

Annual review

2025/26

Chatham House is a world-leading policy institute with a mission to address geopolitical challenges and international problems. Through this, we aim to help governments and societies to build a secure, sustainable, prosperous and just world.



Sir Simon Fraser

Chair of Council

The turbulence in international affairs over the last year has underscored the importance of Chatham House's mission. I am proud that our teams have risen to the challenge. They have produced timely, independent analysis of global crises, delivered original and influential research on systemic changes, and convened the leaders and decision-makers who have been shaping events. All of this work culminated in the convening of a highly successful and impactful London Conference in July.

In parliaments, global media and conferences, and at public and private meetings, our experts have offered measured explanation and advice on critical areas of international relations. Many examples of their work are captured in the following pages.

Our members have been able to hear and question a remarkable range of speakers. Among these, Finland's president Alexander Stubb

and European Parliament president Roberta Metsola spoke on Europe and the role of the UK. British ministers addressed a wide range of international economic, security and defence issues. President Ahmed al-Sharaa of Syria joined us on his first trip to the UK, and the institute's director, Bronwen Maddox, interviewed Israel's president Isaac Herzog. We welcomed three African foreign ministers on a single day, and co-hosted more than 700 delegates at a conference in Addis Ababa on African strategic influence.

I want to thank my fellow Council members, along with Bronwen Maddox and the entire Chatham House team, for their time, energy and commitment to our mission and values. Thanks also go to our many individual and corporate members, and to the generous supporters of the institute, without whom none of our work would be possible.



Bronwen Maddox

Director and Chief Executive

It has been an extraordinary year in international affairs, not least the regional and global repercussions of the US's and Israel's war with Iran. As I set out in my annual lecture in January, the past 12 months have also clarified some of what we face. The deepening rivalry between the US and China brings significant risks for the peace and prosperity of others. The US's long-time allies now have to contemplate what was once unthinkable: the need to defend themselves against the US itself, in trade and perhaps in security too. They also need to respond to the rising challenge of China – in technology, in military and economic power, and in institutional influence.

Much of our work at Chatham House concentrates on how countries, institutions and businesses should respond to these changes: how to protect their own interests, while working together to promote a stronger, fairer and more sustainable international order. We have considerably strengthened our country and regional programmes to take account of the new geopolitics. And we have focused our Global Governance and Security Centre,

Environment and Society Centre and Global Economy and Finance Programme on core questions of the future of global order – with research spanning arms control and non-proliferation, health security, rule of law, environment and resources, AI, cyber, economic governance and more. Our research and convening are driven by these aims and priorities, and I am immensely proud of the impact we have had over the past year, helped also by the institute's agile and resourceful communications team.

The Chatham House Rule remains an invaluable tool, lending great strength and discretion to our convening work at a time when bringing people together to talk freely matters more than ever. The Rule turns 100 in 2027, and you will hear a lot from us on this in the coming year.

I want to take this opportunity to thank my tremendous colleagues, whose intelligence, consideration and hard work impress me every day. And as always, I am deeply grateful to our members, supporters and partners who make all our work possible.

Our impact by numbers

Demand for our research continues to grow – below are some examples of audience reach in 2025/26

85%

year-on-year
increase in YouTube
video views

5.0

2025 Impact Factor
of *International Affairs*,
ranking it 3rd of 173
international relations
journals globally

16%

year-on-year
increase in podcast
downloads/plays

76k

media mentions,
up 15% year-on-year

168

op-eds by Chatham
House experts
in the media

1.5m

views of our
highest-performing
video

Finding solutions to the big international challenges

Chatham House's independence and exceptional convening power allow us to bring together people on all sides of the debate to discuss difficult questions and seek common ground.

During the past year, we held more than 300 private and public events – conferences, workshops, roundtables and expert briefings – in London and internationally.

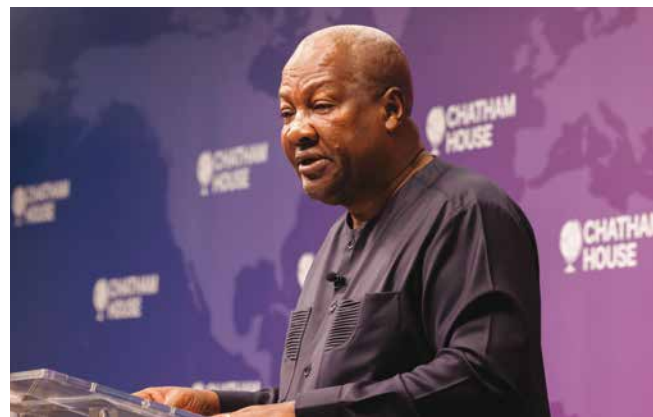
**Alexander Stubb,
President of Finland**
PHOTO: CARMEN VALINO



**Ahmed al-Sharaa,
President of Syria**
PHOTO: CARMEN VALINO



**Rebeca Grynspan,
Secretary-General of UNCTAD**
PHOTO: CARMEN VALINO



**John Dramani Mahama,
President of Ghana**
PHOTO: SIOBHAN HENNESSY

**Edi Rama, Prime Minister of Albania, and
Milojko Spajić, Prime Minister of Montenegro**
PHOTO: CARMEN VALINO



**Roberta Metsola,
President of the
European Parliament**
PHOTO: CARMEN VALINO

**Musalia Mudavadi,
Prime Cabinet
Secretary of Kenya**
PHOTO:
CARMEN VALINO



**John Kerry,
former US secretary of state
and special presidential
envoy for climate**
PHOTO: CHRIS HOLMES



**Hakan Fidan,
Foreign Minister
of Türkiye**
PHOTO:
CARMEN VALINO



**Baroness Dambisa
Felicia Moyo**
PHOTO: SIOBHAN HENNESSY



**Oana Țoiu,
Foreign Minister
of Romania**
PHOTO:
ALEXANDRU COMAN





Informing the debate on the emerging global order

One of the most-read articles in *The World Today* was the autumn 2025 feature story by Amitav Acharya on the decline of the West and the rise of 'the Rest'. The article's success has inspired a new strand in the magazine, 'The World Tomorrow', tackling questions around the emerging global order.

ILLUSTRATION: OWEN D. POMERY

Responding to the US–Iran war

We joined a discussion with the FCDO on the implications of the Iran war for UK policy

Our early analysis of the US and Israel's attacks on Iran received an exceptionally high level of media attention. Chatham House experts wrote for outlets including the *Guardian*, the *New York Times* and the *Independent*, and appeared on the BBC, Bloomberg, Channel 4, CNN and Times Radio, among others.

Our webinar on the US–Israel strikes attracted an influential audience of government officials from the UK and abroad, ambassadors, journalists and senior business figures. In May 2026, Dr Fatih Birol, executive director of the International Energy Agency, assessed the impact of tensions in the Middle East on global energy markets and economic stability. We also hosted an under-the-Rule discussion on the Iran war and the US administration's

'energy dominance' strategy, and provided analysis on likely scenarios for a US–Iran deal.

We gave evidence to the House of Lords International Relations and Defence Committee, and hosted the launch of the committee's report – which questioned the extent of the UK's reliance on the US for security. We also joined a closed-door discussion with the Foreign, Commonwealth and Development Office (FCDO) on the implications of the Iran war for UK policy.

Upholding the rule of law and next steps for Venezuela and Haiti

Our analysis on Venezuela was used in the US Senate

At a time of ongoing turmoil, Chatham House is focused on the future of global governance and the role of multilateral institutions. Our experts are helping the UK government shape its thinking on upholding the international rule of law – for example, by organizing roundtables with the FCDO Rule of Law team and collaborating on a workshop with the UK Soft Power Council.

Chatham House expertise has been prominent in influencing policy on Venezuela. Following the capture by the US of president Nicolás Maduro, we gave evidence to the House of Lords International Relations and Defence Committee on the legality of US actions. We also helped inform UK policy responses to geopolitical and human rights concerns in Venezuela, including by giving evidence to the UK's Foreign Affairs Committee.

We convened an expert group of international and Venezuelan jurists, diplomats, scholars and opposition representatives to develop recommendations on the necessary conditions for free and fair elections in Venezuela and on promoting the rule of law. We briefed the US Congress and the wider international community on this work, and our analysis was used in the US Senate and House of Representatives in questioning secretary of state Marco Rubio on the Trump administration's plan for supporting rule of law and democratic elections in Venezuela.

Chatham House also worked to advance practical solutions for stability and development in Haiti, including by publishing *A roadmap for security and governance reform in Haiti* in January 2026.



Why international law matters

David Lammy, the then UK deputy prime minister, spoke at a session on upholding international law at our July 2026 London Conference.

PHOTO: CARMEN VALINO

China–US competition and influencing policy on the Asia-Pacific

Our events, written analysis and video shorts have provided crucial analysis on China–US dynamics. During the year, we hosted former US secretary of state John Kerry and former US vice-president Mike Pence, along with former US ambassador to China Nicholas Burns. Chatham House also attracted significant press coverage in advance of Donald Trump’s visit to China in May 2026.

We trialled a new debate format that asked ‘Is China the primary threat to international stability?’ Our China Economics Forum also held a series of meetings under the Rule. The forum brings together experts from multiple fields to discuss China’s economy and its engagement with the rest of the world.

Our April 2025 research paper on *How China–India relations will shape Asia and the global order* resulted in briefings to the UK Cabinet Office, the Commonwealth Parliamentary Association and the Great Britain–China Centre, as well as a British embassy-sponsored trip to Beijing.

The findings of our July 2025 paper *Why the Indo-Pacific should be a higher priority for the UK* were presented to UK parliamentarians and to the FCDO Indo-Pacific directorate. The paper’s insights were well received by senior officials at the British Office in Taipei and the foreign ministries of Australia, Singapore and Taiwan. The Australian air force promoted the paper’s suggestion that the UK should join the Indo-Pacific Four to form a ‘quintet’.



Navigating strategic rivalry

In October 2025, Chatham House hosted Lee Hsien Loong, senior minister and former prime minister of Singapore, to discuss his country’s approach to surviving and thriving amid US–China competition. Video of this event received half a million views on YouTube.

PHOTO: MINISTRY OF DIGITAL DEVELOPMENT AND INFORMATION, SINGAPORE



Making the case for international cooperation

Chatham House presidents Baroness Valerie Amos, Baroness Theresa May and The Rt Hon Helen Clark discussed the future of international cooperation and rebuilding political coalitions to advance global public goods at our 2026 London Conference.

PHOTO: CARMEN VALINO

Proposing a path to stability amid global economic uncertainty

A House of Lords report quoted our evidence on the India–UK free trade agreement

Chatham House experts were among the first to argue that the EU and other market-oriented economies wishing to preserve a cooperative, rules-based approach to global economic governance should not follow the route being laid out by the US or China. The ideas in our 2026 report on *Saving global economic governance from the ‘Trump shock’* were widely shared, including at the 2025 Hili Forum in Abu Dhabi and the 2026 Delphi Economic Forum.

We organized the first conference of its kind on the impact of worldwide trends on the global market for foreign direct investment. In the UK, a House of Lords report quoted our expert evidence on the India–UK free trade agreement, and the Business and Trade Committee used Chatham House evidence in its report following the economic security inquiry. At our 2025 Global Trade conference, Canada’s foreign

affairs minister, Anita Anand, spoke about the intersection of economic and national security agendas.

A 2025 *International Affairs* policy paper on the *Unravelling of the trade legal order* was cited in policy documents published by the EU, the World Economic Forum and The New Zealand Initiative.

In early 2026, Chatham House hosted Chris McDonald, then UK minister for industry, who outlined the new UK Critical Minerals Strategy. Our analysts gave evidence to a UK parliamentary inquiry on critical minerals, and we convened a Canada–UK intergovernmental panel on the two countries’ critical minerals strategies. A high-level event on Latin America launched a new workstream on how multilateral institutions can adapt to member states’ competing geopolitical priorities, and South–South cooperation.



Security in a shifting global order

The chair of the NATO military committee, Admiral Giuseppe Dragone, spoke at our 2026 Security and Defence Conference on maintaining strong alliances. At our 2026 London Conference, the then UK foreign secretary, Yvette Cooper, spoke about how the UK should approach the world amid a shifting international order.

PHOTOS: (LEFT) CARMEN VALINO AND (RIGHT) SIOBHAN HENNESSY

Bolstering global health security

We presented our health security research at key NATO medical supply-chain conferences

In the wake of the COVID-19 pandemic, we informed the development of the EU Stockpiling Strategy on the supply of essential goods and lifesaving medical supplies. Shortly after the strategy was released in 2025, we hosted a roundtable at which participants called on Chatham House to convene an international forum to support such work. We are now working to establish this forum. We also presented our health security research at key NATO medical supply-chain conferences.

France adopted our expert recommendations on the G7-led Global Partnership Against the Spread of Weapons and Materials of Mass Destruction as a priority for its 2026 G7 presidency. Additionally, we chaired a session at which leaders including Cambodia's prime minister, South Africa's minister of health and Spain's minister of agriculture and fisheries pledged to advance WHO's One Health approach and boost international cooperation against emerging health risks.

Strengthening European and UK security

We contributed to a new ICC policy on prosecuting cyber-enabled war crimes

Chatham House's Ukraine Forum continued to shape the agenda of the annual Ukraine Recovery Conference, and Germany used our paper *Mobilizing 'Team Ukraine' for a successful recovery* to make social recovery the focus of its March 2026 intergovernmental meeting. Our paper on *Holding state-sponsored hackers and other 'cyber proxies' to account* supported discussions between Ukraine and the Canadian high commission in London. We also contributed to a new policy on cyber-enabled war crimes issued by the International Criminal Court Office of the Prosecutor, and our paper on *Securing justice for cyber-enabled international crimes* outlined possibilities for prosecutions in this area. Separately, we presented the findings of our paper on *Understanding Russia's Black Sea strategy* to senior French military officials and the Romanian foreign ministry.

We provided evidence to parliament on the UK's National Security Strategy in October 2025, and our expertise in nuclear weapons informed recommendations to the UK government. Ahead of the 2026 Non-Proliferation Treaty Review Conference, we convened an expert group to propose policy options to reduce nuclear risks and advance arms control. Our expertise was represented on a UK Ministry of Defence advisory group, and we spoke on how to strengthen 'deterrence by denial' in the Baltic region at a meeting at NATO headquarters.

The Canadian high commission in London invited Chatham House experts to deliver training on economic diplomacy for Canada's diplomatic service across Europe.



Redefining Europe's role in the world

Gunther Krichbaum, Germany's minister of state for Europe, spoke at our December 2025 Berlin conference, 'Europe's strategic choices'. He discussed European enlargement in the context of promoting security and influence for the continent.

PHOTO: BERNHARD LUDEWIG

Working towards stability in the Middle East

With the end of US direct military support in Iraq in the autumn of 2025, our researchers advised NATO's Supreme Headquarters Alliance Command Europe and NATO Mission Iraq (NMI) on working with the Iraqi government to improve governance and transparency in the country's security sector. Our researchers also provided analysis to NATO during the Iran war, when NMI relocated its personnel from the Middle East to Europe. Iraqi prime minister Mohammed Shia' al-Sudani joined our annual Iraq Initiative Conference in October 2025, giving the keynote address.

Another important focus has been our work with the Libyan government on tackling corruption in order to improve security and stability. As part

of efforts to promote transparency and support institutional reform, Chatham House experts helped Libyan authorities to plan and launch a five-year national anti-corruption strategy, and to publish reports that detailed systemic corruption in fuel and pharmaceutical supply chains. The anti-corruption strategy was endorsed internationally, including by the UK, the US, the EU and the UN.

During 2025, we also gave advisory support to the head of Yemen's Presidential Leadership Council, Rashad Alimi. A number of our recommendations have been implemented, including the formation of committees for different areas of reform, input into the new customs policy and appointments of high-level technocrats.

Supporting dialogue on the Israel– Palestine conflict

We hosted senior officials, policymakers and others to discuss regional security and developments in the Israel–Palestine conflict. Speakers at Chatham House included Israel's president, Isaac Herzog, and Palestinian ambassador to the UK Husam Zomlot.

PHOTOS: CARMEN VALINO





Recognizing humanitarian work in Sudan

The Chatham House Prize for 2025 was awarded to Sudan's Emergency Response Rooms, in recognition of the vital work of this community-led initiative to deliver humanitarian support during the devastating war in Sudan.

PHOTO: CARMEN VALINO

Africa's rising influence and critical minerals strategies

We hosted more than 700 delegates to discuss African-led solutions in international affairs

More than 700 virtual and in-person delegates joined a conference in Addis Ababa, Ethiopia, to discuss how Africa can assert greater strategic influence internationally. Topics included African approaches to multipolarity, and African-led solutions in peacebuilding. Speakers included Ethiopia's minister of foreign affairs, Dr Gedion Timothewos, and senior representatives of the African Union. The conference was held in partnership with Amani Africa and the UN Development Programme.

Chatham House's Critical Minerals Initiative supported the ministerial symposium at the 2026 Investing in Africa Mining Indaba

conference in Cape Town, South Africa. Our expertise helped shape the conversation about international and local collaboration on minerals issues with ministers from across Africa. In Lubumbashi, Democratic Republic of the Congo, we brought together government, business and community representatives to discuss data management and digitized mining, and impacts on local communities of international competition for minerals. We prepared a paper for the European Parliament's Committee on Development on the traceability of critical raw materials. This research served as the main background for a visit by MEPs to central Africa.



Keeping climate and energy security on the global agenda

Ambassador Khadija Iddrisu, chief director of Ghana's Ministry of Foreign Affairs, joined a panel to discuss the intersection of energy security concerns and climate ambition at our 2026 London Conference.

PHOTO: SIOBHAN HENNESSY

Supporting international climate cooperation

We convened one of the first ever conferences on the water risks embedded in supply chains

Our experts facilitated discussions between the UK and China to reach agreement on an agenda for climate cooperation. The two countries signed a ministerial-level memorandum of understanding in June 2025. We also supported cooperation on the UK's planned carbon border adjustment mechanism, sharing research with delegates at the World Trade Organization (WTO) in Geneva.

Chatham House experts contributed to the Global Environment Outlook 7 (GEO-7), the UN's comprehensive scientific assessment of the environment. We worked in coordination with the UK Department for Environment, Food and Rural Affairs during the science policy process, and we defended recommendations on reducing plastic pollution and promoting green finance during the negotiations for the final GEO-7 report. After publication, we delivered multiple policy briefings on the report's recommendations, including to a UK parliamentary committee,

the European Commission and the Canadian government.

We convened one of the first ever conferences on the water risks embedded in supply chains, hosting the WTO, UN Trade and Development (UNCTAD) and Finland's special envoy for water to identify how the unsustainable use of water in global trade can be reconfigured to support local water security in an era of geopolitical and climate risk. We also held a climate and energy summit, and heard from Alberta premier Danielle Smith on Canada's foreign and energy policy.

Chatham House's Sustainability Accelerator collaborated on the incubation of the Strategic Climate Risks Initiative (SCRI), a network of partners that was officially launched in 2026. SCRI is helping governments, institutions and communities to understand and respond to intensifying climate risks. The initiative has attracted extensive news coverage, including for its highly successful Overshoot podcast.

Shaping the development of AI governance



Assessing the global AI race

Cisco's vice president of global public policy, Nicole Isaac, and Anthropic's head of UK policy, Daisy McGregor, participated in a panel debate at our 2026 London Conference to examine the strategic implications of AI competition for global power.

PHOTO: SIOBHAN HENNESSY

As part of our work with the Public AI Network coalition, we played a pivotal role in the launch of public AI systems dedicated to delivering benefits for society – such as tackling climate change and supporting the energy transition – working with the coalition to influence more than \$900 million in global commitments to fund public AI technology for the common good.

We hosted over a dozen presidents, ministers and CEOs of major technology companies in public and private discussions on the intersection of technology and geopolitics – including the president of Estonia and the UK's minister of state for AI and online safety. Our paper on *How a surge in defence and dual-use technology investment could reconfigure the global AI race* attracted much positive feedback and interest in further research on the topic.

With digital technologies increasingly central to the provision of public and private services, Chatham House experts have been working with governments around the world to create a shared framework for digital public infrastructure.

Connecting people and ideas

Chatham House's global membership brings together people from more than 95 countries who are committed to understanding the forces shaping our world. Through events, networking and expert engagement, members gain access to trusted dialogue, expert insights and an influential international network.

The Queen Elizabeth II Academy for Leadership and the Next Generation develops aspiring leaders in international affairs. The Academy equips emerging policymakers, researchers and practitioners with the knowledge, networks and

confidence to tackle the world's most pressing challenges. It hosts fellowships, leadership programmes and internships, and connects more than 1,500 young people around the world through the Common Futures Conversations platform.

During the year, we also held an exhibition to celebrate Black History Month, and presented work by students from the London College of Communication illustrating our research data on the unsustainable use of water in food production and global trade.



Nurturing the next generation of leaders

Each year, Chatham House's Queen Elizabeth II Academy for Leadership and the Next Generation hosts a new cohort of emerging leaders for a 10-month fellowship. Academy fellows are involved in a wide range of activities spanning research and events, and are joined by masterclass participants from a range of sectors for the institute's

unrivalled leadership development programme. Our masterclass programme includes sessions with business leaders, policymakers and journalists, through which participants develop their skills, knowledge and networks.

PHOTOS: CARMEN VALINO

Influencing policy decision-makers

Speakers from the past year, some at events held under the Chatham House Rule, have included:

H.E. Dr Badr Abdelatty,
Minister of Foreign Affairs, Egypt

Hon. Samuel Okudzeto Ablakwa,
Minister for Foreign Affairs, Ghana

H.E. Ahmed al-Sharaa,
President, Syria

H.H. Prince Faisal bin Farhan Al Saud,
Minister of Foreign Affairs, Saudi Arabia

Hon. Anita Anand,
Minister of Foreign Affairs, Canada

Fatih Birol,
Director, International Energy Agency

Rt Hon. Sir Chris Bryant MP,
Minister of State,
Department for Business and Trade, UK

Ambassador Nicholas Burns,
Former US Ambassador to China

Al Carns DSO OBE MC MP,
Former Minister for the Armed Forces, UK

Rt Hon. Yvette Cooper MP,
Secretary of State for
Foreign, Commonwealth
and Development Affairs, UK

Oleksiy Chernyshov,
Deputy Prime Minister, Ukraine

Admiral Giuseppe Dragone,
Chair of the Military Committee, NATO

Hakan Fidan,
Minister of Foreign Affairs, Türkiye

Ambassador Philip-Fox Drummond Gough,
Secretary for Economic
and Financial Affairs, Brazil

Dame Wendy Hall,
Professor of Computer Science,
University of Southampton

Rt Hon. Lord Hermer KC,
Attorney General, England and Wales

Nicole Isaac,
Vice President of Global Public Policy, Cisco

John Kerry,
Former Special Presidential Envoy
for Climate, US

Gunther Krichbaum,
Minister of State for Europe,
Federal Foreign Office, Germany

Rt Hon. David Lammy MP,
Lord Chancellor and Secretary of State
for Justice and Deputy Prime Minister, UK

Enrico Letta,
President, Institut Jacques Delors;
former Prime Minister, Italy

Lee Hsien Loong,
Senior Minister and former Prime
Minister, Singapore

H.E. John Dramani Mahama,
President of Ghana

Chris McDonald MP,
Minister for Industry, Department
for Energy Security and Net Zero and
Department for Business and Trade, UK

Daisy McGregor,
UK Policy Lead, Anthropic

Roberta Metsola,
President, European Parliament

H.E. Dr Musalia Mudavadi,
Prime Cabinet Secretary, Kenya

Ambassador Liberata Mulamula,
Special Envoy on Women,
Peace and Security, African Union

H.E. Lana Nusseibeh,
Minister of State,
Ministry of Foreign Affairs,
United Arab Emirates

Dr Bright Okogu,
Chief of Staff, World Trade Organization

Mike Pence,
48th Vice President of the United States

Edi Rama,
Prime Minister, Albania

Milojko Spajić,
Prime Minister, Montenegro

Alexander Stubb,
President of Finland

H.E. Dr Gedion Timothewos,
Minister of Foreign Affairs, Ethiopia

Oana Țoiu,
Minister of Foreign Affairs, Romania

H.E. Ambassador Yusuf M. Tuggar,
Minister of Foreign Affairs, Nigeria

H.E. Husam Zomlot,
Ambassador of Palestine to the UK



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