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# Annual review



2021/22

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# Chair's statement

The past 12 months have seen new levels of instability injected into international affairs. The consequences of the COVID-19 pandemic, the continued fracturing of the international system and Russia's war on Ukraine, which triggered the largest movement of refugees since the Second World War, have had severe impacts on trade, prices and people around the world.

Chatham House's Russia and Eurasia Programme and its Ukraine Forum have advised allied governments on their response to the war on Ukraine, and secured the participation of Ukrainian president Volodymyr Zelenskyy in the most watched event of the institute's history.

The challenge now is to ensure Chatham House can bring together its diverse areas of research and offer influential ideas on how to respond to the uncertain future. Council has supported the push to define clear priorities for the institute's work, and the launch of two new research centres covering sustainability and global governance.

Drawing out the best from the institute's expertise in the changed geopolitical landscape will be a top priority for Bronwen Maddox when she takes over as director at the end of August.

Council is delighted to have found such a worthy successor to Robin Niblett. Robin's 15 years of inspiring leadership have seen the institute more than triple in size of staff and budget. New areas of research under his tenure include cyber policy, digital governance, global health, the US and the Americas, and the UK in the world post-Brexit. Robin also launched the Queen Elizabeth II Academy for Leadership in

International Affairs, providing the base for many initiatives to engage the next generation. He also leaves the institute with a rebuilt balance sheet after securing some major long-term gifts; expanded and renovated premises; and a strong communications and digital infrastructure that has raised the profile of Chatham House with our audiences. Council places on record the institute's debt to Robin and to his wife, Trisha de Borchgrave. Chatham House's supporters around the world were delighted to see Robin awarded a knighthood in HM The Queen's Birthday Honours 2022.

I pay tribute also to my predecessor, Jim O'Neill, and I am grateful to Simon Fraser, deputy chair, and to the other four retiring members of Council (Mimi Ajibadé, Heide Baumann, Kenneth Cukier and Tim Willasey-Wilsey) for their dedication and counsel.

Council will continue to focus on strengthening the impact of the institute's work and on improving governance, as well as providing continuity during the leadership transition. We will act as a strategic partner for Bronwen as she takes Chatham House forward. Central to this will be implementing the institute's plan to strengthen equality, diversity and inclusion across the board. Finally, I thank the staff for their commitment through this period of transformation.

**Nigel Sheinwald**



# Director's statement

I wish that my last Annual Review as director of Chatham House did not coincide with the world being in such turmoil. Vladimir Putin's actions have made it even harder to address the systemic challenges to environmental sustainability, inclusive growth and accountable governance across the world. Combined with rising tensions between Beijing and Washington, this is one of the most complex and loaded environments for international policy witnessed during my tenure as director.

Chatham House has provided expert analysis on this new context, as this Annual Review illustrates, assessing the spillovers from Russia's war on Ukraine for global food security, European security, and how the UK should itself adapt. We have sustained our focus on other priorities, above all around climate change, including substantial input to the COP26 UN climate conference in Glasgow. Other highlights included the launch of an initiative to strengthen human rights; our work on international cybercrime cooperation and cyberspace governance; work on reforming the global health system to prepare for the next pandemic; and events on tackling information warfare in Eastern Europe and the South Caucasus.

This year, the Africa Programme celebrates its 20th anniversary with a series of events alongside partner institutions across the continent, and *International Affairs* began its centenary ranked as the number one international relations journal.

We have benefited enormously from Renata Dwan's input as deputy director over the past 18 months. She spearheaded the establishment of institutional research priorities

and a comprehensive research planning and budgeting process, as well as leading on cross-house collaboration and the recruitment of two new programme directors. Although she is now relinquishing her role as deputy director, I am delighted that Renata will remain engaged with the institute as a senior fellow.

During the past year, we welcomed Helen Clark as one of our three presidents; and, most recently, Mark Carney who will become the new chair of our Panel of Senior Advisers. He succeeds Sir John Major, who becomes our president emeritus.

And, in April this year, Chatham House announced the appointment of Bronwen Maddox as its new director. Under her experienced leadership, and with the support of Council, our presidents and our advisers, I know that the institute will continue to respond to the demands of this turbulent time.

I am all the more confident because of the diversity of the many stakeholders who, alongside our members, support the institute's work and independence of thought. And, above all, because of the tireless enthusiasm and commitment of my colleagues to help make the world a better place. It has been a privilege to work with them towards our shared mission.

**Robin Niblett**



# A community committed to tackling global problems

## Our members debate and share ideas on critical issues in international affairs

Chatham House's global membership network, established when the institute was founded in 1920, today welcomes individuals and organizations from more than 95 countries. Members enjoy valuable networking opportunities, including at our rich programme of online and in-person events and through social media, and are kept up to date via our eLibrary, plus *The World Today* magazine and *International Affairs* journal.

Our members value opportunities to share, develop and debate ideas on critical issues in international affairs. Drawn from the worlds of business, diplomacy, politics, the media, civil society and academia, including a growing number of students, they play an essential role in informing research, contributing to the development of our ideas and questioning speakers at Chatham House events. Members also play a vital role in the governance of the institute: governance

responsibilities for the operation and management of Chatham House reside with our Council, which is both drawn from and elected by the institute's membership.

A number of members also form our Panel of Young Advisers, which helps to guide the institute on new and existing initiatives that aim to engage upcoming generations internationally.

As a non-profit institute without government subsidy or significant endowment, Chatham House relies on a diverse range of support to maintain its independence. Through their annual contributions, members provide a valuable proportion of the funding that supports the institute in achieving its mission to help governments and societies build a sustainably secure, prosperous and just world. A growing number of members provide additional support through donations to the [Annual Fund](#) and broader philanthropic giving, as well as through charitable bequests.

**Audience questions are an important aspect of our virtual and in-person events.**  
PHOTO:  
SUZANNE  
PLUNKETT



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**'In a world "gone mad"  
I find Chatham House  
a constant source  
of calm, authoritative  
and actionable insights.'**

Mark Izatt, individual member



## Introduction New director



## New director for Chatham House

**Bronwen Maddox joins the institute at the end of August as the new director and chief executive.**

Bronwen has been director of the Institute for Government since September 2016. Prior to this, she spent six years as editor and CEO of *Prospect* magazine, after previously working as foreign editor, chief foreign commentator and US editor at *The Times*. Before that, she ran award-winning investigations and wrote economics editorials for the *Financial Times*, after a career as an investment analyst in the City. She is also visiting professor in the Policy Institute at King's College London, a non-executive board member of the Law Commission, and a council member of Research England.

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**'I am honoured and delighted to become Chatham House's next director. I look forward to the privilege of working with its teams, and the many others who have come together to advance its work.'**



SOMEONE ELSE  
is in a hurry?  
or not?

Can PROGRESS  
be disappointed  
for GROWTH?

WE ARE  
building  
a BLUEPRINT  
for the  
NEXT CENTURY

TELL  
Companies WHAT  
to DO.

ACRYLIC PATH



# Our ideas

Our world-leading research and convening are needed now more than ever. The COVID-19 pandemic, climate change, war and US–China rivalry are all exacerbating global insecurity. Chatham House research focuses on six priority areas: preventing and responding to conflict; realizing sustainability; reinvigorating multilateralism; navigating the global impact of US–China competition; strengthening democracy; and the UK’s global role.

Our Sustainability Accelerator UnConference encouraged participants to get creative as part of sharing ideas on a sustainable future. PHOTO: SUZANNE PLUNKETT

## Responding to the war in Ukraine

**Chatham House has been widely cited on the impacts of Russia's war on Ukraine, and has hosted Ukrainian leaders including President Volodymyr Zelenskyy.**

Ahead of Russia's invasion of Ukraine in February 2022, Chatham House was already providing analysis and convening in this area, led by experts in our Russia and Eurasia Programme, including through the Ukraine Forum. Since February, we have published extensive analysis of the war's military, diplomatic, economic and trade consequences both regionally and globally.

We harnessed expertise from across the institute to ensure policymakers and the public were informed about the profound consequences of the invasion. Our research was cited nearly 10,000 times in top-tier media outlets in February and March, while our two most-read website pieces debunked President Putin's legal justifications for the war and examined the risk of nuclear weapons being deployed. We also published a research paper on *Uncertainty and complexity in nuclear decision-making* with recommendations for policymakers. An April research

paper set out the ways the war is affecting global food, fuel and fertilizer supply chains, connecting the war's impacts to our ongoing work on climate risks. A special series of video explainers and podcasts are also bringing our analysis to new audiences.

At the same time, we have played a key role in the international policy debate, with Chatham House experts advising governments, multilateral organizations and the corporate sector on approaches to Russia. We also hosted President Zelenskyy for an online event in March, when he made headlines by demanding that Russia withdraw to its pre-2014 invasion borders. Our International Law Programme, together with the Russia and Eurasia Programme, also hosted speakers including Gordon Brown and Ukraine's foreign minister, Dmytro Kuleba, who [launched a declaration](#) seeking to create a special tribunal to try those responsible for the crime of aggression in Ukraine.

**Satellite imagery overview of Azovstal Iron and Steel Works, eastern Mariupol, Ukraine.** PHOTO: SATELLITE IMAGE © 2022 MAXAR TECHNOLOGIES



## What future for Afghanistan?

**We are helping to explore policy options for the country's future development.**

The Taliban takeover of Afghanistan in 2021 triggered economic collapse. Chatham House partnered with other leading think-tanks to discuss policy approaches in the wake of the crisis. Focusing on development and humanitarian aid, the Afghanistan Strategic Learning Initiative engaged more than 150 participants in workshops to develop evidence-based policy options. The project was led by the UK Humanitarian Innovation Hub.



**Afghan money changers wait for customers along a street near the Sarai Shahzada currency exchange market in Kabul on 15 May 2022.**  
PHOTO: WAKIL KOHSAR/AFP VIA GETTY IMAGES

## Disruptive technologies

**We are working with the British Army to look at 'tech advantage' in conflict.**

Our International Security Programme has partnered with the British Army to analyse the long-term implications of key emerging and disruptive technologies that are likely to provide a significant 'tech advantage' in the coming decade. This work will feed into the army's planning and future operations. Research areas include artificial intelligence, and advanced cyber and electronic warfare capabilities. Chatham House is also working with the University of Birmingham to study quantum technologies. This research explores how quantum technologies can enhance UK productivity and make critical infrastructure more resilient to potential threats.

## Shaping policy on cross-border conflict

**Chatham House is mapping how conflicts interact with transnational flows of goods and people.**

Policy analysis often focuses on conflicts within individual states. Yet the impacts of conflict can spill across state borders, exacerbating problems in neighbouring states and beyond. Building on previous work on conflict economies, we are leading research through the Cross-Border Conflict Evidence, Policy and Trends (XCEPT) project. This work assesses how transnational supply chains are shaped by conflict and how those supply chains impact conflict dynamics. The project is helping policymakers to anticipate how developments in one conflict will impact what happens in another.



## Translating sustainability issues for a new audience

**A new initiative to encourage investment in nature-based solutions.**

The Sustainability Accelerator translated niche, expert knowledge for a wider private equity investor audience by leading the research and development of an investor framework for nature-based solutions (NBS). This approach involves working with nature to invest in natural climate solutions. The framework is a learning tool that builds investor confidence to incorporate NBS in portfolio decarbonization strategies. Co-created with an expert panel of advisers, the framework has been widely accessed and has been included on the Green Finance Institute's Hive library tool.

## Future of food security

**Our research on food and energy security is influencing the global philanthropy agenda.**

High prices for food and energy pose immediate threats to human security, particularly among low-income and vulnerable populations. As global markets reeled from the impacts of Russia's invasion of Ukraine, our April 2022 event and research paper examining [\*The Ukraine war and threats to food and energy security\*](#) provided early analysis and recommendations on how to tackle the challenges ahead. The paper fed into a high-level global meeting of philanthropists, and highlighted a series of 'no-regrets' policy options that could mitigate the impact of the war on food and energy markets.



**Workers reconnect the power in Maracaibo, Venezuela, in June 2019: three years on, electricity shortages remain critical.**  
PHOTO: HUMBERTO MATHEUS/NURPHOTO VIA GETTY IMAGES

## Greening energy in Latin America

**Diversifying away from fossil fuels is a key theme for economic reconstruction in Venezuela.**

Chatham House, with the support of the UK Foreign, Commonwealth & Development Office, produced two original bodies of comparative research with recommendations to help rebuild Venezuela's economic infrastructure. Moving away from carbon-based energy, while challenging, will provide opportunities for reconstructing the country's devastated electricity sector and diversifying its economy. Separately, Costa Rica's president Carlos Alvarado Quesada spoke at Chatham House about how to replicate his country's green achievements.

## Influencing the global debate on climate policy

**Our expertise informed the policy and media debate at COP26 across many different aspects of climate and sustainability.**

Ahead of the COP26 Glasgow summit, Chatham House released research that built the scientific and political case for decisive action on climate. The Environment and Society Programme published influential papers on topics including the [climate impacts of burning woody biomass](#) and [mitigating risks from the deployment of BECCS](#). [Raising climate ambition at COP26](#) and [Climate change risk assessment 2021](#) have been regularly cited in speeches by key government ministers, including COP26 president Alok Sharma.

During the Glasgow summit, we hosted more than 100 policy influencers, partnering with organizations such as the UN Environment Programme (UNEP) and the OECD. Our experts were interviewed on TV and radio, and were cited in print nearly 2,500 times. Our social media posts, including on Instagram and Twitter, saw reshares from high-profile figures such as conservationist [Chris Packham](#) and UNEP director Inger Andersen. The COP26 official launch of the Beyond Oil and Gas Alliance (BOGA), a global alliance to manage the phase-out of oil and gas, also attracted significant policy and media attention. Chatham House has been supporting and advising BOGA since 2020.



**Wind turbines in Burnley, England – the UK government has set a target for all electricity to come from clean sources by 2035.**  
PHOTO: NATHAN STIRK/GETTY IMAGES

## How are the ambitions declared at COP26 to be delivered?

**Our convening power helped to spread the message that actions must supplement the pledges of the Glasgow Climate Pact.**

Our [Climate change risk assessment 2021](#) was championed by the Cabinet Office of the UK government. It formed the basis of a series of high-level workshops to build understanding of climate risk among G20 governments. Following COP26, we also produced a fast-turnaround briefing paper, [COP26: What happened, what does this mean, and what happens next?](#) This covered key achievements and pledges at the summit, and analysed what might happen in the next 12 months and beyond.

### Related reading

We published a special climate issue of [The World Today](#) in October 2021, to coincide with COP26.

## Working towards global health solidarity

**Our global health research and convening power is helping to harness momentum for financing public health goods.**

In the second year of the COVID-19 pandemic, we mobilized high-level policymakers and experts to call for action by rich countries in support of an equitable route out of the crisis. A webinar, ‘How can the G7 end the COVID-19 pandemic?’, suggested policy approaches for the G7 to ensure a fairer and faster distribution of vaccines, treatments and diagnostics. Webinar speakers included Winnie Byanyima, executive director of UNAIDS, and Mike Ryan, executive director of WHO’s Health Emergencies Programme. Our convening was backed up by a research

paper on [Solidarity in response to the COVID-19 pandemic](#), which generated strong interest.

As the world started to emerge from the pandemic, Chatham House’s health research focus turned towards applying lessons learned to future health challenges. This included contributing to the March 2022 Coalition for Epidemic Preparedness Innovations (CEPI) summit. Our Global Health Programme is currently examining past financing initiatives for global health public goods to inform future action. This work includes developing an assessment framework for understanding challenges to securing international political commitments to fund global health interventions that benefit everybody as public goods.



**Demonstrators in Cambridge, Massachusetts, demand that pharmaceutical companies share COVID-19 vaccine science with other countries.** PHOTO: JIM DAVIS/THE BOSTON GLOBE VIA GETTY IMAGES

## Providing critical insights on the global economy

**Our Big Picture series invites leading figures to share ideas on key economic challenges.**

At a time of economic turmoil, our Global Economy and Finance Programme provides essential analysis and ideas on the way forward. This includes the ‘Big Picture’ event series, run in partnership with Société Générale. Speakers have included

director-general of the World Trade Organization Dr Ngozi Okonjo-Iweala and Professor Nicholas Stern, economist and leading authority on climate change. During the year, we also heard from Dr Lawrence H. Summers and Wally Adeyemo, deputy secretary in the US Treasury, on using financial and regulatory tools to achieve foreign policy objectives.

## Helping the international community to engage with hybrid armed actors

Our research is helping policymakers to find ways to work with armed groups in the Middle East and North Africa.

Increasingly, the line between state actors and non-state armed groups has become blurred. Many have one foot in the state and one foot outside of it. Research by our Middle East and North Africa Programme on Libya, Iraq and Lebanon explores how policymakers should understand these hybrid armed actors and find means of engaging them.



The 'Tripoli Brigade', a militia loyal to the Government of National Accord, parades through the centre of Tripoli, Libya, in July 2020. PHOTO: MAHMUD TURKIA/AFP VIA GETTY IMAGES

## Working to strengthen human rights

We are identifying strategies to strengthen human rights protection in an increasingly contested global environment.

The International Law Programme has launched a major initiative investigating the impact on the human rights system of numerous challenges – including rising populism and nationalism, and shifts in geopolitical power. Coinciding with COP26, Chatham House also launched a briefing paper analysing the growing trend for [human rights-based climate litigation](#). It highlights challenges mounted by activists against governments that fail to meet climate commitments and corporates whose activities persistently contribute to climate change.

## Shaping international cyber cooperation

The UN cybercrime treaty process is progressing with support from our cybersecurity researchers.

We provided written and oral feedback on the UK's submission to the UN as part of a cybercrime treaty process, working with relevant UK government departments. Our position as leaders in this space was recognized during a meeting of the UN General Assembly, when the representative from Canada referred to Chatham House as one of the main organizations working on cyberspace. Separately, UK Attorney General Suella Braverman spoke at Chatham House on international law in cyberspace.

## Mobilizing for a global recovery

**We are exploring how the G7 and G20 can best support developing countries.**

Governments and societies across the Global South face long-term development challenges in the context of the pandemic, war, climate change, and increased tensions between the US and China. The US and the Americas Programme, working with the Environment and Society,

Global Economy and Finance, and Global Health programmes, is leading a high-level initiative on the global recovery. The project recognizes that public leadership and strong global partnerships are essential, but that private capital must be mobilized to meet the scale of the need for a sustainable global recovery. The first paper from the project, [\*The role of the G7 in mobilizing for a global recovery\*](#), explored key policy priorities for the G7 nations and the EU.



European Commission President Ursula von der Leyen and US President Joe Biden hold a joint press conference in Brussels, March 2022.  
PHOTO: EU COMMISSION/POOL/ANADOLU AGENCY VIA GETTY IMAGES

**We are exploring how Europe and the US can develop better-aligned policies on China.**

## Responding to the rise of China

**We are working to help the US and Europe develop more coherent and sustainable policies on China.**

It is vital that both the US and Europe look beyond short-term disputes to assess the longer-term implications of the rise of China. The Europe Programme and the Environment and Society Programme at Chatham House have partnered with RUSI to explore opportunities for increased transatlantic cooperation on China. As part of this project, we published papers on the [\*EU's unsustainable China strategy\*](#) and on [\*China, EU and US cooperation on climate and energy\*](#), which sparked interest among high-level policy audiences. Future work will explore how the US and Europe can respond to the opportunities and tensions that Beijing's influence presents in the Indo-Pacific region.



## Deconstructing China's decision-making

**We revealed the domestic influences shaping Chinese foreign policy, and explained the geopolitical consequences of China's actions.**

The Chinese political system is often regarded as a unitary actor with a singular focus on policy plans. Our Asia-Pacific Programme's briefing paper *[Who decides China's foreign policy?](#)* challenged this perception. The paper showed how the formulation and implementation of Chinese foreign policy is subject to intragovernmental power struggles and is influenced by local government, as well as by major Chinese state-owned enterprises. The paper and related research events resulted in an invitation to a formal hearing at the United States–China Economic and Security Review Commission, as well as briefing requests from the World Economic Forum.

China's lending to African countries has many objectives and takes many forms. Our research on addressing debt distress in Africa identified the geopolitical factors at play in Chinese development financing decisions and made recommendations for African borrowers to chart a course through debt distress. The German Ministry of Foreign Affairs requested further briefings on the debt issue in China–Africa relations.

After almost a decade, cooperation on climate change between experts in the UK and China, led by Chatham House, remains an important channel of communication and influence. Our Environment and Society Programme is considered by UK policy officials to have played a role in contributing to President Xi Jinping's 2060 carbon neutrality announcement at the 2021 UN General Assembly.

**Deputies attend the closing meeting of the fifth session of the 13th National People's Congress in Beijing, China, March 2022.**  
PHOTO: VCG/VCG  
VIA GETTY IMAGES

### Related reading

Our briefing paper on *[China's approach to global economic governance](#)* analysed China's multifaceted approach to trade and global economic governance, including developments since it acceded to the World Trade Organization.



Coca growers and civilians prevent soldiers from destroying illicit cocaine plantations in Tibú, Colombia, May 2022.

PHOTO: SCHNEYDER MENDOZA/AFP VIA GETTY IMAGES

## Identifying how to prevent corruption

We work with African institutions and experts to understand corruption as a collective practice and to develop policy responses.

Now in its sixth year, the Social Norms and Accountable Governance (SNAG) project investigates the social beliefs and expectations that sustain different forms of corruption. Our Africa Programme researchers work with leading Nigerian institutions, government agencies and think-tanks in the anti-corruption space, helping to develop guidance for anti-corruption interventions informed by an evidence-based understanding of behaviour and norms.

## Analysing the causes of social conflict

Focusing on Latin America and the Caribbean, we have collaborated to identify future threats to civil and political security.

Transnational crime, narcotics trafficking, violence and social protests have all threatened peace and security in Latin America and the Caribbean. The US and the Americas Programme at Chatham House has analysed the potential causes and impacts of political and civil turmoil in Latin America over the next 30 years, as well as existing trends in digital and cyber currency money laundering, notably during the COVID-19 pandemic.

## We are helping policymakers to better understand the impacts of political and civil turmoil in Latin America.

## Improving social safety nets

We are contributing to policy on social safety nets in the Middle East and North Africa.

Chatham House is working with local policymakers and researchers in Saudi Arabia, Egypt and Algeria on planning future social safety nets. Previously, these countries have responded to political and economic crises by expanding subsidies or increasing public sector employment. But this is becoming unsustainable. Our project will help policymakers and international organizations better understand economic and societal trends in the MENA region. It will recommend important policy steps to feed into more effective social development support.

## Tackling information warfare in Eastern Europe

**Bringing together policymakers and civil society actors, our work defends against information warfare and bolsters the democratic process.**

Chatham House used innovative techniques to facilitate our Eurasia research, including a simulation exercise on the effects of Russian

information warfare in Georgia. Attended by around 30 stakeholders from Georgia, the US and Europe, this exercise led to a set of key observations and recommendations for international donors and Georgian stakeholders. We also published a video for stakeholders on [tackling information warfare in Georgia](#).



President Emmanuel Macron's supporters celebrate the defeat of far-right leader Marine Le Pen in the French presidential election, April 2022. PHOTO: BENJAMIN GIRETTE/BLOOMBERG VIA GETTY IMAGES

## Supporting democracy in Europe

**Chatham House continues to advise policymakers on confronting threats to democracy in Europe.**

In light of ongoing concerns about populism and risks to democracy, our Europe Programme is carrying out a democracy audit, which examines democratic processes and institutions in France, Germany and the UK. The project will recommend reforms to make democracy more responsive. Ahead

of the 2022 French presidential election, Chatham House held an event in the French parliament to discuss reform of the French system. In parallel, we brought together a group of experts to discuss the role of the economy in the crisis of liberal democracy. A key theme in our work is emphasizing that the real problems in European democracies are internal, rather than the external threats that many foreign policy think-tanks focus on.

## What is the UK's place in this era of disruption?

Chatham House launches its flagship UK in the World initiative.

Days after Russia's invasion of Ukraine, Chatham House launched an important initiative examining the UK's foreign, security and defence policies and priorities. But its scope extends beyond that. Over the next few years, the institute will look at what the UK is good at, what it is capable of doing, and what it is not.

Drawing on some of the most influential figures in international policy circles for its steering group and Advisory Council, and working with international and national partners, the UK in the World initiative is holding a series of events, seminars and other activities around the UK and overseas.

The publication of Robin Niblett's research paper *Global Britain in a divided world*, in March 2022, marked the start of the initiative's programme of work. Top-level speakers, including Foreign Secretary Liz Truss and Shadow Secretary of State for Defence John Healey, have chosen Chatham House to set out their objectives for UK as a global actor.

In the initiative's first year, two focused work streams will examine policy related to trade, and science and technology. Other policy areas will be tackled as the project grows.

Most of all, this is about engaging with a wide variety of voices and asking: What does the UK represent in this post-Brexit, post-pandemic, increasingly fractured world? And what does the world want from it?

**Aerial view of London – in March 2022 the UK passed the Economic Crime Bill, designed to tackle money laundering.**

PHOTO: PETER MATTHEWS/CONSTRUCTION PHOTOGRAPHY/AVALON/GETTY IMAGES





## Highlighting the UK's kleptocracy problem

**Our timely analysis of London's enabling role for post-Soviet kleptocracies drew attention to the material and reputational damage this activity causes.**

The research paper *[The UK's kleptocracy problem](#)* charted the rise of London as a centre for the provision of financial services to corrupt leaders of the former USSR. Taking into account City deregulation, a lax enforcement regime against money laundering and the emergence of the 'reputation laundering' industry, the paper shows how such practices damage UK domestic politics and pose a potential national security threat.

## Supporting the NATO 2030 agenda

**Chatham House contributed to thinking on UK defence policy and NATO 2030.**

In March 2022, Chatham House gave evidence to the House of Commons Defence Committee as part of its inquiry on the US, the UK and NATO. The session explored how the UK can best support the implementation of the NATO 2030 agenda. This formed part of our ongoing work in this area. In 2021, NATO Secretary-General Jens Stoltenberg chose Chatham House to outline his vision for NATO to 2030, with the participation of, and recommendations from, the NATO 2030 Young Leaders.





# Dialogue with purpose

**We engage governments, the private sector, civil society and our members in open debates and private discussions on the major issues in world politics.**

**Chatham House colleagues collaborating on ideas.  
PHOTO: SUZANNE PLUNKETT**

# Reaching new audiences

**We are continuing to expand our outreach and to attract diverse new audiences**

As part of the SNF-CoLab ‘**Imagine a Better World**’ video series, we produced several videos to support our work for COP26 and this year we launched our newest video series, **Chatham House explains**. During COP26, our Undercurrents **Climate Briefing podcast** series was ranked by Chartable among the UK’s top 20 politics podcasts in terms of new listeners acquired. Undercurrents also reached its 100th episode in 2022. The series has been downloaded more than 200,000 times by listeners in 184 countries.

*The World Today* magazine continues to diversify its contributors and topics. Over the last year, 57 per cent of contributors identified as female and the magazine approached new topics such as feminist foreign policy. We also continue to publish our highly popular Expert Comments and Explainer long-read articles. Another innovation has been to hold **photo exhibitions** at Chatham House. Last year this included an exhibition of photos by Neil Kenlock to tie in with our Diversity Champion Award.

**832,090**

views of videos on our website

**39,217**

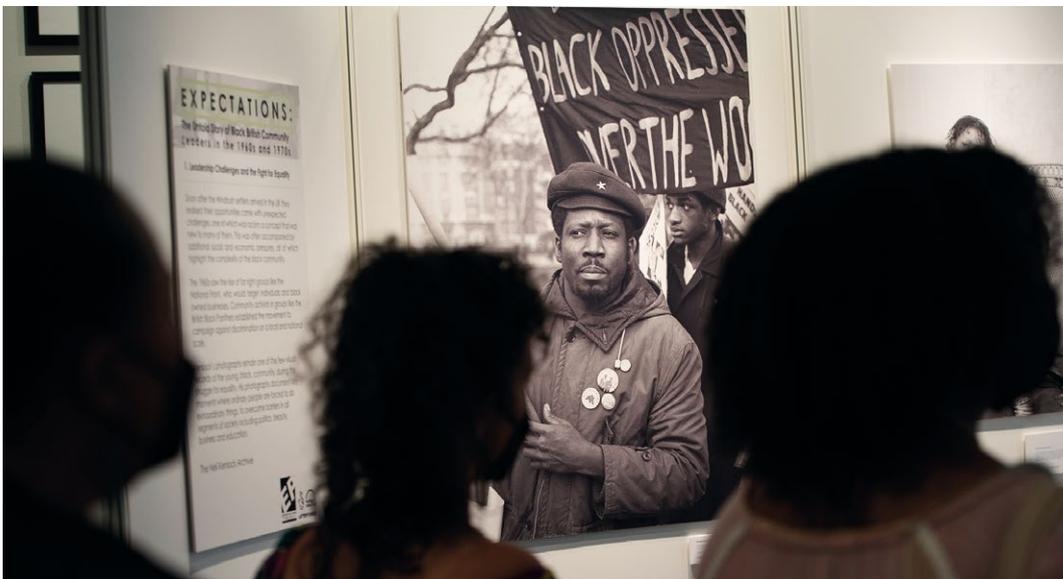
media mentions for Chatham House: an 11% increase from 2020

**33%**

increase in total visits to Chatham House’s website

**34,417**

new followers across all social media platforms



Guests attend an exhibition of photos by Neil Kenlock at Chatham House.  
PHOTO: SUZANNE PLUNKETT

# Tackling the big issues

**Our events focused on critical issues such as Russia's war on Ukraine, COP26, and the future of trade and the world economy**

We provided crucial insights on the implications of Russia's invasion of Ukraine through our 'War on Ukraine' webinar series and accompanying podcasts. These included a live-streamed event with Ukraine's **President Zelenskyy** and an examination of the humanitarian response to the conflict with speakers including **Gillian Triggs**, Assistant High Commissioner for Protection at UNHCR.

At a time of supply-chain issues and disruption to the global economy and trade, as well as rapid advances in technology, Chatham House convening tackled these key topics. Our 'Big Picture' series focused on challenges for the world economy, and BBC Radio 4 presenter **Evan Davis** chaired our 'Corporate leader' series, quizzing guests such as **Lady Suzanne Heywood**, Chair of CNH Industrial, and **James Taiclet**, CEO of Lockheed Martin. We also heard from **Mark Suzman**, Bill and Melinda Gates Foundation



CEO, on getting global progress back on track; and our Cyber 2021 conference hosted leading business figures from Microsoft, Google and many others.

As part of our mission to create a more sustainable world, we organized many events around COP26. US climate envoy **John Kerry** spoke on the urgency of global climate action and COP26 president **Alok Sharma** reflected on the Glasgow summit and UK climate priorities.

We contributed to the debate on strengthening democracy through our 'In Conversation' series, with guests including **Nancy Pelosi**, speaker of the US House of Representatives, and leader of the Belarusian democratic movement **Sviatlana Tsikhanouskaya**. We also heard from **Melina Abdullah**, co-founder of the Black Lives Matter movement.

**'I thank Chatham House for being an influential hub and critical friend of Ukraine'**

**Volodymyr Zelenskyy,**  
President of Ukraine



# Leading the academic debate

**Our *International Affairs* journal marks 100 years of academically rigorous and policy-relevant research**

***International Affairs* began its centenary year as the number one journal in international relations.**

In 2022, *International Affairs* (IA) entered its centenary year as the top-ranked journal of international relations. Originally a vehicle for sharing transcripts of Chatham House meetings and events with members, from the outset IA brought together academics, policymakers and others wanting to debate the international issues of the time.

IA is publishing two special issues this year: 'Race and imperialism in International Relations' (January 2022) and 'How not to do international relations' (September 2022). Both reflect the ongoing focus on academic and practitioner engagement. IA is also publishing six archive collections highlighting 100 years of debate on core global themes, and has launched a podcast

mini-series, 'Reflections at 100', to accompany them.

Looking to the future, IA has five goals: to continue engaging with both academics and practitioners; to remain a leader in the field; to continue covering the entirety of international relations; to publish scholarship conducted with academic rigour and of the highest quality; and to be open to all contributors. To achieve this, the journal will continue to strive for gender parity and to increase outreach – for example through the Early Career Diversity Initiative, which supports under-represented groups, especially people of colour, people located or trained in the Global South and people who identify as LGBTIQ+, to publish in the journal.



# Celebrating 20 years of the Africa Programme

**The institute's work on Africa reaches  
an important milestone in 2022**

**Members of the Africa Programme and Common Futures Conversations visit the headquarters of the African Union, Addis Ababa, 2019.**

PHOTO: MARTHA TADESSE

The formation of the Africa Programme in 2002 marked the beginning of coordinated activities across the whole African continent for the first time in Chatham House's history. The programme built on the institute's extensive prior work on Africa, including study groups, individual research and high-level events. During the past two decades, the programme has convened more than 1,300 research events, hosting political leaders, world-renowned experts and stakeholders to explore

critical issues in the politics and international relations of African states. Its researchers have produced more than 200 original publications that have influenced policy and supported informed decision-making in Africa and around the world.

Key work themes have included inclusive economic growth and demographic change; landmine clearance in Angola; democratic and economic reforms in Sudan and Zimbabwe; social norms and accountable governance in Nigeria and Kenya; peace and security in the Sahel, West Africa, Horn of Africa and Mozambique; political transition in Ethiopia; South African foreign policy; and democratic advancement and elections across the continent.

The central theme for the Africa Programme this year is African agency. The programme will also contribute to dialogue around COP27 in Egypt, including sustainable resource governance and just energy transitions, as part of activities to support sustainably secure, prosperous and just societies in Africa over the next 20 years.







# Empowering future generations

**Our Next Generation initiatives underscore our commitment to reach, engage and inspire future generations to help them build a better world for themselves.**

**Mirabelle Morah, a founding member of Common Futures Conversations, takes time out at a workshop in Lagos, Nigeria. PHOTO: BEN TELLER MEDIA**

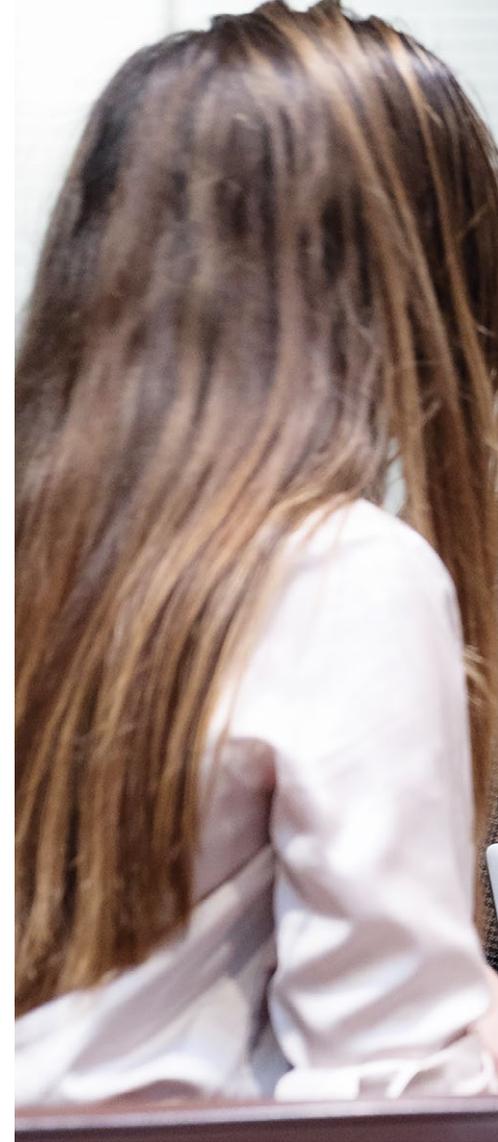
# Building a new generation of policymakers

**Chatham House is equipping the next generation of international policymakers with the skills and experience to address the challenges of the 21st century**

The impact of COVID-19 across the world has accelerated the urgency to support young people and early-career professionals who want to develop their skills in international relations and policymaking. At the same time, the widespread adoption of new online tools in the context of the pandemic has enabled Chatham House to reach a broader and more diverse set of stakeholders. Our engagement with the next generation is integrated throughout our work, but focuses on three core areas.

The first area is **content and outreach**. We are experimenting with new formats that better reflect the priorities, interests and engagement patterns of young

people. Our [Undercurrents](#) podcast, [explainer videos](#) and [articles](#), and [SNF CoLab](#) projects are helping younger audiences to understand how the world is changing, and how policymakers might respond. Increasingly we are co-creating this



**Above: Chatham House helps young professionals to network and build careers.**  
PHOTO: SUZANNE PLUNKETT

**Below: Delegates at a Common Futures Conversations Connect workshop in Lagos.**  
PHOTO: BEN TELLER MEDIA





content with young contributors from the [Common Futures Conversations](#) community and our [Panel of Young Advisers](#).

The second area focuses on **networks and dialogue**. We are creating opportunities for young people to benefit from Chatham House's unique convening capabilities. The Common Futures Conversations community has helped over 900 young people from 77 countries to engage with decision-makers and develop their own professional networks. The Panel of Young Advisers works closely with our research programmes and executive leadership team to facilitate youth-relevant activities. Two members of the panel

**'On the first day of my internship I was already talking to people from the UK armed forces and WHO!'**

**Kayla Arnold, intern, Centre for Universal Health, Molchanov Sustainability Internship**

## Meet some of our fellows



**Shaharзад Akbar**  
Open Society University  
Network Academy  
Fellow in Human Rights



**Nina Jeffs**  
Schwarzman Academy  
Fellow, Environment  
and Society Programme



**Aanu Adeoye**  
Mo Ibrahim Foundation  
Academy Fellow, Russia  
and Eurasia Programme



**Danai Avgeri**  
Stavros Niarchos  
Fellow, Global  
Health Programme

have now been co-opted on to our Council's Next Generation Committee to feed their perspectives directly into Council work. And our Academy Ambassadors programme ensures that young people from under-represented regions of the UK have access to our expertise.

The third element of our strategy is **capacity-building and development**. The [Queen Elizabeth II Academy for Leadership](#) supports emerging global leaders. Our annual [summer school](#) and regular [open days](#) cater to a global youth audience by offering technical training and insights into think-tank careers. We have also expanded our internship programme, which remains highly sought-after.

# Championing early leaders

## The Academy expanded its fellowship programme and is engaging with a wider group of future leaders

**Academy fellows  
(left to right) Nina  
Jeffs, Aanu Adeoye  
and Gabriella Cook  
Francis, June 2022.**  
PHOTO: SUZANNE  
PLUNKETT

Building on the success of its fellowship programme, the [Queen Elizabeth II Academy for Leadership in International Affairs](#) expanded its fellowship model in 2021/22 to support a wider group of emerging global leaders. In addition to the annual cohort of fellows, the Academy welcomed its first fellow supported by the [Open Society University Network's](#) Threatened Scholars Integration Initiative.

The Academy is also hosting a highly select group of fellows drawn from our partner institutions across the Open Society University Network, as well as a senior international economist as the Dame DeAnne Julius Senior Academy Fellow in International Economics.

Recruitment has also begun for the 2022/23 Academy fellowships, which will include the inaugural International Strategy Forum Academy Fellowships, funded by Schmidt Futures.

The Academy faculty are a core part of the team. This year, the Academy welcomed several new members to its faculty, including [Professor Fiona Adamson](#), [Jessica Cecil](#), [Professor Alexander Cooley](#), [Dr Champa Patel](#), and [Xenia Wickett](#).

The Queen Elizabeth II Academy Ambassadors remain an important part of the Academy's commitment to supporting the next generation, and it continued to engage them this year through bespoke events focusing on the UK's global role, leadership, and circular economy, among others.



Empowering future generations  
Building a better future

# Engaging young people around the world

Our summer school, open days and Saturday Club initiative are hugely popular with schools, universities and early-career professionals

**'I really enjoyed taking part in the conversations with Chatham House staff and interns.'**

Hilma, Loreto Sixth Form College, Manchester, Chatham House Summer School 2021

Our annual summer school for 16–18-year-olds and regular open days enable students and young professionals from around the world to discuss global challenges with Chatham House experts and learn about pursuing a career in international affairs. Our 2021 summer school, on the theme of 'Imagine a better world', attracted 495 participants from 33 countries. Feedback showed that **98 per cent of participants would recommend the summer school** to their friends. And our open day in January 2022 attracted more than 600 students



from 49 countries, including India, South Africa, Nigeria, Turkey, Sweden, the USA and Canada.

In February 2022 we teamed up with the National Saturday Club to launch the **Society&Change Saturday Club**. This new programme for UK 13–16-year-olds creates opportunities for young people to build awareness of trends that will shape the world in the coming decades. As part of this initiative, Wilton Park hosted a highly successful masterclass for members from the University of Sussex Society&Change Club on the theme of diplomacy and international relations. Society&Change members from Manchester Metropolitan University also joined a masterclass with the Mines Advisory Group (MAG), exploring how mines and explosives affect lives.

**Above and left: Society&Change members participate in a masterclass at Wilton Park.**  
PHOTO: NATIONAL SATURDAY CLUB





# Our funding and governance

Chatham House is an independent, non-profit organization. The governance of Chatham House is overseen by the institute's Council. Council members are drawn from, and elected by, our membership.

Staff at work in the Simulation Centre at Chatham House.  
PHOTO: SUZANNE PLUNKETT



# Honorary treasurer's report

The institute has again demonstrated its financial resilience against the background of a second year of COVID-19. Although our research activity declined compared with last year, after two very strong years of growth, our major income streams, including membership subscriptions, unrestricted donations and events, held up well. Event activity has so far returned to roughly half its pre-pandemic levels, and we have successfully developed a hybrid mix of online and in-person events. Management continued to exercise close control of costs through both the budget process and ongoing financial and operational monitoring.

**Operational revenues** for 2021/22, at £18,180k, were 6% lower than in 2020/21. Research income eased back 10% with the completion of a major climate project and following exceptionally strong growth in the previous two years of 14% and 20% respectively. Membership income fell by 2%, and unrestricted donations, including major donor fundraising, were down 3%, although still strong at £1,171k, as against £1,202k in the previous year. We are most appreciative of the continued support of our members and all our donors. Publications income, at £678k, fell by 5% while our investment return increased by 10% to £138k. Event



**The institute has again demonstrated financial resilience against the background of a second year of COVID-19.**

## Governance, funding and members

income increased 44% to £712k, and the net contribution from events, after accounting for a 42% increase in event expenditure, rose from £138k in the previous year to £205k.

Total **operational expenditure** for the year was £18,413k, up by just over 3% (£540k) from the previous year. This increase was fuelled primarily by a 3% increase (£413k) in research costs, which rose to £12,517k. This increase relates to increased travel and event costs as COVID-19 restrictions lifted, along with some growth in headcount. Event costs rose £149k, expenditure on membership, meetings, the library, communications and publications fell overall by 1%, to £2,863k, and support costs, net of recharges to research, were flat at £2,526k.

The **net result** for the year, before investment gains and movements on restricted long-term fund activities, was a deficit of £233k, compared with a surplus of £1,529k in the previous year, largely as a result of in-year movements in net research income and expenditure. The net investment gain in the year was £607k (£2,367k in the previous year, reflecting the recovery in stock markets post the initial COVID-19 pandemic crash). Further, in the year we received another very generous donation of £5m from the MAVA Foundation to facilitate our sustainability work across the institute (the Sustainability Accelerator), taking to £10m the value of MAVA Foundation donations in the last two years. In the year, the institute spent down £690k in aggregate of

the restricted funds relating to the Sustainability Accelerator and the SNF CoLab (£220k in the previous year).

At the year-end, **total net assets**, excluding the value of Chatham House itself, were £38,406k. This compared with £33,722k as at 31 March 2021. The major contributor to this increase was the second £5m Sustainability Accelerator donation. At 31 March 2022, Chatham House held non-cash investments with a market value of £18,389k, compared with £11,456k as at 31 March 2021. This significant increase includes the first of the two £5m Sustainability Accelerator donations, which has been invested in, and is being drawn down from, a sustainably managed investment fund, as well as the net investment gain made in the year of £607k. The receipt of the first donation of £5m in the previous year and its investment in the current year was the primary reason for the institute showing a net cash inflow of £6,649k in 2020/21 and a net cash outflow of £7,093k in 2021/22. However, at the year-end, we have a healthy cash balance of £2,452k.

**Looking forward**, we have continuing work to do to achieve our plan for generating consistent annual operating surpluses and to rebuild our unrestricted general reserves, which stand at £211k at the year-end. However, we do so in the knowledge that our balance sheet has been further strengthened this past year. We underline our appreciation of all our donors whose collective generosity allows us to broaden and deepen our capabilities and relevance.

**John Berriman FCA**

# Financial headlines

Year to 31 March	2022 £'000s	2021 £'000s	% increase/ (decrease)
Total net assets at year-end*	38,406	33,722	

## Income

Research	12,377	13,687	(10)
Membership subscriptions	3,019	3,094	(2)
Events	712	496	44
Investment return	138	125	10
Publications	678	713	(5)
Unrestricted donations	1,171	1,202	(3)
Other	85	85	0
	<b>18,180</b>	<b>19,402</b>	<b>(6)</b>

## Expenditure

Research	12,517	12,104	3
Events	507	358	42
Membership, meetings, library, communications & publications	2,863	2,891	(1)
Support costs net of recharges to research	2,526	2,520	0
	<b>18,413</b>	<b>17,873</b>	<b>3</b>

Net result before restricted long-term fund activities	<b>(233)</b>	<b>1,529</b>	
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## Restricted long-term funds

Chatham House Sustainability Accelerator donation	5,000	5,000	
Expenditure from SNF CoLab and Sustainability Accelerator funds	(690)	(220)	

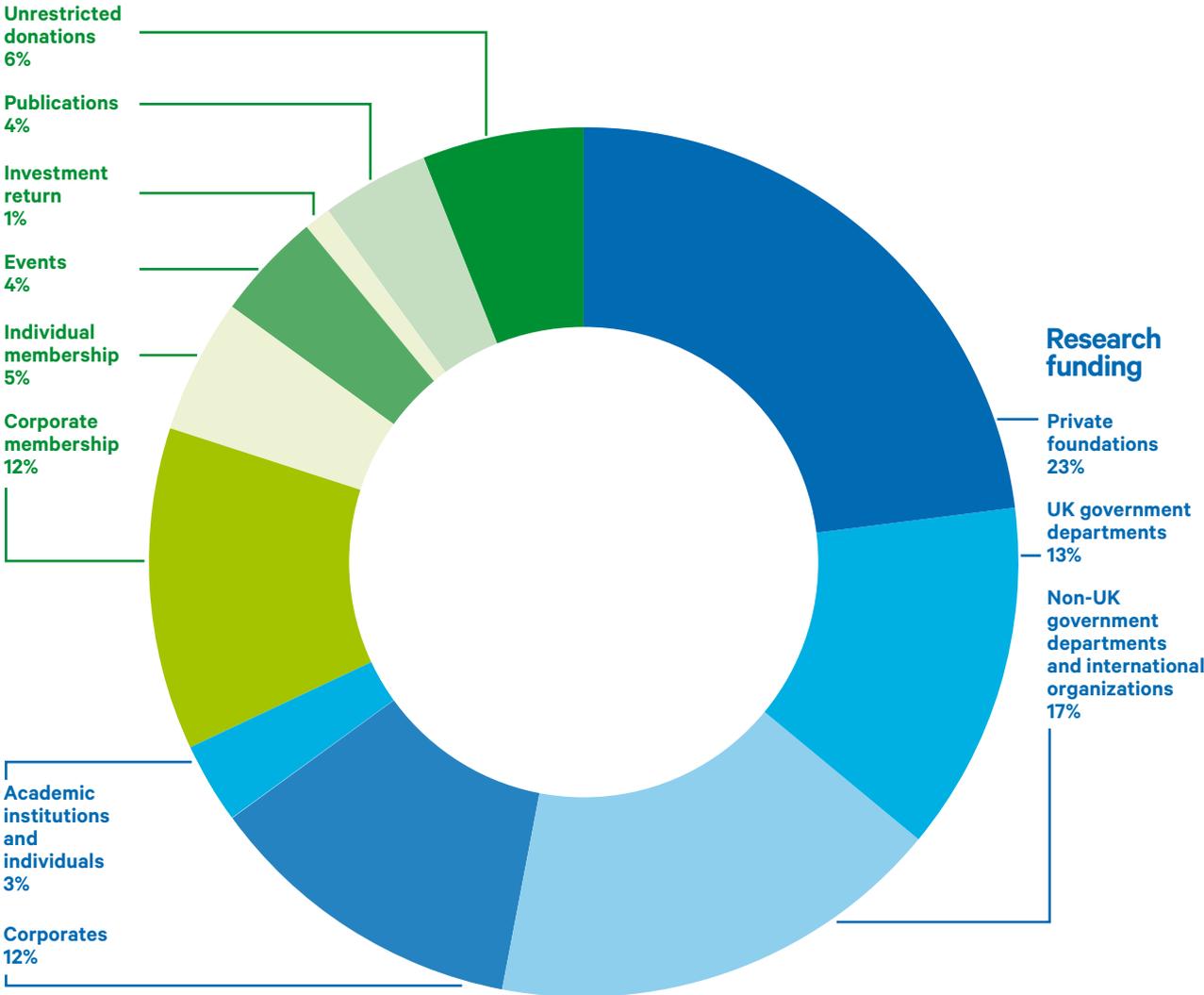
## Net movements

Net movement in funds before investment gain/(loss)	4,077	6,309	
Net investment gain/(loss)	607	2,367	
Net movement in funds after investment gain/(loss)	4,684	8,676	
Net cash inflow/(outflow) for the year	(7,093)	6,649	

\*The Institute owns the freehold of Chatham House, the full value of which is not included in these figures.

# Our funding

## Unrestricted funds



# Chatham House Council

## An update from Council on the governance of the institute

This year, in addition to the review of the reporting and financial documents, Council agreed annual priorities and a work plan to provide more active support to management and staff.

Council priorities included the appointment of the new Chatham House director and supporting the leadership transition, overseeing a restructuring of research, approving a medium-term strategy

for the institute's Next Generation initiatives, and supporting the development of an equality, diversity and inclusion initiative.

These priorities are now more systematically reflected in Council's scheduled meetings throughout the year. This will ensure that the most important topics are covered, and any necessary decisions taken in support of the executive leadership team.

Council also established a Remuneration Committee, with responsibilities including overseeing organizational culture, staff pay and rewards, and related strategies. A target of keeping Council to around 12 members was retained.

This was a year of change for the Council, mirroring that in the executive leadership of the institute. Nigel Sheinwald took over from Jim O'Neill in July 2021, and Council prepared carefully for the departure of five of its members, including its deputy chair, in 2022.



**Chatham House staff at work – the Council is providing increased support to staff during the leadership transition.**  
PHOTO: SUZANNE PLUNKETT

# Governance

## Patron, presidents, Council and advisers at 31 March 2022

### Patron

Her Majesty Queen Elizabeth II

### Presidents

Rt Hon Helen Clark

Rt Hon Baroness  
Manningham-Buller LG DCB

Rt Hon Lord Darling  
of Roulanish PC

### President Emeritus

Rt Hon Sir John Major KG CH

### Council

Sir Nigel Sheinwald GCMG  
Chair; UK Ambassador to the  
US (2007–12); Foreign Policy  
and Defence Adviser to the  
UK Prime Minister (2003–07);  
UK Ambassador to the EU  
(2000–03); Non-Executive  
Director of Invesco Ltd and of  
Oxford Instruments plc; Visiting  
Professor, King's College London

Sir Simon Fraser GCMG  
Deputy Chair; Nominations  
Committee; Managing Partner,  
Flint Global Ltd; Permanent  
Under-Secretary, Foreign &  
Commonwealth Office and  
Head of the UK Diplomatic  
Service (2010–15)

John Berriman  
Hon Treasurer (ex-officio);  
Finance Committee;  
Investment Committee;  
former board member and  
COO, PricewaterhouseCoopers  
UK; Chair, MacIntyre

Dr Mimi Ajibadé  
Finance Committee;  
Nominations Committee;  
Founder, Intrepid  
Corporate Consultancy Ltd;  
Research Associate, SOAS,  
University of London

Dr Heide Baumann  
Finance Committee;  
Nominations Committee;  
Director, Commercial  
Operations and Executive  
Committee Member,  
Vodafone Germany

Ann Cormack MBE  
Finance Committee; Investment  
Committee; Executive Head of  
Human Resources, De Beers  
Group; Non-Executive Director,  
Foreign, Commonwealth  
& Development Office Audit  
and Risk Assurance Committee

Kenneth Cukier  
Next Generation Committee;  
Research Committee;  
Deputy Executive  
Director, The Economist

Kate Gibbons  
Finance Committee; Investment  
Committee; Next Generation  
Committee; Finance and  
Capital Markets Partner;  
Chair, Knowledge Committee  
and Thought Leadership Board,  
Clifford Chance

Anita Lowenstein Dent  
Research Committee; Founder  
and CEO, Teach2Teach  
International; Film and TV  
documentary producer,  
formerly with the BBC

Andrew Payne  
Next Generation Committee;  
Research Committee; Hedley  
Bull Research Fellow in  
International Relations,  
University of Oxford

Tim Willasey-Wilsey  
Nominations Committee;  
Research Committee; former  
Director, FCO; Visiting Professor,  
King's College London

Juliet Dryden  
Next Generation Committee;  
Research Committee; Director,  
British International Studies  
Association (BISA)

### Non-Council Committee Members

Tracey Campbell  
Investment Committee

Keith Harrington  
Finance Committee

Olivier Lemaigre  
Investment Committee

Dame Mariot Leslie  
Nominations Committee

Mark Spelman  
Finance Committee

### Panel of Senior Advisers

*The Panel of Senior Advisers  
provides an experienced sounding  
board for our policy conclusions  
and helps communicate our ideas  
at the highest levels in the UK  
and internationally.*

Chair: Rt Hon Sir  
John Major KG CH  
UK Prime Minister (1990–97)

Ayman Asfari  
Executive Chair, Venterra

Rt Hon Baroness Ashton  
of Upholland GCMG PC  
High Representative of the  
Union for Foreign Affairs and  
Security Policy and First Vice  
President of the European  
Commission (2009–14)

Shumeet Banerji  
Director, Reliance  
Jio; Director, HP

José Manuel Barroso  
Chairman and Non-Executive  
Director, Goldman Sachs  
International; President  
of the European  
Commission (2004–14)

Gavin Boyle  
Senior Advisor, TDR Capital;  
Co-President, Tudor Investment  
Corporation (2013–16);  
Member – Listing Authority  
Advisory Committee and  
Panel, Financial Conduct  
Authority (2005–16)

Victor Chu  
Chairman, First Eastern  
Investment Group, Hong Kong

Lord Davies of Abersoch CBE  
Partner and Chairman,  
Corsair Capital; former  
UK Minister for Trade,  
Investment, Small Business  
and Infrastructure (2009–10)

Ian Davis  
Chairman, Rolls-Royce;  
Non-Executive Director, BP  
and Johnson & Johnson

Mary Francis CBE LVO  
Non-Executive Director,  
Barclays; former Non-  
Executive Director, Centrica;  
former Non-Executive  
Director, Swiss Re Group

Dame Clara Furse DBE  
Chairman, HSBC UK;  
Non-Executive Director,  
Vodafone Group and  
Amadeus IT Group

Rt Hon Lord  
Hammond of Runnymede  
UK Chancellor of the  
Exchequer (2016–19); Foreign  
Secretary (2014–16); Defence  
Secretary (2011–14)

André Hoffmann  
President, MAVA  
Foundation; Non-Executive  
Vice-Chairman, Roche Holding

Gay Huey Evans CBE  
Chairman, London Metal  
Exchange; Non-Executive  
Director, Standard Chartered,  
ConocoPhillips, IHS  
Markit, HM Treasury

Majid H. Jafar  
CEO, Crescent Petroleum

Dame DeAnne Julius DCMG CBE  
Former Chair, University College  
London (2014–19); founder  
member, Bank of England  
Monetary Policy Committee  
(1997–2001); former Chair,  
Chatham House (2003–12)

Michael Klein  
Managing Partner,  
M. Klein & Company

## Governance, funding and members

### Governance

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Ali Y. Koç  
Vice Chairman, Board  
of Directors, Koç Holding

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Hon. Marc E. Leland  
President, Marc E. Leland and  
Associates; Chairman Emeritus,  
German Marshall Fund of  
the United States

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Rachel Lomax  
Non-Executive Director,  
HSBC Holdings, Heathrow  
Airport, Serco; former Deputy  
Governor, Bank of England

---

Sir Mark Lyall Grant GCMG  
UK National Security Adviser  
(2015–17); Ambassador  
to the UN (2009–15)

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Lubna Olayan  
Deputy Chairperson and CEO,  
Olayan Financing Company,  
Saudi Arabia; Non-Executive  
Director, Schlumberger

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Simon Patterson  
Managing Director, Silver Lake  
Partners; board member, Dell  
Technologies and FlixBus

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Rt Hon Lord Robertson of Port  
Ellen KT GCMG Hon FRSE  
PC Secretary General, NATO  
(1999–2003); UK Defence  
Secretary (1997–99)

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Hon Kevin Rudd AC  
President and CEO, Asia Society;  
Prime Minister of Australia  
(2007–10 and 2013); Minister  
for Foreign Affairs (2010–12)

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Daniel Sachs  
Founder and CEO,  
P Capital Partners

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Sir John Sawers GCMG  
Executive Chairman, Newbridge  
Advisory; Chief of the UK  
Secret Intelligence Service  
(MI6) (2009–14); Ambassador  
to the UN (2007–09)

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Sir Jonathan Symonds CBE  
Chairman, GlaxoSmithKline;  
Non-Executive Director,  
Rubius Therapeutics, Inc;  
Non-Executive Director,  
Genomics England Limited;  
Member, European Round  
Table for Industry

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#### Panel of Young Advisers

*The panel guides the institute  
on new and existing initiatives  
that aim to engage upcoming  
generations internationally.  
Panel members also contribute  
to strategy and share ideas  
with the Council and Executive  
Leadership Team.*

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Samuel Ajakaiye  
Student, BA in History and  
French, University of Oxford

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Ghadah Alharthi  
Middle East specialist to  
consultancies in the UK; Senior  
Lecturer, Central Saint Martins,  
University of the Arts London

---

Sam Alvis  
Head of Economy,  
Green Alliance

---

Success Ariyibi  
Student, BA in Politics and  
International Studies with  
Global Sustainable Development,  
University of Warwick

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Giuseppe Grieco  
Postdoctoral Research Fellow,  
Luigi Einaudi Foundation,  
Turin; PhD in History of  
Political Thought, Queen Mary  
University of London

---

Mohamad Hachem  
Student, BA in Political Science  
and International Relations,  
American University in Bulgaria

---

Lara Hollmann  
Junior Adviser, Deutsche  
Gesellschaft für Internationale  
Zusammenarbeit (GIZ)

---

Fergus Kell  
Projects Coordinator and  
Research Analyst, Africa  
Programme, Chatham House

---

Signe Kossmann  
Research Assistant,  
International Security  
Programme, Chatham House

---

Kanishka Narayan  
Adviser, tech and digital policy,  
UK Labour Party; student, MBA,  
Stanford University; former  
Adviser at Lazard and Atómico

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Salome Nzuki  
Foreign Service Officer;  
mentee, Cherie Blair  
Foundation for Women

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M. T. Omoniyi  
Founder and CEO, The  
Common Sense Network;  
Founder and Director,  
Our God Given Mission;  
Founder, The Apex Group

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Tolu A. Oni  
Founder, The Thread Group;  
Alumnus and mentor, Tony  
Elumelu Foundation; host  
of The Gentle Podcast

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Kyle Parks  
Diplomat, Foreign,  
Commonwealth & Development  
Office, UK; former Deputy Chair  
of the British Youth Council

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Kalm Paul-Christian  
Investment banker, Financial  
Institutions Advisory Team,  
NatWest Markets

---

Samantha Potter  
Officer, United States Air Force;  
MPhil Graduate, University  
of Oxford; Knight-Hennessy  
Scholar & J.D. Candidate,  
Stanford University

---

Ludivine Rebet  
Project Coordinator,  
Environment and Society  
Programme, Chatham House

---

Gaia Reyes  
Strategic Communications  
Consultant, Executive Director's  
Office at UN Women; 2021 G20  
UK Youth Delegate

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Bonnie Samuyiwa  
Senior Policy Adviser,  
Civil Service; student, MA  
in International Affairs,  
King's College, London

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Natia Seskuria  
Associate Fellow, Royal  
United Services Institute  
(RUSI); Executive Director,  
Regional Institute for Security  
Studies (RISS); Lecturer,  
University of Georgia

---

Elizabeth Zalanga  
Policy and Communications  
Assistant, Children's Defense  
Fund; former Legislative  
Assistant for Minnesota State  
Senator Sandra L. Pappas

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## Funders and members

### Institutional and individual supporters at 31 March 2022

#### Funders

##### Chairman's Circle

*The Chairman's Circle enables a group of the institute's most significant individual supporters to gather regularly to discuss key developments in international affairs, while also providing ideas and support for the institute's future work.*

Gavin Boyle

Garvin Brown IV

Tim Bunting

Chris Gradel

Richard Hayden

André Hoffmann

Michael Klein

Chris Rokos

Weijian Shan

John Studzinski CBE

##### Presidents' Circle

*The Presidents' Circle comprises individuals who enable Chatham House to undertake major initiatives, including The Queen Elizabeth II Academy for Leadership in International Affairs, research fellowships, new research streams and cross-institutional collaboration.*

Celia & Edward Atkin CBE

Pavel Molchanov

Robert Ng

##### Director's Circle

*The Director's Circle provides support, allowing the director to invest in timely and innovative research and thought leadership.*

Baha Bassatne

Richard Bram & Monika Machon

The Fitzgerald Family

Huw Jenkins

Karim Khairallah

Scott Malkin

Mohamed Mansour

Elizabeth & Kayhan Mirza

Martin L. O'Neil

Roger Orf

Simon Patterson

Sir Simon Robertson

Jean Salata

Edward Siskind

##### Partners

*Partners provide significant long-term support for the institute's research and other activities.*

AIG

Bill & Melinda Gates Foundation

BP plc

Carnegie Corporation of New York

Chevron Ltd

Clifford Chance LLP

Crescent Petroleum

Eni S.p.A.

Equinor

European Commission

ExxonMobil Corporation

Foreign, Commonwealth & Development Office, UK

HSBC Holdings plc

Intesa Sanpaolo S.p.A.

JETRO London

Leonardo S.p.A.

MAVA Foundation

McKinsey & Company

Ministry of Defence, UK

Open Society Foundations

Reliance Industries Limited

Robert Bosch Stiftung

Royal Dutch Shell

Stavros Niarchos Foundation

##### Key project and Academy supporters

*Organizations and individuals that provide significant support to key research projects and Academy fellowships.*

Association of Marshall Scholars

Chatham House Foundation

Compassion in World Farming

David and Lucile Packard Foundation, The

European Climate Foundation

Federal Department of Foreign Affairs, Switzerland

Federal Foreign Office, Germany

Ford Foundation

Future of Russia Foundation

Global Affairs Canada

Global Dialogue Review

Good Energies Foundation

IKEA Foundation

International Federation of Pharmaceutical Manufacturers & Associations

Janus Friis

John D. and Catherine T. MacArthur Foundation

Koç Holding

Korea Foundation

KR Foundation

Laudes Foundation

London School of Hygiene and Tropical Medicine

Meta

Microsoft

Ministry of Foreign Affairs, Japan

Ministry of Foreign Affairs, The Netherlands

Ministry of Foreign Affairs, Sweden

Mo Ibrahim Foundation

National Endowment for Democracy

Norwegian Agency for Development Cooperation

Omidyar

Quadrature Climate Foundation

Rockefeller Foundation, The

Richard and Susan Hayden

Schmidt Futures

Schwarzman Scholars

Stiftung Mercator

Tim Bunting

United Nations Development Programme

UNICEF

United States Department of State

UK Research and Innovation

William Callanan

World Bank, The

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