



Atlantic Council
CELEBRATING OUR 60th ANNIVERSARY

Shaping the Global Future Together

ANNUAL REPORT 2021/22



Italian Ariete tanks of NATO's enhanced Forward Presence battle group attend the Silver Arrow military exercise in Adazi, Latvia, September 13, 2021. REUTERS/INTS KALNINS

INTRODUCTION

The Atlantic Council Has Never Been Stronger— Nor Its Mission More Vital	2
--	---

THEMATIC PROGRAMS

The Scowcroft Center for Strategy and Security	8
Adrienne Arsht-Rockefeller Foundation Resilience Center	12
The Digital Forensic Research Lab	16
Global Energy Center	18
GeoEconomics Center	20
GeoTech Center	22
Millennium Leadership Program	24

REGIONAL PROGRAMS

Adrienne Arsht Latin America Center	26
Africa Center	28
Global China Hub	30
Eurasia Center	32
Europe Center	34
Rafik Hariri Center & Middle East Initiatives	36
South Asia Center	38
Atlantic Council IN TURKEY	40

CONVENING

The Atlantic Council Global Energy Forum	42
2021 Distinguished Leadership Awards	43
Atlantic Council Front Page	44
360/Open Summit EU-US Future Forum	45
International Advisory Board	46
Board of Directors	47
2021 Honor Roll	48
Financial Summary	50
2021 in Numbers	52
Evolving Through Innovation 2007–2021	54

The Atlantic Council Has Never Been **Stronger**— Nor Its Mission More **Vital**





**Alexei Navalny
supporters protest
his arrest in Saint
Petersburg,
January 2021.**

ANTON VAGANOV/
REUTERS



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

The Atlantic Council has never been more robust operationally, substantively, or financially in its sixty-year history. This comes at a time when our work has never been more crucial in the face of complex, daunting, and worldwide challenges.

As Russian President Vladimir Putin continues to escalate his brutal war against Ukraine, we are witnessing both the largest mobilization of military forces and the fastest growing refugee crisis in Europe since World War II. We mourn the reckless and unnecessary loss of life as Ukrainians defend their country, made up of people who only want peace, stability, and the right to decide their future.

Even before the Russian invasion, we were entering the third calendar year of the COVID-19 pandemic and its accompanying economic, societal, and political dislocations. Rising food and energy prices have brought US inflation to forty-year highs. In poorer countries, food shortages are threatening starvation. Afghanistan's fall to the Taliban following US military withdrawal last August raised doubts among our friends about Washington's competence and commitment, while encouraging adversaries to test our resolve. Iran continues to increase its level of uranium enrichment, nearing

INTRODUCTION

nuclear-weapons breakout and posing new security dangers in the Middle East.

These developments and more present President Joe Biden with the toughest international landscape that any US commander in chief has faced since the Cold War's end. Further complicating the picture, American domestic politics remains polarized ahead of this year's midterm elections and public support for sustained US global engagement remains uncertain.

It is with that as context that the Atlantic Council enters its seventh decade of operations. As is evident in the pages that follow, we believe this situation—one of increased institutional health and heightened global volatility—demands that we lift our ambitions even further in keeping with the nonpartisan, results-oriented, values-led mission to advance freedom, prosperity, and international common cause that has characterized our work since our founding.

Looking back to when the Atlantic Council was born in December of 1961, it was far from certain whether the United States would have the military capability, political will, or international staying power to heed the lessons of Europe's tragic recent history and mold the post-World War II era alongside its new NATO allies.

The Soviet Union and its East German pawns had constructed the Berlin Wall just four months earlier in August 1961, graphically dividing the world into free and unfree spheres. The Cuban Missile Crisis several months later in October 1962 would bring the Cold War the closest it would come to nuclear war. Yet the Berlin Wall fell less than three decades later in November of 1989, followed shortly thereafter by the Soviet Union's implosion, marking the peaceful conclusion of the Cold War.

It might seem inevitable today that the Cold War ended as it did, ushering in an era that would advance democracy and open markets in unprecedented ways. Yet the outcome was only possible due to relatively consistent, principled, and self-confident American leadership alongside allies united in common cause. It was that determination that produced the decisive deterrent



power of military strength, the magnetic example of democratic societies and open economies, and the attractive model of shared engagement in new transatlantic and international institutions.

Everything that the United States and its partners achieved in the years after World War II is at risk. Putin's February 24 invasion of Ukraine has initiated a war targeting not only the country's civilians and sovereignty, but also the freedoms and values that the Atlantic Council was established to defend. The invasion at its core is a threat to the foundational principles of democracy itself.

"Those principles, established in the wake of two world wars and a cold war," said US Secretary of State Antony Blinken in Berlin in January 2022,



Group of Seven leaders attend a reception on the sidelines of the G7 summit, at the Eden Project in Cornwall, Britain, June 11, 2021. JACK HILL/POOL VIA REUTERS

“reject the right of one country to change the borders of another by force; to dictate to another the policies it pursues or the choices it makes, including with whom to associate; or to exert a sphere of influence that would subjugate sovereign neighbors to its will.

“To allow Russia to violate those principles with impunity would drag us all back to a much more dangerous and unstable time,” Blinken continued. “It would also send a message to others around the world that these principles are expendable, and that, too, would have catastrophic results.”

The Atlantic Council has demonstrated its strengths through two years of operating mostly remotely in this difficult environment.

We have profited from our dynamic, innovative, and solutions-oriented culture and the commitment of our team and board to our mission.

What faces the Atlantic Council, and the United States and its partners as well, is nothing less than the fourth chance to shape the world order since the beginning of the twentieth century.

The first effort after World War I, which came in the form of the Treaty of Versailles and the League of Nations, tragically failed. Instead of order, the world got European fascism, US isolationism, a global economic crisis, and millions of deaths from the Holocaust and World War II.

Following World War II, the United States and its partners were dramatically more successful, building

INTRODUCTION

what became known as “the liberal international order” through the Marshall Plan and new multilateral institutions such as the United Nations, the World Bank, the International Monetary Fund, NATO, the European Coal and Steel Community, and others.

The third effort came after the West’s Cold War triumph. European democracies emerged or were restored, NATO was enlarged, the European Union was expanded, and it seemed for a time that the rules, practices, and institutions developed after World War II could encompass and steer

an expanded international order. Even China embraced and profited from this order.

The question now is whether the United States and its international partners can leverage Putin’s challenge in Ukraine to reverse the erosion of what Henry Kissinger, in his book *World Order*, called “an inexorably expanding cooperative order of states observing common rules and norms, embracing liberal economic systems, forswearing territorial conquest, respecting national sovereignty and adopting participatory and democratic systems of government.”



A US Marine holds a baby during an evacuation at Hamid Karzai International Airport, Kabul, Afghanistan, August 20, 2021.
SGT. ISIAH CAMPBELL/US MARINE CORPS/HANDOUT VIA REUTERS



Ever Given, one of the world's largest container ships, sets sail to leave through the Suez Canal after the canal authority reached a settlement with the vessel's owner and insurers, in Ismailia, Egypt, July 7, 2021. REUTERS/AMR ABDALLAH DALSH

As US Treasury Secretary Janet Yellen argued during a landmark address at the Atlantic Council this spring, there is an important lesson in the fact that the Bretton Woods international financial institutions were created while World War II was still raging: Even amid global crises such as the pandemic and Russia's war in Ukraine, world leaders must "think big," she said.

Indeed, there is no more urgent time to do so. "As then, we ought not wait for a new normal," Yellen declared. "We should begin to shape a better future today."

Yet to shape the future world order, the United States, Europe, and our global friends and allies first need to reverse the trajectory of Western and democratic decline—which should begin with helping avert Russian domination of Ukraine.

The Atlantic Council will be at the forefront of these efforts, through the work of our fifteen programs and centers acting collaboratively and alongside partners and allies. We together face a defining moment of history, and we will do our part to shape a better future and deliver on our founding purpose. ●

JOHN F. W. ROGERS & FREDERICK KEMPE

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 center honors General Brent Scowcroft's legacy of service by embodying his ethos of nonpartisan commitment to the cause of security, his support for US leadership in cooperation with allies and partners, and his dedication to the mentorship of the next generation of leaders.



European Commission President Ursula von der Leyen, French President Emmanuel Macron, European Council President Charles Michel, German Chancellor Angela Merkel, and Italian Prime Minister Mario Draghi pose for a photo at the G7 summit in Carbis Bay, Cornwall, Britain, June 11, 2021. REUTERS/PHIL NOBLE/POOL

In 2021, the center's work reflected its enduring core competencies: strategy and foresight; alliances; and defense. Its top priorities included helping the United States and US allies navigate great-power competition with China, revitalize the rules-based international system, and harness emerging national security technologies. As global events unfolded, the center responded in turn. When the Biden administration took office, the center provided one hundred ideas for the administration's first one hundred days. As crisis surged in Afghanistan, the center provided real-time analysis with a series of publications

and events. The Scowcroft Center also offered crucial thought leadership on complex issue areas such as Indo-Pacific alliance agendas, software supply chain vulnerabilities, China's strategic weapons, and putting China on the transatlantic agenda.

The center leveraged its momentum in 2021 to launch the Scowcroft Strategy Initiative, designed to cultivate an ecosystem of strategic thinkers and develop sustainable, nonpartisan national security strategies. The initiative will also honor General Scowcroft's memory with a new mentorship program and legacy conference.

The center had a major impact on US and allied strategies for China. It produced two strategy documents read widely by senior government officials. *The Longer Telegram: Toward a New American China Strategy*, an Atlantic Council strategy paper and the most downloaded publication in Atlantic Council history, outlines an approach for the United States and its allies and partners to respond to China's rise. *The China Plan: A Transatlantic Blueprint for Strategic Competition* provides a roadmap for transatlantic cooperation to manage the challenges and opportunities that China continues to pose. In addition,

Scowcroft Center experts helped inform the Biden administration's National Security Strategy, National Defense Strategy, Nuclear Posture Review, and Quadrennial Homeland Security Review.

2021 was a breakout year for the center's work on remaking the rules-based system. President Biden's articulation of a global "inflection point" between autocracies and democracies, the signing of a new Atlantic Charter with the United Kingdom, and the Biden administration's hosting of the first-ever Summit for Democracy all reflect longstanding Scowcroft Center analysis and recommendations. *Alliance of Democracies: From*



US President Joe Biden speaks virtually with Chinese leader Xi Jinping from the White House in Washington, DC, November 15, 2021. REUTERS/JONATHAN ERNST



Russian President Vladimir Putin delivers a speech marking the eighth anniversary of Russia's annexation of Crimea, speaking at a concert at Luzhniki Stadium in Moscow, Russia, March 18, 2022. REUTERS

Russian Sukhoi Su-35S fighters fly in formation above Cathedral Square of the Kremlin during a rehearsal for the Victory Day parade, which marks the anniversary of the victory over Nazi Germany in World War II, in central Moscow, Russia in May 2021. REUTERS



Concept to Reality in an Era of Strategic Competition is the third report in a five-part series calling for new institutions to strengthen democratic cooperation in an era of strategic competition. The center broadened the scope of US-Asian alliances to include cooperation in areas such as emerging technology, climate change, public health, and global supply chains. In that vein, *The Future of the US-ROK Alliance* provides an actionable roadmap for the Biden and Moon administrations and several of the report's recommendations were adopted. Scowcroft Center experts were also early leaders in calling for the United States to engage in more ambitious overseas vaccine diplomacy through the publication of *Reality Check #6: The Consequences of an 'America First' Vaccine Policy*.

Finally, on national security technology, the Scowcroft Center was ahead of the curve in highlighting software supply chain vulnerabilities. *Broken Trust: Lessons from Sunburst* identifies three lessons learned from the Sunburst crisis and provides recommendations to improve US competitiveness in the broader intelligence contest. In addition, the center published *The Future of Security in Space: A Thirty-Year US Strategy*, an Atlantic Council strategy paper, which provides a thirty-year plan for the United States and its allies and partners to achieve security and prosperity in space.

In 2022, the Scowcroft Center will continue to strengthen its core competencies of strategy, alliances, and defense. It will prioritize the emerging

“In 2021, the Scowcroft Center had a wide range of impacts across several of the Atlantic Council’s top priorities, including by informing US and allied national security and defense strategies, helping to adapt America’s alliances in the Indo-Pacific and Europe for our new era, and providing actionable recommendations for harnessing technologies for great-power competition.”

Barry Pavel

tripolar strategic competition among the United States, Russia, and China, including helping its stakeholders to understand the consequences of Russia’s invasion of Ukraine. The center will propose new institutions for democratic cooperation: a democratic technology alliance and strategic trade framework. Finally, the center will add a new priority: helping the United States and its partners navigate the unfolding national security implications of climate change. ●

Adrienne Arsht-Rockefeller Foundation Resilience Center



The COP Resilience Hub, co-created and co-managed by Arsht-Rock at the COP26 Climate Summit in Glasgow, Scotland, in November 2021. ZACHARY TARRANT



The Adrienne Arsht-Rockefeller Foundation Resilience Center (Arsht-Rock) builds individual and community resilience in the face of climate impacts. We pledge to reach one billion people with resilience solutions to climate change by 2030.

In 2021, the Adrienne Arsht-Rockefeller Foundation Resilience Center (Arsht-Rock) identified extreme heat—which is responsible for more deaths than any other climate-driven extreme weather event—as a top priority. The center continues to be laser-focused on supporting cities in taking immediate, scalable action to reduce the threat that extreme heat poses to the most vulnerable communities. This effort included convening a science and expert task force to develop heat wave warning messaging and preparedness recommendations for health-based heat wave categorization and naming. Heat wave categorization and naming pilots are underway in Athens, Greece; Seville, Spain; Milwaukee, Wisconsin; Kansas City, Kansas; and Los Angeles, California. The center also strengthened the Extreme Heat Resilience Alliance (EHRA), appointing three global chief heat officers in Miami, Florida; Athens, Greece; and Freetown, Sierra Leone, and kicked off the #HeatSeason social media campaign which resulted in 1,665,926 impressions.

In August, amid devastating heat waves in the northwest United States and Canada, Arsht-Rock released its groundbreaking report with analysis by Vivid Economics. The report was cited by a September 20 White House announcement of new US Department of Labor Occupational Safety and Health Administration measures for protecting workers from heat-related illness. The next phase of this research is to bring a similar analysis to twelve cities around the world, including the center's partner cities and counties.

In November, Arsht-Rock had a strong and highly visible presence at the COP26 Climate

THEMATIC PROGRAMS

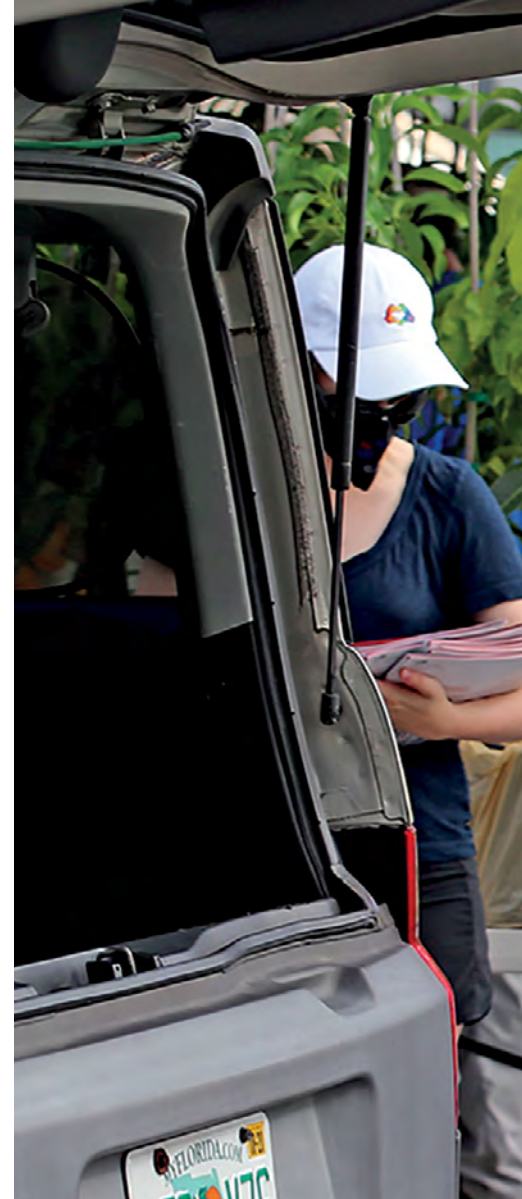


Summit in Glasgow, Scotland. The center unveiled the COP Resilience Hub, a physical and virtual space for over 150 events, all co-created and co-managed by the Arsht-Rock team. The center hosted conversations with global partner mayors from Freetown, Miami-Dade County, and Athens, as well as the first-ever dialogue between its chief heat officers. Together with the Atlantic Council's Global Energy Center, the Arsht-Rock team also convened the first-ever bipartisan congressional delegation to the United Nations Climate Conference in the Resilience Hub. The delegation was led by Senator Chris Coons (D-DE) and included Senator Lisa Murkowski (R-AK) and Representative John Curtis (R-UT). Most notably, the center announced that progress on climate action will now be measured by human lives, in addition to metric tons of carbon or dollars deployed in climate finance.

In December, Arsht-Rock Director Kathy Baughman McLeod was appointed to the Federal Emergency Management Agency's National Advisory Council. She is the agency's first-ever climate specialist to work alongside the nation's most innovative and forward-thinking national, state, and local experts to build and enhance community resilience to climate-related hazards like extreme heat.

The center also launched the US Climate Resilience Map, an online tool developed with support from JPMorgan Chase. The map geospatially depicts top climate risks combined with social vulnerabilities for the United States and offers proven and relevant solutions for communities by sharing examples of successful interventions to reduce these risks.

Together with the Global Energy Center, Arsht-Rock co-hosted the first-ever bipartisan congressional delegation at COP26 to discuss climate adaptation and resilience, November 2021. ZACHARY TARRANT



“For the first time in history [at COP26], the progress on climate action is being measured by human lives, not only by metric tons of carbon or dollars deployed in climate finance.”

Kathy Baughman McLeod



Rosemary Mann at the Game Developers Conference sharing how Arsht-Rock is integrating gamification into its mission to impart the knowledge and skills needed to build climate resilience. JACOB BLUMBERG

As the pandemic continued into its second year, the center helped 150,000 people in Miami-Dade County with its Resilience Pod and over ten thousand children and their families in Chennai, India to secure food through its Urban Horticulture Initiative.

In 2022, Arsht-Rock will host the first ever Forum for Global Resilience in Miami. The center will launch the first naming and categorization of heat waves pilot in Seville and Athens, as well as design a partnership with the Global Disaster Preparedness Center of the Red Cross to enhance its successful First Aid (FA) app to include extreme heat health education, actionable guidance, and an integrated alert system for heat weather events. The FA app now reaches fifteen million users, and data shows 500,000 “user sessions” in 109 countries.

Finally, the first tier of the center’s gaming strategy, which involves working with some of the biggest gaming companies in the industry, is coming to fruition. People around the world are already playing video games called “Eco” and “Garden Story” and learning actionable information on how to build climate resilience for themselves and their communities. The center is also working to develop workshop modules that can be used by other large companies like EA and Epic Games, as well as mid-level indie game companies at large gaming conventions. This strategy will allow Arsht-Rock to reach millions of people by working directly with writers and incorporating measurable resilience solutions in the first phase of a game’s development. ●

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

Digital Forensic Research Lab

The Digital Forensic Research Lab's mission is to promote facts as a foundation of government for and by people; to protect democratic institutions and norms from those who would undermine them online; to forge digital resilience at a time when humans are more interconnected and have more access to information than at any time in history; to center human rights and democracy in tech and policy change.

We are in a global competition for information and power. The playing field is the way that technology is designed, funded, and governed. The stakes are the shared set of facts that democracy depends on and the rights we choose to collectively protect through democracy. The outcome and the freedoms we enjoy have never been guaranteed.

DFRLab shapes that competition by promoting transparency and accountability through its research and reporting. It serves as a standard bearer for methodology and research in a rapidly expanding field of open-source investigators around the world. DFRLab's work connects and expands the community advancing this mission via its capacity building and ability to align stakeholders toward rights-enforcing policy change in government, industry, media, and civil society.

In this hyperconnected world, protecting the rights of all means ensuring the digital world is built around the same universal rights and principles that govern the physical world. This is the common thread that runs through DFRLab's expanding work on countering authoritarian or autocratic (ab)uses of technology, exposing corruption, and building a more proactive or assertive vision among democratic allies and partners in a digital age.

2021 began with a sharp focus on the United States. DFRLab monitored the online coordination leading to the attack at the United States Capitol on January 6 and published a comprehensive record shortly after. This work was matched by an extensive record exposing mis- and disinformation targeting US democracy during elections published with the Election Integrity Partnership.

Throughout the year, DFRLab covered digital authoritarianism in China, Russia, Iran, Venezuela, and beyond; conflicts in Afghanistan, Ethiopia, Myanmar, and Sudan; the infodemic that ran parallel to the coronavirus pandemic; information operations to both hide and weaponize human suffering in Belarus; the closing of previously open online spaces in countries like India; the rise of new online harms; and Russia's preparations for invading Ukraine.



An explosion caused by a police munition is seen while supporters of US President Donald Trump gather in front of the US Capitol Building in Washington, DC, January 6, 2021. DFRLab's work has been instrumental in exposing extremist channels online and was cited by the US House of Representatives' Select Committee to Investigate the January 6th Attack on the United States Capitol. REUTERS/LEAH MILLIS/FILE PHOTO



Satellite imagery captured by Maxar shows Russian troop deployments in Yelnya, Russia (about 150 miles north of the Ukrainian border), on December 5, 2021. DFRLab team members have monitored Russian military movements and information operations since the downing of a Malaysian Airlines flight over eastern Ukraine in 2014. REUTERS

The theme of DFRLab’s annual flagship 360/Open Summit was “A World In Motion,” which brought together more than 1,500 participants from ninety-two countries for a grand total of forty-four unique sessions (more than double the amount of sessions than previous iterations of the summit).

DFRLab’s capacity-building efforts were similarly global as it engaged with over 1,500 Digital Sherlocks from 119 countries in three separate cohorts throughout the year, in addition to the scalable civil society programs run by its teams in Latin America and Africa.

At some point between Zoom meetings and Slack chats, DFRLab launched the Democracy + Tech Initiative with an #ACFrontPage event featuring two of the most prominent female tech

leaders, Wikimedia’s then CEO Katherine Maher and YouTube’s Susan Wojcicki. The initiative is helping to drive forward policy approaches that reinforce rather than undermine open societies by bridging the communities and conversations essential to building a more rights-respecting world. It is supported by a diverse cohort of world-class nonresident fellows, including Maher (a nonresident senior fellow), who represent the experience and sectors required to create that change.

The year culminated with DFRLab’s annual StratCom conference, which was held on the margins of the White House Summit for Democracy. The same week, Director of the Democracy + Tech Initiative Rose Jackson testified in front of the US Senate and summed up much of the lab’s effort of “knitting together the often siloed conversations around tech governance through the lens of democracy and human rights.”

In 2022, DFRLab expects significant policy change in how free and open societies align on setting norms for the technologies of today, tomorrow, and generations to come. In that vein, it is working on important research related to authoritarian or autocratic exploitation of technology. The Digital Sherlocks program will continue to expand over the coming year, and in June DFRLab will gather for the 360/Open Summit in Brussels, in person for the first time in two years.

DFRLab will continue to maintain the ethos of a scrappy start-up, while building out its operations into a high-impact global organization. ●

“If you don’t have facts, you can’t have truth. Without truth you can’t have trust. If you don’t have trust, you don’t have a shared reality, you can’t have a foundation for democracy. Any meaningful human endeavor becomes impossible, and this is the crisis we’re facing today.”

**Nobel Prize Winner and Rappler CEO
Maria A. Ressa, 360/Open Summit 2021:
“The World in Motion”**

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

Global Energy Center

“Throughout 2021, the GEC led the global conversation on actionable solutions to the most intractable problems in climate mitigation and energy systems transformation.”

Randy Bell



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 2021, the GEC was at the forefront of the global conversation leading up to COP26, beginning with its “Raising Ambitions” series during the Leaders Summit on Climate in April and culminating in the Climate Action Solution Centre (CASC), held on the sidelines of COP at the Blair



Randy Bell (senior director, Global Energy Center, left) speaks with Greg Jackson (CEO, Octopus Energy), outside of the Blair Estate in Scotland, at the Climate Action Solution Centre on the sidelines of COP26.

Estate outside of Glasgow, Scotland. Over the course of twelve days, the Atlantic Council led a daily series of high-level private convenings and dinners that each tackled a different set of the most intractable challenges for global decarbonization. Highlights included a reception with Speaker of the House Nancy Pelosi and Representative Alexandria Ocasio-Cortez (D-NY), and a dinner with Secretary of Transportation Pete Buttigieg.

The GEC once again leveraged best-in-class convening power through virtual, hybrid, and in-person programming that highlighted the leaders and experts shaping the global energy transition. Speakers hosted by the GEC in 2021 included: the United Arab Emirates (UAE) Minister of Industry and Advanced Technology and Special Envoy for Climate Change H.E. Dr. Sultan Ahmed Al Jaber; UAE Minister for Climate Change and Environment H.E. Mariam Almheiri; Namibia's Minister of Energy

and Mines H.E. Tom Alweendo MP; Senator Mike Braun (R-IN); Senator Chris Coons (D-DE); and Vice President of the European Commission Frans Timmermans.

The GEC continued to provide expertise in energy security, oil and gas markets, and the geopolitics of the energy transition. In 2021, the center published several major reports that examined various facets of the energy transition: *Preparing for Decarbonization: Reforming US Power Markets for the Energy Transition* addressed the integration of renewables into the US grid; *Shifting Gears: Geopolitics of the Global Energy Transition* examined different transition scenarios and the likelihood of geopolitical stability or uncertainty as demand for hydrocarbons falls; and *The Energy Transition in the Arab Gulf: From Vision to Reality* explored the ways in which Saudi Arabia and the UAE are working to lead the energy transition. Additional publications included the center's hydrogen policy sprint series, analysis of the policies that govern the US acquisition of minerals and the minerals supply chain, and work on the importance of cyber security for the energy transition.

The Global Energy Center also redoubled its efforts to engage new communities and bring new voices into the policy conversation. The center ran the third year of the Veterans Advanced Energy Project and hosted the third 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 RBC Foundation, the GEC renewed and expanded its Women Leaders in Energy and Climate Fellowship, a one-year program for women energy and climate policy leaders under the age of thirty-five to receive unique mentorship opportunities and professional development training.

In 2022, the center will expand its nuclear energy work with the launch of its Nuclear Energy Policy Initiative, and it will also continue its efforts on climate and trade through the Transatlantic Climate Policy Program. The center will continue to examine the geopolitics of the energy transition, with a focus on the role of oil and gas in a net-zero world, and it will expand its work on the policy implications of increased demand for minerals. ●

The GeoEconomics Center works at the intersection of economics, finance, and foreign policy with the goal of helping shape a better global economic future.

GeoEconomics Center



Gas signs showing the inflationary impact of rising prices. CARTERDAYNE/ISTOCK

The GeoEconomics Center develops a rich set of programs, publications, and thought leadership at the intersection of finance, economics, and foreign policy. The center aims to bridge the divide between these oft-siloed sectors with the goal of helping to shape a better global economic future. As the global economy struggles to recover from COVID-19 and rising powers like China assert economic influence, this mission is critical to the long-term prosperity of the United States. The center is organized around three pillars: 1) The Future of Capitalism; 2) The Future of Money; and 3) The Economic Statecraft Initiative.

In 2021, the GeoEconomics Center made major advances in existing work areas while also launching new and innovative projects. The center redesigned and relaunched its digital currency tracker, which has become one of the Atlantic Council's most viewed pages and was cited by *New York Times* Columnist Andrew Ross Sorkin in an interview with US Treasury Secretary Janet Yellen in February 2021. The center created a private Central Bank Digital Currency (CBDC) roundtable series, bringing together representatives from over eighteen central banks with private sector experts and policymakers. This work led to a series of private briefings for the Biden administration and members of Congress, as well as public testimony before the House Financial Services Committee. The center also hosted a series of high-level AC Front Page events, including a visit by National Economic Council Director Brian Deese to outline the administration's vision on industrial policy. Deese was followed by Director-General of the World Trade Organization Dr. Ngozi Okonjo-Iweala, making the GeoEconomics Center the first platform in Washington to host either of these speakers.

The center also launched two major initiatives in 2021. Through a partnership with Rhodium Group, it elevated its work on China via the multiyear China Pathfinder project. An inaugural report, new data visualization hub, and associated content have created a body of work designed to rigorously compare China's economy with leading open-market countries.

On December 1, 2021, the center unveiled economic statecraft as a standalone initiative with two foundational papers on the use of economic and financial tools in US security policy. The "Regulatory Policy in Foreign Affairs" roundtable series is housed within the Economic Statecraft Initiative and draws



Container ships and oil tankers wait in the ocean outside the Port of Long Beach-Port of Los Angeles complex, California, April 7, 2021. REUTERS/LUCY NICHOLSON

together hundreds of participants to discuss how regulation functions as an arm of national security. A key component of the initiative's body of research is the Global Sanctions Dashboard, a tracker built on a proprietary dataset to track and visualize sanctions designations and delistings of entities and individuals across the globe. Since Russia's invasion of Ukraine, it has become a major source used in

"The United States must lead with allies or risk becoming a bystander in a reshaped international economic system."

Josh Lipsky

countless articles and reports. Overall, the crisis has highlighted the prominence of economic statecraft and speaks to the importance of having an economic statecraft initiative.

In 2022, the center will build on the impactful work it has done across its three pillars while also undertaking three new flagship convenings. In April, it will inaugurate a conference in London highlighting the United Kingdom's competitiveness in global finance. Come July, it will host a convening in Frankfurt on transatlantic economic cooperation, and in October it will launch a Bretton Woods 2.0 Project to rethink the Bretton Woods institutions and the World Trade Organization from the ground up. These in-person convenings and major research publications have made the GeoEconomics Center the go-to place for understanding the intersection of finance and foreign policy. ●

Shaping the future of technology and data together to advance people, planet, prosperity, and peace.

GeoTech Center



The GeoTech Center intends to tighten its focus on a cluster of key emerging technologies, including artificial intelligence, biotech, and satellites. ESA

Much of the GeoTech Center's work in the first half of 2021 focused on reading and launching the bipartisan *Report of the Commission on the Geopolitical Impacts of New Technologies and Data*, which received strong endorsements from Sen. Mark Warner (D-VA), Sen. Rob Portman (R-OH), Rep. Suzan DelBene (D-WA), and Rep. Michael McCaul (R-TX). The GeoTech commission report has been hand delivered both to President Joe Biden and Speaker of the House Nancy Pelosi (D-CA).

The center continued the year with a robust set of action-oriented reports, including: *Standardizing the Future: How Can the United States Navigate the Geopolitics of International Technology Standards*, a synthesis of policy and tech perspectives about China's increasing role and activities in standards bodies that received positive feedback and led to a briefing with the Department of Commerce, and *Unpacking the Geopolitics of Technology—How Second and Third Order Implications of Technology Are Changing the World*, focused on the geopolitical implications of the international tech race, particularly in light of US-China competition and how societies deal with negative externalities derived from automation and digital media environments.

In 2021, the center hosted more than forty-eight virtual events and webcasts including The GeoTech Hours, its one-hour broadcast series. The center also co-convened, together with the Atlantic Council's Europe Center, the National Security Commission on Artificial Intelligence (AI) for a high-profile public discussion including former CEO of Google Eric Schmidt, former Deputy Secretary of Defense Robert O. Work, Head of Cabinet of Executive Vice-President Margrethe Vestager Kim Jørgensen, and Deputy Secretary General of NATO Mircea Geoană.

In partnership with the council's Cyber Security Initiative, the center also hosted the inaugural address of the new US National Cyber Director Chris Inglis. The year culminated with an inaugural Technology Foresight Conference at the Finnish Embassy. The rich discussion about the future of technology and its impact on geopolitics included a fireside chat with Deputy National Security Advisor for Cyber and Emerging Technology Anne Neuberger, a panel discussion featuring Senior Director for International Economics and Competitiveness Peter Harrell, and a virtual address from the President of Finland Sauli Niinistö.



The primary mirror of NASA's James Webb Space Telescope consisting of eighteen hexagonal mirrors standing in the massive clean room of NASA's Goddard Space Flight Center in Greenbelt, Maryland. NASA MEDIA

“The coming decade—the ‘GeoTech Decade’—must address the sophisticated but potentially fragile systems that now connect people and nations, and incorporate resiliency as a necessary foundational pillar of modern life.”

Report of the Commission on the Geopolitical Impacts of New Technologies and Data

In 2022, the GeoTech Center will double down on its role as an essential bridge between technologists and both national and international policymakers, while continuing to focus on pragmatic approaches to the geopolitics of technological change. The center intends to tighten its focus on a cluster of key emerging technologies—artificial intelligence, biotech, ransomware, data, space governance, satellites, and quantum computing, in particular.

Furthermore, the center will continue to explore how technology represents an integral part of the solution to humanity's most urgent and pressing challenges and the imperative of balancing the need for innovation with responsible development. It will also continue to advocate for “technology for good” to reflect diverse global values, such as inclusion and equity, and trust between stakeholders.

Key programming that advances this work includes “AI Connect,” a \$1.3 million cooperative agreement with the US Department of State to promote responsible and trustworthy AI policies around the world. The grant is one of the largest ever awarded by the State Department and received by the Atlantic Council. The GeoTech Center will also continue the GeoTech Commission, a pioneering demonstration project with Dun & Bradstreet that explores the impacts of disruptive events on commercial ecosystems. Finally, the center will host a second technology conference in collaboration with the Embassy of Finland in the United States. ●

Developing the world leaders of tomorrow.

Millennium Leadership Program



The 2020 Fellows Study Tour to Azerbaijan, Georgia, and Armenia in October 2021.

The Millennium Leadership Program connects, develops, and equips rising leaders who will tackle the next generation of global challenges. In 2021, the Millennium Leadership Program (MLP) hired and onboarded an entirely new team, with new center Director Jonah Fisher taking the helm in April.

Under this new leadership, the Millennium Fellowship curriculum was reenvisioned to balance across three pillars: community, leadership, and impact, and the fellowship cohort also increased from twenty to thirty fellows. Key parts of MLP's 2021 programming included intentional networking, individualized executive coaching, and virtual workshops grounded in the adaptive leadership framework. The fellowship also incorporated master classes with subject matter experts such as the late Secretary Madeleine Albright, General James Jones, Ambassador Paula J. Dobriansky, Ambassador Ross Wilson, and Ambassador Roya Rahmani to discuss geostrategic issues like the US withdrawal from Afghanistan, great-power competition, and US relations with China.

2021 was also a transformational year for the Young Global Professionals (YGP) Program. Following the relaunch of YGP as a paid internship experience, the MLP team worked to codify the YGP curriculum to consist of master classes, career development workshops, and case consultations. In conjunction with human resources partners, MLP led a highly successful execution of the spring, summer, and fall cohorts.

In October 2021, the 2020 millennium fellows embarked on a twelve-day-long study tour to Azerbaijan, Georgia, and Armenia to get an up-close look at the South Caucasus. The goal of the trip was to look at leadership in action on key global issues—conflict, great-power competition, democratic backsliding, climate change, and economic shifts—through a regional lens to better understand these issues on a global scale. During the tour, the fellows, including the head of climate strategy at Goldman Sachs, Estonia's undersecretary of defense, and the former press secretary to the president of Ukraine, had the opportunity to deepen their working relationships and workshop live, professional challenges. Through meetings with the prime minister of Georgia, the president of Armenia, and others, the fellows developed a holistic understanding of the challenges facing the Caucasus, with each fellow aiming to integrate these insights into their respective work environments.



The 2020 Fellows Study Tour to Azerbaijan, Georgia, and Armenia in October 2021.

During the past year, events such as the US departure from Afghanistan, COVID-19, and the war in Ukraine showcased the power of the Millennium Leadership global network. During each of these trying moments, millennium fellows found opportunities to collaborate—speaking, writing, raising funds, and driving impact—highlighting how an unlikely web of young leaders across the fields of government, business, and civil society can show up for one another and make a difference.

Above all, the fellows reflected on the distinctive forms of leadership in each country and the ways in which they plan to incorporate these lessons into strengthening their respective leadership toolkits.

At the beginning of 2022, the MLP team piloted a new paid leadership program offering: the Millennium Virtual Leadership Intensive. This three-month leadership lab allows participants to get a taste for MLP programming and is designed to engage the many qualified Millennium Fellowship applicants within the Atlantic Council's network. Following the pilot cohort, MLP hopes to make this initiative part of its regular programming.

The bulk of the 2021 fellowship experience will take place in 2022, particularly the flagship study tour, which will include an itinerary similar in complexity and dynamism to the 2020 South Caucasus tour. Additionally, in summer 2022, MLP will launch the 2022 class of millennium fellows.

Finally, the program is working toward incorporating its disparate initiatives into a cohesive leadership academy that will set the gold standard for developing international change makers at every stage of their professional journeys. ●

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

Adrienne Arsht Latin America Center

Yesenia Hernandez, a health worker, applies a dose of the Pfizer/BioNTech COVID-19 vaccine during a mass vaccination program for people over eighteen years of age at a gym in Praxedis G. Guerrero, Mexico, July 10, 2021.
REUTERS/JOSE LUIS GONZALEZ

The Adrienne Arsht Latin America Center broadens understanding of regional transformations and delivers constructive, results-oriented solutions to inform how the public and private sectors can advance hemispheric prosperity. 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.

2021 was a challenging year for Latin America and the Caribbean. Although the region was the hardest-hit by the COVID-19 pandemic, accounting for over 30 percent of worldwide COVID-19 deaths, the hemisphere grew hopeful as coronavirus vaccines became available. Committed to promoting equitable access to vaccines across the region, the Adrienne Arsht Latin America Center worked with new partners to accelerate US vaccine assistance, with a special focus on the Caribbean and Colombia. As vaccination rates increased, attention shifted to how to rebuild from the pandemic in a way that better positions countries for the future. In response, the center, in collaboration with the Atlantic Council's Scowcroft Center and the Inter-American Development Bank, launched a new scenario-planning project that helped to identify the key factors shaping the region's post-COVID-19 outlook by 2025.



Central America quickly became a top priority for the incoming Biden administration given the migration surge at the US border. The Adrienne Arsht Latin America Center took this opportunity to build on its previous work regarding the root causes of migration by galvanizing support for actionable solutions that address the region's most salient issues, including sustainable economic development, rule of law, climate change, and violence. The center was also critical in helping to inform the US administration's policy toward Central America in a private briefing with Vice President Kamala Harris prior to her first trip to the region. In parallel, while nuanced and dedicated attention to the Caribbean has often eluded policymaking, the center established the Caribbean Initiative to advance US-Caribbean priorities and ties. Enhancing prosperity in the Caribbean will be increasingly critical to US interests.

Ahead of the ninth Summit of the Americas in 2022, the center partnered with the US Department of State to promote US partnership across Latin America and the Caribbean and bring together new stakeholders that can help shape the future of the region and enhance hemispheric cooperation. With another political stalemate taking place in Venezuela while the humanitarian crisis continues to unravel, the center convened a multidisciplinary high-level working group focused on bridging political divides and fostering democratic stability. The center helped to build momentum in Venezuela around the importance of including the voices of women in all political spaces including the political dialogue that was taking place in Mexico. The Adrienne Arsht Latin America Center hosted seven heads of state and convened far-reaching dialogues with three Mexican secretaries, Brazil's economy minister, and US senators and representatives to highlight the strategic role that the region plays in today's global context.

In 2022, pivotal elections will take place in Brazil and Colombia, and the Adrienne Arsht Latin America Center will play an important role in identifying and harnessing opportunities for the United States to strengthen and deepen its relationship with Latin America and the Caribbean to ensure the prosperity of the region.

To this end, the center will launch the Brazilian Alliance for Democracy to promote closer ties between the US government and Brazil while reinforcing the importance of Brazil as a key ally to democratic stabilization in the Western Hemisphere. With the bicentennial of the US-Colombia relationship taking place in 2022, the center will



Honduran migrants walk toward El Florido border crossing point to return to their country after authorities halted their trek to the United States, in Vado Hondo, Guatemala, January 18, 2021. REUTERS/LUIS ECHEVERRIA

publish a book on the future of the relationship and continue enhancing the importance of the link between the two countries, with the support of the Atlantic Council's US-Colombia Task Force, led by Senators Roy Blunt (R-MO) and Ben Cardin (D-MD). Additionally, the center's work around the ninth Summit of the Americas will focus on engaging new allies to expose bold and innovative solutions that seek to bring the hemisphere closer together, forging new ties with the Caribbean and Latin America.

With global concerns shifting to post-pandemic economic recovery, the center will launch the #ProactiveLAC series to provide key insights to public and private sector leaders on how to emerge stronger from the pandemic. Providing nuanced understanding of the growing role of China in the hemisphere will continue to be a priority. The Adrienne Arsht Latin America Center's Caribbean Initiative will release a derisking report tackling a top issue: the withdrawal of correspondent banking relations and its implications for Caribbean citizens.

The center will be at the forefront of a study on the economic impact of implementing enhanced technologies at the US-Mexico border, in partnership with the Hunt Institute for Global Competitiveness at the University of Texas at El Paso and Colegio de la Frontera Norte in Tijuana. In 2022, the center will also launch the Venezuela Transatlantic Fellowship to promote closer ties and collaboration between the United States and the European Union on Venezuela policy. ●

Africa's time has come.

Africa Center



Latif Cherono, electronics manufacturing manager at the innovation lab called Gearbox for entrepreneurs and artisans, works on the Surface-mount technology (SMT) line at the Industrial area in Nairobi, Kenya, March 15, 2021. REUTERS/JACKSON NJEHIA

“G20 countries account for 80 percent of global emissions; Africa 4 percent. Floods, deforestation, difficult access to water, rising seas—all show that for Africa global warming is not a threat, but a reality. And in the meantime, only one of the signatory countries of the Paris Agreement meets its goal of reducing gas emissions: Gambia, an African state.”

Rama Yade

The mission of the Africa Center is to raise African voices and strengthen African nations' influence in transatlantic dialogue. A preferred destination for African cultural, political, and business leaders who want to create a more authentic African narrative, the Council is a powerful platform for better knowledge of Africa and for the promotion of opportunities on the African continent. The center prepares policymakers and investors for the onset of the African Century by supporting dynamic geopolitical partnerships with African states and multilateral institutions.

The Africa Center, now under the leadership of Ambassador Rama Yade, shaped its work in 2021 around four pillars: rule of law, the creative and cultural industries, prosperity, and multilateralism.

In partnership with the Policy Center for the New South (PCNS), the Africa Center convened the G5 Sahel Ministers of Economy for a Sahel Development Summit. This event not only led to critical dialogue surrounding the limits of military containment, but also highlighted the opportunity to focus on development issues through the report *Sahel: Moving Beyond Military Containment*. Using its sphere of influence to promote peace, security, governance, and human rights, the Africa Center hosted a conversation with former Sudanese Foreign Minister Mariam al-Mahdi. The former minister, who was in hiding at the time of the event, is one of the most outspoken critics of the military government.

The Africa Center hosted an unprecedented Africa Creative Industries Summit in October 2021. The hybrid event was held on the start date of the most important African film festival in the world, and its focus on African creative and cultural industries was a disruption of traditional thinking surrounding the continent. High-level guests included the president of Ghana, the president of Burkina Faso, the prime minister of Barbados, US State Department officials, members of Congress, industry icons, American CEOs, and leaders of US and African agencies. Artists such as Coumba Gawlo Seck and Nomcebo, who performed her worldwide hit “Jerusalem,” rounded out the unique convening. Due to a partnership with Trace Media, the audience included more than forty-five million viewers in Africa, showcasing the significance of the creative industries in Africa's success.



Jessica Davis Ba, Africa policy advisor for the Office of the Vice President, provided opening remarks at the Africa Creative Industry Summit alongside Ambassador Rama Yade, senior director of the Africa Center.

Reflecting the ethos of the center's Afro-Century Initiative, founded in partnership with the Africa Finance Corporation (AFC), the center hosted an event to highlight Pan-African partnerships advancing continental vaccine access and investment events like Infracorp, designed to attract investors to Nigerian infrastructure. The convening framed how African agencies and innovation are driving economic recovery after COVID-19. Additionally, the Africa Center hosted the first high-level readout on the 2021 Forum on China-Africa Cooperation (FOCAC), featuring expert views on the Chinese commercial footprint in African markets. In a key moment of impact, Senior Fellow Aubrey Hruby delivered Senate testimony on US trade and investment in Africa before the Subcommittee on Africa and Global Health Policy.

The Africa Center launched the *Priorities for US-Africa Commercial Policy in the Biden Administration* report and for Africa Day hosted Senior Director for Africa in the National Security Council Dana Banks, US Ambassador to the United Nations Linda Thomas-Greenfield, and Deputy Assistant Secretary Akunna Cook. House Foreign Affairs Committee Chairman Gregory Meeks (D-NY) joined the Africa Center for an #ACFrontPage event to discuss the committee's ambitions for renewed engagement with African nations and the paths toward a new African narrative.

The Africa Center used #AfricasTimeHasCome throughout 2021, which has been utilized by millions of social media users and has generated

several million impressions. Through its convening of more than eight hundred events and publication of 131 reports since its founding, the Africa Center has amplified the meaning of this intentionally chosen hashtag: Africa is a continent of opportunity.

In 2021, the Africa Center bridged the gap between US and African leaders through a series of targeted interventions and promotion of a narrative of confidence in Africa's future. The center reframed official and investor narratives about the African continent, worked to right-size risk perceptions, and created a sense of urgency and enthusiasm about participating in African states' growing prosperity.

In March 2022, the Africa Center maximized the efforts of the Africa Creative Industries program by hosting the first of five planned forum events for the creative industries agenda, the Sports Business Forum. The center will also host the second annual African Creative Industries Summit to conclude the 2022 Africa Creative Industries programming.

The Africa Center will use the coming year to take the topic of Russia in Africa head on, with a specific focus on the Sahel. Additionally, it will highlight the issue of climate finance and launch an African climate change working group focused on COP27, which will be held in Egypt. Africa business strategy, with an eye toward economic diplomacy and impact investment, will also emerge as a key area of focus, as will agriculture, food insecurity and agribusiness; public health, medical insurance, space development, disability, and medicine policy; and development strategy. ●

The Global China Hub researches and devises allied solutions to the global challenges posed by China's rise, leveraging and amplifying the Atlantic Council's work on China across its fourteen other programs and centers.

Global China Hub

"We intend the Global China Hub to be unlike any other center at the Council, designed from the beginning to collaborate with all programs and centers with a China remit to create a crosscutting capability to better understand China's activities in the world, thus allowing us to better frame responses to perhaps the greatest challenge of our times."

Fred Kempe



The Global China Hub researches and devises allied solutions to three of the greatest challenges posed by China's rise: 1) China's growing influence on countries, global institutions, and democratic values; 2) the global ramifications of political and economic change in Xi Jinping's China; and 3) China's drive to dominate emerging technologies and the consequences for individual rights and privacy.

The Global China Hub addresses these challenges by amplifying and strategically expanding the Atlantic Council's body of work on China, leveraging the Council's values, extensive global network, and capacity for integrating insights and information across its fourteen other programs and centers. In doing so, the hub capitalizes on the Council's unique capacity to ascertain "ground truth" on China's global impact and to galvanize creative policy solutions among US and allied government stakeholders.



Yang Jiechi (right), director of the Central Foreign Affairs Commission Office for China, and Wang Yi (left), China's state councilor and foreign minister, arrive for a meeting with US counterparts at the opening session of US-China talks at the Captain Cook Hotel in Anchorage, Alaska, March 18, 2021.

FREDERIC J. BROWN/
POOL VIA REUTERS

The China Global Hub was founded in September 2021 on the understanding that meaningful action on the most important strategic questions surrounding China's rise cannot come from a single program or center. Rather, an innovative, multiregion, cross-sector, public-private approach is required to leverage the Council's values, extensive global network, and capacity for integrating insights and information across all of its programs and centers.

Immediately after the hub's launch, it convened a series of joint cross-Council events on China-Russia ties; China's impact on the global information environment; cross-Taiwan Strait relations; the global ramifications of human rights abuses in China; and the future of development finance and global connectivity. These efforts boosted awareness of China work across the Council in the program's first few months of existence and generated momentum for the Global China Hub's ambitious 2022 agenda.

In 2022, the Global China Hub is leading a series of efforts on some of the most pressing strategic issues facing the United States and its allies and partners. Key projects include the China Global South Initiative, a new partnership with Notre Dame University's Pulte Institute for Global Development, growing bodies of work on China's evolving role in the Middle East, focus on the global ramifications of deepening China-Russia relations, and work on Taiwan's changing role in the world.

The hub will also investigate the domestic drivers of China's external behavior, beginning with the longer-term political and economic implications of China's enduring zero-COVID policy. Finally, the hub is set to launch major work on the future of US-China tech competition, as well as research series on both China's development of artificial intelligence-enabled information operations and its broader science and technology (S&T) ecosystem. ●

Stopping aggression and defending peace, democratic values, and prosperity across Eurasia.

Eurasia Center

Eurasia Center Senior Director Ambassador John Herbst speaks on a panel at the Yalta European Strategy conference on the challenges facing Belarus and Ukraine, September 2021. YALTA EUROPEAN STRATEGY



The Eurasia Center's mission is to promote policies that encourage stability, democratic values, and prosperity in Eurasia. A democratic, prosperous, and stable Eurasia is a core interest for the United States and plays into the Atlantic Council's focus on great-power competition.

For the Eurasia Center, the year 2021 was marked by dramatic changes that brought renewed urgency to its mission. Ukraine faced serious challenges both internally within its domestic reform agenda and externally as Russia's war threatened to escalate to dramatic new heights. Russia's domestic opposition and civil society also faced unprecedented crackdowns that restricted alternatives to Russian President Vladimir Putin's authoritarian system. The Belarusian democratic opposition movement continued to work toward a new future for the country, even as Belarusian dictator Aleksandr Lukashenko extended his repression to the world stage with dramatic assaults on international norms and those standing against him. The South Caucasus faced down the multiple challenges posed by the ongoing COVID-19 pandemic, internal political turmoil, and the aftermath of 2020's war between Azerbaijan and Armenia.

Throughout the year, the Eurasia Center hosted more than one hundred events, published seven major reports and issue briefs, and enhanced its network of partnerships in Washington, Kyiv, and across Europe and Eurasia. Despite the coronavirus pandemic, the center was able to stage essential trips to Ukraine to work with its partners. The center also leveraged hybrid event formats for major convenings, including one that hosted Belarusian democratic opposition leader Sviatlana Tsikhanouskaya for her first public event with a US-based think tank. In coordination with Tsikhanouskaya's summer 2021 visit to Washington, the Eurasia Center also helped to pave the way for the launch of the bipartisan Congressional Friends of Belarus Caucus.

The center's core focus continues to be rallying global support for Ukraine's future and challenging the aggressive, revanchist policies of the Kremlin. In 2021, challenges to Ukraine were more pressing than ever and the Eurasia Center worked both publicly—through events and major statements—and privately to hold Kyiv to its commitments to political reform while continuing to rally global support for Ukraine in the face of Russian aggression. As the year drew to a close, the Eurasia Center took the lead on a high-profile public letter



Leader of the Belarusian democratic opposition Sviatlana Tsikhanouskaya speaks at an #ACFrontPage event on the challenges facing the democratic movement in Belarus, July 2021.

calling for an enhanced US strategy for dealing with the Kremlin-created crisis, which made an impact at the highest levels of the US government. The letter was followed up by a delegation of high-level experts and former US officials to Kyiv at the start of the New Year.

In January 2021, the dramatic arrest of Russian opposition leader Alexei Navalny brought worldwide attention to Putin's domestic repressions. The Eurasia Center produced a groundbreaking report titled *Russia after Putin: How to Rebuild the State*, which laid out a vision for what Russia's future could look like with deep reforms to the system and increased legitimacy for the Russian people. The report went viral in Russia and was featured in a variety of outlets, including both Russian state TV and opposition programming, drawing in more than 1.5 million views in Russia—made only more impactful by the fact that the Atlantic Council's website is banned in Russia.

“More than anything, 2021 represented the buildup to authoritarian Russia’s full-scale military assault on democracy in Europe.”

John Herbst

The Eurasia Center also welcomed its fourth class of Eurasia congressional fellows. The cohort included thirteen fellows from both Democratic and Republican offices, as well as committee staff who connected with experts to learn about key Eurasia issues.

Through the *UkraineAlert* blog, the Eurasia Center continued to be a top destination for leading voices and policymakers looking to reach English-speaking audiences on issues related to Ukraine. Two of the top blogs in 2021 came from Ukrainian Foreign Minister Dmytro Kuleba, asking “Why is Ukraine still not in NATO?” and from Ukrainian Defense Minister Oleksiy Reznikov declaring that “Europe’s future will be decided in Ukraine.” The *BelarusAlert* blog was also codified as a consistent fixture of the Atlantic Council’s lineup and will serve as an essential source of regular news and analysis on a space with limited coverage.

It is clear that 2022 will require the Eurasia Center to react swiftly to urgent challenges in the region, especially as the world watches the consequences of Russia’s preparations in 2021 for a full-scale invasion of Ukraine. The Eurasia Center will continue to amplify key voices to shape the conversation in and around Ukraine while rallying global support for the country in the face of Kremlin aggression, convene top leaders to understand the future of Russia and the wider Eurasia region, and promote stability, prosperity, and democratic values across the Eurasia space. ●

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

Europe Center

Florence Parly, French minister for the armed forces, joined the Atlantic Council on July 9, 2021, to discuss transatlantic cooperation on defense and France's priorities for European defense with *Defense One* Executive Director Kevin Baron.

The Europe Center's mission is to promote leadership, strategies, and analysis to ensure a strong, ambitious, and forward-looking transatlantic relationship. Europe remains the United States' political, economic, and security partner of first resort. After a stress test to the transatlantic relationship in recent years, this crucial relationship is in a period of rebirth but still faces challenges, including growing competition from rising authoritarian models for governance and their aggressive efforts to rewrite Europe's security architecture in their interest. To meet these challenges, the Europe Center seeks to galvanize leadership and forge a strategy of renewal required to complete the vision of a strong Europe in partnership with the United States by engaging policymakers, economic leaders, and citizens on both sides of the Atlantic.

The Europe Center provided the leading platform in Washington for European voices during the Australia-United Kingdom-United States trilateral security pact (AUKUS) dispute and served as the go-to resource for private and public dialogues to address the crisis. This work ensured there was continued constructive dialogue on defense issues and transatlantic coordination for strategies in the Indo-Pacific region.

As the new US administration began to reshape the country's historic partnership with Europe in 2021, the Europe Center worked to facilitate an effective and reengaged transatlantic relationship. As part of this effort, the center hosted over one hundred events and authored fifteen



reports and issue briefs to confront the challenges facing transatlantic partners—from the effects of the withdrawal from Afghanistan to renewed Russian aggression—and promoted forward-looking proposals to update and upgrade the relationship.

The Europe Center strove to demonstrate the strategic value of US-EU cooperation through high-level convenings and transatlantic dialogues. In May, the inaugural US-EU Future Forum brought together dozens of US and European presidents, prime ministers, commissioners, and cabinet secretaries for one of the first and most comprehensive convenings around the US-EU relationship under the Biden administration. The forum featured the first public comments made by Deputy Secretary of State Wendy Sherman following her confirmation and provided a platform for one of the first internationally focused appearances of now German Foreign Minister Annalena Baerbock ahead of the German election campaign.

One of the most tangible components of renewed US-EU cooperation is the US-EU Trade and Technology Council (TTC), of which the Europe Center has been a leading proponent. Through the ideas generated in the center's Transatlantic Digital Marketplace Initiative, the Europe Center advocated for the creation of such a US-EU dialogue and helped to shape the TTC's agenda.

The Europe Center also increased its presence across Europe to continue to promote a strong and engaged Europe in the world.

In Paris, the center worked to underscore the importance of Franco-US cooperation and contextualize France's foreign policy priorities, especially in anticipation of the French Presidency of the Council of the European Union. At the center of this effort was an #ACFrontPage event with President Emmanuel Macron in February, one of the Atlantic Council's most-watched events of the year.

The Europe Center redoubled its focus on Germany as a key partner in the transatlantic alliance through the US-Germany Renewal Initiative. Throughout the German election campaign and subsequent coalition talks, the center provided in-depth analysis of this pivotal ballot with its #GermanyVotes series.

In Central and Eastern Europe, the Europe Center worked to engage policymakers and stakeholders to elevate the region as an active and productive member of the transatlantic community. This effort culminated with Central Europe Week in which the center convened high-level policymakers and cultural figures from the region and hosted Hungarian opposition leader

Péter Márki-Zay in his first public appearance with an American audience.

Following the publication of the United Kingdom's *Global Britain* strategy paper, the Europe Center sought to foster a productive relationship between the United Kingdom, United States, and Europe. Centered around the report *Global Britain: An American Review*, the center promoted the role of an active Britain on the world stage in cooperation with its European allies.

The Europe Center has also continued to be the home of regional programming and maintains an active presence with partnerships and fellows in all corners of the continent, anchored by its Stockholm office and its representation in the Western Balkans. The Europe Center is a leading proponent of the Three Seas Initiative, which promotes the commercial potential and strategic importance of supporting cross-border infrastructure development in Central and Eastern Europe.

To the south, the center's Balkans Forward Initiative seeks to foster a democratic, secure, and prosperous Western Balkans. The Europe Center supported the launch of the Open Balkan Initiative, which aims to promote regional economic integration among the Open Balkan member states.

Shaping a common US-EU agenda: Following 2021's tumults and achievements, the Europe Center will advance a common agenda on US-European cooperation through support of the US-EU Trade and Technology Council, the Three Seas Initiative, regional economic integration in the Western Balkans, the future of European security, relations with China, and other key areas and initiatives in 2022.

Navigating leadership changes: Changes in European leadership will drive the intent of the Europe Center's work. Elections slated in Serbia, Hungary, France, Slovenia, Malta, Sweden, Latvia, and Bosnia will reshape Europe's future and the center will be a resource to newly elected and appointed transatlantic leaders.

Remaining at the cutting edge of European debates: The Europe Center will continue to take a forward-looking focus in 2022 and shape the key debates at the forefront of the transatlantic community, including by promoting strong European defense compatible with NATO, fostering honest dialogue on EU enlargement and transatlantic engagement in the Western Balkans, thinking strategically about Russian and Chinese threats in Europe, engaging a Global Britain agenda, and shaping Europe's digital transformation. ●

Advancing peace and security and unlocking the region's human and economic potential.

Rafik Hariri Center & Middle East Initiatives

The Rafik Hariri Center and Middle East Initiatives offer pragmatic solutions to the security, economic, and sociopolitical challenges facing the Middle East and North Africa region. Through its diverse initiatives, the center works with allies and partners in Europe and the wider Middle East to advance US interests, promote peace and security, and explore avenues for unlocking the economic and human potential of the region.

In 2021, entrepreneurs in the Middle East and North Africa (MENA) continued to push against economic barriers and government bureaucracies to promote innovation in the region. To highlight some of those success stories, the Rafik Hariri Center's empowerME Initiative launched a podcast, *empowerME Conversations*, featuring interviews with regional business and government leaders at the forefront of shaping the future of the Middle East. The initiative also launched IGNITE, an effort to convene US entrepreneurs, experts, and business leaders together with their Saudi counterparts to share knowledge and develop partnership opportunities via hybrid workshops and networking sessions. In collaboration with the late Majid Al Futtaim and the World Government Summit, the empowerME Initiative also held the third annual CEO Dialogue in Dubai to discuss business challenges and opportunities impacting the Middle East.

The center took its new Strategic Litigation Initiative to new heights in 2021, with its efforts to engage policymakers on China's ongoing human rights violations against the Uighur minority in Xinjiang. Senior Fellow Rayhan Asat met with US Secretary of State Antony Blinken and spoke at the first Summit for Democracy on the issue.

The ongoing political and humanitarian crisis in Syria remained a priority for the Rafik Hariri Center and Middle East Initiatives over the past year. The center hosted a number of virtual discussions and published a report on the challenges the United States faces in Syria amid ongoing Russian involvement and security concerns.

In June, the Iranian presidential elections took center stage and the center's *IranSource* blog featured a diverse group of experts anticipating and assessing the impact of the vote on Iran's economic, regional, sociopolitical, and geopolitical priorities. The Future of Iran Initiative also published analysis on the role of Iranian women as change agents.



Saudi women entrepreneurs at the empowerME Initiative's IGNITE event in partnership with the US Embassy Riyadh and the American Chamber of Commerce Saudi Arabia, November 2021.
AMERICAN CHAMBER OF COMMERCE SAUDI ARABIA



Demonstrators carry national flags as they gather in the town of Kherrata, marking two years since the start of a mass protest movement there demanding political change, Algeria, February 16, 2021. REUTERS

As the US withdrawal from Afghanistan took place in August, the center's experts explored its impact. This analysis coincided with an event on the twentieth anniversary of the September 11 attacks featuring Assistant to the President for Homeland Security Elizabeth Sherwood-Randall.

In October, just over a year after the signing of the Abraham Accords between Israel and several of its Arab neighbors, the Atlantic Council and the Jeffrey M. Talpins Foundation successfully launched the N7 Conference, which brought together ministers and senior government officials from Israel, the United Arab Emirates, Bahrain, Morocco, Sudan, Egypt, and Jordan for the first-ever multilateral meeting of the seven countries.

Tensions between Morocco and Algeria reached unprecedented levels in 2021, while political turmoil returned to Tunisia after President Kais Saied's power grab in July resulted in countrywide protests. Nearby, Libya postponed its highly

anticipated elections in December and has yet to agree on a constitutional framework or a new election date. In partnership with the Italian Institute for International Political Studies (ISPI), the Council's North Africa team published the annual collaborative report, *North Africa 2030: What the Future Holds for the Region*, featuring analysis on socioeconomic and political trends in Libya, Algeria, Egypt, Tunisia, and Morocco.

In November, the center's Scowcroft Middle East Security Initiative hosted the first annual conference on "The Future of Middle East Security in a Changing World" in partnership with UAE-based think tank TRENDS Research and Advisory. The initiative also launched the Gulf Security Task Force to assess the future threat landscape in the Middle East and evaluate US partners' capabilities to respond to those threats.

In 2022, the Rafik Hariri Center and Middle East Initiatives will maintain their important engagements on and in the region but with an added, special focus on China's role in the Middle East via a new podcast. Additionally, the empowerME Initiative will release a dynamic visual representation of the entrepreneurship space in five MENA countries. The center's work will build on the success of the N7 Conference to advance and actualize normalization between Israel and its Arab neighbors. The Scowcroft Middle East Security Initiative will also publish the findings of the Gulf Security Task Force, which will update current thinking on threats and US interests in the Gulf. ●

"Your podcasts with entrepreneurs from the region are excellent and inspiring. I appreciate the work that you're doing."

US Principal Deputy Assistant Secretary of State for Near Eastern Affairs Joey Hood

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

Afghans gather outside the passport office after Taliban officials announced they will start issuing passports to the country's citizens again, following months of delays that hampered attempts by those trying to flee the country after the Taliban seized control, in Kabul, Afghanistan. REUTERS/JORGE SILVA

The South Asia Center is the Atlantic Council's focal point for work on greater South Asia and the relations between its countries, neighboring regions, the United States, and Europe. Areas of focus include governance, trade and development, gender inclusivity and minority rights, climate sustainability, and security. The center is committed to partnering with experts and stakeholders from both the region and the United States to offer critical analyses and recommendations for policymakers.

The US withdrawal and new Taliban regime in Afghanistan have precipitated a major humanitarian and economic crisis, while a second and third COVID-19 wave brought India to its knees, killing untold numbers and pushing millions more into poverty. Pakistan continues to endure economic pain as well, most recently in the form of a violent surge in inflation and a depreciating rupee, though hope remains that the renewed Pakistan-International Monetary Fund agreement from late November may bring relief. In 2021, the South Asia Center's core foci were the continuation of its Afghanistan Strategic Dialogues, the launch of its US-India Trade Initiative, and the launch of its Pakistan Initiative.



Afghanistan Strategic Dialogues: Between the end of 2020 and first half of 2021, the center's Afghanistan Strategic Dialogues convened four private roundtables as well as two supplementary working groups. These convenings culminated in a flagship publication, *A Transatlantic Charter for Peace and Security in Afghanistan*. In addition, public and private programming, including an interview with resistance leader Ahmad Massoud, an *Open Letter in Support of the Afghan People*, and timely webinars such as *The Role of Victims in Afghanistan's Peace Process*, bolstered the center's broader Afghanistan portfolio. Although some of this work preceded the Taliban takeover, the insights it generated were critical to shedding light on developments in the country and engaging the international and US policy and diaspora communities to ameliorate the ongoing humanitarian crisis.

US-India Trade Initiative: In July 2021, the center released *Reimagining the US-India Trade Relationship*, a report written by Senior Fellows Ridhika Batra, Mark Linscott, Anand Raghuraman, and Dr. Harsha Vardhana Singh. The report analyzes the US-India bilateral trade relationship and makes recommendations to strengthen ties. Building on the report, the latter half of 2021 focused on shaping the center's US-India Digital Economy Cooperation Initiative. Upcoming work includes strategic dialogues involving Indian and US stakeholders to promote strong and sustainable digital cooperation between the two countries.

Pakistan Initiative: The Pakistan Initiative aspires to foster a diversified and more constructive US-Pakistan relationship. In early 2021, it hosted an inaugural #ACFrontPage event, *A Conversation with Nobel Laureate Malala Yousafzai on Education for All Girls*. Later in the year, the South Asia Center published two key issue briefs, "Beyond Pakistan's 2021–22 Budget: The Economy and Growth," and "Recasting Pakistan's Water Scarcity Challenge." The center also hosted multiple senior officials for robust discussions on US-Pakistan relations, including former Pakistani Ambassador to the United States Asad Khan (March); Pakistan Federal Minister for Planning, Development, Reforms and Special Initiatives Asad Umar (October); State Bank of Pakistan Governor Dr. Reza Baqir (October); and Pakistani Senator and Senate Defense Committee Chairman Mushahid Hussain Sayed (November).

In 2022, the South Asia Center's goal is to complete its transition into a period of growth that extends the center's influence across the



Jasuben Bharwad, 43, receives a dose of COVISHIELD vaccine, a COVID-19 vaccine manufactured by Serum Institute of India, outside her house during a door-to-door vaccination drive on the outskirts of Ahmedabad, India, December 15, 2021. REUTERS/AMIT DAVE

region by deepening its country portfolios on Afghanistan, India, and Pakistan. The Taliban takeover in Afghanistan poses major threats to human rights and foreshadows serious shifts in regional dynamics. The South Asia Center will strive to remain a thought leader on these issues through its strong, recognized Afghanistan portfolio. Moreover, a lack of progress in cooperation in the digital domain between Washington and Delhi offers the center an opportunity to engage and influence policymakers on both sides, just as the need for a revamped framework to guide US-Pakistan relations does in the Pakistan space. ●

“At the South Asia Center, our work is premised on the fundamental question of how the United States can be an effective partner for South Asia. Our goal is not only to bolster US economic and political engagement with the region, but also to support a prosperous and democratic South Asia that celebrates its diverse character and history.”

Irfan Nooruddin

Building bridges between two NATO allies, the United States and Turkey, at an unprecedented time.

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, high-level convening. The program spotlights critical issue areas including energy, economics, business relations, migration, and security.

The Atlantic Council IN TURKEY strongly believes in the importance of the strategic partnership between the United States and Turkey, which for decades has formed the backbone of security and stability on NATO's southern flank. In the spirit of dialogue and mutual understanding, the Council continues to act as a neutral platform, hosting US and Turkish officials for talks on and off the record on the broad range of issues affecting bilateral relations.

In 2021, the Council launched the inaugural US-Turkey Congressional-Parliamentary Fellowship, a program which convenes and connects eight staffers and advisers working in the US Congress and Turkish Parliament, respectively, to engage on and discuss all issues related to US-Turkey relations over a six-month curriculum.

US-Turkey relations faced a transformative year in 2021. The change in the US administration has brought a change in the United States' approach to allies and adversaries across the world. One week before Biden's inauguration, the Atlantic Council in TURKEY hosted a public, virtual webinar to discuss the future of relations between the United States and Turkey. The changing international arena and posture of the United States have also spurred Turkey to reevaluate its relationships with rivals across the region and advance toward normalization with states including the United Arab Emirates, Saudi Arabia, Egypt, Armenia, and Israel.

While serious obstacles in bilateral relations remain, global developments have defined new opportunities and impetus for bilateral cooperation. Tensions over Russia's aggression towards Ukraine increased coordination between the United States and Turkey as they attempted to forestall a Russian invasion. The divergences between Russia and Turkey over Ukraine were the subject of a public event in June.

With the end of NATO's twenty-year mission in Afghanistan, Turkey and the United States negotiated to transfer control of Kabul Airport in the wake of the chaotic withdrawal.



The Atlantic Council IN TURKEY launches the Council's first ever documentary, *Do Seagulls Migrate?*, at the Kennedy Center in Washington, DC, November 2021.



US Secretary of State Antony Blinken meets with Turkish Foreign Minister Mevlüt Çavuşoğlu on the sidelines of the UN General Assembly Seventy-Sixth Session General Debate in New York, September 21, 2021. KENA BETANCUR/POOL VIA REUTERS

The challenge posed by the Taliban's seizure of power in Afghanistan, as well as Turkey's role in regional stability, were discussed in depth at an Atlantic Council public event in September.

These bilateral and regional strategic developments are regularly analyzed in the program's blog, *TURKEYSource*.

The changing international system has also initiated a strategic rethinking within the European Union (EU) regarding its extensive and complex relations with Turkey, an EU candidate member. To explore the relationship and contribute to the conversation on updating the EU-Turkey relationship, the program published and launched an issue brief on *Europe's Geostrategic Sovereignty and Turkey* in March.

“The United States needs to continue working with Turkey to support its democratic resilience, and the relationship should be mutually beneficial. Defense cooperation must be maintained, and relations should be bolstered with stronger business and energy ties. #StrongerWithAllies”

Defne Arslan

Continuing the program's body of work on regional migration, the Atlantic Council IN TURKEY was proud to produce and launch the Council's first-ever documentary, *Do Seagulls Migrate?*, which chronicles the lives of four remarkable Syrian women who fled their war-torn homes to seek survival, prosperity, and a new life in Turkey. The documentary premiered at the Kennedy Center in Washington, DC, in November.

In 2022, the Atlantic Council IN TURKEY will redouble its efforts to promote a positive and constructive agenda in bilateral and transatlantic relations based on mutual interests and opportunities. The program plans to host a strategic talk series with leading officials and experts from both countries on the myriad issues on the bilateral agenda and will continue its Congressional-Parliamentary Fellowship. The program will also continue to promote *Do Seagulls Migrate?*, which will be shown at private screenings and film festivals in the United States, Europe, and Turkey prior to its public release. Looking ahead, the Atlantic Council IN TURKEY will host a conference on the regional clean energy outlook in Istanbul as part of its longstanding partnership on regional renewable energy development with the European Bank for Reconstruction and Development. The program is also planning to host events and produce reports focused on regional conflicts to help to support regional and global stability. ●

The Atlantic Council Global Energy Forum



H.E. Dr. Sultan Ahmed Al Jaber speaks at the opening session of the 2022 Global Energy Forum.

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

In January 2022, the Global Energy Center postponed the Forum due to rising COVID-19 cases and virtually convened a series of events alongside Abu Dhabi Sustainability Week (ADSW). This year's ADSW programming provided opportunities to address the outcomes of COP26 and discuss opportunities to move forward on climate goals. Global Energy Center programming during ADSW included a discussion with COP26 President Rt Hon Alok Sharma; COP27 President H.E. Sameh Shoukry; and H.E. Dr. Sultan Ahmed Al Jaber, which was moderated by Fred Kempe.

As part of its programming in partnership with ADSW, the Global Energy Center launched the second edition of its flagship publication, *The Global Energy Agenda*, with a conversation between Francesco La Camera, director-general of the International Renewable Energy Agency (IRENA); Mele Kyari, group managing director of the Nigeria National Petroleum Corporation; Majid Jafar, CEO

of Crescent Petroleum; Helima Croft, managing director and head of global commodity strategy at RBC Capital Markets; and Ambassador Daniel Fried. Two additional panels addressed the role of hydrogen in the energy transition and examined the divergent pathways to net-zero emissions that different countries might take.

In March 2022, the Global Energy Center convened the Global Energy Forum in person—alongside the closing of Expo 2020 in Dubai and in conjunction with the 2022 World Government Summit—and 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. The forum was convened in partnership with the Ministry of Energy and Infrastructure of the United Arab Emirates, Abu Dhabi National Oil Company (ADNOC), Masdar, and Mubadala Investment Company. Crescent Petroleum was a platinum co-chair, and RBC Capital Markets, Siemens Energy, General Electric, GS Energy, and Saudi Aramco were gold partners. CNBC served as the forum's international media partner. ●



The stage at the Mellon Auditorium for the Distinguished Leadership Awards, November 2021.



European Commission President Ursula von der Leyen at DLA, November 2021.



The evening's honorees—European Commission President Ursula von der Leyen, Pfizer's Albert Bourla, BioNTech's Özlem Türeci and Ugur Sahin, and Grammy-winning artist Dua Lipa—accompanied by their introducers, Governor of New Jersey Phil Murphy, National Academy of Medicine President Victor J. Dzau, President of the Republic of Kosovo Vjosa Osmani, and the National Endowment for Democracy President and CEO Damon Wilson, November 2021.

FLAGSHIP EVENT

2021 Distinguished Leadership Awards

On November 10, the 2021 Distinguished Leadership Awards (DLA) honored exceptional individuals meeting today's extraordinary challenges. In celebration of the Atlantic Council's sixtieth anniversary, we welcomed 500 guests to the Andrew W. Mellon Auditorium for our first in-person awards dinner in more than two years. European Commission President Ursula von der Leyen, Pfizer's Albert Bourla, BioNTech's Özlem Türeci and Ugur Sahin, and Grammy-winning artist Dua Lipa all earned the Atlantic Council's highest honors for shaping the global future together. ●

CONVENING FLAGSHIP EVENT

Europe Center Senior Director Ben Haddad (left) discusses the EU's digital and trade policy with EU Commissioner for the Internal Market Thierry Breton, September 2021.



FLAGSHIP EVENT

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 fifteen 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. Select global leaders who joined the series in 2021



Africa Center Senior Director Ambassador Rama Yade interviews Rep. Gregory Meeks, chairman of the House Foreign Affairs Committee, for #ACFrontPage, September 2021.

include President of France Emmanuel Macron, His Royal Highness The Prince of Wales, President of the European Council Charles Michel, Secretary General of NATO Jens Stoltenberg, Chairman of the House Committee on Foreign Affairs Gregory Meeks, WTO Director-General Ngozi Okonjo-Iweala, and leader of the democratic opposition in Belarus, Sviatlana Tsikhanouskaya, among many others. ●

AC Front Page is our premier live ideas platform, featuring the world's most important leaders discussing the challenges of our time.

FLAGSHIP EVENT

360/Open Summit: Bringing Together Those Committed to Democracy Over Disinformation

The Atlantic Council's Digital Forensic Research Lab (DFRLab) hosted its fourth annual 360/Open Summit in June, bringing together its global network of experts with policymakers, journalists, civil society leaders, and industry representatives for four days of cutting-edge programming focused on technology, human rights, and democracy in a hyperconnected world.

The summit's theme, the "World in Motion," shed light on the urgent challenges that converged and accelerated in 2021 as COVID-19 sped digitization



DFRLab Senior Director Graham Brookie and Director of the Democracy + Tech Initiative Rose Jackson welcome viewers and participants from around the world to DFRLab's virtual 2021 flagship event, 360/Open Summit: The World in Motion, June 2021.

and supercharged long-running trends upending the world.

Last year was the most ambitious 360/OS yet, convening the most topically, geographically, and demographically diverse group of speakers and participants of any Atlantic Council flagship event, with 113 speakers who represented twenty-two countries across forty-four panels, lightning talks, and fireside chats. Notable speakers included Nobel Prize winner Maria Ressa, Representative Tom Malinowski (D-NJ), African Journalist of The Year Hopewell Chin'ono, former Wikimedia CEO and Senior Fellow Katherine Maher, Hong Kong activist Nathan Law, and Dean of the Brown University School of Public Health Ashish Jha, now on leave to serve as White House COVID-19 response coordinator. ●

FLAGSHIP EVENT

EU-US Future Forum

From May 5 to 7, 2021, the Atlantic Council's Europe Center in partnership with the European Union Delegation to the United States organized the first EU-US Future Forum (EUFF), a three-day conference bringing together top policymakers and experts to celebrate the US-EU relationship and provide a platform to discuss and debate the future of the historic relationship across a range of issues including COVID-19 recovery efforts, transatlantic digital policy, trade cooperation, climate change, European defense, and more.

The forum was one of the first and largest gatherings of transatlanticists since the inauguration of the Biden administration. With over ninety speakers from twenty-one countries, EUFF served as the premier platform for world leaders to discuss the transatlantic partnership.



Fred Kempe and Ambassador of the European Union to the United States Stavros Lambrinidis speak to the virtual audience at the EU-US Future Forum.

The EUFF's sessions included joint appearances by US and European policymakers like US Secretary of Energy Jennifer Granholm and her counterpart in the European Commission Kadri Simson, US Senator Chris Murphy (D-CT), European Commission Vice-President Věra Jourová, and US Senator Jeanne Shaheen (D-NH) and then President of Estonia Kersti Kaljulaid. The EUFF also featured US Deputy Secretary of State Wendy Sherman for her first public appearance since confirmation and then co-leader of the German Greens and now German Foreign Minister Annalena Baerbock. ●

International Advisory Board

LEADERSHIP

Mr. Stephen J. Hadley
Chairman

Mr. Frederick Kempe
President & CEO

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. Linden Blue
Co-owner and Vice Chairman
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

President Kolinda
Grabar-Kitarović
Former President of Croatia

Mr. Mario Greco
CEO
Zurich Insurance Group Ltd

Mr. Mehmet N. Günel
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

Dr. Josu Jon Imaz
CEO
Repsol

Mr. Majid H. Jafar
CEO
Crescent Petroleum

Mr. Micael Johansson
President and CEO
Saab Group

President Kersti Kaljulaid
Former President of Estonia

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
News 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

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*

C. Boyden Gray*

Alexander V. Mirtchev*

TREASURER

George Lund*

DIRECTORS

Stéphane Abrial

Todd Achilles

Peter Ackerman*

Timothy D. Adams

Michael Andersson*

David D. Aufhauser

Barbara Barrett

Colleen Bell

Stephen Biegun

Linden P. Blue

Adam Boehler

John Bonsell

Philip M. Breedlove

Myron Brilliant

Esther Brimmer*

Richard R. Burt

Teresa Carlson*

James E. Cartwright*

John E. Chapoton

Ahmed Charai

Melanie Chen

Michael Chertoff

George Chopivsky*

Wesley K. Clark

Helima Croft*

Ankit N. Desai*

Dario Deste

Paula J. Dobriansky*

Joseph F. Dunford, Jr.

Richard Edelman

Thomas J. Egan, Jr.

Stuart E. Eizenstat

Mark T. Esper

Michael Fisch*

Alan H. Fleischmann*

Jendayi E. Frazer

Meg Gentle

Thomas H. Glocer

John B. Goodman

Sherri W. Goodman*

Murathan Günal

Frank Haun

Michael V. Hayden

Tim Holt

Karl V. Hopkins*

Ian Ihnatowycz

Mark Isakowitz

Wolfgang F. Ischinger

Deborah Lee James

Joia M. Johnson*

Maria Pica Karp*

Andre Kelleners

Brian Kelly

Henry A. Kissinger

John E. Klein

C. Jeffrey Knittel*

Franklin D. Kramer

Laura Lane

Yann Le Pallec

Jan M. Lodal

Douglas Lute

Jane Holl Lute

William J. Lynn

Mark Machin

Mian M. Mansha

Marco Margheri

Michael Margolis

Chris Marlin

William Marron

Christian Marrone

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

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*

Michael Punke

Ashraf Qazi

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

Gil Tenzer

Frances M. Townsend*

Clyde C. Tuggle

Melanne Verveer

Charles F. Wald

Michael F. Walsh

Ronald Weiser

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 April 14, 2022

2021 Honor Roll

FOUNDING DONOR

Adrienne Arsht

Adrienne Arsht
Latin America
Center

Adrienne Arsht-
Rockefeller
Foundation
Resilience Center

\$1,000,000+ CONTRIBUTORS

American Securities
Foundation

Bahaa Hariri

Embassy of the
United Arab Emirates

Facebook

Goldman Sachs

The Rockefeller
Foundation

UK Foreign,
Commonwealth
& Development
Office

\$500,000— \$999,999 CONTRIBUTORS

Amazon

Charles Koch
Institute

Jeffrey M. Talpins
Foundation

System Capital
Management

United States
Department
of Defense

United States
Department of State

Verizon

\$250,000— \$499,999 CONTRIBUTORS

Accenture LLP

Airbus

Amazon Web
Services

Anonymous (3)

C. Boyden Gray

Çalik Holding A.Ş.

ClimateWorks
Foundation

Delegation of the
European Union to
the United States

Gary Riesel

German Federal
Foreign Office

Google

James C. Temerty,
C.M.

JPMorgan Chase
Foundation

Korea Foundation

Kostas
Pantazopoulos

Melanie Chen

Neal Blue

Open Society
Policy Center

Pfizer

PKO Bank Polski

PZU SA

Robert J. Abernethy

Rockefeller
Brothers Fund

Ronald Weiser

Royal Norwegian
Ministry of Defence

SAAB

SICPA S.A.

The Eastern and Southern
African Trade and
Development Bank

United States
Department of
Energy

V. Kann Rasmussen
Foundation

\$100,000—\$249,999 CONTRIBUTORS

A. Anthony
Anunziato

Accenture Federal
Services

Africa Finance
Corporation

Ahmet Ören

Al-Iktissad Wal-
Aamal

American Edge
Project

Aramco Americas

Ashraf Qazi

Bank of America
Corporation

Blackstone
Charitable
Foundation

Carnegie
Corporation
of New York

Charles Davidson

Cheniere Energy, Inc.

Chevron Corporation

Chopivsky Family
Foundation

Daniel Poneman

Dariusz Mioduski

Dimitrios
Papalexopoulos

Divyank Turakhia

DT Institute

Dun & Bradstreet

Embassy of the
Kingdom of Bahrain
in Washington, DC

Eni

FedEx Corporation

George and
Kristen Lund

Global Affairs
Canada

GS Energy

Hopelyn Investments
Limited

HP Inc.

Hunt Consolidated,
Inc.

Ihnatowycz Family
Foundation

Jack Wadsworth

Lennar International

Leonardo

Limak Holding

Lockheed Martin
Corporation

Majid Al Futtaim

Mapa

Ministry of
Foreign Affairs
and International
Cooperation of the
United Arab Emirates

Ministry of National
Defence of Lithuania

Morningstar Family
Foundation

Mr. Abakar Manany

Mubadala Investment
Company

National Endowment
for Democracy

Omidyar Network

PayPal

Pivotal Foundation
and Francis and
Dionne Najafi

Policy Center
for the New South

Raytheon
Technologies
Corporation

Robert C. Pozen

Royal Norwegian
Ministry of Foreign
Affairs

Sempra Energy

Siemens Energy

SK Group

Swedish Ministry
for Foreign Affairs

Swiss Re Foundation

Taiwan Economic
and Cultural
Representative
Office (TECRO)

Thales Group

The William and Flora
Hewlett Foundation

United States Agency
for International
Development

Victor Pinchuk
Foundation

William Marron

\$50,000—\$99,999 CONTRIBUTORS

Afiniti Inc.

Ahmed Charai

Ahmet M. Ören

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

AM General

Ambassador and Mrs.
Clifford Sobel

Anonymous (2)

ARDIAN

Baker & McKenzie
LLP

BP America

Bridgewater
Associates

Charles O. Rossotti

Children's Investment
Fund Foundation

Clean Air Task Force

Clyde C. Tuggle

Colleen Bell

Dan Negrea

David McCormick
and Dina Powell
McCormick

Derek Kirkland

EastWest Institute

Edelman

Embassy of Japan
to the United States

Embassy of the
Republic of Korea

Equinor

European Climate
Foundation

ExxonMobil

Fincantieri Marine
Group

Georgetown
University Law
Center's ICAP

Guang Yang

Hanesbrands Inc.

HSBC

Humanity United

IBM

Invesco PowerShares

Japan External Trade
Organization

Jeff Yass

Kirkland & Ellis LLP

Korea Institute for
the Advancement
of Technology

KPMG

LexisNexis

Mastercard

Matthew Little

Meg Gentle

Michael Margolis

Ministry of Foreign
Affairs of the
Republic of Estonia

Natural Resources
Defense Council

Olin Wethington

Ploughshares Fund

Plug Power

Project Hong Kong

RBC Capital Markets

Refraction Asset
Management

Repsol

Richard Morningstar

S&P Global

SAIC

SoftBank Group

SouthWest Holdings

Squire Patton Boggs

Tellurian, Inc.

Tennessee Valley
Authority

Textron Inc.

The American-
Hellenic Chamber
of Commerce

Thomson Reuters

Tokyo Electric
Power Company
Holdings, Inc.

TÜPRAŞ

UNICEF

United Parcel Service

\$25,000—\$49,999 CONTRIBUTORS

Accrete AI

Adam Boehler

Americans for a Free
Syria and the Syrian
American Council

Apex Clean Energy

Apple

Best Seed
Producer Ltd.

Bohrer PLLC

British Embassy
Washington

Climate Advisers

ConocoPhillips

Consolidated
Contractors
Company

David D. Aufhauser

Dentons US LLP

Discovery, Inc.

Dr. Harlan Ullman

East Asia Foundation

Electric Power
Research Institute
(EPRI)

Embassy of Finland
in Washington, DC

Embassy of the
Italian Republic in
the United States

Emirates Nuclear
Energy Corporation

Fincantieri SpA

IHS Towers

Inter-American
Development Bank

Ivan Schlager

Japan Oil, Gas
and Metals National
Corporation

Jarosław Grzesiak

Jenny Wood

John E. Chapoton

John J. Studzinski

JS Bank Limited

Jupiter Intelligence

Kibar Holding A.Ş.

KNDS

Mary Ann Walker

MBDA Inc.

This list represents cash support received January 1, 2021–December 31, 2021. 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.

Merck	Amy and Stephen Shapiro Charitable Gift Fund	The African Development Bank	Lieutenant General Douglas Lute (Ret.) and Jane Holl Lute	Carnegie Endowment for International Peace	Michael Farr
MetLife Inc.					Mobeen Rana
Ministry of Defence of the Republic of Singapore	Anonymous (1)	The Russell Family Foundation	Michael Brady	Charles Fraker	Neil Brown
Ministry of Energy of the Republic of Lithuania	Anthony Scaramucci	The University of Texas at Austin	Michael Rogers	Chase P. Patterson	North Carolina Renewable Ocean Energy Program
Ministry of Foreign Affairs of the Czech Republic	Avascent Group	Theodore Sedgwick	Michele Pearce	Converge Strategies	NYU Center for Global Affairs
Nancy And Geoffrey Stack Family Foundation	Bob Kimmitt	Winnie Khattar	Morgan Hitzig	Crowell & Moring	
National Mining Association	Bob Litterman		Old Dominion University Research Foundation	David Park	Orrick
NATO Public Diplomacy Division	Carolann Najarian	\$5,000–\$9,999 CONTRIBUTORS	Patrick Gross	Deloitte Risk Advisory BV	Peter Engelke
Neste	Centre for European Perspective	8 Rivers/NET Power	Reid Maclellan	DIRECTV	Philip Beierl
Nicole and Andre Kelleners	ClearPath Foundation	AES Clean Energy	Roy Salame	Douglas O'Dell	Philip Odeen
Nuclear Energy Institute	Conrado Dornier	Ambassador Sue M. Cobb	Scale Microgrid Solutions	Dov S. Zakheim & Deborah Zakheim	Prescott Paulin
OCF	Cubic Corporation	American Clean Power	Secretary Deborah Lee James	E.C. Michael Higgins	Randee Day
Open Society Initiative for Europe	Daniel Saka Mbumba	Anonymous (1)	Secretary John M. McHugh	Ed Bachrach	Richard Danzig
Ørsted	Deere & Company	Barbara Anderson	Sherri W. Goodman	Elevate	Richard Grove
Ove Arup & Partners Limited	Diana Dougan	Barbara Barrett	Slovak Security Policy Institute	Energy Innovation Reform Project	Richard Tryon
RBC Foundation USA	Dr. Ira Straus	Bechtel Corporation	Southern Company	European Values Think-Tank	Rick Ohrstrom
Safran S.A.	Eden Litt	Byron Callan	Strategic Education International	Factiva	Robert Helm
Samhita	Embassy of Poland to the United States	Chem-Energy Corporation	Stuart Eizenstat	Fay Moghtader	Robert M. Gates
Stephen J. Hadley	Emerson Electric Co.	Consumers Energy	The Boeing Company	Fervo	Ronald Marks III
Steven A. Denning	Fawad Ahmed Mukhtar	Deloitte	Thomas J. Ridge	Fifarma	Samuel Moss
Stevens Family Charitable Fund	Federal Foreign Office of Germany	Dov S. Zakheim	Thomas M. Sanderson	Frances M. Townsend	Silicon Ranch Corporation
Tekfen Construction	Franklin D. Kramer	Elaine Dezenski	Tim Kubarych	Frank Finelli	Spindrift AI Swaidi
TeleGroup	French Ministry of Armed Forces	Energy Futures Initiative	Timothy D. Adams	Frank Keating	Suzanne Clark
The Howard Baker Forum	Georg Philipp Ettstaller	Eric D.K. Melby	Todd Kantor	General James E. Cartwright (Ret.)	TerraPower, LLC
The Institute of Energy Economics, Japan	Intel	Frederick Kempe and Pamela Meyer	Walter B. Slocombe	General Larry O. Spencer (Ret.)	Textron Systems
The Iyer Family	Invenery LLC	General (Ret.) and Mrs. David H. Petraeus	Wendy W. Makins	GeothermEx	Theodore Nappo
The Procter & Gamble Company	ISPI	General Michael V. Hayden	Wolfgang Seybold	Geraldine Kunstadter	Truman National Security Project
The Roger and Susan Hertog Charitable Fund	John D. Macomber	Giuseppe Di Fuccia	\$1,000–\$4,999 CONTRIBUTORS	Gerry Byrne	Virginia A. Mulberger
TRENDS Research & Advisory	Judith A. Miller	Global Vision	Airstreams Renewables	Gina E. Wood	VLED
U.S. Chamber of Commerce	Judith Saryan	Helen Xiao Zhang	Akram Elias	Jake Silver	W. DeVier Pierson and Mrs. Shirley F. Pierson
Ukrainian Association of Payment Systems	Korea Atomic Energy Research Institute	Humble Bundle	Alliant Energy	James A. Rooney	Wallace "Chip" Gregson
Willis Limited	Lightbridge Corporation	Hussain Al Nowais	Ambassador John E. Herbst	Admiral James G. Stavridis (Ret.)	William Cohen
\$10,000–\$24,999 CONTRIBUTORS	Mercedes Gutierrez	Hussein Al Baya	Andrew H. Gross	John Raidt	William J. Hybl
Alejo Czerwonko	Michael Zak	ISO New England	Archish Mittal	Joseph S. Nye	William Reilly
Alp Sevimlisoy	Nancy Brinker	Jan Lodal	Argonne National Laboratory	Joseph Thompson	World Trade Solutions LLC
	Neal S. Wolin	Jendayi Frazer	Astellas Pharma	Josh Lipsky	
	Ormat	John Campbell	Barry Pavel	Julie Varghese	
	PhRMA	Joshua Danial	Benjamin Curley	Kirsten Fontenrose	
	Rachel Nadjarian	Kenneth A. Buckfire	Benjamin Haddad	Larry Hochberg	
	Rafic Bizri	Konrad-Adenauer-Stiftung	Bogdan Dinu	Larry S. Taylor	
	Robert Brooks	Laura Holmes Jost	Brett Lambert	Lieutenant General Walter Gaskin	
	Saab, Inc.	Lawrence Rogow	CALSTART	Mary C. Yates	
	Swedish Civil Contingencies Agency			Matthew Kroenig	
				Michael Chertoff	

Financial Summary

STATEMENT OF ACTIVITIES AND CHANGE IN NET ASSETS

Year Ended December 31, 2021 (With Comparative Totals for December 31, 2020)

REVENUE

	2021		2020	
(\$000's)	Without Donor Restrictions	With Donor Restrictions	Total	Total
Grants and Contributions				
Individual Contributions	2,010	7,284	9,294	5,434
Corporate Support	1,906	20,706	22,612	17,161
Foundations	105	3,765	3,871	8,117
Government Grants	-	6,886	6,886	5,094
Present Value Discounts	-	-	-	1,406
Contracts	-	-	-	131
Contributed Services and Materials	-	-	-	333
Other Revenue	134	415	550	28
Net Assets Released from Restrictions	38,863	(38,863)	-	-
Total Revenue	43,018	194	43,212	37,705

OPERATING EXPENSES

	2021		2020	
(\$000's)	Without Donor Restrictions	With Donor Restrictions	Total	Total
Program/Center Services				
Adrienne Arsht Latin America Center	1,495	-	1,495	1,627
Adrienne Arsht Rockefeller Foundation Resilience Center	5,646	-	5,646	4,542
Africa Center	520	-	520	608
Atlantic Council IN TURKEY	446	-	446	388
Global China Hub	123	-	123	-
Digital Forensic Research Lab	3,260	-	3,260	2,285
Eurasia Center	1,155	-	1,155	1,231
Europe Center	2,278	-	2,278	1,250
Global Energy Center	2,741	-	2,741	2,215
GeoEconomics Center	1,852	-	1,852	563
GeoTech Center	1,127	-	1,127	938

OPERATING EXPENSES

	2021		2020	
(\$000's)	Without Donor Restrictions	With Donor Restrictions	Total	Total
Middle East Programs	3,156	-	3,156	1,988
Millennium Leadership Program	331	-	331	378
Scowcroft Center for Strategy & Security	5,081	-	5,081	4,460
South Asia Center	690	-	690	348
Total Program/Center Expenses	29,901	-	29,901	27,644
Supporting Services Expense				
Management and General	12,209	-	12,209	11,171
Fundraising	3,091	-	3,091	2,808
Total Supporting Service Expenses	15,300	-	15,300	13,979
Total Operating Expenses	45,200	-	45,200	41,622

CHANGE IN NET ASSETS BEFORE NON-OPERATING ACTIVITIES

	2021		2020	
(\$000's)	Without Donor Restrictions	With Donor Restrictions	Total	Total
Other items				
Investment Income (Loss), Net	1,228	3,321	4,549	3,299
Change in Net Assets	(955)	3,515	2,560	(619)
Net Assets at Beginning of Year	3,961	73,460	77,421	74,126
NET ASSETS AT END OF YEAR	3,006	76,975	79,981	73,508

THESE NUMBERS HAVE NOT YET BEEN AUDITED

STATEMENT OF FINANCIAL POSITION

December 31, 2021 (With Comparative Totals for December 31, 2020)

ASSETS

	2021	2020
Cash and cash equivalents	6,284	6,697
Contributions, grants, and other receivable	37,258	42,867
Prepaid expenses and other	915	902
Fixed assets (net)	4,306	3,740
Investments	41,434	31,984
TOTAL ASSETS	90,198	86,190

NET ASSETS

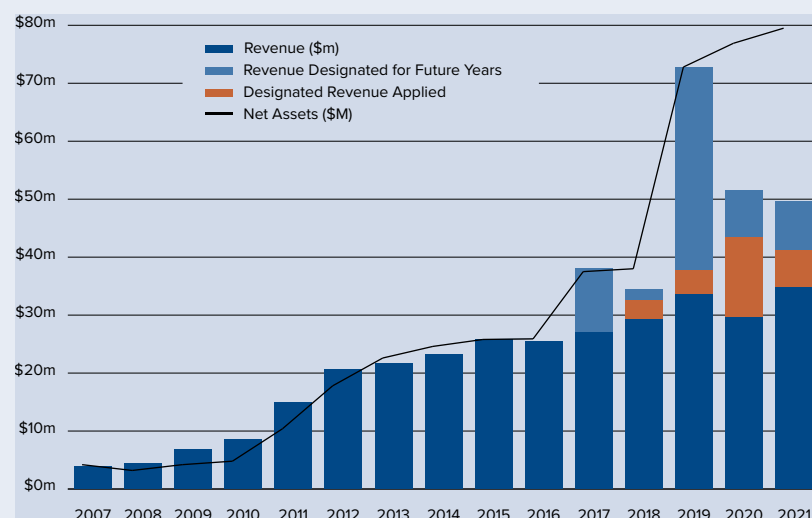
	2021	2020
Without donor restrictions	3,006	3,762
With donor restrictions	76,975	73,663
Total net assets	79,981	77,425
TOTAL LIABILITIES AND NET ASSETS	90,198	86,190

LIABILITIES AND NET ASSETS

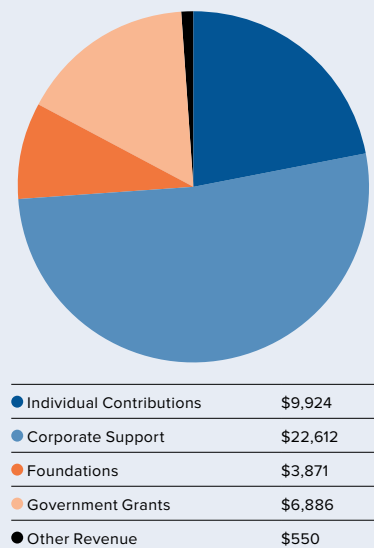
	2021	2020
Accounts payable and accrued liabilities	4,327	3,210
Pass through Liability	500	-
Capital lease obligation	132	200
Refundable advance	219	79
Deferred revenue	507	296
Deferred rents	4,313	4,677
Deferred compensation	218	303
Total liabilities	10,217	8,765

THESE NUMBERS HAVE NOT YET BEEN AUDITED

OVER A DECADE OF REVENUE AND NET ASSET GROWTH



DIVERSITY OF SUPPORT *



* GAAP accounting

ABOUT US

2021 in Numbers

EVENTS

834

events held.



1.08 million

livestream views.



41%

 of panelists were women
(up from 39% in 2020).


INNOVATIVE FORMATS

29

Atlantic Council Front Page events. Our new high-profile format for global leaders accounted for nearly one-fourth of all event livestream views.



EDITORIAL

127,786

page views on the Atlantic Council's website on Monday, August 16, driven by our coverage of the Taliban takeover of Afghanistan, marking the highest-traffic day in the site's history.

137,000

total email subscribers (31% increase since June 2021), fueled by popular new newsletters such as Fast Thinking, AC Editors' Picks, and The Week Ahead.

1.1 million

impressions of Atlantic Council posts on Twitter, setting a new record, on Inauguration Day and day two of the Global Energy Forum.

153

issue briefs and reports with 858,646 page views (+85%).

275,000

followers of the Atlantic Council across Twitter, Facebook, LinkedIn, and Instagram, a 24% increase over 2020.

6.4 million

page views for our editorial work, which now accounts for nearly 60% of all website traffic.

160,362

page views for *The Longer Telegram*, making it the most-read article ever published on the Council's site.





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

4-star Charity Navigator rating
7 years running



DIGITAL REACH BOOSTED



10.9 million

website page views (21% increase over last year).



MEDIA

91.2k

media hits
(23% increase
over last year).

35%

increase in potential
audience reach
over 2020.

STAFF & DIVERSITY

Staff are citizens of

47

countries.

43/57%

Balance of male/
female staff at senior
management level.

75%

speak a language
besides English.

34

Average age
of employees.

Staff is:

51%

female

66%

of staff are under
the age of 35.

47%

male.

N/A for 2% of staff



ABOUT US

Evolving Through Innovation 2007–2021

\$50m

\$45m

\$40m

\$35m

\$30m

\$25m

\$20m

\$15m

\$10m

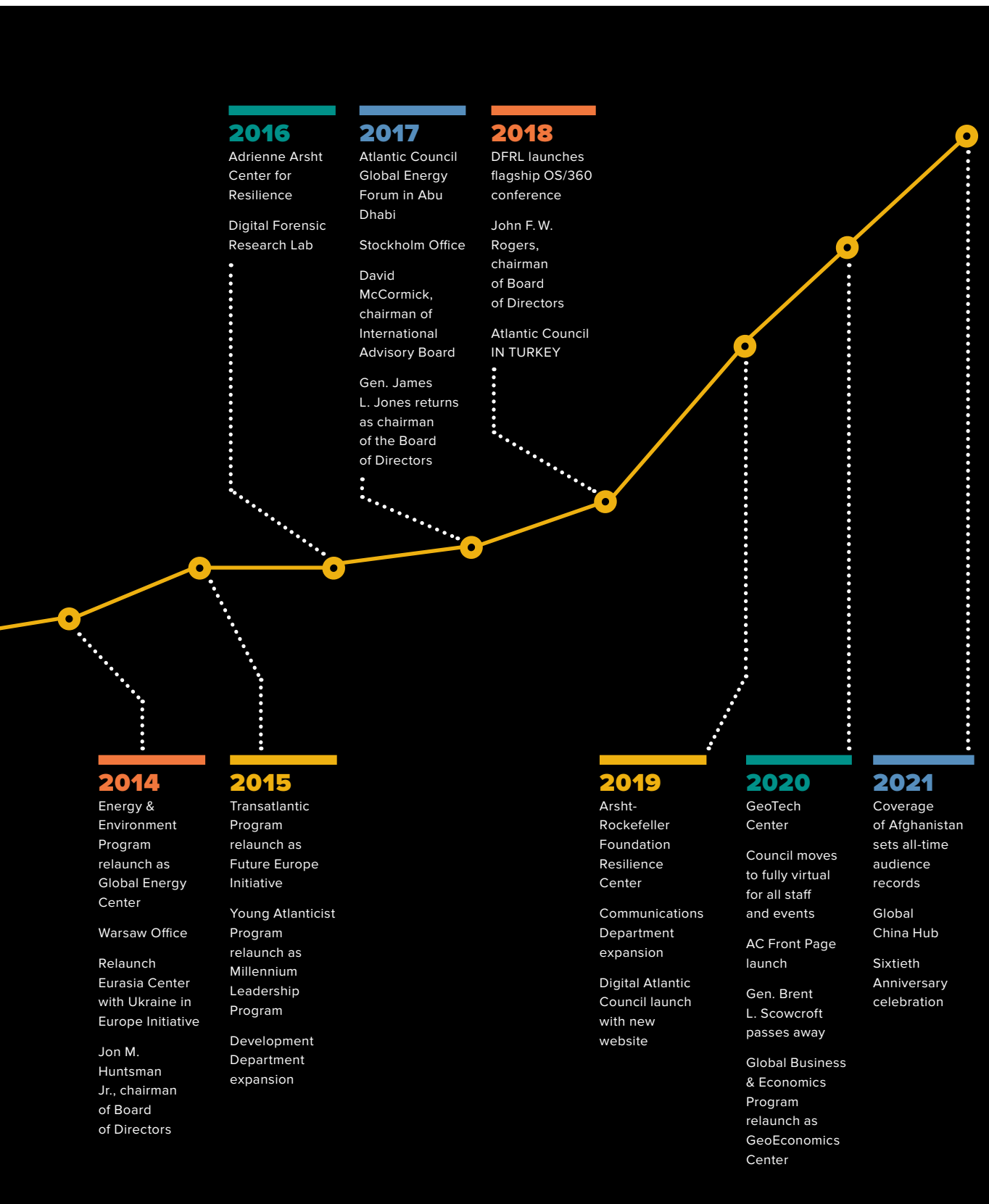
\$5m

\$0m

2007International
Advisory BoardDistinguished
Leadership
Awards relaunchGen. Brent
L. Scowcroft,
chairman of
International
Advisory BoardGen. James
L. Jones,
chairman
of Board
of DirectorsFrederick
Kempe joins as
President & CEO**2008**Individual/
Corporate
Membership**2009**Global Business
& Economics
ProgramMichael Ansari
Africa CenterDinu Patriciu
Eurasia CenterSouth Asia
CenterBlack Sea
Energy &
Econ ForumSecretary
Charles T.
Hagel, chairman
of the Board
of Directors**2010**Cyber Statecraft
InitiativeWroclaw Global
ForumAtlantic Council
Global Citizen
Awards**2011**Rafik Hariri
Center
for MideastStrategic
Foresight
Initiative**2012**International
Security Program
relaunch as
Brent Scowcroft
CenterC. Boyden
Gray Fellow
for Finance
& Growth**2013**Adrienne Arsht
Latin America
Center

Istanbul Office

Gen. Brent
L. Scowcroft
returns as
interim chair




Editorial Director: **Susan J. Cavan**
Lead Editor: **Maureen McGrath**
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.

© 2022 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






**“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