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# Annual review



2022/23

**Chatham House, the Royal Institute of International Affairs, is a world-leading policy institute based in London. Our mission is to help governments and societies build a sustainably secure, prosperous and just world.**

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# Annual review 2022/23

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# Chair's statement

This has been a year of change for Chatham House, against the backdrop of a deteriorating international landscape and unprecedented turbulence in British politics. Everyone associated with Chatham House was deeply saddened by the death of our patron, the Late Queen Elizabeth II, who showed such interest in and commitment to the institute throughout her reign.

For Council, the priority has been helping to support Chatham House's leadership transition. We welcomed and have worked closely with Bronwen Maddox since her arrival in August 2022, and have adopted her strategic plan. Council strongly supports Bronwen's focus on sharpening our output and impact in response to the latest international trends, building on the institute's successful growth under her predecessor, Sir Robin Niblett.

Council has been actively involved in overseeing the institute's finances under the guidance of our honorary

treasurer whose report covers the results of a particularly challenging 2022/23 financial year.

The year 2022 also saw a passing of the baton as chair of our Panel of Senior Advisers from Sir John Major to Mark Carney. Joanna Cound has taken over as deputy chair of Council. I warmly thank Ann Cormack and Kate Gibbons and our outgoing secretary, Paul Curtin, for their outstanding service to Council.

Council will support Bronwen and her team in ensuring that Chatham House remains a widely valued source of independent expertise and ideas which the world needs more than ever.

### Sir Nigel Sheinwald



## New advisory panel chair



**During 2022, Mark Carney succeeded Sir John Major as chair of our Panel of Senior Advisers.**

A former governor of the Bank of Canada and the Bank of England, Mark Carney brings a wealth of experience in international financial policy, crisis management and sustainability at the highest levels

of decision-making. He is currently United Nations Special Envoy on Climate Action and Finance, and chair and head of transition investing at Brookfield Asset Management.

Our Panel of Senior Advisers is drawn from the worlds of policy and business. Members of the panel use their experience, knowledge and networks to advise on the Chatham House research agenda and help us disseminate our policy ideas.

# Director's statement

There is never an easy time to start a new role, but I didn't expect that my arrival as director of Chatham House would coincide with such a turbulent period for British politics. The death of H.M. Queen Elizabeth II, whom we were fortunate to call our patron since 1952, was a moment of deep reflection for all analysts of Britain's role in the world. Meanwhile, the changes of prime minister in the autumn of 2022 were a reminder of how volatile the world can be in the absence of steady leadership. Against a global context of the war in Ukraine, spiralling economic inflation, the repositioning of China and the climate crisis, the need for balanced, evidence-based research that offers realizable policy solutions is clear.

Thanks to the efforts of all the institute's staff and to the foundations laid by my predecessor, Sir Robin Niblett, Chatham House is exceptionally well placed to do this work. Through our research and convening, we are committed to answering the questions the world is asking and to thinking creatively about how to shape a brighter future. We continue to build work around our core priorities of resolving conflict, pursuing democracy and multilateralism, and protecting the environment, while also addressing the crises of the moment. Our activities over the past year – whether these have involved trying to find a route towards peace and justice in Ukraine, devising practical steps to deliver the green energy transition or assessing the implications of critical elections around the world – have shown our capacity to bring together decision-makers and experts to explore ways of changing results.

I intend to build on all of this during my time as director. Two new programme directors – respectively in the Middle East and North Africa Programme and the UK in the World Programme (a stream of work which I have set up on a permanent basis) – bolster our already strong team of research leaders. A focus on central fundraising while keeping a close eye on costs should allow us the flexibility to pursue our own priorities. The contributions of our individual and corporate members and strategic partners are critical to this effort. We will also work to ensure that equality, diversity and inclusion are placed firmly at the heart of everything we do, and that staff of all backgrounds feel supported to do their best work.

My priority since joining Chatham House has been to encourage researchers to pose the best questions and arrive at clear answers, and to channel our energy towards achieving the full impact of our research. I am confident that with the help of our Council, supporters and every member of staff, we can build on the work and ambitions outlined in this review.

**Bronwen Maddox**





Above and right: Questions and debate are integral to Chatham House events.  
PHOTOS: SUZANNE PLUNKETT

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**‘During my internship at the US Department of State, my colleagues strongly recommended joining Chatham House. I value my membership for the opportunity to meet incredible people and as an educational resource in complement to my master’s programme.’**

**Julia Paoli, student/researcher, Chatham House member**

# A global membership network

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

Our membership network, established when the institute was founded in 1920, today welcomes individuals and organizations from more than 95 countries.

Members come from diverse backgrounds, including the worlds of business, diplomacy, politics, the media, civil society and academia. They include students and young people who are helping to build the next generation of thinkers in international affairs.

All members are kept up to date on global events via our independent research and access to our rich programme of online, in-person and hybrid events, which explore the big questions in international affairs.

A growing number of members offer additional support for our work beyond their annual subscriptions, donations to the Annual Fund or through broader philanthropic giving in the form of major gifts and charitable bequests.





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The Second Century London Conference  
The Rt Hon Helen Clark  
Chatham House





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# Our research and events

**Chatham House seeks to answer  
the big questions in international  
affairs, with convening informed  
by evidence-based research.**

**Helen Clark, a former prime minister of New Zealand and  
a Chatham House president, speaks at the launch of our  
Commission for Universal Health, London Conference 2022.**

PHOTO: SUZANNE PLUNKETT

## Supporting democracy in Latin America

Chatham House developed a policy ‘roadmap’ for restoring democracy in Venezuela.

In 2022, Chatham House convened a series of meetings on the situation in Venezuela, including the role of the private sector in strengthening the rule of law and human rights. Shortly after this, the Venezuela Creditors Committee announced its commitment to democracy negotiations and support for unfreezing assets to facilitate humanitarian assistance. In May 2023, we brought together diplomats, civil society, private sector and academic representatives, Venezuela’s government and members of the opposition to discuss human rights, free and fair elections, and international sanctions. These meetings contributed to a policy roadmap that helped to restart negotiations in Mexico, fed into a meeting of Latin American foreign ministers in May 2023, and helped to persuade international business and investors to back the process.

## Enhancing democratic resilience

Chatham House is working to support democratic processes and counter information warfare.

Our experts are helping to counter disinformation and bolster media resilience in Georgia and Ukraine. In December 2022, we ran a workshop simulation exercise with media experts, journalists and representatives from civil society, the UK Ministry of Defence and the FCDO. Following the workshop, we published a toolkit of resources that can be used for information

verification, fact-checking and to enhance resilience to disinformation.

Chatham House continued its long-running work on democracy in Europe through an audit of the functioning of representative institutions in three European countries. And, in September 2022, *International Affairs* published a thought-provoking ‘How not to’ edition, looking at the lessons of foreign policy failures from the past century, guest edited by Dan Drezner and Amrita Narlikar.



Counting money to buy groceries in a supermarket in Caracas, Venezuela, April 2023. PHOTO: FEDERICO PARRA/AFP VIA GETTY IMAGES

## Accountable governance

Our work in Nigeria provided evidence to support accountable governance.

Chatham House hosted an anti-corruption conference in Abuja in July 2022 as part of our Social Norms and Accountable Governance project. The conference proceedings were covered in Nigerian media and shared on government anti-corruption agency websites. The authors of our paper on *Vote-selling and democratic dissatisfaction in Nigeria* were invited to brief election experts from the UK High Commission in Abuja and other Foreign, Commonwealth & Development Office (FCDO) elections analysts.



### Director’s annual lecture

Bronwen Maddox kicked off events in January 2023 with her inaugural lecture – she looked ahead to the year’s biggest challenges and set out recommendations for change.



From top: Rabiu Kwankwaso, Peter Obi and Bola Tinubu. (Tinubu was elected president in February 2023.) PHOTO: YUSUF HASSAN

## Convening debate around Nigeria's elections

We hosted three presidential candidates to outline their visions.

Nigeria – Africa's largest country by population – held national elections in February and March 2023, against a backdrop of food insecurity and fuel scarcity. In the run-up to the 2023 elections, we hosted events with three of the presidential candidates: Rabiu Musa Kwankwaso, Peter Gregory Obi and Bola Ahmed Tinubu (pictured left). The chair of Nigeria's Independent National Electoral Commission, Mahmood Yakubu, also spoke about the election preparations. Recordings of these events garnered more than 55,000 views on YouTube, and over 120,000 people watched the event livestreams via Twitter.

## Strategies to bolster human rights

Chatham House has been explaining how policymakers can adapt to emerging challenges to human rights.

This year, Chatham House concluded its flagship [Human Rights Pathways initiative](#), celebrating both the 75th anniversary of the Universal Declaration of Human Rights and the 20th birthday of the International Law Programme. Publications explored the challenges from China for [human rights diplomacy](#) and new leadership emerging from the Global South, [AI governance](#) in relation to international human rights laws and norms, and [Refugee protection in the artificial intelligence era](#). We also published [Recalibrating assumptions on AI](#), calling for more inclusive and evidence-based discussion on artificial intelligence. And our *Insights* book on [Reclaiming human rights in a changing world order](#), published with Brookings, resulted in Chatham House being invited to brief the FCDO and the Swiss foreign ministry, and to participate in a dialogue at Wilton Park.



### A new transatlantic relationship?

In October 2022, US senator Jeanne Shaheen examined the implications of new leadership in the UK, the war in Ukraine and NATO expansion for the US–UK relationship.

## Analysing China’s progress

Our expertise and insights on China are increasingly in demand.

Chatham House experts have helped policymakers understand China’s complex relationship with Russia, tensions with Taiwan and the gathering pace of US–China competition. We provided analysis of Xi Jinping securing an unprecedented third term as general secretary of the Chinese Communist Party in October 2022. Our series for *The World Today* explained the party’s byzantine systems and why its internal workings matter so much to the world. Our China experts have been quoted extensively, including in the *Financial Times*, *New York Times*, on Reuters and on CNN, and have appeared on *BBC Newsnight*. They also briefed the UK parliament’s foreign affairs and defence select committees.

We have convened roundtables on transatlantic relations and the China challenge, and supported the T20 Task Force on Reformed Multilateralism for India’s G20 Presidency. Our experts hosted the second UK–China Track 1.5 dialogue on cybersecurity, facilitating rare bilateral policy discussion. And *The World Today*’s [article](#) debunking the myth that China has built a spy base in the Indian Ocean was viewed around 10,000 times and picked up widely by media outlets.



China’s president, Xi Jinping, was unanimously elected for a third term at the 14th National People’s Congress in March 2023.

PHOTO: EMRE AYTEKIN/ANADOLU AGENCY VIA GETTY IMAGES

## Trade and technology

We promote cooperation on trade and technology.

Chatham House experts continued to provide important analysis on trade and technology, including a briefing paper on [Strengthening US–EU cooperation on trade and technology](#) in December 2022 and another on [Global trade in 2023](#). We collaborated with RUSI on two research papers exploring [China and the transatlantic relationship](#) and [Transatlantic cooperation on the Indo-Pacific](#). In partnership with RUSI and BAE Systems, Chatham House also brought together representatives from the spyware industry to discuss how to curb the misuse and abuse of these tools.



### Disruptive technologies – the US and multilateral response

In February 2023, US deputy attorney-general Lisa Monaco described how autocratic governments and malign cyber actors use disruptive technologies to project power and engage in illicit activity.



UK prime minister Rishi Sunak and European Commission president Ursula von der Leyen attend the G7 summit, May 2023. PHOTO: STEFAN ROUSSEAU, WPA POOL/GETTY IMAGES



### In conversation with David Lammy

David Lammy MP, shadow foreign secretary of state, outlined Labour's plans for UK foreign policy in January 2023.

## UK in the world

### Chatham House launches a new UK in the World Programme.

Since May 2023, Olivia O'Sullivan has been leading our UK in the World Programme, building on previous work in this area. The team is analysing likely UK foreign policy decisions and trade-offs in the next five to 10 years, and will make recommendations ahead of the next general election. We have also expanded our UK work, including through high-profile events and commentary. Chatham House's director and CEO, Bronwen Maddox, has been widely published, quoted and interviewed, including in the *Financial Times*, the *Washington Post*, the *New York Times*, *Foreign Affairs* and *Politico*, as well as on Sky News and BBC *Newsnight*. She was also a panellist on BBC Radio 4's *Any Questions* in April 2023. High-profile speakers at Chatham House

have included FCDO minister of state Andrew Mitchell; president and CEO of International Rescue David Miliband; and leading economist Dame DeAnne Julius.

We have continued our extensive work on UK–Europe relations, including convening high-level British and Italian policymakers for bilateral consultations at Chatham House, and feeding into the foreign and defence agenda of the UK–France summit in early 2023.

Chatham House experts have also offered analysis on how to preserve the UK's role in international human rights leadership and warned about potential implications if the UK withdraws from the European Convention on Human Rights, including in relation to the controversial [draft Illegal Migration Bill](#).



An Iranian protester cuts her hair during a demonstration in London against Iran's governing regime in 2022. PHOTO: HESTHER NG/SOPA IMAGES/LIGHTROCKET VIA GETTY IMAGES

## What next for Iraq?

Our research and convening inform policymakers working in Iraq and other conflict zones.

As Iraq's state-building challenges continued, Chatham House brought together 400 policymakers and stakeholders to discuss threats to the country's stability and opportunities for the future. Speakers at the 2022 Iraq Initiative conference included Ali Allawi, Iraq's former deputy prime minister and minister of finance. We highlighted lessons for policymakers and donors in [an essay collection](#) published in March 2023. And our research on cross-border conflict, known as [XCEPT](#), revealed the devastating human impact of corruption in the transnational medicine supply chain. This research is supported by and informing the FCDO's conflict prevention and stabilization programming in the Middle East, North Africa and Horn of Africa.

## Providing critical insights into Iran

Chatham House is briefing analysts and policymakers on Iran.

In early 2023, in the wake of ongoing protests in Iran, including by Iranian women against the compulsory wearing of the hijab, we launched a six-part Iran briefing series, working with the LSE. Topics included relations between Russian and Iranian hard-line political cliques, China's approach to Iran and the Gulf, generational and leadership changes in the Iranian regime, and regional views on regime stability. These briefings provided direct insights to policy development at the UK Cabinet Office, FCDO, Home Office and Ministry of Defence.

## Learning from Mozambique

Our work highlighted lessons from Mozambique's peace process for addressing insecurity in Africa.

In February 2023, Chatham House convened an event in Addis Ababa on the sidelines of the African Union (AU) summit, reflecting on Mozambique's 2019 peace agreement and lessons for the wider 'Silencing the Guns in Africa' agenda. The event brought together African leaders and policymakers, including Mozambique's president, Filipe Nyusi, and AU high representative for Silencing the Guns Mohamed Ibn Chambas, who made his first public address.

## War in Ukraine

Chatham House has provided extensive analysis of the war's global impacts.

Our June 2023 report, *How to end Russia's war on Ukraine: Safeguarding Europe's future, and the dangers of a false peace*, received more than 50,000 views in its first month. We took the findings to decision-makers in Europe, Turkey and the US to discuss how to create a durable and just peace. Separately, using our simulation experience, we held scenario-based exercises to explore how the war might end. A June 2023 conference on Ukraine's recovery, organized by our Ukraine Forum, was the best-attended event of the year to date at Chatham House. The conference examined the scope for financing reconstruction via a mix of private and government investment, alongside Russian assets. We also hosted Ukraine's foreign minister, Dmytro Kuleba, live from Kyiv in March. Work in 2022 included a conference to examine the war's regional effects.

## Solutions for delivering humanitarian and development aid

We briefed governments on applying humanitarian principles in armed conflicts.

Based on our research into delivering aid in conflict zones, we advised policymakers during the World Bank annual meetings and the UN General Assembly on delivering development assistance to countries with unrecognized national authorities. We also presented our recommendations on the use of humanitarian principles in conflicts to senior representatives from the UN, the World Food Programme and the International Committee of the Red Cross.



Seizing a brief respite from the war, Borodianka, Ukraine, June 2022. PHOTO: ALEXEY FURMAN/GETTY IMAGES



## Responding to new nuclear threats

In August 2022, our experts hosted a discussion at the UN's Non-Proliferation Treaty Review Conference on how advances in understanding human behaviour could be applied to nuclear decision-making to improve policymaking. In February 2023, Rafael Grossi, the director-general of the International Atomic Energy Agency, discussed global nuclear cooperation with Patricia Lewis, our International Security Programme director (above). Also in February, we set out the ramifications of Russian president Vladimir Putin's decision to suspend the New START nuclear treaty. And our March briefing paper examined [Russian nuclear intimidation](#).

## Improving global forest governance

**Our trusted assessments of forest governance, policy and trade are influencing controls on illegal timber imports.**

For the past five years our experts have researched the best approaches for locally led forest governance and sustainable forest management around the world. In 2023, the project concluded with published research on [\*Going 'glocal': Innovating policies and partnerships\*](#) and an 'equality, diversity and inclusion' toolkit to support the inclusion of a broader range of participants in forest

governance. The launch event was attended by government representatives from Argentina, Botswana, Brazil, France, Guyana, India, Pakistan, Morocco, Scotland, Suriname, Sweden, Yemen and the UK, among others. Findings are now being used by the Environmental Protection Agency in Brazil. In addition, this work has directly informed thinking on new EU and UK due diligence and import regulations, which are moving beyond legality verification to cover sustainability criteria more broadly (including human rights issues) and encompassing commodities beyond timber.



Recording an interview for our Amplifying African Leadership on Climate Action project, Atewa Range Forest Reserve, Ghana, June 2023. (Left to right: Thiago Uehara, Chatham House; Daryl Bosu, A Rocha Ghana; Henry Throp, Chatham House.) CREDIT: ABDUL BOUDIAF

## Securing a net zero future

**Chatham House is promoting pathways to secure and sustainable energy transitions.**

Our 2023 'Energy transitions' conference explored how to achieve energy security and the collaborative action required to create transformation at scale. Speakers included the UK secretary of state for energy security and net zero, Grant Shapps, and the chief operating officer at Wärtsilä Energy, Anja Frada. Chatham House also gave evidence to the UK parliament's business, energy and industrial strategy committee, which was reported by the *Independent*, the *Guardian* and the *Evening Standard*.







## Giving a platform to African voices on green transition

We hosted events on how to achieve a just climate transition.

The African continent is acutely affected by climate shocks, while contributing the smallest share of global CO<sub>2</sub> emissions. Ahead of COP27, Chatham House hosted conferences on the African continent on just climate transition, attracting green financing and job creation – including in Ethiopia, Gabon and Kenya. These events and associated outputs provided a vital platform for African expertise and leadership on climate change.

**A forest ranger attends the scene of a wildfire in Ksar el-Kebir, Morocco, July 2022.**  
PHOTO: FADEL SENNA/AFP VIA GETTY IMAGES



### The road to COP27

US special presidential envoy for climate John Kerry joined Bronwen Maddox in October 2022 to discuss what progress at COP27 might look like.

## Tackling cascading climate risks

Our expertise is helping to manage food and energy insecurities, as well as accelerating business action on climate change.

During the year, we used our research and convening power to influence policymaking on pressing food, energy and health security risks. Our CASCADES project explored different food crisis scenarios, tested recommendations for governance reform and fed into the UK's third National Adaptation Plan on climate change. Our experts helped to shape the UK Health Security Agency's strategy on global health security and briefed the NATO secretary-general's office on climate security risks. We also brought together experts from Africa and Europe to discuss the impact of the Ukraine crisis on energy, geopolitics and the low-carbon transition. And at the Waddesdon Club, we hosted senior figures from central banks, finance ministries, financial

regulators and international financial institutions to discuss the urgent need to strengthen the international economic policy response to climate change and the wider environmental crisis.

At the COP27 summit in 2022, we highlighted the growing consequences and threats of climate change, as well as the societal reforms necessary to adequately reduce greenhouse gas emissions. Work included roundtables with governments such as Brazil, Costa Rica, the DRC, Kenya and Switzerland. Our research paper, titled *Loss and damage finance in the climate negotiations*, focused on one of the key topics of the conference. Chatham House also partnered with the UK Cabinet Office to help 50 UK business leaders accelerate action on climate change. The workshop recommendations were launched by COP26 president Alok Sharma during COP27 and informed a reception hosted by H.M. King Charles III ahead of the climate negotiations.

## Reducing the harm of cybercrime

We influenced UN discussions on gender equality and cybercrime.

At the 2023 UN Ad Hoc Committee on Cybercrime, our research helped several member states to make the case for gender sensitivity in establishing an international convention on cybercrime. There is now an explicit mention of gender mainstreaming in the negotiating document, making cyberspace safer for all. In November 2022, our *Journal of Cyber Policy* launched an equality, diversity and inclusion *manifesto*. We also hosted a conference on strengthening cyber resilience.

## Applying international law to cyberspace

We helped clarify how far international law applies to cyberspace.

During the year, our experts explored how international law applies to information and communications technologies, including its relevance to due diligence and the rules of state responsibility. We co-hosted a regional capacity-building roundtable in Singapore with experts from Asia, Europe, the US and the UK as part of our multidisciplinary *Cyberspace4All* project. This meeting filled a gap in dialogue on the UN Open-ended Working Group on cyber process in Asia, and generated much-needed networks in disputed areas of law and policy.

## Rising sovereign debt distress in low-income and emerging economies

We pushed hard for practical solutions to address this escalating challenge.

In December 2022, we published an influential paper on the causes of debt distress in Africa, recommending how the G7 should seek to work with China and African nations to find a solution. In March 2023, we co-hosted a private roundtable with the Paris Peace Forum, which examined the close interlinkage between resolving debt distress and addressing the enormous net zero finance gap faced by developing countries. Key conclusions from this event were published in the June edition of *The World Today* and complemented by the outputs from a conference supported by the World Bank on [protecting climate finance from corruption](#). We also participated in a conference on addressing debt distress hosted by the Paris Club and timed to coincide with French president Emmanuel Macron's June Summit for a New Global Financing Pact.



### In conversation with Jacinda Ardern

In July 2022, Jacinda Ardern, New Zealand's then prime minister, spoke about reconnecting with the world post-pandemic, tackling international challenges and the multilateral response to the Ukraine invasion. Later, she joined a reception with Chatham House members.



## Improving access to healthcare

**Our Commission for Universal Health aims to increase investment in healthcare.**

The COVID-19 pandemic raised awareness of the importance of good healthcare for all. In 2022, we launched the Chatham House Commission for Universal Health to develop policy options to address health coverage shortfalls, strengthen health systems and accelerate progress towards universal health. It is chaired by Helen Clark, a former prime minister of New Zealand and a Chatham House president, with former president of Tanzania Jakaya Kikwete. Our experts also examined why rich countries consistently fail to invest in global health public goods, such as measures to prevent pandemics and antimicrobial resistance. This work resulted in a proposed framework for improved decision-making in international public financing of global health priorities.



**Rob Yates, director of Chatham House's Global Health Programme, discusses building resilient health systems with Louise Houson of MSD and Professor David Taylor, UCL, in June 2022.**

PHOTO: SUZANNE PLUNKETT

## Building back better

**We are exploring how to make multilateral cooperation feasible in a period of intense geopolitical competition.**

As part of a project on building global prosperity, Chatham House experts held a series of high-level international roundtables, bilateral meetings and informal gatherings to generate new thinking on multilateral reform at a time of international crises and geopolitical rivalry. We published a research paper, titled *Building global prosperity: Proposals for sustainable growth*, which was featured as recommended reading in the Munich Security Conference 2023 report. Separately, during negotiations of the World Health Organization (WHO) treaty on pandemic preparedness, Chatham House played a valuable facilitating role, moderating sessions between WHO member states and global experts on improving multilateral cooperation for pandemic preparedness.



**Students at an Islamic school in Sylhet, Bangladesh receive their first COVID-19 vaccination, February 2022.** PHOTO: MD RAFAYAT HAQUE KHAN/EYEPIX GROUP/FUTURE PUBLISHING VIA GETTY IMAGES

# The London Conference 2023

We explored the big international challenges  
with global leaders and influential thinkers.



Above: Lindsey Hilsum, Channel 4 News international editor, chairs a debate on how to create a lasting peace in Ukraine.



Above centre: Ukraine's president, Volodymyr Zelenskyy, on live satellite link makes his acceptance speech for the Chatham House Prize.

Right: Dr Jasmine Gani, University of St Andrews, and Dr Jenna Marshall, King's College London, debate the question, 'Does the West owe the rest?'

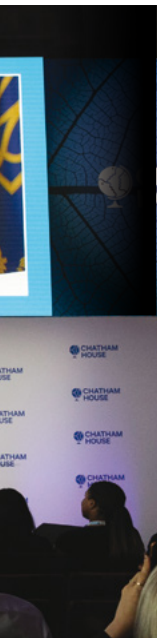
Right centre: Common Futures Conversations members at a plenary debate. (Left to right: Safia Sangster, Elie Tokpa, Brinta Mutinda, Ayaan Tigdikar, Crystal King, Maurizio Cuttin.)



**Our research and events**  
**Special event**

This year's conference was truly compelling: from the opening address by UK foreign secretary James Cleverly through to Ukrainian president Volodymyr Zelenskyy accepting the Chatham House Prize. We discussed achieving a lasting peace in Ukraine, great power competition, energy security and the climate emergency, and the shape of modern multilateralism.

**Below: UK foreign secretary James Cleverly calls for reform of the UN Security Council.**



**Top: Delegates browse Chatham House publications.**

**Above right: Kyle Parks and Salome Nzuki, members of our Panel of Young Advisers, in conversation.**

**Left: UK shadow climate change secretary Ed Miliband and Nancy Karigithu, Kenya's principal secretary, State Department for Shipping and Maritime, discuss climate action.**





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# Inspiring next generations

**Our next generation initiatives underscore  
our commitment to help new generations  
build a better world.**

Katie McCann, consultant, Common Futures  
Conversations, interviews CFC founding member  
Michel Alimasi at the London Conference 2022.

PHOTO: SUZANNE PLUNKETT

# Building a new generation of policymakers

**We are equipping the next generation of policymakers with the skills and experience to address global challenges.**

We integrate the experiences and opinions of young people into our work and provide opportunities for them to engage in the world of international affairs.

The **Common Futures Conversations** community now has more than 1,200 members hailing from 89 countries across Africa and Europe. Members developed policy proposals on topics from climate change adaptation to the post-COVID-19 economic recovery. They contributed to flagship events and discussed their ideas with diverse policymakers,

including from the African Union and the OECD. In July 2022, some members participated in negotiations at a UN-led ministerial conference on climate change and migration in Kampala, Uganda.

In 2022, we also ran our third **Annual Summer School** for 16–18-year-olds on the theme of ‘Building a better future’. The five-day programme was completed by 498 participants from 49 countries, including Canada, India, Indonesia, Nigeria, Singapore and Ukraine.

We also welcomed a second cohort to the **Molchanov Sustainability Internship Programme**. Highlights included organizing a policy leadership school for young professionals from Abkhazia, Azerbaijan, Georgia and Ukraine, and taking part in the Ukraine scenario analysis workshop. The **Panel of Young Advisers** continued its important work as a sounding board for Chatham House leadership and Council on youth participation, feeding into planning for next generation initiatives and our flagship events.

Members of Common Futures Conversations contributed to events in 2022 that included the London Conference and London Climate Action week.





# Championing emerging leaders

The Academy has been building on its mission  
to develop the next generation of global leaders



**Staff welcome Academy fellows to Chatham House. Fellows spend up to 10 months developing their research and leadership skills.**

PHOTO: LUCILE DE LAFORCADE

This year, the [Queen Elizabeth II Academy for Leadership in International Affairs](#) continued to expand its fellowship programme, hosting the first International Strategy Forum Academy Fellow with support from Schmidt Futures. The Academy also welcomed fellows from partner institutions across the Open Society University Network. The next cohort will include the New Generation Europe Foundation Academy Fellowship and the Global Platform for Action Climate and Sustainability Academy Fellowship.

Building on its mission to develop the next generation of leaders, the Academy reintroduced the Leadership Masterclass Programme for London-based professionals, while the annual Policy Leadership School continues to support early- to mid-career policy professionals from Europe.

In April 2023, the Academy co-hosted the annual Schwarzman alumni seminar with the National Committee on U.S.–China Relations. Young global leaders were able to hear from Chatham House experts, including Leslie Vinjamuri, Academy dean and director of the US and the Americas Programme. The Academy's faculty remain a core part of the team. Jessica Cecil, founder of the BBC's Trusted News Initiative, provided strategic advice to the Academy. She also published an [article](#) on the threat of generative artificial intelligence models in *The World Today*. Alex Cooley, Claire Tow Professor at Barnard College, Columbia University, provided invaluable research support to fellows.

# Our governance and funding

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.

# Chatham House Council

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

In 2022, four new members were elected to join Council. This was followed in early 2023 by the appointment of a new deputy chair and the co-option of a new member. More recently, Council recruited a new secretary.

During the year, Council revised internal governance. Steps taken included practical improvements to the elections process, more comprehensive induction for new Council members, the introduction of appraisals, and the offering of more training courses to all Council members.

There was also an independent external evaluation of Council, which will lead to a number of improvements in its functioning and effectiveness.

One of Council's main priorities during 2022/23 has been supporting the new director, Bronwen Maddox, including the review and approval of a new strategic plan.

Other priorities have included overseeing management of the institute's finances and reviewing its investment strategies, under the guidance of the honorary treasurer.

Council has also reviewed Chatham House's research priorities, external impact, coordination of events and communications strategy.

Other activities included reviewing the institute's fundraising strategy, ensuring continued progress on equality, diversity and inclusion, and supporting the development of a coherent and realizable Next Generation programme of work.

**Nigel Sheinwald, chair, Chatham House Council, speaking at the London Conference 2022.**  
PHOTO: SUZANNE PLUNKETT



# Honorary treasurer's report

Having successfully weathered the two previous COVID-19-affected financial years, the institute has encountered a very challenging 2022/23. Our income performance was solid, with research activity growing after a decline in the previous year. Donations grew but both membership subscription income and the net contribution from events fell. Expenditure rose more rapidly than income. As at other organizations, we were impacted by inflation pressures right across the institute. Overall we recorded a shortfall in net income, which has adversely affected our reserves and our net asset position.

**Operational revenues** for 2022/23, at £20,099k, were 11% higher than revenues of £18,180k in 2021/22. Research income grew by 13% to £13,495k, bouncing back from a fall in the previous year. Unrestricted donations, including from major donor fundraising, were 15% up from the previous year at £1,740k. We underline our appreciation of all our donors whose collective generosity allows us to broaden and deepen our capabilities and relevance. Income from conferences and member events grew, but not as fast as the associated costs of running the events, and the resultant net event contribution was down from £274k to £80k. Disappointingly, membership subscriptions at £2,935k fell for the second year running. We are

addressing the underlying causes of this reduction. We are, however, most appreciative of the continued support of our members.

**Operational expenditure** for the year was £20,935k, up by 14% (£2,522k) from the previous year. This increase was £603k higher than the increase in our total income, so stretching our reserves. Research costs rose by 12% to £13,190k and other expenditure in total rose by 17% to £7,745k. Support costs including depreciation increased by 18% to 5,399k. Depreciation, at £1,128k, was up by 11% over the previous year, reflecting our recent capital investment programmes for property and technology. Staff costs for the year, both for research and other activities, made up 58% of the institute's total expenditure (compared with 61% in the previous year) and were up by 9% (£1,047k) at £12,240k. The institute kept a tight rein on pay during the COVID-19 pandemic, and in this 2022/23 year we implemented pay uplifts across the institute, together with a general cost of living allowance (COLA) for all staff. We are appreciative of the collaborative spirit in which the COLA negotiations were conducted.

**The net result** for the year, before movements on long-term restricted and permanent endowment funds, was a deficit of £836k. This compared

## Governance, funding and members

with a deficit of £233k in the previous year. The overall net deficit for the year was increased by the £1,056k reduction in the year-end value of our investment funds (compared with a £607k gain in the previous year). These funds are held for the long term and managed for the institute by Cazenove Capital. In the previous year we received the second of two £5m long-term restricted fund donations from the MAVA Foundation to facilitate our sustainability work (the ‘Sustainability Accelerator’). In 2022/23 the institute spent down net restricted funds of £469k (£690k in the previous year) relating both to the Sustainability Accelerator and to the SNF CoLab.

Our balance sheet remains healthy. Year-end **total net assets**, excluding the freehold of the building at 10 St James’s Square, which was gifted to the institute and is included in the accounts at nil cost, were £36,045k. This compared with total net assets of £38,406k as at 31 March 2022. The major contributors to this decrease in net assets were the net loss for the year, the reduced value of the institute’s investment portfolio and the spending down of the Sustainability Accelerator funds. At 31 March 2023, Chatham House held non-cash investments with a market value of £20,029k and cash and cash-equivalent balances of £2,998k, compared with £18,389k and £2,452k respectively as at 31 March 2022.

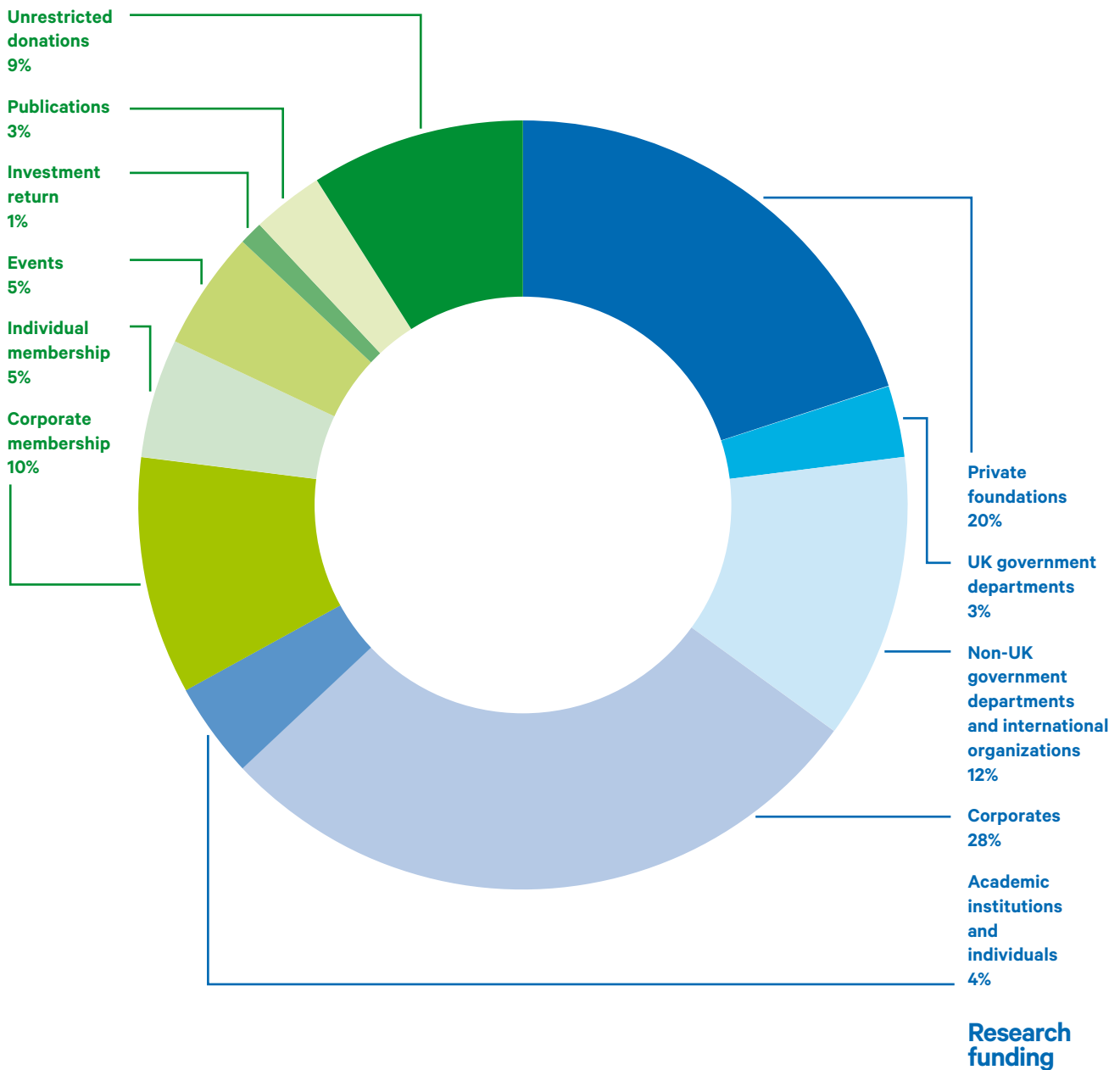
**Looking forward**, we remain asset-rich but our general fund unrestricted reserves, which stand at £150k as at 31 March 2023, are the focus of our financial attention. Our cost base needs to be reduced and our restricted fund activities, including much of our research, has in recent years grown faster than unrestricted fund income such as membership income sources, including subscriptions and member events. This is placing an increasing financial burden on the institute and its central services. So, as members would expect, we are determining how best to address this issue. We have investment plans in hand to improve our underlying financial processes, systems, data analysis and management reporting. And we are looking across our full portfolio of activities to ascertain how best to take costs out and secure greater recurring sums of unrestricted income so we can continue to produce world-class output across all our activities.

**John Berriman FCA**



# Our funding

## Unrestricted funds



# Financial headlines

Year to 31 March	2023 £'000s	2022 £'000s	% increase/ (decrease)
Total net assets at year-end*	36,045	38,406	
<b>Income</b>			
Charitable activities – research	13,495	11,947	13
Charitable activities – dissemination	678	700	(3)
Membership subscriptions	2,935	3,018	(3)
Donations	1,740	1,508	15
Trading income	1,087	789	38
Investment return	96	138	(30)
Other	68	80	(15)
	<b>20,099</b>	<b>18,180</b>	
<b>Expenditure</b>			
Charitable activities – research	13,190	11,819	12
Support costs	5,399	4,564	18
Trading costs	1,007	515	96
Charitable activities – non-research	757	985	(23)
Cost of generating donations	582	530	10
	<b>20,935</b>	<b>18,413</b>	
Net result before restricted long-term fund activities	<b>(836)</b>	<b>(233)</b>	
<b>Restricted long-term funds</b>			
Chatham House Sustainability Accelerator donation	0	5,000	
Expenditure from SNF CoLab and Sustainability Accelerator funds	(469)	(690)	
<b>Net movements</b>			
Net movement in funds before investment (loss)/gain	(1,305)	4,077	
Net investment (loss)/gain	(1,056)	607	
Net movement in funds after investment (loss)/gain	(2,361)	4,684	
Net cash inflow/(outflow) for the year	546	(7,093)	

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

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---

The Late Queen Elizabeth II

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*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.*

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*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 Council and the Executive Leadership Team.*

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*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.*

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*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 and internships, and cross-institutional collaboration.*

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

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*The William Pitt Group comprises individuals committed to the success of the institute, and whose philanthropic support strengthens its independence. A special thanks to the William Pitt Group chair, David Pollock.*

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*The St James's Roundtable is an initiative to engage a more diverse audience with the institute's mission and to provide essential unrestricted support. A special thanks to the St James's Roundtable co-chairs, Elizabeth Linder and Jolana Vainio.*

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*Our Annual Fund is a vital source of unrestricted income that supports our mission, daily operations and activities.*

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#### Major corporate members

Allen & Overy LLP  
Apis Partners  
BAE Systems plc  
Baillie Gifford & Co  
Barclays  
Bayer  
BBC  
BDO  
BHP  
Bloomberg  
Boston Consulting Group  
British Army  
Brown Advisory  
China International Capital  
Corporation (CICC) UK Limited  
Citi  
City of London  
CLP Holdings Limited  
CQS  
Credit Suisse Research Institute  
Decision Support Center (DSC)  
Deloitte LLP  
Department for  
International Trade, UK  
Diageo  
DXC Technology Company  
Findlay Park Partners LLP  
Gilead Sciences  
Goldman Sachs International  
HP Inc  
Huawei Technologies  
Integra Capital  
Inthallo Ltd  
Investcorp International Ltd  
Japan Bank for  
International Cooperation

#### Standard corporate members

Anglo American plc  
APCO Worldwide  
Apple  
Argus Media  
Asahi Shimbun (Europe)  
Aviva  
Banca d'Italia  
Bank of America  
Bank of England  
Bank of Japan  
BBC Monitoring\*  
BDT & Company  
International, LLP  
BlackRock Investment  
Management (UK) Ltd  
Bland Group Ltd\*  
Booz Allen Hamilton  
BPL Global  
BritishAmerican Business\*  
British Council, The

\*Reciprocal membership

## Governance, funding and members

### Funders and members

Standard Chartered Bank  
Sullivan & Cromwell LLP  
Sumitomo Corporation Europe  
Tata Ltd  
Telegraph Media Group  
Temasek Holdings  
Tokio Marine & Nichido Fire Insurance Co., Ltd  
Toshiba Corporation  
TotalEnergies  
Tullow Oil plc  
UBS  
UK Defence Solutions Centre  
US Africa Command  
Vitol  
Walmart  
World Food Programme  
Zadig Asset Management

#### Embassies, high commissions and representative offices

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Algeria, Embassy of  
Angola, Embassy of the Republic of  
Armenia, Embassy of the Republic of  
Australia, High Commission of  
Austria, Embassy of  
Azerbaijan, Embassy of the Republic of  
Bahrain, Embassy of the Kingdom of  
Belarus, Embassy of the Republic of  
Belgium, Embassy of  
Brazil, Embassy of  
Brunei Darussalam High Commission  
Canada, High Commission of  
Chile, Embassy of  
China, Embassy of the People's Republic of  
Costa Rica, Embassy of  
Croatia, Embassy of the Republic of  
Cyprus, High Commission for the Republic of  
Czech Republic, Embassy of the  
Denmark, Royal Embassy of  
Egypt, Embassy of the Arab Republic of  
Estonia, Embassy of the Republic of  
Finland, Embassy of  
France, Embassy of  
\*Reciprocal membership

Georgia, Embassy of  
Germany, Embassy of the Federal Republic of  
Government of Gibraltar  
Greece, Embassy of  
Hungary, Embassy of  
Iceland, Embassy of  
India, High Commission of  
Indonesia, Embassy of the Republic of  
Iraq, Embassy of the Republic of  
Ireland, Embassy of  
Israel, Embassy of  
Italy, Embassy of  
Japan, Embassy of  
Jordan, Embassy of the Hashemite Kingdom of  
Kazakhstan, Embassy of the Republic of  
Korea, Embassy of the Republic of  
Kosovo, Embassy of the Republic of  
Kurdistan Regional Government UK Representation  
Kuwait, Embassy of the State of  
Latvia, Embassy of the Republic of  
Lithuania, Embassy of the Republic of  
Luxembourg, Embassy of  
Mexico, Embassy of  
Moldova, Embassy of the Republic of  
Mongolia, Embassy of  
Mozambique, High Commission for the Republic of  
Netherlands, Embassy of the Kingdom of the  
New Zealand, High Commission of  
North Macedonia, Embassy of the Republic of  
Norway, Royal Embassy of  
Oman, Embassy of the Sultanate of  
Pakistan, High Commission for the Islamic Republic of  
Panama, Embassy of  
Philippines, Embassy of the Republic of the  
Poland, Embassy of the Republic of  
Portugal, Embassy of  
Qatar, Embassy of the State of  
Quebec Government Office  
Romania, Embassy of

Saudi Arabia, Embassy of the Royal Kingdom of  
Scottish Government  
Serbia, Embassy of the Republic of  
Singapore, High Commission for the Republic of  
Slovak Republic, Embassy of the  
Slovenia, Embassy of the Republic of  
South Africa, High Commission for the Republic of  
Spain, Embassy of  
Sweden, Embassy of  
Switzerland, Embassy of  
Taipei Representative Office in the United Kingdom  
Tanzania, High Commission of the United Republic of  
Tunisia, Embassy of  
Turkey, Embassy of the Republic of  
Ukraine, Embassy of  
United Arab Emirates, Embassy of the  
United States of America, Embassy of the  
Vanuatu, Honorary Consulate of the Republic of  
Vietnam, Embassy of the Socialist Republic of  
Yemen, Embassy of the Republic of

#### Academic institutional members

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Anglia Ruskin University – Department of Humanities and Social Sciences  
Brunel University – Department of Politics and History  
King's College London – Department of War Studies  
King's College London – King's Business School  
King's College London – School of Politics & Economics  
London School of Economics and Political Science – Department of International Relations  
Loughborough University – Academy for Diplomacy & International Governance  
Nanyang Technological University – S Rajaratnam School of International Studies  
Northeastern University

Queen Mary University of London – School of Politics and International Relations  
Regent's University London – Department of International Relations  
Royal College of Defence Studies  
United Nations University – MERIT  
University College London – Department of Political Science  
University College London – School of Slavonic and East European Studies  
University of Bath – Department of Politics, Languages and International Studies  
University of Buckingham – Department of Economics and International Studies  
University of Kent – Department of Politics and International Relations  
University of Portsmouth – Centre for European and International Studies Research  
University of Westminster – Department of Politics and International Relations

#### NGO members

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Aga Khan Foundation (UK)  
AHF Europe  
Aldae Party  
Carbon Trust, The  
CIFF  
Clean Air in London  
Elders Foundation, The  
International Committee of the Red Cross  
International Council of Beverages Associations – Asia Pacific Regional Group  
International Rescue Committee  
Internet Society, The  
Médecins Sans Frontières – UK  
Oversight Board UK  
Oxfam  
Prospect Foundation, The  
Royal Society, The  
Saferworld  
Sightsavers  
Transparency International  
United Nations Economic and Social Commission for Western Asia (ESCWA)



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