



HIGH

LIGHTS

16/17

Thinking ahead for Europe

brexit

digital

EU budget

energy

[www.ceps.eu](http://www.ceps.eu)

migration

euro

trade

governance

crisis

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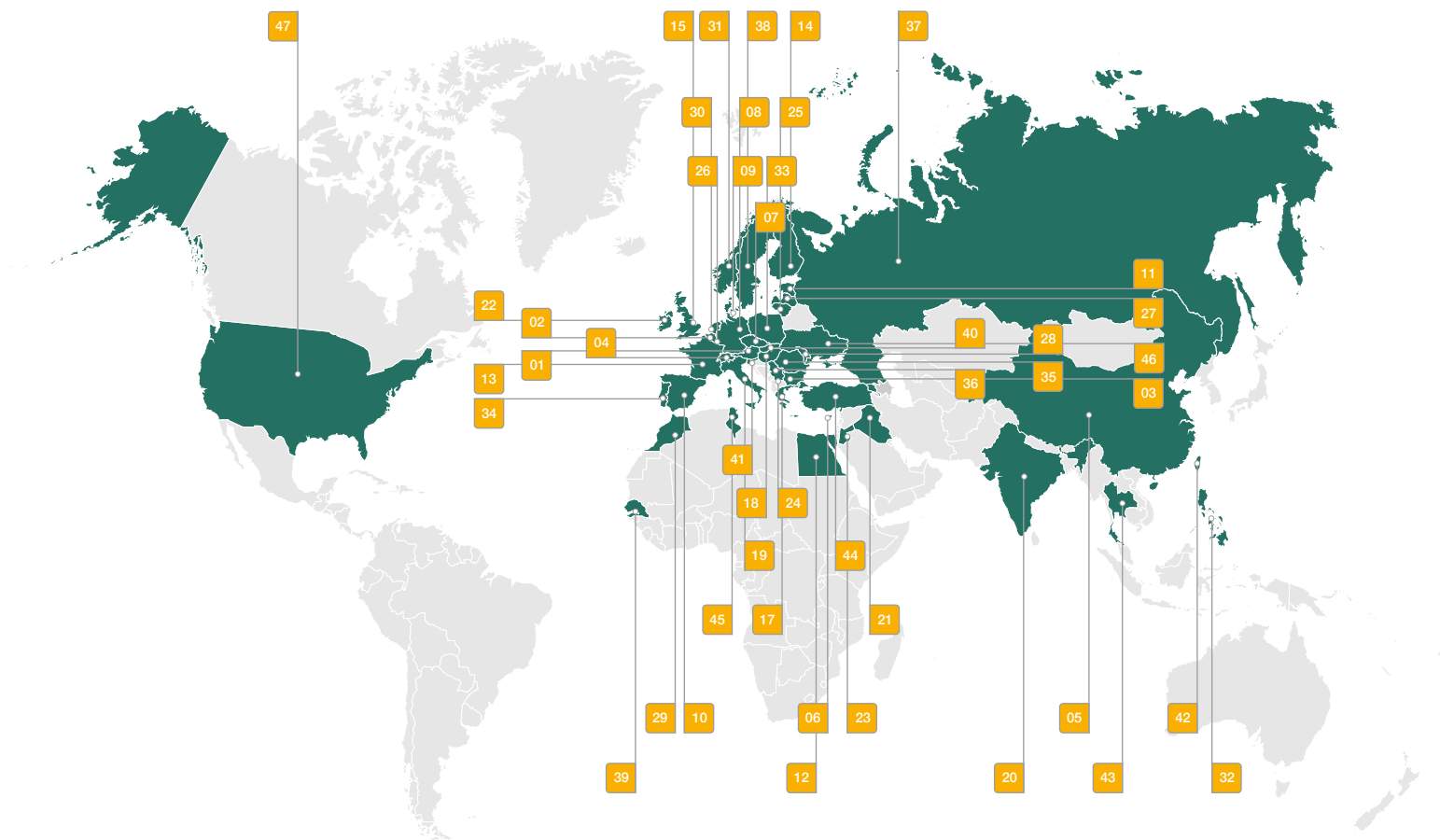
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# ABOUT CEPS

CEPS is one of Europe's leading independent think tanks, providing a high-profile and neutral forum for debate among all stakeholders in the EU policy process. A strong in-house research capacity in combination with its extensive network of partner institutes throughout the world enable CEPS to make important contributions to the policy-making process.

CEPS' research is subdivided into 6 research areas: Economy & Finance; Regulation & Digital; Energy & Climate Change; Rights & Security; Institutions; and Europe in the World. Its broad orientation allows it to look across sectors and adapt to changing policy priorities.

## PARTNERSHIPS IN 47 COUNTRIES ACROSS THE GLOBE



- |                     |                     |                      |                  |                               |
|---------------------|---------------------|----------------------|------------------|-------------------------------|
| 01 / Austria        | 11 / Estonia        | 21 / Iraq            | 31 / Norway      | 41 / Slovenia                 |
| 02 / Belgium        | 12 / Egypt          | 22 / Ireland         | 32 / Philippines | 42 / Taiwan                   |
| 03 / Bulgaria       | 13 / France         | 23 / Jordan          | 33 / Poland      | 43 / Thailand                 |
| 04 / Switzerland    | 14 / Finland        | 24 / Kosovo          | 34 / Portugal    | 44 / Turkey                   |
| 05 / China          | 15 / United Kingdom | 25 / Lithuania       | 35 / Romania     | 45 / Tunisia                  |
| 06 / Cyprus         | 16 / Georgia        | 26 / Luxembourg      | 36 / Serbia      | 46 / Ukraine                  |
| 07 / Czech Republic | 17 / Greece         | 27 / Latvia          | 37 / Russia      | 47 / United States of America |
| 08 / Germany        | 18 / Hungary        | 28 / Moldova         | 38 / Sweden      |                               |
| 09 / Denmark        | 19 / Italy          | 29 / Morocco         | 39 / Senegal     |                               |
| 10 / Spain          | 20 / India          | 30 / The Netherlands | 40 / Slovakia    |                               |

## CEPS 2016/17 IN NUMBERS



**2,926,449**

Website visits



**18,000**

Facebook likes

Researchers



**62**



**227**

Members



**+12,500**

Participants hosted  
by CEPS



**198**

Titles published

**1,230,000**

Publication downloads

**32,000**



Twitter followers



**+100**

Events organised



## MESSAGE FROM THE CHAIRMAN



**CEPS' mission statement seems even more compelling today than it did when it was first adopted many years ago. Thinking ahead for Europe is imperative in light of the urgent challenges confronting the EU today, such as migration, Brexit and the rise of populism. This also applies to the many complex policy domains, such as energy union, capital markets union, economic governance, foreign policy and institutional reform, that require independent, authoritative and evidence-based analysis.**

Assessments by experts and carefully produced facts and figures tend to remain below the radar screen of current public discourse and they rarely make headlines. But these elements fully retain their value in today's world in which policy-makers regularly face immensely difficult choices to address problems that are not susceptible to simple solutions or slogans. It is in this spirit that we pursue our work at CEPS.

With the EU facing so many problems today, it becomes difficult to set priorities. Our aim is to concentrate on those issues that could make or break the Union. We see three principal 'building sites': the euro, external borders (migration and asylum) and security.

The euro area is experiencing a gradual recovery, and even though financial markets have become calmer the risks have increased with the possibility that Eurosceptic parties might come to power in some EU member states. This perceived 'denomination' risk represents the biggest danger to the eurozone today.

External borders and migration will continue to be a primary policy issue for the years to come. These are areas where national policy priorities are paramount and often conflict

with the interests of the EU. They are also becoming increasingly multi-faceted, with distinct economic, security and identity dimensions, each of which needs to be examined from different angles.

The election of President Trump has already had a noticeable impact on European thinking on defence. CEPS anticipated this issue two years ago in the context of a special Task Force we established on European defence. Many of the recommendations of this farsighted group are now being adopted, not only because the American security guarantee looks less certain, but also because the UK, which had previously opposed these efforts, no longer represents an obstacle.

Brexit is another issue requiring cross-sectoral and multi-disciplinary capacity. EU membership means much more than simply being in the internal market. Since the UK will be leaving the EU (and not Europe), solutions will need to be found for a host of other thorny issues, ranging from the former member's continued participation in Eurocontrol and the safety of drugs to the European Arrest Warrant and its future involvement in the Common Foreign and Security Policy.

But there are also other important issues, for example digitalisation, that cut across many different sectors and affect the policy debate in numerous areas. Up to now, we have focused our attention mainly on economic factors but we are planning a new initiative in the area of cyber-security to investigate and assess various initiatives the EU could take to create a more secure 'European cyber space'.

The CEPS Academy is now coming fully on-stream in 2017. After successful Summer School sessions for government officials, academics and experts on EU governance issues over the last two years, we are organising a full-credit semester for students at the Master's level from nine European universities. This programme is co-financed under the Erasmus+ programme.

As I am still in my first year as Chairman of the CEPS Board of Directors, I would like to conclude this message on a more personal note. I have been deeply impressed with the breadth of the research programme at CEPS and the professionalism and commitment shown by the staff in fulfilling its mission. As it prepares to meet future challenges, the European Union is well-served by dedicated organisations such as CEPS.

Joaquín Almunia . Chairman . CEPS

## CEPS FLAGSHIP EVENTS



### Reconstructing the Union - CEPS Ideas Lab 2017

In the span of just three years, the CEPS Ideas Lab has grown to become one of the main events on the Brussels calendar. With over 800 participants, 100 speakers, two plenaries, 33 sessions, four special evening sessions and four breakfast sessions, the 2017 Ideas Lab, which took place 23-24 February, was a resounding success.

The line-up at this cutting-edge forum featured: Joseph Muscat, Prime Minister of Malta; Mario Monti, former Commissioner and Prime Minister of Italy, Pierre Moscovici, European Commissioner for Economic and Financial Affairs; Timothy Garton Ash, Professor at the University of Oxford; Liz Kendall, MP, House of Commons; Nadia Calviño, Director General, DG Budget, European Commission; Iliyana Tsanova, Deputy Managing Director, EFSI; Nathalie Tocci, Director, IAI; Philippe Lamberts, MEP; and Enrico Letta, former Prime Minister of Italy, among other influential personalities. These and many other prominent thinkers engaged in lively brainstorming discussions devoted to the most critical issues facing Europe today.



## CEPS FLAGSHIP EVENTS

### Towards a More Resilient Global Economy, Berlin

Organised by CEPS, in cooperation with the German Ministry of Finance and Deutsche Bundesbank on 30 November 2016, this event marked the official opening of the finance track of the German Presidency of the G20 by Finance Minister Wolfgang Schäuble.

This high-level international event brought together over 200 G20 delegates and over 80 leading economists and policy-makers from all over the world, including two Nobel Prize winners, the Chairs of the European Stability Mechanism and European Fiscal Board, and senior representatives from the IMF, OECD, European Central Bank and European Investment Fund. The main challenges on the global financial agenda were tackled in six parallel streams. Experts discussed the macro- and micro-economic factors that will determine the stability of the world's financial architecture, and ways to foster economic resilience in the medium term to enhance the G20's preparedness for future crises.



### 3rd Symposium on EU-Asia Relations in Financial Services, Beijing

Following the success of two previous symposia in Singapore (2014) and Hong Kong (2015), the 2016 Symposium on EU-Asia Relations in Financial Services took place in Beijing on 26-27 May 2016.

This event provided a unique opportunity for over 120 global, European and Asian policy-makers, regulators, supervisors, leading academics and industry executives to discuss issues impacting EU-Asian capital flows and investments. The impressive list of speakers included Hans-Dietmar Schweisgut, EU Ambassador to China; Andrea Enria, Chair, European Banking Authority; Helmut Wacket, DG Market Infrastructure and Payments, ECB; Wu Xianting, Deputy Director, Financial Market Department, People's Bank of China; Qi Bin, Director-General, Department of International Affairs, China Securities Regulatory Commission; and Jing Ulrich, Managing Director and Vice Chairman, Asia Pacific, JPMorgan Chase.



## OTHER HIGH-PROFILE CEPS EVENTS

### **Towards Fairer Corporate Taxation: Will the measures do the job in third countries?**

Featuring **Wayne Panton**, Minister of Finance of Cayman Islands, **Emer Traynor**, Deputy Head of Unit, DG TAXUD and **Paul Tang**, MEP, on recent proposals and outstanding reforms of the G20/OECD and the European Commission.

01/02/2017

### **The Future of Financial Services: Which policy mix to stimulate innovation in products, models and processes?**

CEPS-ECRI Conference with senior practitioners and officials to exchange ideas on the best policy approaches to enhance innovation in financial services.

31/01/2017

### **COP22: What's next for the EU after Marrakech? Implications for EU climate policy**

Implementation of key elements of the Paris Agreement, including the transparency regime, climate finance and the sustainable development mechanism.

6/12/2016

### **Securing the Modernisation of Ukraine**

High-level CEPS conference co-organised with the Ukrainian Think Tanks Liaison Office in Brussels, with the support of the US Mission to the EU.

6/12/2016

### **Understanding the EU's Three Association Agreements and DCFTAs with Georgia, Moldova and Ukraine**

Featuring Ambassadors of Georgia, Moldova and the Deputy Head of the Ukrainian Mission to the EU to discuss the findings of CEPS publications on these three countries.

20/9/2016

### **EU-Israeli Relations: Prospects for cooperation?**

High-level conference with **Shuli Davidovich**, Minister, Deputy Chief, Mission of Israel to the EU and NATO and **Christian Berger**, Director for the Middle East and North Africa, EEAS.

9/6/2016

### **Meeting Tomorrow's Challenges: A new work initiative for Europe**

Launch of a new initiative by former Prime Minister of Sweden **Fredrik Reinfeldt** to achieve a sustainable increase in the number of jobs in Europe.

3/6/2016

### **Moving towards a Circular Economy: Challenges and opportunities for SMEs**

Final conference of GreenEcoNet (project financed by the European Commission), which brought together EU businesses and academia to support SMEs in the transition to a green economy.

26/5/2016

### **The EU-Canada Comprehensive Economic and Trade Agreement: A good deal for the European Union?**

Co-organised with the Centre for International Governance Innovation.

18/5/2016

### **Refugee Crisis: Two-edged sword in EU-Turkey relations?**

Co-organised in cooperation with FES and TUSKON, with Kati Piri, MEP and Rapporteur on Turkey, and Javier Niño Perez, Head of Turkey Division, EEAS.

3/5/2016

### **People, Places and Policies: Promoting systemic innovation and a stronger entrepreneurial culture in Europe**

Co-organised in partnership with the European Parliament and hosted by Eva Paunova, MEP, to present the CEPS Task Force Report on Innovation in Europe.

27/4/2016

### **Europe's Untapped Capital Market: Rethinking integration after the great financial crisis**

Featuring Matthew Baldwin, Head of Cabinet of Commissioner Jonathan Hill, to launch the final report of the European Capital Markets Expert Group (ECMEG).

3/2/2016



## CEPS TASK FORCES, 2016–17

### Better Regulation in the EU

Chairman: Malcolm Harbour CBE, former MEP

The European Commission has made major inroads in implementing the Better Regulation Agenda and improving the EU policy process.

It now conducts ex-ante impact assessments of all major policy initiatives; monitors and evaluates existing policies ex post and analyses entire policy areas. Against this background, CEPS formed a Task Force to produce detailed policy recommendations on the future of the Better Regulation Agenda.



### The Future of Retail Financial Services

Chairman: Kim Vindberg-Larsen, Founder & CEO MEEwallet

In recent years, digitalisation of the economy has accelerated at a steady pace, and retail financial services for households are no

exception to this phenomenon.

This Task Force focused on identifying and conceptualising the key challenges of the digital transformation of the retail financial sector.

### The Role of Business in the Circular Economy

Co-chairmen: Martin R. Stuchtey, Managing Partner of SystemiQ Ltd, and Stef Krandendijk, entrepreneur

Special attention is given in this Task Force to the barriers and enablers that companies encounter in their attempts to introduce circularity into their business operations.

The final report will specify measures needed to help businesses adapt to the changing environment and take advantage of new market opportunities.



### Unleashing Innovation and Entrepreneurship in Europe: People, Places and Policies

Chairman: José Manuel Leceta, Chairman of the Insight Foresight Institute

Everywhere around the world, innovation and entrepreneurship are the major sources of economic growth and competitiveness, while recent debates also aim at reconciling sustainability and governance.

This Task Force assesses the potential of these key pillars of economic growth and well-being to serve as crucial drivers of Europe's future economic (and possibly political) recovery.

### Implementing Financial Sector Resolution

Chairman: Thomas Huertas, Partner and Chair, EY Global Regulatory Network

Among the many responses to the financial crisis, the most novel has been the insistence on creating resolution frameworks for the financial sector in the event that minimum capital requirements are not met.

The members of this Task Force are focusing on the implications of the resolution and recovery regime for EU banks and for European financial integration on capital markets.

## RESEARCH

CEPS was proud to be prominently featured once again in the Global Go To Think Tank Index 2016 (GTTI). We were ranked among the top ten “Think Tanks Worldwide” (moving up two positions from last year to 5th place) and among the top ten “Think Tanks in Western Europe”.

In a remarkable leap forward, it also entered the top ten “Think Tanks with Outstanding Policy-oriented Research Programmes” and retained its ranking in the top ten “Best Transdisciplinary Research Think Tanks”. CEPS was one of only a few global think tanks to be ranked in 20 different categories in this authoritative report. The GTTI rates 6,846 think tanks based on the results of a survey conducted among nearly 5,000 journalists, policy-makers, researchers and donors from all over the world.



# ECONOMY AND FINANCE

## Economic Policy

**The past year and a half has witnessed many dramatic geopolitical, political and security developments, ranging from war in the Middle East, important votes in the US, the UK and France and terrorist attacks in Europe and elsewhere.**

Economic and financial developments have been less spectacular, especially compared to previous years. In Europe, the economic effects of Brexit have been far less marked than expected. Fiscal governance has reached an impasse, creating a generalised dissatisfaction over fiscal rules. In 2016, CEPS followed and investigated the main developments in the areas of monetary policy and EMU governance. On the side of governance, special attention was devoted to the development of stabilisation mechanisms in response to shocks. CEPS has completed an in-depth analysis of the value added of a European Unemployment Benefits Scheme (EUBS) in terms of macroeconomic stabilisation and analysed the concepts of macroeconomic risk-sharing.

## Challenges ahead

Priority will be given to completing an analysis of risk-sharing, with an emphasis on what this means in the euro area and how it can be achieved, distinguishing fiscal from market channels and anticipating its effects. Further work on the role of labour mobility is also foreseen.

CEPS will investigate low growth and inequality, as these issues deeply affect national debates. Growth in Europe may be positively affected by an expansionary fiscal policy stance in the US, driven by the new President and an appreciation of the dollar. Inequality has never been part of the EU 'mandate', but it is likely to become an important issue. The upcoming electoral agenda will push the question of if and how the rise and success of populism is linked to low growth and inequality.

We plan to conduct several important studies on the factors affecting labour-market integration and the public economic aspects and management of migration in the future. It will be particularly important to determine whether integration measures aimed at recent arrivals are successful.

Work on population ageing will continue with an increasing focus on the lengthening of working lives and associated emerging inequalities (e.g. health, unemployment and well-being). Other aspects of demographic changes, such as

the impact of starkly varying local speeds of population ageing, are also part of the work programme.

The issues of inequality, migration, population ageing and associated policy reforms may not only be interlinked, but they may also be related in different ways to the rise of populism.

## Jobs & Skills

**In recent years, the EU has faced many major societal challenges in the domains of labour, education and migration, all of which are set against a background of high unemployment and increased inequalities resulting from the crisis.**

Fuelled by digitalisation, new forms of work have arisen in the EU's labour markets. While these new forms of work are generally more flexible, they are also more fragmented and typically entail less security for the workers. Especially in the collaborative economy, where labour demand and supply are intermediated through online platforms, workers' access to social protection has been questioned. Meanwhile, social partners struggle to keep pace with rapidly changing work environments, protect workers and ensure a fair social dialogue. Governments have responded to the challenges of digitalisation by refocusing their attention on education. In order to reap the benefits of a digitised world, we must equip the workforce of the future with digital skills as well as retrain the workforce of today to remain up-to-date.

Because of digitalisation, researchers and policy-makers increasingly rely on web data to gain insights into recent developments in labour markets and other areas, such as public policy. Big data is particularly promising in this regard. Nevertheless, more work is needed to fully understand how such novel data sources can support policy-makers in addressing societal challenges.

## Challenges ahead

As the development of the collaborative economy in the EU continues, fundamental questions related to the representation of workers and the role of social partners need to be clarified. More effort must be devoted to increasing our knowledge of industrial relations and social dialogue in the context of these new types of work. Moreover, although the collaborative economy has been the object of much discussion, further data collection and research on online platforms and their workers are clearly needed.

### ECONOMY AND FINANCE

Additionally, education remains high on the policy agenda, being the cornerstone of the European model. Nevertheless, educational achievements of youngsters vary considerably across the EU and in many countries early school-leaving is a persistent concern. As combatting these issues requires early intervention, devoting further attention to early childhood education and care is essential. CEPS will conduct research on these topics, embarking on research into the economics of education.

Finally, with the ongoing migration challenges facing Europe, special attention will be given to labour-market integration of (young) migrants and refugees, accounting for potential issues related to fairness and inequality. Building on a recently completed project on social innovation modelling, CEPS will also continue to disseminate its theoretical and empirical findings on these questions.

#### Finance

##### **2016 was an important transition year in the area of EU policies related to financial institutions.**

On the one hand, many of the measures aimed at making the EU financial sector more resilient in the aftermath of the crisis, such as Banking Union, are proceeding, and only a limited number of initiatives, such as the resolution of Financial Market Infrastructures and revision of capital requirements proposals, have been newly launched or proposed. Turning to financial markets, CEPS carried out a comprehensive overview in 2016 of the state of financial integration in Europe and ways in which the EU institutions could contribute to the further integration via capital markets, in light of the European Commission's Capital Markets Union (CMU) plan.

#### Challenges ahead

CEPS will continue its research related to financial institutions, particularly the implementation and completion of the Banking Union as well as the package of banking reforms presented by the European Commission in November 2016. Digitalisation and innovation in retail financial services will also remain topics of in-depth study.

We continue our work on bank business models and ownership structures. This long-term project monitors the performance of European banks across a broad array of indicators to assess, inter alia, whether the major changes in prudential legislation have had the intended consequences.

A new Task Force will focus on developments in the asset management industry and how EU policies can unleash cross-border competition and foster further consolidation at the European level, for the benefit of all investors. We will also continue to monitor the developments in the CMU plan via publications and events.

In Europe, the economic effects of Brexit have been far less marked than expected.

# ENERGY AND CLIMATE CHANGE

## Energy and Climate

CEPS contributed to the EU's policy agenda on the circular economy by focusing on indicators to measure progress towards circularity and on challenges and opportunities for industry and SMEs in adopting circular economy business models.

The end of 2016 also saw the conclusion of the Commission-funded GreenEcoNet project, aimed at showcasing best-practices of circular economy business models for SMEs in Europe. Building on the success of this project, CEPS was invited to join a Task Force jointly organised by DG Grow and DG Environment on the implementation of the Green Action Plan for SMEs.



## Challenges ahead

One of the main priorities will be the implementation of the 2016 Winter Package in a very broad sense, including other relevant areas such as reform of the emissions trading scheme (ETS), low-emissions transport and implementation of the Paris Agreement. In general, activities will focus on EU regulatory and policy approaches that can trigger market-induced investment in the energy sector.

In 2017, CEPS is intensifying its work on the barriers and enablers to the adoption of circular economy strategies by EU businesses and industries. In this context, we have set up a Task Force on the Circular Economy that is examining critical issues such as regulatory barriers, financing and the link between circular and digital economies. Its final report will introduce several important policy recommendations into the debate.

One of the main priorities will be the implementation of the 2016 Winter Package including the implementation of the Paris Agreement.

Another priority is the integration of circular economy and resource efficiency indicators into the European Semester. CEPS is a partner in the "Circular Impacts" Horizon 2020 project, which aims to improve data availability and indicators for assessing various impacts of a transition to a circular economy in Europe. Finally, CEPS is intensifying its work on policy integration, in particular regarding the circular economy, climate change and the energy transition. Thus, another priority is to develop an integrated view of the implementation of the Sustainable Development Goals (SDGs) in Europe.

# REGULATION, TRADE AND THE DIGITAL ECONOMY

## Better Regulation and public policy

**CEPS has been at the forefront of the debate on better regulation for more than a decade.**

We are currently preparing a study for RegWatchEurope on the feasibility of setting net reduction targets on regulatory costs at the EU level. In addition, we have conducted a Cumulative Cost Assessment for the glass and ceramics sectors, commissioned by DG GROW of the European Commission. CEPS is also leading the mid-term evaluation of the EU's latest Hercule III anti-fraud programme launched by OLAF to help EU countries fight fraud, corruption and other illegal activities. Finally, we are researching ways to mainstream the 2030 EU sustainable development agenda into better regulation tools and procedures.

## Technology, the Digital Forum and cybersecurity

**2017 marks the expansion of our activities into the digital policy sphere.**

We are relaunching the CEPS Digital Forum under the leadership of Associate Senior Fellow William Echikson. And this year we are also launching Cybersecurity@CEPS, an initiative that aims to become a unique platform for debating issues related to cybersecurity from a public policy, technological and international relations perspective. Our new Associate Senior Fellow Lorenzo Pupillo coordinates activities in this increasingly strategic field of public policy. In November 2017, we will lead in organising the closing event of the Estonian Presidency of the EU, dedicated to the digital economy and featuring prominent speakers from academia, industry, civil society and policy-making. Finally, we plan to expand our research activities in new fields such as human-machine interaction, artificial intelligence, the Internet of Things and the internet's ecosystem.

## Innovation and entrepreneurship

**During 2017, CEPS is leading a new research project on technology transfer in Europe for DG Research and Innovation, European Commission.**

Other projects that will continue in 2017 include the Business Innovation Observatory, which aims to provide regularly updated intelligence and insights on how industries and businesses are innovating. The Observatory also monitors the results achieved as well as the obstacles hindering the uptake of specific innovation in the EU. In

2016, we published a Task Force Report entitled "Innovation and Entrepreneurship in Europe", and discussed our recommendations with Commissioner Carlos Moedas and his team in May 2017. We are also continuing the work started in 2016 on aligning policies for systemic innovation and sustainable development.

## Trade

**CEPS is working on a number of specific projects related, inter alia, to China, Brexit and ASEAN.**

With the election of Donald Trump in the US and the ongoing negotiations for the exit of the UK from the Union, we will see substantial changes in the overall landscape of trade negotiations, especially for the EU. Senior Fellow Jacques Pelkmans leads activities in this field.



## RIGHTS AND SECURITY

### Rights

2016-17 witnessed the emergence of several severe crises – notably the humanitarian crisis triggered by the flow of refugees into Europe from war-torn neighbouring regions, the breakdown of the Schengen system as well as frequent acts of terrorism. Each has had profound repercussions for the legitimacy and foundations of the EU and its Area of Freedom, Security and Justice.

The EU has adopted several policy and legal instruments in response to these developments, which CEPS has closely examined. We have also carried out an in-depth assessment of the legal, political and practical dilemmas arising from border control and asylum in countries such as Italy and Greece, and offered tailored policy recommendations.

### Challenges ahead

CEPS will continue to closely monitor the practical implementation of EU responses to the refugee crisis (including EU anti-smuggling and new external border polices and systems). On the basis of these observations, we will critically evaluate the effectiveness of these responses and their compliance with the rule of law and fundamental rights.

We will also carefully follow EU anti-terrorism measures and the establishment of the European Public Prosecutor Office, identifying promising practices for obtaining access to e-evidence for law enforcement purposes in criminal justice investigations.

CEPS will closely follow EU anti-terrorism measures and monitor the practical implementation of EU responses to the refugee crisis.



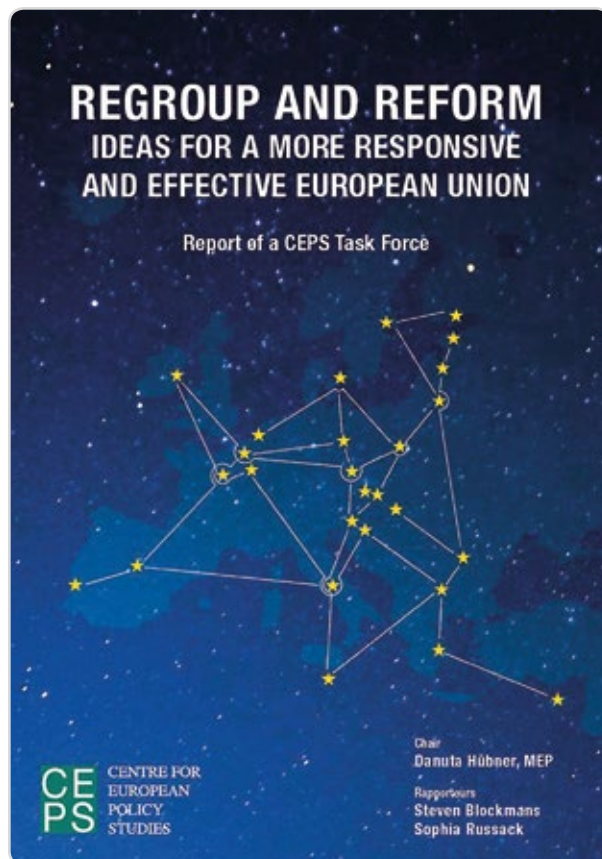
# INSTITUTIONS

## Institutions

**In an attempt to find common ground and project an image of unity, the Heads of State or Government of the EU27 have embarked on the Bratislava Process to define a vision for the EU in the post-Brexit era.**

Overall, European leaders face the challenge of meeting the need for both 'more Europe' and at the same time 'less Europe'. The EU institutions, particularly the supranational ones, must walk a tightrope in order to satisfy all stakeholders.

The European leaders face the challenge of meeting the need for both 'more Europe' and at the same time 'less Europe.'



Germany and was marked by the 60th anniversary of the Rome Treaties and the adoption of the Rome Declaration. Some member states are pushing for deeper integration, particularly in fields such as the Economic and Monetary Union, whereas others are following a more national approach and seek intergovernmental cooperation. Can some member states move forward by integrating specific policy areas and at the same time ensure overall unity and solidarity? Is differentiated integration the solution? If so, what adaptations must the institutions make to accommodate the desire of one or more groups of able and willing member states to enhance their cooperation? And finally how can the EU meet the increasingly louder demands for greater transparency and accountability? These and other institutional questions will exercise the minds of the research team at CEPS.

## Challenges ahead

As a result of growing popular discontent and anti-establishment sentiment, the EU faces an existential crisis and needs to introduce deep reforms. But fault lines have emerged regarding the scope and means of such reform. The outcome of national elections in key member states could lead to further political shifts in the future direction of the EU. This reflection period of the Bratislava Process is expected to last until after the federal elections in



# EUROPE IN THE WORLD

## Europe in the World

Traditionally held back by consensus-building politics between member states, the EU's foreign policy, and defence in particular, is a growth area because of forces pushing for differentiated integration.

### Challenges ahead

CEPS will continue to analyse the steady institutional build-up aimed at boosting the EU's role as an international diplomatic actor and as an agent for civilian conflict prevention, crisis response and post-conflict rehabilitation. Part of this research falls within the Horizon 2020 project.

In the changing context of Europe's neighbourhood, the ongoing research project on the Association Agreements with Ukraine, Moldova and Georgia will continue to contribute to a better understanding of the legal, political and economic implications of these three agreements, particularly the Deep and Comprehensive Free Trade Areas they aim to create (see <https://3dcftas.eu>).

CEPS will also prioritise research on the EU's relations with the neighbours of its neighbours (e.g. Syria, Iraq, Iran, Saudi Arabia and the Sahel).

Finally, CEPS will work on the EU's ambition to deepen bilateral relations with strategic partners, such as China, Japan and the US, and important trading partners like Canada, Tunisia, Singapore and Vietnam. The study of the evolving relationship with the United Kingdom and the cases of Switzerland and the European Economic Area (EEA) and their possible relevance for a post-Brexit order deserve special mention in this respect. Following its two successive books published in 2015 and 2016 on the prospect of Brexit, CEPS has established a solid reputation as the European think tank with the deepest command of this particular subject. As a result, we were commissioned by the European Parliament to prepare a report in early 2017 on the possible economic impact of Brexit, as a function of different scenarios. CEPS will continue to monitor the evolution of the British position and response of the EU and individual member states (e.g. Ireland) and will produce ongoing analyses of the scenarios as they emerge (including in specific policy areas such as trade and CSDP).

## Food Security

The key provisions of the 2014-20 Common Agricultural Policy reform came into force in 2015 and paved the way for discussions on the CAP after 2020. CEPS is a co-organiser and participant in a European network of leading agricultural economists and policy analysts to study and propose potential reforms.

Strengthening food and nutrition security (FNS) is a key priority on the EU's policy agenda, impacting all EU citizens both today and in the future. CEPS will work on the state of FNS and examine the drivers of future changes in FNS by looking at the sustainability of the European food chain, in terms of food standards and market power. This research is supported by the European Commission through SUSFANS, a four-year 'Horizon 2020' project.



# FINANCIAL REPORT

<b>Liabilities</b>	<b>31/12/16</b>	<b>31/12/2015</b>
<b>Equity</b>	<b>-189,800.42</b>	<b>-272,284.22</b>
I. Accumulated results	-189,800.42	-272,284.22
<b>Provisions and deferred taxes</b>	<b>72,000.00</b>	<b>72,000.00</b>
II. Provisions for risks and charges	72,000.00	72,000.00
1. Repairs and maintenance		
2. Other liabilities and charges	72,000.00	72,000.00
<b>Debts</b>	<b>4,160,491.65</b>	<b>5,274,953.80</b>
III. Long-term debts	0.00	0.00
IV. Short-term debts	1,859,340.34	2,679,504.25
A. Current portion of amounts payable after one year	0.00	0.00
B. Financial debts	0.00	0.00
C. Trade debts	885,832.90	1,444,901.32
D. Advances received on contracts in progress	392,437.35	688,053.69
E. Accrued taxes and social liabilities	579,045.09	544,609.74
F. Other debts	2,025.00	1,939.50
V. Accrued charges and deferred income	2,301,151.31	2,595,449.55
<b>TOTAL LIABILITIES</b>	<b>4,042,691.23</b>	<b>5,074,669.58</b>

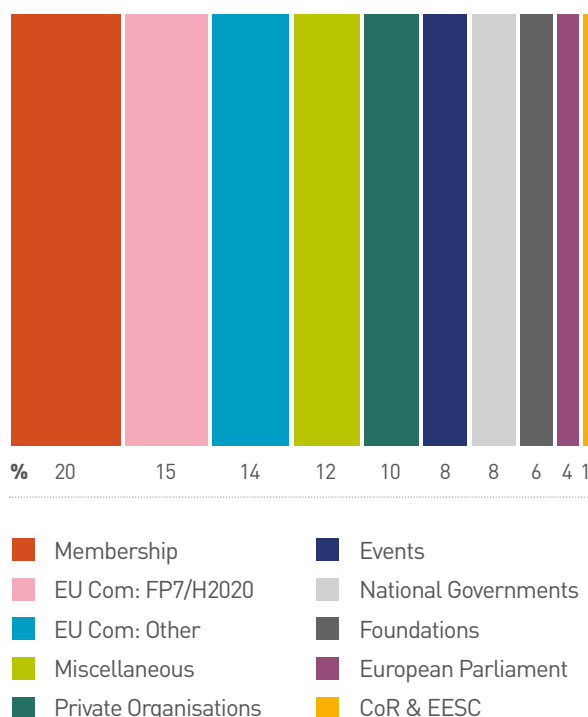
<b>Assets</b>	<b>31/12/16</b>	<b>31/12/2015</b>
<b>Fixed assets</b>	<b>162,584.89</b>	<b>200,325.70</b>
I. Intangible assets		
II. Tangible assets	162,584.89	200,325.70
A. Land and buildings	0.00	0.00
B. Plant, machinery and equipment	74,024.15	99,696.53
C. Furniture and vehicles	50,169.89	38,997.62
D. Leasing and other similar rights	0.00	0.00
E. Other tangible assets	38,390.85	61,631.55
III. Financial fixed assets	0.00	0.00
<b>Current assets</b>	<b>3,880,106.34</b>	<b>4,874,343.88</b>
IV. Long-term receivables		
V. Short-term receivables	1,997,152.67	2,603,042.30
A. Trade accounts receivables	1,839,991.60	2,566,033.27
B. Other receivables	157,161.07	37,009.03
VI. Investments	896,598.63	788,270.40
A. Own shares	0.00	0.00
B. Other investments	896,598.63	788,270.40
VII. Cash balances	963,701.13	1,465,149.03
VIII. Deferred charges and accrued income	22,653.91	17,882.15
<b>TOTAL ASSETS</b>	<b>4,042,691.23</b>	<b>5,074,669.58</b>

FINANCIAL REPORT

**Profit and Loss Account**

	31/12/16	31/12/2015
<b>Operating Income</b>	<b>8,382,635.13</b>	<b>7,505,292.23</b>
Turnover	7,723,967.40	7,256,751.09
Miscellaneous operating income	658,667.73	248,541.14
<b>Gross margin</b>	<b>8,281,862.90</b>	<b>7,410,216.31</b>
Services and other goods	4,898,220.20	4,050,916.25
Remunerations and social charges	3,221,388.79	3,178,005.42
Depreciations and write offs on fixed assets	105,641.43	123,950.74
Provisions for other liabilities and charges	0.00	0.00
Miscellaneous operating charges	56,612.48	57,343.90
<b>Operating result</b>	<b>100,772.23</b>	<b>95,075.92</b>
Financial income	9,982.10	8,030.58
Financial charges	24,511.90	15,015.11
<b>Current result before taxes</b>	<b>86,242.43</b>	<b>88,091.39</b>
Exceptional income	0.00	0.00
Exceptional charges	3,758.63	0.00
<b>Result of the year</b>	<b>82,483.80</b>	<b>88,091.39</b>
Reserves		40,000.00
<b>Result to report</b>	<b>82,483.80</b>	<b>48,091.39</b>

**Income Sources 2017**



**CEPS' funding comes from a wide variety of sources. In 2017, we have budgeted revenues of €6.5 million.**

The single most-important source of income is corporate and institutional membership, which represents 20% of income. Research grants under many different European Commission FP7 and H2020 projects are the second most-important source of income, followed by tenders with the EU institutions, agencies and national governments. Most of the remaining income comes from funds generated through projects with private organisations, national governments and foundations. A small part of CEPS' income is generated through the organisation of events, and the balance from new projects. The breakdown of the 2017 budget does not include revenues earmarked for CEPS' partners in externally-funded projects.

CEPS researchers and employees come from numerous countries, with 25 different nationalities currently on the staff, 18 of which are from EU member states. The research staff is highly qualified, with almost half having attained or in the process of completing a PhD degree.

## MEMBERSHIP

Three basic categories of membership are on offer: **Corporate membership (large corporations, financial institutions and public entities), Institutional membership (diplomatic missions, government agencies at the national and regional levels, trade and professional organisations and consultancies) and individual membership.**

### Why become a member of CEPS?

EU policies and regulations have a profound impact on citizens, institutions and corporations operating in Europe. CEPS members keep abreast of major developments via our in-depth studies and frequent events focusing on the European Union and its place in the world. Membership of CEPS also provides the opportunity to interact directly with EU decision-makers in a variety of settings, both formal and informal, and to contribute to the policy-making process.

## BENEFITS OF CEPS CORPORATE MEMBERSHIP

- Steady flow of authoritative analysis and debate on all aspects of EU and global policy issues, enabling greater ability to assess these developments
- Being part of a broad network of experts, policy-makers and executives who want to deepen their understanding of the state of Europe and the world
- Participation in Corporate Breakfast meetings (see recent sampling on next page) where members meet and interact with high-level policy-makers from the European institutions in an informal setting
- Attendance at CEPS Ideas Lab, our annual flagship event
- Membership in influential CEPS Task Forces (see the overview on Page 7 of recent Task Forces), which explore all dimensions of a selected EU regulation or policy and formulate recommendations directed at policy-makers
- Online access to CEPS webinars, organised monthly, in which CEPS experts deliver insights into topics of critical importance to Europe
- The option to commission independent research on topics of mutual interest
- Access to a neutral platform for co-hosting special events with CEPS, ensuring a well-informed and balanced discussion
- Individual briefings by CEPS researchers for all management levels
- Free participation in CEPS membership lunchtime meetings, conferences and workshops for all employees
- Significant discount on participation fees for various CEPS externally co-organised events
- Free printed copies (on request) of all CEPS publications, in addition to online access
- Visibility of company's name on a corporate membership list published on the CEPS website and other marketing literature
- Weekly email updates announcing CEPS events and new titles published
- Monthly e-newsletter

## MEMBERSHIP

## BENEFITS OF CEPS INSTITUTIONAL MEMBERSHIP

- Free participation in CEPS membership lunchtime meetings and conferences for all members of staff
- Invitations to exclusive networking opportunities
- Invitation to the CEPS Ideas Lab, our annual flagship event
- Invitations to 'members only' events
- Online access to selected CEPS webinars (2-3 per year), at which CEPS experts deliver insights into a variety of topics of critical importance to Europe
- Visibility of organisation's name on the CEPS website and in other literature
- Weekly email updates on all upcoming CEPS events and new titles published
- Monthly e-newsletter
- Significant discount on participation fees for CEPS events co-organised externally

## Guest Speakers at CEPS Corporate Breakfast Meetings

**Maroš Šefčovič**, Vice-President for Energy Union, European Commission  
 26 January 2017 - Next Steps for Energy Union

**Cecilia Malmström**, Commissioner for Trade, European Commission  
 20 October 2016 - Sound Trade Policy in the Age of Populism

**Kristian Hedberg**, Deputy Head of Cabinet to Commissioner Bienkowska, European Commission  
 3 May 2016 - How to tap the potential of services in Europe?

**Lord Jonathan Hill**, Commissioner for Financial Stability, Financial Services and Capital Markets Union  
 9 February 2016 - Building a Strong Financial Sector: Priorities for 2016



# CEPS CORPORATE MEMBERS

Afore Consulting	DNV GL	LinkedIn	UBS Investment Bank
Allianz SE	Deutsche Bank	LKAB	United Technologies
APCO Worldwide	Deutsches Aktieninstitut (DAI)	Microsoft	Vattenfall
Association des Constructeurs Européens d'Automobiles (ACEA)	Deutsche Telekom	Mission of Liechtenstein	Visa Europe
Assonime	Dräger-Stiftung	Mistra	VNO-NCW
Banco Bilbao Vizcaya Argentaria (BBVA)	EDP - Energias de Portugal	Mitsui & Co. Benelux SA/NV	Volkswagen
Banco Santander	EDF – Electricité de France	MSD Europe Inc.	Volvo
Bank of America Merrill Lynch	ENEL	MSL Group-JKL	Zürich Insurance Company
Bank of New York Mellon	Eni	Nasdaq OMX	<b>Grants</b>
Bank of Sweden Tercentenary Foundation	European Free Trade Association (EFTA)	NERA Economic Consulting	National Bank of Denmark
BNP Paribas Fortis	European Free Trade Association (EFTA) Surveillance Authority	Nestlé	National Bank of Austria
BNP Paribas Securities Services	European Investment Bank (EIB)	NLI Research Institute	European Central Bank
Bolsa de Madrid	ExxonMobil Petroleum & Chemicals	Nordea Bank	Bank of Portugal
British American Tobacco	Finansradet	Norsk Hydro	Bank of Malta
Brunswick	Fipra	Norwegian Shipowners Association	Central Bank of Ireland
Bundesverband der deutschen Industrie e.V. (BDI)	Fleishman-Hillard	Nykredit Realkredit	Central Bank of Hungary
Business Europe	Foreign Trade Association	Orange France Telecom Group	
Cabinet DN	FTI Consulting Belgium	Pepsico	
Cellnex Telecom	GAIA AB	PriceWaterhouseCoopers	
Clifford Chance	Google	Rabobank	
Commerzbank	Heidelberg Cement	Raiffeisen Zentralbank Österreich	
Confederation of Swedish Enterprise	Heineken International	Realkreditrådet	
Confindustria	Hill + Knowlton	REPSOL	
Covington & Burling LLP	Hitachi Ltd.	Samsung Electronics	
Covestro NV	Huawei	Shell International	
Crédit Suisse	ING Group	Siemens	
Danish Insurance Association	INREV	Standard & Poor's	
Dansk Industri (DI) - Confederation of Danish Industry	Intuit Ltd	Statoil	
Deloitte	Invest Europe-EVCA	Energiföretagen Sverige-Swedenergy-AB	
Depository Trust & Clearing	JPMorgan	SWIFT	
	JTI	Telecom Italia	
	Kreab Gavin Anderson	Telefónica	
	Landbrug & Fødevarer	Thomson Reuters	
	Liechtenstein Chamber of Industry & Commerce	Total	
		Toyota	
		Unilever	

# CEPS INSTITUTIONAL MEMBERS

AMCHAM EU	International Committee of the Red Cross	Permanent Representation of Estonia to the EU
American Embassy Brussels US USEU/ECON	International Organization for Migration (IOM)	Permanent Representation of Finland to the EU
Bertelsmann Stiftung Brussels Office	International Rescue Committee of Belgium	Permanent Representation of France to the EU
[The] Brussels Office SAVV	IOGP Europe	Permanent Representation of Greece to the EU
CEFIC – European Chemical Industry Council	ISAS Europe	Permanent Representation of Hungary to the EU
CEN-GENELEC	Japan External Trade Organisation (JETRO)	Permanent Representation of Lithuania to the EU
Channel Islands Brussels Office	Japan Machinery Center	Permanent Representation of Malta to the EU
City of London Office in Brussels	LITUS	Permanent Representation of Poland to the EU
Concawe	Mission of Andorra to the EU	Permanent Representation of Romania
Confederation of Finnish Enterprises/Industries	Mission of Australia to the EU	Permanent Representation of Slovakia
Djoef Belgium	Mission of Bosnia Herzegovina to the EU	Permanent Representation of Spain
European Association of Co-operative Banks (EACB)	Mission of Brazil to the EU	Permanent Representation of Sweden to the EU/NATO
Embassy of Kuwait, Brussels	Mission of Canada to the EU / Embassy of Canada	Permanent Representation of the Netherlands to the EU
Embassy of Mexico	Mission of China to the EU	Permanent Representation of the United Kingdom
Embassy of Uzbekistan, Brussels	Mission of Georgia to the EU/Embassy	SAR Minaraad
Eurofinas	Mission of Iceland to the EU	Scotland Europa
Eurogas	Mission of Indonesia to the EU	Stockholm Region Office
European Aluminium Association	Mission of Japan to the EU	Swiss Finance Control
European Confederation Private Employment Services – Eurociett	Mission of Korea to the EU	Taipei Representative Office
European Dataware House	Mission of Republic of Macedonia to the EU	TÜSIAD (Turkish Industry and Business Association)
European Lime Association	Mission of Monaco to the EU	Unitee
European Telecommunications Network Operators (ETNO)	Mission of New Zealand to the EU	University of Copenhagen - Faculty of Law
European Savings Bank Group	Mission of Norway to the EU	Verband der Chemischen Industrie
European Youth Forum	Mission of Russia to the EU	Verbindungsbüro Land Kaernten
Federation of European Securities Exchanges (FESE)	Mission of Serbia to the EU	Vertretung des Landes Hessen
Federation des Experts Comptables (FEE)	Mission of Singapore to the EU	Vertretung des Landes Baden-Württemberg
Friedrich-Ebert Stiftung (FES)	Mission of Switzerland to the EU	Vertretung des Landes Nordrhein-Westfalen
Foundation for European Progressive Studies (FEPS)	MÜSIAD (Independent Industrialists' and Businessmen's Association of Turkey)	Vertretung des Freistaats Thüringen
Friedrich Naumann Foundation for Freedom	NATO Parliamentary Assembly	Wilfried Martens Centre
Generalitat de Catalunya	Office of International IDEA to the EU	
IAB Europe	PensionsEurope - EFRP	
ICODA – Schuman European Affairs	Permanent Delegation of Turkey to the EU	
IMF Europe Office	Permanent Representation of Austria to the EU	
Independent Regulators Group (IRG)	Permanent Representation of Belgium to the EU	
	Permanent Representation of Cyprus to the EU	
	Permanent Representation of Denmark to the EU	

privacy

growth

security

## CEPS Board of Directors

**Joaquín Almunia**, Chairman, former Vice-President of the European Commission

**Ferdinando Beccalli-Falco**, CEO, Falco Enterprises AG; former CEO GE EMEA

**John Bruton**, former Prime Minister of Ireland

**Edelgard Bulmahn**, Vice President of the German Bundestag

**Marija Pejčinović Burić**, State Secretary for Europe, Ministry of Foreign and European Affairs of Croatia

**Viscount Etienne Davignon**, Vice-Chairman, Engie

**Jaap de Hoop Scheffer**, former Secretary General of NATO and Professor, University of Leiden

**Stefano Micossi**, Director General, Assonime

**Lord Simon of Highbury**, CBE

**Danuta Maria Hübner**, Member of the European Parliament, Chair of the Constitutional Affairs Committee

**H. Onno Ruding**, former Minister of Finance of the Netherlands and retired Vice-Chairman, Citigroup

## CEPS Executive Committee

**Karel Lannoo**, Chief Executive Officer

**Daniel Gros**, Director of Research

**Sally Scott**, Director of Finance and Administration



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[www.ceps.eu](http://www.ceps.eu)

sustainability

single market