At the same time, questions about US presence in the region abound. The Atlantic Council's Middle East programming will track opportunities for economic growth by telling stories of budding entrepreneurs, analyzing national recovery plans, and convening important American, Middle Eastern, and European voices to discuss the future of the region. ●

Fostering partnerships with key institutions in the region to serve as a forum for dialogue as well as offering pragmatic recommendations for policymakers.

South Asia Center

The South Asia Center is the Atlantic Council's hub for work on greater South Asia and the relations among its countries, neighboring regions, the United States, and Europe. The center aims to foster partnerships with key institutions in the region to serve as a forum for dialogue between decision makers in South Asia and the United States. Its core issues of focus include governance, trade and development, international migratory flows, traditional and nontraditional security, climate sustainability, and energy, with the overarching goal to offer analysis and practicable recommendations for policymakers.

The South Asia Center in 2020 and 2021

The devastating impact of COVID-19 across South Asia in 2020 will reverberate for years to come. While economic expansion is expected in 2021, growth will remain insufficient for the region to achieve its 2019 output levels and the crisis threatens to push a greater number of individuals under the poverty line, with limited resources to reverse the trend. Politically, South Asia is witnessing a slow but steady slide back to authoritarianism, whether it be Indian Prime Minister Narendra Modi's curbs on media freedom, the Rajapaksa brothers' decisive victory in Sri Lanka's elections, or China's growing influence in Nepal. While Afghanistan grapples with the Taliban takeover and Pakistan works to meet stringent International Monetary Fund restraints, the region more broadly

A health official takes a swab sample for the coronavirus disease (COVID-19) from a man while sitting inside a mobile swab collection vehicle at Singha Durbar office complex in Kathmandu, Nepal in 2020. REUTERS/NAVVEESH CHITRAKAR



is struggling to distribute COVID-19 vaccines as all eight countries tend to their wounds.

In 2020, the South Asia Center diversified its portfolio to encompass a broader range of issues, including signature initiatives to support the former Afghan peace process, stronger US-India economic ties, and renewed focus on Pakistan's domestic political economy.

Notable among the center's achievements this past year was the expansion of its Afghanistan portfolio. In June, the South Asia Center hosted Afghan President H.E. Mohammad Ashraf Ghani as part of the Council's flagship #ACFrontPage series. In July—aided by generous support from the Rockefeller Brothers Fund—the center published a flagship report entitled *Strategies for Reforming Afghanistan's Illicit Networks*. December saw the official launch of a set of high-level strategic dialogues focused on “Developing

a long-term transatlantic framework for peace and security in Afghanistan.” By convening high-level government and civil society voices from Afghanistan, the United States, and the European Union, these discussions were designed to promote fresh analysis and cutting-edge policy ideas in support of peace and stability in the country, while also maintaining critical gains for Afghanistan's women and other marginalized communities.

The center also created a new US-India Trade Initiative, a series of private roundtables convening trade policy experts and industry leaders from both countries to identify solutions and opportunities for cooperation. The initiative's recommendations culminated in a final report released in the summer of 2021, *Reimagining the US-India Trade Relationship*.

At the regional level, the center published its *Evolving News Media Landscapes in India and Pakistan: Implications for Regional Peace and Stability* report in August, which explores today's government-media nexus and the critical implications of reconfiguring the media ecosystem for India and Pakistan's domestic politics and foreign policy. Given the deepening curbs on media freedom across the region—which threaten South Asia's many fragile democratic processes—this topic will remain an important focus for the center in the coming year.

Looking ahead, the South Asia Center will continue to expand and deepen its work on Afghanistan and India, while also launching a new Pakistan Initiative. Combined, these portfolios will aim to provide constructive analysis to aid the Biden administration in developing a more holistic engagement with the region. Additionally, the center is enthusiastic about its new social media initiative that aims to showcase the voices of South Asia's youth and promote positive perceptions of the region both at home and within the international community. These important work streams built on a robust 2020 portfolio and carried the South Asia Center into 2021 with a continued commitment to highlight key issues across the region in a unique and innovative way. ●



Building bridges between the United States and Turkey on core issues of energy, economics and business, migration, and security.

Atlantic Council IN TURKEY

The Atlantic Council IN TURKEY program aims to support the relationship between the United States and Turkey by promoting bilateral dialogue and strengthening transatlantic engagement with Turkey and its surrounding region through forward-looking research and high-impact and high-level convening. The program spotlights critical issue areas including energy, economics, business relations, migration, and security.

US-Turkey relations faced another turbulent year in 2020, culminating in the imposition of sanctions under the Countering America's Adversaries Through Sanctions Act in response to Turkey's purchase of the S-400 missile system. Relations were further marred by tensions over US policy toward Syria and the Eastern Mediterranean. Nevertheless, the strategic partnership between the United States and Turkey has formed the backbone of transatlantic security and stability along NATO's southern flank. Continued cooperation will be particularly critical in confronting a resurgent Russia.

In line with the program's mission to promote bilateral dialogue, the Council continues to act as the preeminent neutral platform for US and Turkish officials to share perspectives. In this spirit, the program hosted a webinar featuring US Special Representative for Syria Engagement and Special Envoy to the Global Coalition To Defeat ISIS Amb. James F. Jeffrey and Turkish Presidential Spokesperson Amb. İbrahim Kalın for a discussion on the latest political, military, and humanitarian situation in Idlib.

Turkey, situated at the confluence of regional energy routes vital to European energy security, is the largest energy consumer in the region. An array of developments in 2020 underscored the geopolitical implications and strategic opportunities of Turkey's energy sector, including the historic natural gas discovery off the Black Sea coast, the first deliveries of Azerbaijani gas to Europe through Turkey via the Southern Gas Corridor, and the increasing use of liquefied natural gas (LNG) in Turkey's energy mix. The Council hosted a high-level conference in partnership with the European Bank for Reconstruction and Development focused on cooperative solutions to and opportunities for renewable regional energy in February 2020, and will continue to play a role in regional renewable energy development.

Over the past six years, largely as a result of an influx caused by the Syrian Civil War, Turkey has held distinction as the largest refugee hosting country in the world. In 2020, the council continued its focus on the vital issue

“The Council will continue to focus on win-win and inclusive opportunities to expand access to reliable and sustainable energy, while also serving as a platform for addressing regional energy conflicts.”





Syrian women at a food entrepreneurship training session in Kilis. MUSTAFA BILGE SATKIN, @UNDP TURKEY

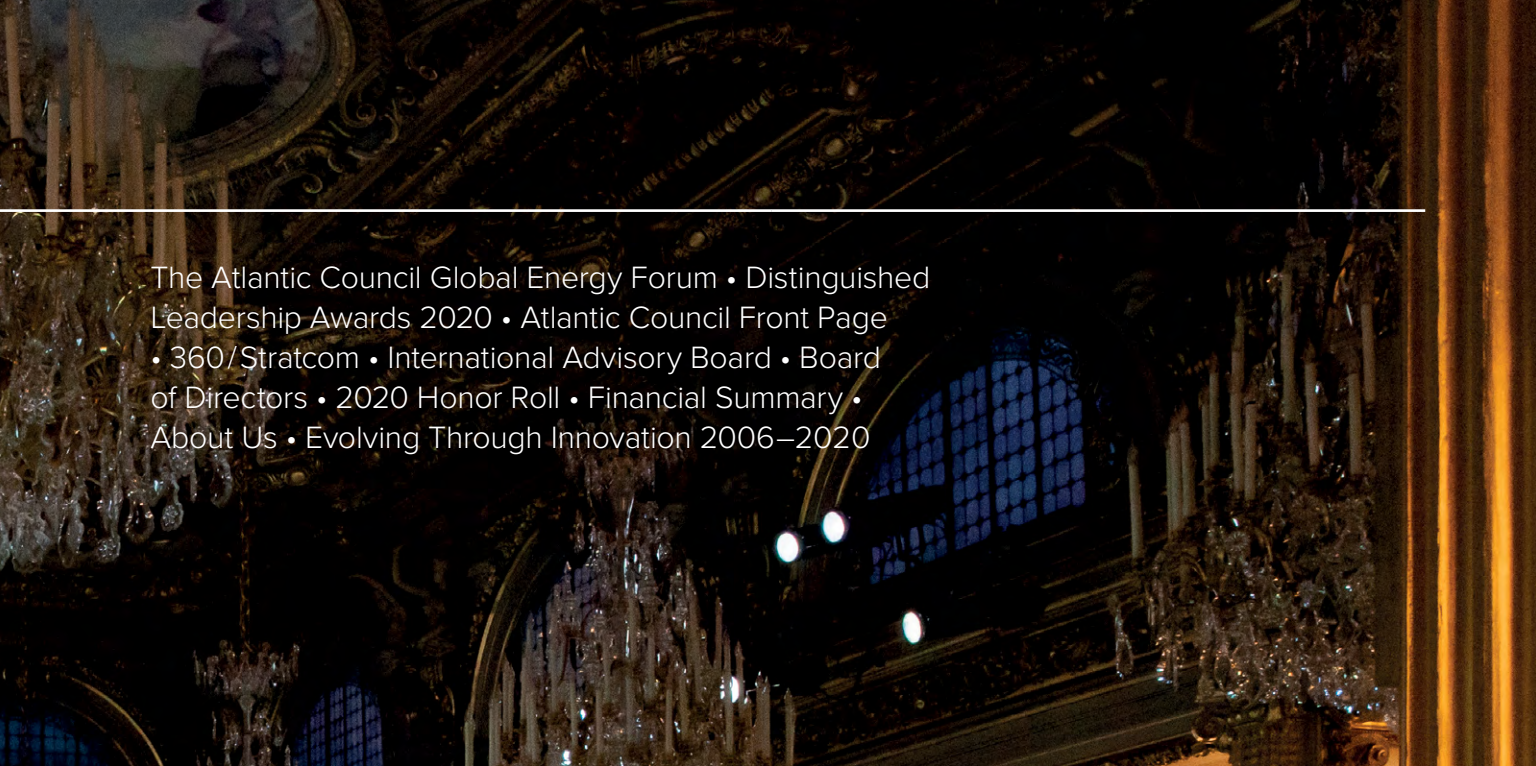
of migration through the publication and launch of a joint report with the United Nations Development Programme advocating for the greater economic inclusion of Syrian refugees in Turkey.

Also in 2020, in response to the COVID-19 pandemic, the Atlantic Council IN TURKEY launched a virtual event series focused on how the global health crisis was impacting the international liberal order, multilateral cooperation, and the global economy. Discussions featured experts and leading policymakers including Turkish Foreign Minister Mevlüt Çavuşoğlu and Turkish Vice President Fuat Oktay.

In 2021, the Atlantic Council IN TURKEY is redoubling its efforts to promote constructive transatlantic relations in the context of the US presidential transition and changing US foreign policy priorities. In a new initiative aimed at policymakers and stakeholders on both sides of the Atlantic, the program launched a fellowship opportunity for US congressional and Turkish parliamentary staff to build dialogue and understanding. Recognizing the potential of energy as a catalyst for regional stability and prosperity, Atlantic Council IN TURKEY will continue to focus on win-win and inclusive opportunities to expand access to reliable and sustainable energy, while also serving as a platform for addressing regional energy conflicts. The program's work on Turkey's response to the Syrian refugee crisis will in 2021 include the release of a feature documentary on Syrian women entrepreneurs in Turkey. ●

Convening



A close-up, low-angle shot of a massive, ornate chandelier hanging from a dark, intricately carved ceiling. The chandelier features numerous candle-like lights and crystal accents. The background shows the dark, arched structure of the ceiling and a glimpse of a window with a grid pattern.

The Atlantic Council Global Energy Forum • Distinguished Leadership Awards 2020 • Atlantic Council Front Page • 360/Stratcom • International Advisory Board • Board of Directors • 2020 Honor Roll • Financial Summary • About Us • Evolving Through Innovation 2006–2020



French President Emmanuel Macron speaks with the Atlantic Council Europe Center's Benjamin Haddad in February 2021. LAURENT BLEVENNEC / PRÉSIDENCE DE LA RÉPUBLIQUE

FLAGSHIP EVENT

The Atlantic Council Global Energy Forum

The Atlantic Council Global Energy Forum is the go-to conference for energy and foreign policy leaders to come together to set the energy agenda for the year and examine the longer-term geopolitical and geoeconomic implications of the energy transition.

In January 2021, the Global Energy Center virtually convened the fifth-annual Atlantic Council Global Energy Forum. The forum, held under the patronage of His Highness Sheikh Mohammed Bin Zayed Al Nahyan, crown prince of Abu Dhabi and deputy supreme commander of the United Arab Emirates Armed Forces, was convened in partnership with the Ministry of Energy and Infrastructure of the United Arab Emirates, Abu Dhabi National Oil Company (ADNOC), Mubadala Investment Company, and Masdar and was part of Abu Dhabi Sustainability Week. RBC Capital Markets and Siemens Energy were platinum co-chairs, and CNBC served as the forum's international media partner.

The 2021 forum's virtual platform allowed the Council to provide global energy leaders with more than fifty hours of live, around-the-clock programming, as public and private sessions were held at all times of day and night to reach global time zones. The weeklong program addressed a wide range of pressing topics including the postpandemic energy system, emerging net-zero carbon goals, the role of the Middle East in the energy transition, and the United States' energy and foreign policy priorities in the Biden administration. The forum also featured a segment of live commentary and analysis on President Joe Biden's inauguration and launched its first flagship publication, *The Global Energy Agenda*.

Tens of thousands of people around the world watched the forum's programming, and millions saw its content on both social and

conventional media. Proving the forum's global reach and impact, the Atlantic Council broke its previous daily Twitter record twice, and the #ACEnergyforum hashtag garnered 83 million Twitter impressions.

The forum's all-star roster of 164 speakers included twelve officials at the ministerial level, more than sixty corporate presidents and CEOs, and six members of the US Congress. An interview with His Royal Highness the Prince of Wales, which focused on the prince's Terra Carta initiative to encourage corporate sustainability efforts, was a highlight of the agenda. ●

“The 2021 forum's virtual platform allowed the Council to provide global energy leaders with more than fifty hours of live, around-the-clock programming.”



The 2021 Global Energy Forum's opening day featured a panel discussion, "The Global Energy Agenda," with H.E. Mohammad Sanusi Barkindo, Fatih Birol, Mary Nichols, H.E. Dharmendra Pradhan, and Daniel Yergin, which was moderated by Hadley Gamble.

FLAGSHIP EVENT

2020 Distinguished Leadership Awards

On October 14, 2020, the Atlantic Council hosted the first-ever virtual Distinguished Leadership Awards, honoring Managing Director of the International Monetary Fund **Kristalina Georgieva**; former President of the Inter-American Development Bank **H.E. Luis Alberto Moreno**; and music icon, producer, and philanthropist **Lionel Richie**. In his remarks to kick off the event, Atlantic Council Chairman **John F. W. Rogers**, praised these awardees as exemplifying the “leadership, vision, and character needed to navigate one of the most uncertain and volatile geopolitical environments ever faced by the United States, Europe, and our allies worldwide.”

The Council also paid tribute to the life of the late Lieutenant General Brent Scowcroft, a two-time US national security advisor and chairman emeritus of the Atlantic Council, and

celebrated several “Unsung Heroes” who have helped their communities and countries weather the storm of an unprecedented year.

Atlantic Council President and CEO Frederick Kempe remarked that the all-virtual gala—where dinner tables were replaced with digital rooms and acceptance speeches were given over Zoom rather than at a podium—demonstrated “what we’ve witnessed at the Atlantic Council since we began telework in mid-March, and that is the Atlantic Council’s consistency of purpose and trajectory of innovation.” ●

(Top) Late Lieutenant General Brent Scowcroft, a two-time US national security advisor and chairman emeritus of the Atlantic Council. REUTERS/GARY CAMERON.

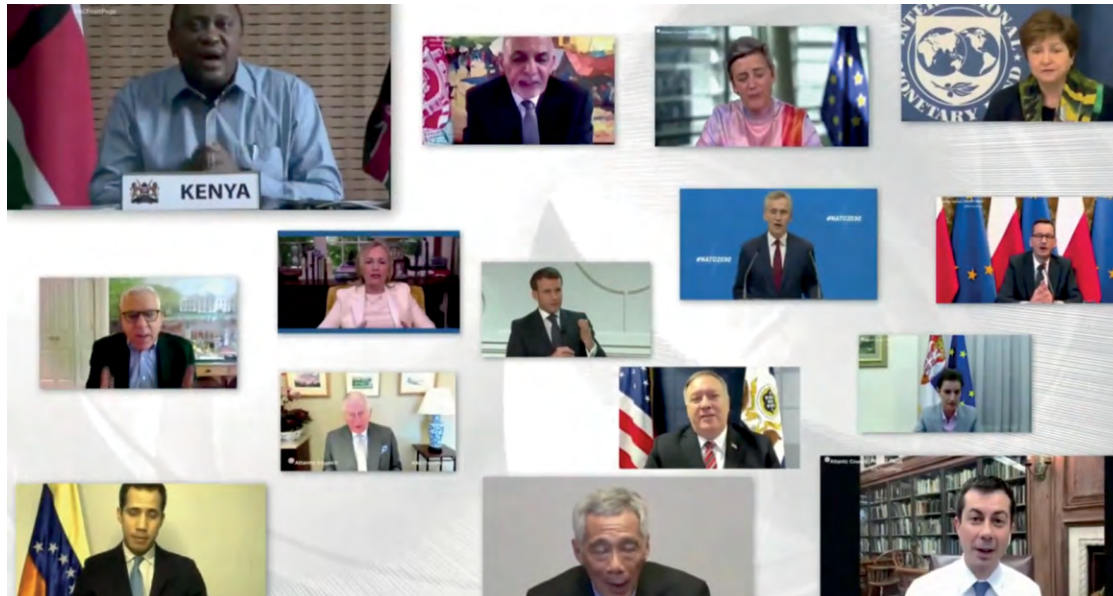
(Bottom) Music icon, producer, philanthropist, and honoree Lionel Richie. COURTESY OF ARTIST



Rising Atlantic Council leaders served as emcees in the studio, helping to transition segments in the virtual program and give a next-gen perspective when honoring this year’s awardees.

“The all-virtual gala demonstrated [the] Atlantic Council’s consistency of purpose and trajectory of innovation.”





#ACFrontPage: a premier live ideas platform for global leaders to discuss the defining challenges of our time.

EVENT SERIES

Atlantic Council Front Page

Founded in April 2020 in response to the global pandemic, the Atlantic Council Front Page harnesses the convening power and expertise of the Council's fourteen programs and centers to spotlight the world's most prominent leaders and the most compelling ideas. Through purposeful and thought-provoking conversations, the virtual platform engages a global audience eager for nonpartisan and constructive solutions to current challenges. This widely promoted platform features the Council's most important guests and content, serving as the highlight of our programming.

The Atlantic Council Front Page has become a platform of choice for leading government, business, and civil society leaders given the high level of discussion, its superior-quality production value, and its reach to a globally relevant audience surpassing 750,000 viewers in 2020. Select global leaders who have joined

the series include: President of France Emmanuel Macron, His Royal Highness The Prince of Wales, Secretary General of NATO Jens Stoltenberg, Managing Director of the International Monetary Fund Kristalina Georgieva, Prime Minister of Singapore Lee Hsien Loong, President of Kenya Uhuru Kenyatta, then-President of Afghanistan Ashraf Ghani, Interim President of Venezuela Juan Guaidó, and former US Secretaries of State Hillary R. Clinton and Michael R. Pompeo. ●

“This widely promoted platform features the Council’s most important guests and content, serving as the highlight of our programming.”

FLAGSHIP EVENT

360/StratCom: Bringing Together Those Committed to Democracy Over Disinformation

In December 2020, the Atlantic Council's Digital Forensic Research Lab (DFRLab) hosted 360/StratCom, the premier government-to-government forum through which transatlantic allies can work together to secure open societies in an era of contested information. Through a series of private strategy sessions, workshops, and public dialogue, the event facilitated collaboration on global information issues across government, civil society, and tech.

More than 150 leaders attended from around the world, representing twenty-nine different countries. Attendees were engaged across seven unique strategy sessions focused on how governments can counter disinformation and build societal resilience to these challenges. As part of the programming, the DFRLab also publicly livestreamed conversations with global

leaders, including a discussion on disinformation during times of crises with Executive Director for Government Communications in the United Kingdom Alex Aiken and a fireside chat with European Commission Vice-President Věra Jourová on the European Democracy Action Plan.

360/StratCom's diverse participation and unique programming provided an important opportunity for policymakers and decision makers to convene and discuss the threat that digital disinformation poses to democracies and to offer tactics to counter it. ●

360/StratCom welcomed prominent voices in the global fight against disinformation including (clockwise from top left): Amy MacKinnon, Maritje Schaake, Věra Jourová, and Damon Wilson.



INTERNATIONAL ADVISORY BOARD

LEADERSHIP

Mr. David McCormick
Chairman, International Advisory Board

Mr. Frederick Kempe
President & CEO

Secretary Madeleine Albright
Former US Secretary of State

Mr. Philippe Amon
Chairman and CEO
SICPA Holding S.A.

Mr. Tewodros Ashenafi
Founder, Chairman, and CEO
SouthWest Holdings

Prime Minister Shaukat Aziz
Former Prime Minister
of Pakistan

President José María Aznar
Former President of the
Government of Spain

Mr. Alain Bejjani
CEO
Majid Al Futtaim

Prime Minister Carl Bildt
Former Prime Minister and
Minister for Foreign Affairs
of Sweden

Dr. Fatih Birol
Executive Director
International Energy Agency

Mr. J. Neal Blue
Chairman and CEO
General Atomics

Mr. Victor L.L. Chu
Chairman and CEO
First Eastern Investment Group

Lt. Gen. James Clapper, Jr.
Former US Director
of National Intelligence

Sir Nicholas Clegg
Former Deputy Prime Minister
of the United Kingdom

Mr. Claudio Descalzi
CEO
Eni

Mr. Markus Dohle
CEO
Penguin Random House

General Joseph Dunford
Former US Chairman of the
Joint Chiefs of Staff

Mr. Richard W. Edelman
CEO
Edelman

Mr. Guillaume Faury
CEO
Airbus

Dr. Josu Jon Imaz
CEO
Repsol

President Kolinda
Grabar-Kitarović
Former President of Croatia

Mr. Mario Greco
CEO
Zurich Insurance Group Ltd

Mr. Mehmet N. Günal
Founder, Chairman of
the Board, and President
MNG Group of Companies

Secretary Charles T. Hagel
Former US Secretary
of Defense

Mr. Bahaa R. Hariri

Mr. Gregory J. Hayes
Chairman and CEO
Raytheon Technologies

Mr. Yongsoo Huh
President and CEO
GS Energy

Mr. Hunter Hunt
President and CEO
Hunt Consolidated Energy,
LLC

Mr. Majid H. Jafar
CEO
Crescent Petroleum

Mr. Micael Johansson
President and CEO
Saab Group

President Aleksander
Kwaśniewski
Former President of Poland

Mr. Jean Lemierre
Chairman
BNP Paribas

Mr. Enrique Lores
President & CEO
HP

Ambassador Giampiero
Massolo
Chairman
Fincantieri SpA

Secretary Ernest Moniz
Former US Secretary of Energy

Mr. Robert E. Moritz
Chairman
PricewaterhouseCoopers
International Limited

Mr. Rupert Murdoch
Chairman
Fox Corporation

Ms. Ebru Özdemir
Chairwoman
Limak Investments

Mr. Dimitrios Papalexopoulos
Chairman and CEO
Titan Group

Mr. Ross Perot Jr.
Chairman
The Perot Companies

Mr. Victor Pinchuk
Founder
East One Ltd.

The Rt. Hon. Lord Robertson
of Port Ellen
Former Secretary General
of NATO

Prime Minister Kevin M. Rudd
Former Prime Minister
of Australia

Mr. Stephen A. Schwarzman
Chairman, CEO,
and Co-Founder
The Blackstone Group

Secretary
Lawrence H. Summers
Former US Secretary
of the Treasury

Mr. James Temerty
Chairman
Northland Power Inc.

Prime Minister Helle
Thorning-Schmidt
Former Prime Minister
of Denmark

Mr. Divyank Turakhia
Founder and CIO
Div Capital

Mr. Jacob Wallenberg
Chairman
Investor AB

Ambassador
Robert B. Zoellick
Former President
of the World Bank

List as of September 24, 2021

BOARD OF DIRECTORS**CHAIRMAN**

John F.W. Rogers*

EXECUTIVE CHAIRMAN**EMERITUS**

James L. Jones*

PRESIDENT AND CEO

Frederick Kempe*

EXECUTIVE VICE CHAIRS

Adrienne Arsht*

Stephen J. Hadley*

VICE CHAIRS

Robert J. Abernethy*

Richard W. Edelman*

C. Boyden Gray*

Alexander V. Mirtchev*

John J. Studzinski*

TREASURER

George Lund*

DIRECTORS

Stéphane Abrial

Todd Achilles

Peter Ackerman*

Timothy D. Adams

Michael Andersson*

David D. Aufhauser

Barbara Barrett

Colleen Bell

Stephen Biegun

Rafic A. Bizri*

Linden P. Blue*

Adam Boehler

Philip M. Breedlove

Myron Brilliant

Esther Brimmer*

R. Nicholas Burns

Richard R. Burt*

Teresa Carlson

James E. Cartwright

John E. Chapoton

Ahmed Charai

Melanie Chen

Michael Chertoff

George Chopivsky*

Wesley K. Clark

Helima Croft*

Ralph D. Crosby, Jr.

Ankit N. Desai*

Dario Deste

Paula J. Dobriansky*

Joseph F. Dunford, Jr.

Thomas J. Egan, Jr.

Stuart E. Eizenstat

Thomas R. Eldridge

Mark T. Esper

Alan H. Fleischmann*

Jendayi E. Frazer

Courtney Geduldig

Meg Gentle

Thomas H. Glocer

John B. Goodman

Sherri W. Goodman*

Murathan Günal

Amir A. Handjani

Frank Haun

Michael V. Hayden

Tim Holt

Karl V. Hopkins*

Andrew Hove

Mary L. Howell

Ian Ihnatowycz

Mark Isakowitz

Wolfgang F. Ischinger

Deborah Lee James

Joia M. Johnson

Maria Pica Karp*

Andre Kelleners

Henry A. Kissinger

C. Jeffrey Knittel*

Franklin D. Kramer

Laura Lane

Jan M. Lodal

Douglas Lute

Jane Holl Lute

William J. Lynn

Mark Machin

Mian M. Mansha

Marco Margheri

Michael Margolis

Chris Marlin

William Marron

Gerardo Mato

Timothy McBride

Erin McGrain

John M. McHugh

Eric D.K. Melby

Judith A. Miller*

Dariusz Mioduski

Michael J. Morell*

Richard Morningstar*

Georgette Mosbacher

Dambisa F. Moyo

Virginia A. Mulberger

Mary Claire Murphy

Edward J. Newberry

Thomas R. Nides

Franco Nuschese

Joseph S. Nye

Ahmet M. Ören

Sally A. Painter

Ana I. Palacio

Kostas Pantazopoulos*

Alan Pellegrini

David H. Petraeus

W. DeVier Pierson

Lisa Pollina

Daniel B. Poneman

Dina H. Powell McCormick*

Ashraf Qazi

Robert Rangel

Thomas J. Ridge

Gary Rieschel

Lawrence Di Rita

Michael J. Rogers

Charles O. Rossotti

Harry Sachinis

C. Michael Scaparrotti

Ivan A. Schlager

Rajiv Shah

Gregg Sherrill

Ali Jehangir Siddiqui

Kris Singh

Walter Slocombe

Christopher Smith

Clifford M. Sobel

James G. Stavridis

Michael S. Steele

Richard J.A. Steele

Mary Streett

Frances M. Townsend*

Clyde C. Tuggle

Melanne Vermeer

Charles F. Wald

Michael F. Walsh

Ronald Weiser

Olin Wethington

Maciej Witucki

Neal S. Wolin

Jenny Wood*

Guang Yang

Mary C. Yates

Dov S. Zakheim

HONORARY DIRECTORS

James A. Baker, III

Ashton B. Carter

Robert M. Gates

James N. Mattis

Michael G. Mullen

Leon E. Panetta

William J. Perry

Condoleezza Rice

Horst Teltschik

William H. Webster

* Executive Committee Members List as of August 26, 2021

2020 HONOR ROLL

**\$1,000,000+
CONTRIBUTORS**

Adrienne Arsht
British Foreign,
Commonwealth and
Development Office
Facebook
Goldman Sachs & Co.
Bahaa Hariri
Charles Koch Institute
The Rockefeller
Foundation
The Honorable
John F.W. Rogers
Embassy of the United
Arab Emirates to the
United States

**\$500,000–
\$999,999
CONTRIBUTORS**

Crescent Petroleum
Google
Ross Perot Jr.
PKO Bank Polski
System Capital
Management
James Temerty
United States
Department of State

**\$250,000–
\$499,999
CONTRIBUTORS**

Robert J. Abernethy
Abu Dhabi National
Oil Company
Accenture
Airbus
Amazon Web Services
Çalik Holding
Melanie Chen
Chevron Corporation
Craig Newmark
Philanthropies
Dentons US LLP
DT Institute
& DT Global
Ministry of Foreign
Affairs of the Republic
of Estonia
General Atomics
C. Boyden Gray
The John D.
and Catherine T.
MacArthur Foundation
Mubadala Petroleum
Victor Pinchuk
Foundation
PZU SA
Saab North
America, Inc.
SICPA S.A.
Swedish Ministry
for Foreign Affairs

Democratic Republic
of Timor-Leste

Ronald Weiser
Anonymous (1)

**\$100,000–
\$249,999
CONTRIBUTORS**

Activision Blizzard
Majid Al Futtaim
Richard Attias
& Associates
Bank of America
Blackstone Charitable
Foundation
Carnegie Corporation
of New York
Cheniere
Children's Investment
Fund Foundation
Clearpath Foundation
Charles Davidson
Eni SpA
EPAM Systems
Delegation of the
European Union to the
United States
ExxonMobil Corporation
Marc Fasteau and
Anne Fredericks
Charitable Fund
Federal Foreign Office
of Germany
The Future of Russia
Foundation
GS Energy
The William and Flora
Hewlett Foundation
Hopelyn Investments
The Howard Baker
Forum
Hunt Consolidated, Inc.
Idaho National
Laboratory
Ihlas Holding
Ian Ihnatowycz
Interpeace
Embassy of Japan
to the United States
JPMorgan Chase
Foundation
Korea Foundation
Lennar International
Limak Investments
William Marron
David McCormick
and Dina Powell
McCormick
Dariusz Mioduski
MIT Lincoln Laboratory
MNG Group
Morningstar Family
Foundation
Northrop Grumman
Corporation

Royal Norwegian
Ministry of Defense

Open Society
Policy Center
Kostas Pantazopoulos

Dimitrios
Papalexopoulos
Pivotal Foundation
and Francis and
Dionne Najafi

Ploughshares Fund

Policy Center for the
New South

Raytheon
Technologies

RBC Capital Markets

Rockefeller Brothers
Fund

SAIC

SK Group

Smith Richardson
Foundation, Inc.

Swiss RE Foundation

Taipei Economic
and Cultural
Representative Office
(TECRO)

Thales Group

Div Turakhia

Uniper

United States
Department of
Defense, Office of the
Secretary of Defense
(OSD), Office of the
Director of Net
Assessment (ODNA)

United States
Department of Energy

Zurich Insurance
Group Ltd

**\$50,000–\$99,999
CONTRIBUTORS**

AM General, LLC

Syed Javaid Anwar

APEX Brazil

Asfari Foundation

David D. Aufhauser

Baker & McKenzie LLP

Colleen Bell

Bridgewater
Associates

BP

Chopivsky Family
Foundation

DRS Technologies

EmiTel SA

Equinor

Fincantieri SpA

Alan H. Fleischmann
and Dafna Taplero of
Laurel Strategies, Inc.

Robert S. Gelbard

General Electric

Global Media Holding

Thomas H. Glocer

Amir A. Handjani

Hanesbrands Inc.

Holtec International

JPMorgan Chase & Co.

Nicole and Andre
Kelleners

Kirkland Family Fund

Embassy of the
Republic of Korea to
the United States

Krauss-Maffei
Wegmann

Ministry of National
Defense of Lithuania

Ministry of Energy
of the Republic of
Lithuania

Matthew Little

Lockheed Martin
Corporation

Los Alamos National
Laboratory

George and Kirsten
Lund

Michael Margolis

Richard Morningstar

Nathaniel Morris

National Endowment
for Democracy

Penguin Random
House

W. DeVier Pierson

Pricewaterhouse
Coopers LLP

Repsol Oil & Gas
USA, LLC

Charles O. Rossotti

S&P Global

Gregg Sherrill

SoftBank Group

Squire Patton Boggs

John Studzinski

Tellurian Inc.

Textron Inc.

Thomson Reuters

Tokyo Electric Power
Corporation

Clyde C. Tuggle

TÜPRAS

United Parcel Service

United States Agency
for International
Development

U.S. Chamber
of Commerce

Olin Wethington

Jenny Wood

Guang Yang

Jeff Yass

Zagorri Family Office

Anonymous (2)

**\$25,000–\$49,999
CONTRIBUTORS**

Odeh Aburdene
Beazley
BSR Investments
John E. Chapoton
Conoco Phillips
Consolidated
Contractors Company
Ministry of Foreign
Affairs of the Czech
Republic
The Daschle Group
Ministry of Defense
of Denmark
William Eacho
East Asia Foundation
Edelman
Elbit Systems
of America
Excelerate Energy
FedEx Corporation
Ferrari &
Associates, P.C.
The Embassy
of Finland
First Eastern
Investment Group
Florida International
University
Georgetown
University
Stephen J. Hadley
Hertog Foundation
Edward Hughes
Inter-American
Development Bank
JETRO
Kibar Holding
Korea Atomic Energy
Research Institute
LexisNexis
LOT Polish Airlines
Luminate Foundation
MBDA Inc.
MetLife Inc
MITRE Corporation
Open Society
Foundation for Albania
Robert B. Ourisman
PayPal
Lisa Pollina
The Procter & Gamble
Company
Shell Corporation
Siemens A.G.
Southern California
Edison
Federal Department
of Foreign Affairs
for Switzerland
Syngenta Corporation

Total S.A.

United States
Air Force

United States
Marine Corps

United States Navy

Mary Ann Walker

**\$10,000–\$24,999
CONTRIBUTORS**

APCO Worldwide
Arko Advice
Avascent Group
Bayat Group
Rafic Bizri
Bohrer PLLC
Department of Foreign
Affairs & International
Trade Canada
Carnegie Mellon
University
Chemonics
International, Inc.
Collective Good
Foundation
DLA Piper
Eastern and Southern
African Trade and
Development Bank
Edison International
Emerson Electric Co.
Energy Futures
Initiative
Engle
Friedrich-Ebert-
Stiftung Foundation
FTI Consulting, Inc
GE Power & Water
Global CCS
Institute LTD
The Joyce and Irving
Goldman Family
Foundation
The Institute for
International Political
Studies
Intel
Invenergy LLC
Konrad-Adenauer-
Stiftung
Korean Energy
Economics Institute
Franklin D. Kramer
Bob Litterman
John D. Macomber
Mediacap S.A.
Judith A. Miller
Kenneth Miller
Virginia A. Mulberger
National Security
Technology
Accelerator
Natural Resources
Defense Council

NATO Public Diplomacy Division	European Bank for Reconstruction and Development	\$1,000–\$4,999 CONTRIBUTORS	The Barack Obama Foundation	The Confederation of British Industry	Eric Ridge
Nuclear Energy Institute	Exelon Corporation	Amjad Ahmad	Rick Ohrstrom	Ralph Crosby	Carlo Rocca
On.ge Projects	Todd Glass	Spindrift Al Swaidi	Carlos Pascual	Deloitte, LLP	Tarso Rocha
General (Ret.) and Mrs. David H. Petraeus	Glidepath Federal Solutions	American Wind Energy Association	Michael Petersen	Keith Dickerson	Sarfino & Rhoades LLP
Pharmaceutical Research and Manufacturers of America (PhRMA)	Patrick Gross	Stuart Archer	Embassy of Poland to the United States	Kathryn DiPasqua	Rebecca Scheurer
Daniel B. Poneman	Michael Hartevelde	Ed Bachrach	Hazel Sanger	James DiPeso	Peter Seat
Major General Arnold Punaro	General Michael V. Hayden	Phil Bierl	Carole Segal	Paula J. Dobriansky	Christopher Skaluba
Renaissance Strategic Advisors	Amos Hochstein	General James E. Cartwright	Serendipity Foundation	Katrin Eggenberger	Marjorie Sonnenfeldt
Safran S.A.	Institute for Strategic Dialogue	Secretary Michael Chertoff	Wendy Sherman	Gretchen Ehle	Robert Sorenson
Theodore Sedgwick	IQOM	James Coleman	Walter B. Slocombe	Joseph Elias	Vincent Stanton
Sempre Energy	Secretary Deborah Lee James	Dominion Resources Services, Inc.	Standard Chartered	Equinox Restaurant	Edward Tang
Iris & Michael Smith	Todd Kantor	Energy Innovation Reform Project	Admiral James G. Stavridis	Uri Friedman	Frank Tapparo
SNTGN Transgaz SA	Jonathan Keidan	Philip English	Embassy of Switzerland to the United States	Jun Gao	Jonathan Thomas
Dr. Ira Straus	Frederick Kempe and Pamela Meyer	Paige Ennis	TechSoup	Vicente Garcia	Michael Thomas
Swedish Civil Contingencies Agency (MSB)	Tim Kubarych	European Values Think-Tank	TerraPower LLC	Jonathan Gillis	Carsten Lehn Toft
Tekfen Construction	Geraldine S. Kunstadter	Frank Finelli	Joseph Thompson	Alan Girk	Robin Tyner
Third Way	Embassy of the Republic of Lithuania in the U.S.	Kirsten Fontenrose	Frances M. Townsend	Amanda Glaeser-Bligh	Andrew Varcoe
Transatlantic Policy Network	Peter Liu	Charles Fraker	Truman National Security Project	Jennifer Gordon	Henry Venable
Dr. Harlan Ullman	Mr. and Mrs. Jan M. Lodal	Andrew Frank	Turkish Heritage Organization	George Graham	Edward Verona
United Airlines	Lumen (formerly known as CenturyLink)	Barbara Hackman Franklin	United States Environmental Protection Agency	Lyons Gray	Risto Volanen
U.S. International Development Finance Corporation	Ministry of Foreign and European Affairs of Luxembourg	Gevo Inc.	US-India Strategic Partnership Forum	Stephen Greene	Don Wallace
Richard and Ginny Voell	Wendy W. Makins	Andrew Gross	University of Maryland	Trey Herr	Charles Waterman
General Charles F. Wald	Lauren Mason	Mike Henchen	Makoto Utsumi	Mike Hoffman	William Wechsler
Thomas Weihe	Secretary John M. McHugh	William J. Hybl	VADM Scott Van Buskirk, USN (ret.)	Innovator Energy	Karen Williams
Neal S. Wolin	Lieutenant General H.R. McMaster	IBF International Consulting	Julie Varghese	Jessica Klinge	Ross Wilson
Michael J. Zack	Eric D.K. Melby	Institute of International Education	Melanne Verveer	Susan Koch	Steven Wine
ZINC Network	Michael J. Morell	International Tax Investment Center	Leigh Warner	Carrie Kolasky	Richard Woolbert
Anonymous (2)	Betty Morningstar	Arun Iyer/Mariwalla Foundation USA	Gina E. Wood	Artem Kroshkin	Daniel Zahody
	Congressman Michael Rogers	Robert Johnston	Mary C. Yates	Andrew Ku	Anonymous (1)
\$5,000–\$9,999 CONTRIBUTORS	Lawrence Rogow	Laura Holmes Jost	Amanda Zeidan	Graham Lampa	This list represents cash support received January 1, 2020–December 31, 2020. The Atlantic Council is grateful for the generous support of its partners. We strive to be complete and accurate in our recognition of our contributors. We regret any errors or omissions.
3M	RunSafe Security	Secretary Henry A. Kissinger	UP TO \$999 CONTRIBUTORS	Daniel Levin	
Timothy D. Adams	Roy Salame	Kongsberg Defense Systems Inc.	Thomas Ajamie	Ellen Lord	
Carmine America	Thomas Sanderson	Roger Krakoff	Defne Arslan	Nick Lynk	
Barbara Anderson	Stefan Selig	Lanzatech	Katherine Baughman McLeod	Rosemary Mann	
Atlantic Council of Georgia	Sherri W. Goodman	Josh Lipsky	Patrice and Jerald Belofsky	Jason Marczak	
Baker, Donelson, Bearman, Caldwell & Berkowitz	Southern Company	Lieutenant General Douglas Lute	Tanner Black	Andrew Marshall	
The Boeing Company	Terrestrial Energy	Thomas F. "Mack" and Donna McLarty	Clayton Bond	Melissa Mattia	
Byron Callan	Manish Thakur	Midwest Energy Efficiency Alliance	Richard Boyd	Randolph McClain	
CEIS	United States Embassy in Chile	Fay Moghtader	David Bray	Eve McClure	
General Wesley K. Clark	U.S. Travel Association	Samuel Moss	Esther Brimmer	Patrick McEnaney	
CRDF Global	Damon Wilson	NAMMO Inc.	Neil Brown	Wayne Meriwether	
Giuseppe Di Fuccia	The Honorable Dov S. Zakheim & Deborah Zakheim	National Air Transportation Association	Bronwyn Bruton	James Morrison	
DNV GL Group		Joseph S. Nye	Daniel Cawley	Paul Moss	
Stuart E. Eizenstat			Center of Excellence for National Security	Shane Mulhern	
			Ellen Cleary	National Renewable Energy Laboratory	
				Network for Good	
				Ogletree Deakins Law Firm	
				Kristi Pappalardo	
				Barry Pavel	
				Philip Pilevsky	
				Jorge Pinto	
				Robert Pullen	

FINANCIAL SUMMARY

Statement of
Activities and Change
in Net Assets Year
Ended December
31, 2020 (With
Comparative Totals for
December 31, 2019)

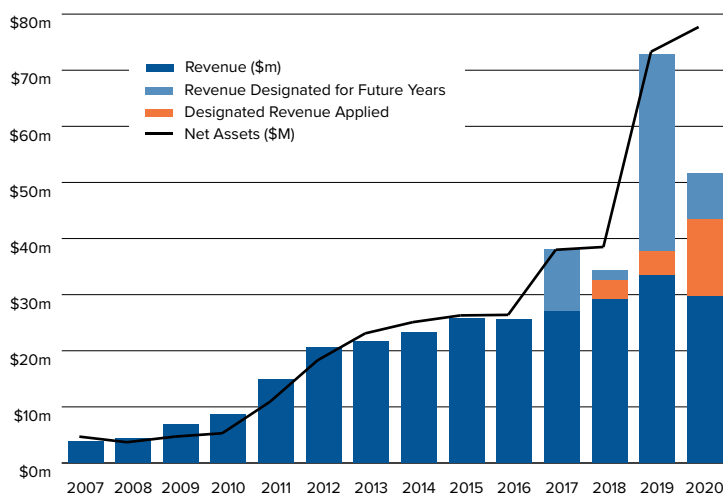
	2020			2019
(\$000's)	Without Donor Restrictions	With Donor Restrictions	Total	Total
REVENUE				
Grants and Contributions:				
Individual Contributions	\$1,876	\$3,558	\$5,434	\$9,164
Corporate Support	2,561	14,600	17,161	15,526
Foundations	6	8,112	8,118	31,584
Government Grants	14	5,080	5,094	13,230
Present Value Discounts	1,406	-	1,406	(1,473)
Contracts	131	-	131	247
Contributed Services and Materials	297	36	333	330
Other Revenue	28	-	28	15
Net Assets Released from Restrictions	29,960	(29,960)	-	-
Total Revenue	36,279	1,426	37,705	68,623
OPERATING EXPENSES				
Program/Center Services:				
Adrienne Arsht Latin America Center	1,920	-	1,920	2,679
Adrienne Arsht Rockefeller Foundation Resilience Center	5,531	-	5,531	3,198
Africa Center	618	-	618	983
Atlantic Council in Turkey	473	-	473	493
Digital Forensics Research Lab	2,783	-	2,783	3,184
Eurasia Center	1,410	-	1,410	2,214
Future Europe Initiative	1,522	-	1,522	1,818
Global Energy Center	2,697	-	2,697	3,291
GeoTech Center	1,142	-	1,142	549
Global Business and Economics Program	685	-	685	540
Middle East Programs	2,298	-	2,298	2,147
Millennium Leadership Program	346	-	346	622
Scowcroft Center for Strategy & Security	5,007	-	5,007	4,970
South Asia Center	424	-	424	956
Total Program/Center Expenses	26,856	-	26,856	27,644
Supporting Services Expense:				
Management and General	7,194	-	7,194	5,840
Fundraising	2,808	-	2,808	3,464
Total Supporting Service Expenses	10,002	-	10,002	9,304
Total Operating Expenses	36,858	-	36,858	36,948
CHANGE IN NET ASSETS BEFORE NON-OPERATING ACTIVITIES	(579)	1,426	847	31,675
OTHER ITEMS				
Investment Income (Loss), Net	1,188	2,110	3,299	3,101
Change in Net Assets	609	3,536	4,146	34,776
Net assets at Beginning of Year	3,153	70,127	73,279	38,503
NET ASSETS AT END OF YEAR	\$3,762	\$73,663	\$77,425	\$73,279

STATEMENT OF FINANCIAL POSITION

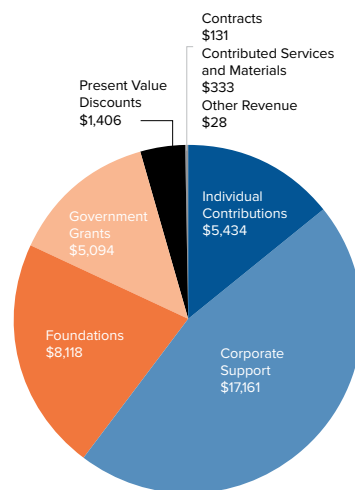
DECEMBER 31, 2020 (WITH COMPARATIVE TOTALS FOR DECEMBER 31, 2019)

(\$ 000'S)	2020	2019
ASSETS		
Cash and cash equivalents	\$6,697	\$3,940
Contributions, grants, and other receivable	42,852	47,544
Prepaid expenses and other	917	589
Fixed assets (net)	3,740	4,293
Investments	31,984	25,657
TOTAL ASSETS	\$86,190	\$82,023
LIABILITIES AND NET ASSETS		
Accounts payable and accrued liabilities	\$3,210	\$2,979
Capital lease obligation	200	264
Refundable advance	79	115
Deferred revenue	296	181
Deferred rent	4,677	4,973
Deferred compensation	303	232
Total liabilities	\$8,765	\$8,744
NET ASSETS		
Without donor restrictions	3,762	3,152
With donor restrictions	73,663	70,127
Total net assets	\$77,425	\$73,279
TOTAL LIABILITIES AND NET ASSETS	\$86,190	\$82,023

OVER A DECADE OF REVENUE AND NET ASSET GROWTH



DIVERSITY OF SUPPORT*



* GAAP accounting

ABOUT US

2020 in numbers

VIRTUAL EVENTS

847

events—most ever in a single year,
an average of about 16 events a week

1.9 million

event views across platforms —
Zoom, social media, or events apps



39% of panelists were women
(up from 28% in 2019)



NEW EVENT FORMATS



29

Atlantic Council Front Page,
our new high profile format for
global leaders, accounted for
one-third of all event views

EDITORIAL

80K+

newsletter subscribers

20+

newsletters

A third

of subscribers are
receiving one of 10
newsletters newly
launched in 2020

87%

Increase in readership
of our blogs

Publications page
views grew by

70%

51%

Growth in downloads

Number of publications
increased by

34%



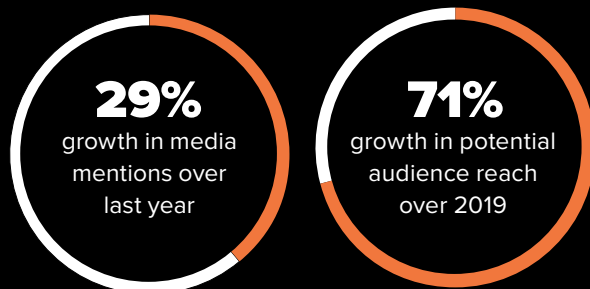
DIGITAL REACH DOUBLED**MORE** global audiences

Audience strength in US, Western Europe increasingly matched by Asia, Africa, Middle East, Latin America

Communities **Strengthened** Diversity, Equity, and Inclusion Council launched

9 million

website page views (nearly 200% growth)

MEDIA
THE ATLANTIC COUNCIL IS RATED 4 OUT OF 4 STARS BY CHARITY NAVIGATOR


4-star Charity Navigator rating 6 years running putting the Council in the top 9% of 1.5 million nonprofits

#7

in US think tanks, up from #8 in 2019

#8

in the world for defense and national security

#10

globally for foreign policy and international affairs

(2020 Global Go To Think Tank Index from the Think Tanks and Civil Societies Program of the University of Pennsylvania)

STAFF & DIVERSITY**69%**

of staff are under the age of 35

Full-time employees and consultants from

37

countries based in 14 countries

Staff is:

50.3%

female

49.7%

male

50/50

Balance of male/female staff at senior management level

35

Average age of employees

Double

the percentage: LGBTQ

Above average representation: Middle East and Asian staff

ABOUT US

Evolving Through Innovation 2006–2020

\$50m
\$45m
\$40m
\$35m
\$30m
\$25m
\$20m
\$15m
\$10m
\$5m
\$0m

2007

International
Advisory Board

Distinguished
Leadership
Awards relaunch

Gen. Brent
Scowcroft,
chairman of
International
Advisory Board

Gen. James L.
Jones, chairman
of Board of
Directors

Frederick Kempe
joins as President
& CEO

2009

Global
Business
& Economics
Program

Michael Ansari
Africa Center

Dinu Patriciu
Eurasia Center

South Asia
Center

Black Sea
Energy &
Econ Forum

Secretary
Charles
T. Hagel,
chairman
of the Board
of Directors

2010

Cyber
Statecraft
Initiative

Wroclaw
Global Forum

Atlantic
Council Global
Citizen Awards

2011

Rafik Hariri
Center
for Mideast

Strategic
Foresight
Initiative

2013

Adrienne
Arsht Latin
America
Center

Istanbul Office

Gen. Brent
Scowcroft
returns as
interim chair

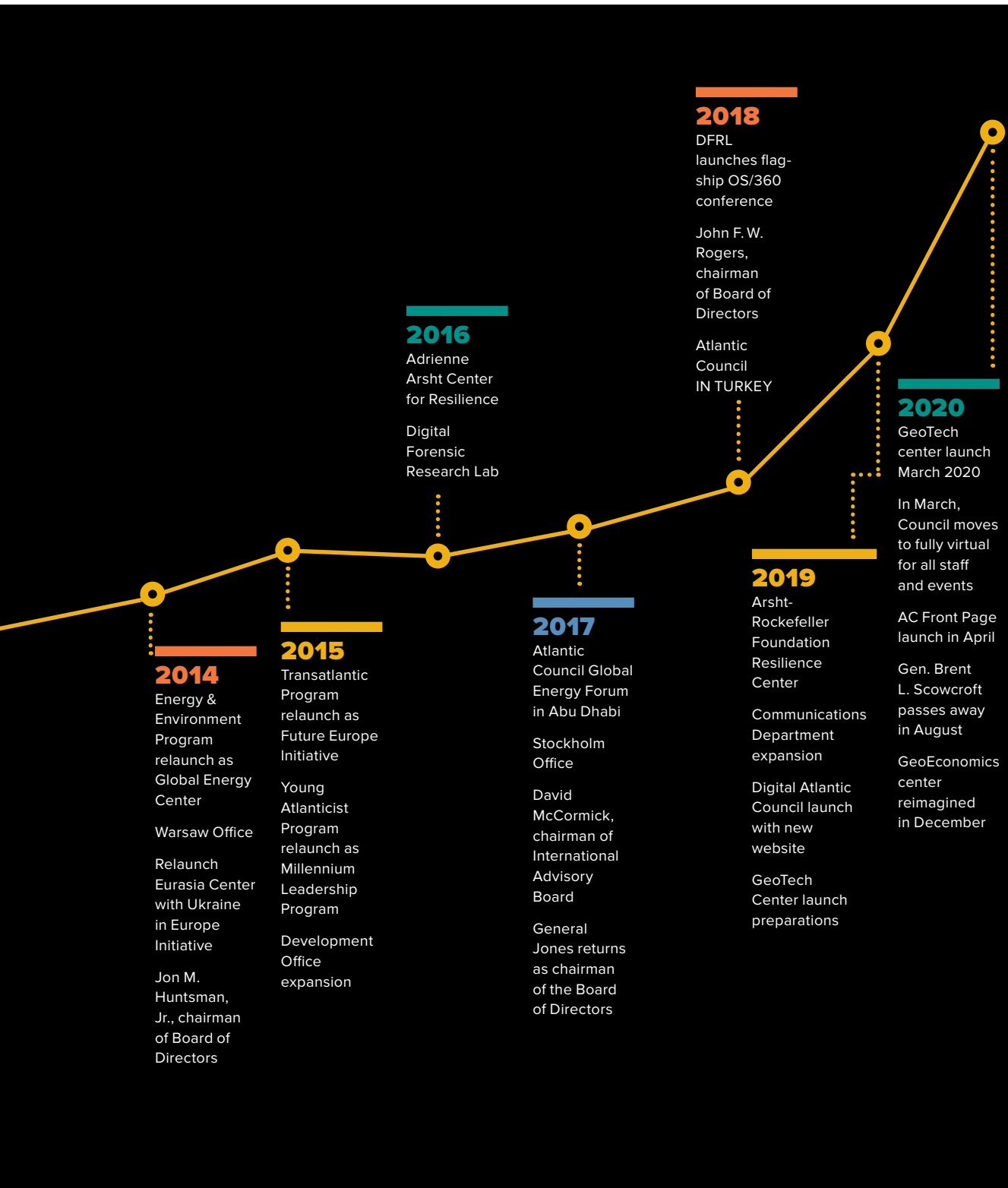
2012

International
Security
Program
relaunch
as Brent
Scowcroft
Center

C. Boyden
Gray Fellow
for Finance
& Growth

2008

Individual/
Corporate
Membership



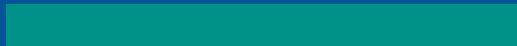
Editorial Director: **Susan J. Cavan**
Lead Editor: **Maureen McGrath**
Image Editing: **Jasper Gilardi**
Editorial Production Coordinator: **Hai-y Le**
Concept and Design: designbysoapbox.com


Image Credits

All images not credited are property of the Atlantic Council.
The Atlantic Council is a nonpartisan organization that promotes constructive leadership and engagement in international affairs based on the central role of the Atlantic community in meeting today's global challenges.

© 2021 The Atlantic Council of the United States. All rights reserved. No part of this publication may be reproduced or transmitted in any form or by any means without permission in writing from the Atlantic Council, except in the case of brief quotations in news articles, critical articles, or reviews. Please direct inquiries to Atlantic Council 1030 15th Street, NW, 12th Floor, Washington, DC 20005 (800) 380-6004

atlanticcouncil.org



An aerial photograph of a vast field filled with thousands of small, white, three-dimensional pyramids or paper sculptures. The pyramids are arranged in a somewhat regular grid pattern, creating a textured, undulating surface. The lighting is bright, casting soft shadows and highlighting the geometric shapes. The background is a dark, solid color, likely the sky or a distant horizon.

**“We act with the conviction
that none of our most
significant international
challenges can be addressed
in national or institutional
silos. Common cause has
seldom been so vital.”**

FREDERICK KEMPE,
PRESIDENT & CEO



Atlantic Council

1030 15th Street NW
12th Floor
Washington, DC 20005
(202) 778-4952

atlanticcouncil.org



@AtlanticCouncil



facebook.com/AtlanticCouncil



@atlanticcouncil