

The logo consists of the lowercase letters 'ie' in a white, sans-serif font. A small blue circle is positioned above the 'i'.

UNIVERSITY

GLOBAL POLICY
CENTER

A stylized map of the Earth is shown from a high-angle perspective, with a network of white lines and glowing blue nodes overlaid on it, representing a global network or data flow. The background is a dark blue space with stars.

GLOBAL POLICY CENTER 2025

Activity Report



GLOBAL POLICY CENTER 2025

Activity Report

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I.

A letter from the Dean and Chair: A year of consolidation and expansion



Enrico Letta

Dean of the IE School of Politics,
Economics, and Global Affairs (SPEGA)

It is with great pleasure that I introduce the 2025 Activity Report of the Global Policy Center (GPC). Firmly established within SPEGA, the center has increased its links to faculty; becoming a key part of the project proposals, cutting-edge research, and leveraging extraordinary convening power to bring together thought leaders and experts from around the globe.

This year represents a year of consolidation and strategic expansion and a period of transition from a promising initiative to a consolidating applied research center. The GPC's expansion over the year has ensured that it is equipped not only to sustain but to scale up its influence and impact in global policy discourse. Throughout 2025, the GPC has consolidated its research programs. By focusing on analyzing emerging trends and identifying knowledge gaps, the center has ensured that its outputs provide well-informed, forward-thinking solutions to the complex challenges defining our interconnected world.

As the year closes, the GPC and SPEGA are preparing the launch of the IE Competitiveness Hub Brussels. The Hub will serve as IE University's permanent platform in Brussels for shaping Europe's competitiveness agenda. This initiative, focused on translating cutting-edge research into operational policy ideas and mobilizing stakeholders to foster the EU's competitiveness, targets to enhance the GPC's visibility and influence at the heart of European decision-making.

In 2025, the GPC has cemented its position as an institution for European thought and for thinking for the future of Europe. Through its research lines and the soon-to-be-launched IE Competitiveness Hub Brussels, the GPC is not just observing trends; it is actively generating and sharing the actionable insights and policy recommendations needed to tackle Europe's most complex geoeconomic challenges. The launch of the policy briefings at the European External Action Service in Brussels also served this mission.

Ultimately, this dedication to driving positive change is the very nature of IE University, impacting not only our students but also the future of our societies. Thanks to IE's global network of campuses, its unmatched diversity, and the unique growth ecosystem that the GPC is skillfully leveraging, the center is making a vital contribution to IE University's positioning as the university of the future. This year's accomplishments are further enhancing our distinct academic profile and fostering the environment where the extraordinary becomes achievable for our entire community.

II.

Letter from the Director

I am deeply honored to present the 2025 Global Policy Center Activity Report, a document that reflects a year of progress and dedication. Reflecting on this period, I am truly proud of the significant strides we have taken to fulfil the mission of bridging research with action-oriented policy recommendations. This year has been a year of institutionalization, consolidation, and strategic expansion: we have transformed our vision of a center for applied research into a global reality.

The global environment in 2025 has continued to demand rigorous and forward-looking analyses. The complexities arising from geopolitical shifts kept on underscoring the need for innovative, and actionable policy solutions that go beyond our path-dependent limits. Our commitment remains steadfast: to foster international intellectual dialogue and address the pressing challenges of our time.

This year saw the successful construction of our four key research areas: the Future of Europe, Transatlantic Relations in a Changing World, Bridging the South(s), and Global Perspectives. We have also consolidated our Advisory Board, which has elevated our institutional standing and access. We are honored to welcome distinguished figures, including Josep Borrell, European Union's Former High Representative for Foreign Affairs and Security Policy; Paolo Gentiloni, Former European Commissioner for Economy; and Cecilia Malmström, Former European Commissioner for Trade and Home Affairs.

The Future of Europe Debates series continued to thrive, with the high-level discussion 'Demystifying the concept of the Coalitions of the Willing: History, evolution and its impact on European integration'. Furthermore, we hosted the fourth edition of the Transatlantic Bridge Conference across our Madrid and Segovia campuses in partnership with prestigious institutions like SAIS Johns Hopkins, Sciences Po Paris School of International Affairs, and Yale Jackson School of Global Affairs. Through the Global Bridges initiative, we hosted the two-day gathering titled 'Global Bridges: Southern Voices for an Inclusive Multilateralism', to discuss the reform of the multilateral system. The GPC was also involved with the Think 20 (T20) engagement group throughout 2025, contributing throughout the entire process of developing

the high-level T20 policy recommendations delivered under South Africa's G20 presidency. We are very proud to have participated in both the NATO Public Forum and the T20 Summit, presenting our ideas in plenary sessions.

Furthermore, we successfully launched the inaugural edition of our Executive Education Program, 'Geopolitics and Global Risks', delivered in partnership with the Financial Times. Last but not least, in November, we became the Spanish member of the newly launched European Network for Technological Resilience and Sovereignty (ETRS), following the Summit on European Digital Sovereignty held in Berlin that month. We are looking forward to working with European partners in this very important domain.

As we look to the future, we are eager to expand our European footprint. The upcoming IE Competitiveness Hub Brussels launch will formalize IE University's permanent platform for driving policy impact at the heart of the European Union.

I extend my heartfelt gratitude to Manuel Muñiz and Enrico Letta for their leadership and unwavering support, and to the GPC team, whose tireless dedication has been central to these achievements. Together, we look forward to another year of deepening our impact, providing thought leadership, and shaping the discourse on the most critical issues of our time.



Dr. Ilke Toygür

*Director of the Global Policy Center and
Professor of Practice, IE University*

III. The GPC's Advisory Board



Josep Borrell

European Union's Former High Representative for Foreign Affairs and Security Policy, and Former Vice-President of the European Commission)



Sir Simon Fraser GCMG

Chair of the Chatham House, Former Head of the UK Foreign Office and Diplomatic Service, and Co-Founder of Flint Global



Paolo Gentiloni

Former Commissioner for Economy, European Commission and Former Prime Minister of Italy (Vice-President of the European Commission)



Stefan Mair

Director of the German Institute for International and Security Affairs (SWP)



Cecilia Malmström

Former European Commissioner for Trade and Home Affairs, Former Minister for European Affairs, and Former Member of the European Parliament



Kristi Raik

Director of the International Center for Defence and Security (ICDS), and Former Official at the General Secretariat of the Council of the European Union



Andrea Renda

Director of Research, Centre for European Policy Studies (CEPS)



Nathalie Tocci

Director of the Istituto Affari Internazionali (IAI) and Former Special Advisor to EU High Representatives

IV.

Executive Education: Geopolitics and Global Risks

The inaugural edition of the GPC's Executive Education Program, 'Geopolitics and Global Risks' took place from October 28 to 31 in partnership with the Financial Times. This program convened participants and faculty to examine major shifts in global power dynamics, strategic competition, and the critical risk factors shaping the international landscape.

Sessions delved into the gradual erosion of trust among traditional allies, the consolidation of a more multipolar and plurilateral global order, the increasing influence of middle powers, and persistent instability in regions such as the Middle East and Ukraine. The program also examined the intensifying competition between the United States, China, and the EU over access to rare earths and energy resources essential for advancing capabilities in technology, defense, and the global economy. Moreover, a specific session explored the emerging potential of Africa as a continent of opportunity.

The program was designed to enhance participants' ability to navigate uncertainty by promoting adaptive risk management strategies, fostering



stronger stakeholder engagement, and reinforcing the balance between performance and compliance in decision-making.

We were privileged to have the participation of Enrico Letta, Arancha González Laya, and Alec Russell, and we extend our thanks to the IE Lifelong Learning team for their support in delivering a seamless experience. This first edition establishes a robust foundation for future iterations.



V.

Key projects in 2025

a. The Future of Europe

i. Crossroads and convergence? A conversation with Paolo Gentiloni and Enrico Letta at the Global Policy Center

On February 11, 2025, the GPC, in collaboration with IE University's SPEGA, co-hosted a high-level discussion on the future of Europe. The event featured Paolo Gentiloni and Enrico Letta and was moderated by Ilke Toygür.

The discussion focused on three primary areas of strategic challenge, yielding the following key policy conclusions. Participants argued that Europe is at a crossroads due to the incomplete governance of the Economic and Monetary Union (EMU), leading to fragmentation across key European markets.

Regarding defense and open strategic autonomy, Gentiloni strongly advocated for immediate European defense integration, cautioning against





reliance on external security guarantees. He backed the establishment of a European Defence Fund (EDF) to finance shared initiatives and prioritize European industrial development, assuring that mechanisms exist for neutral nations to participate in non-military aspects.

Addressing geopolitical risk, both participants emphasized the critical need for pre-emptive, unified European action to strengthen strategic autonomy, defining economic security as 'open strategic autonomy' that balances global openness with resilience against external shocks. Finally, the debate concluded by highlighting that EU enlargement requires deep institutional reforms to prevent organizational ineffectiveness. Both participants converged on the necessity of deeper integration, potentially expanding the model of multi-speed integration as the solution to current policy paralysis.

**ii. The future of Europe debates.
'Demystifying the concept of the Coalitions of the Willing: History, evolution and its impact on European integration'**

The workshop 'Demystifying the concept of the Coalitions of the Willing: History, evolution and its impact on European integration', hosted on November 6, 2025, by the GPC at IE University, the Institut für Europäische Politik (IEP), and the Friedrich-Ebert-Stiftung (FES) Spain and Portugal, debated the role of the coalitions of the willing in EU affairs amidst geopolitical uncertainty.

The panelists discussed the EU's slow consensus methods and argued that effective action requires comprehensive coalitions that embrace diversity, foster inclusive leadership, and maintain an incremental approach for sustainability.

The first panel, 'Beyond the Treaties: Coalitions of the Willing as a tool for efficiency or a risk to EU cohesion?', debated whether these groupings are a necessary efficiency tool or a risk to EU cohesion. Panelists argued that coalitions of the willing can often consolidate existing EU activities but pose risks like fomenting an 'Europe à la carte' model, leading to diminished democratic accountability, arbitrariness, and reduced negotiation power for smaller states—a signal

of power politics potentially returning to the EU. While temporary, to be effective and sustainable, these groupings require stringent institutional frameworks, political willingness, and clear accountability mechanisms, requiring institutional links with the European Commission.

The second panel, 'The case of security policy: Coalitions of the Willing, the war in Ukraine, and the future of EU as a global power', focused on defense. It analyzed two major formats: capability coalitions for Ukraine and those focused on build-up of EU defense. Their strategic goals were to project massive symbolism and maintain U.S. commitment. Weaknesses include a lack of U.S. enablers and difficulty delivering immediate needs. Future mandates should pivot to regeneration of Ukrainian armed forces upon a ceasefire and securing the Black Sea, while enhancing economic pressure on Russia and motivating more international contributions.

iii. European Network for Technological Resilience and Sovereignty (ETRS)

On November 18, 2025, the GPC became the first Spanish member of the newly launched European Network for Technological Resilience and Sovereignty (ETRS) following the Summit on European Digital Sovereignty held in Berlin in November

2025. The ETRS was founded by the Bertelsmann Stiftung (Germany), CEPS (Belgium), the AI & Society Institute (France), and the Polish Economic Institute (PEI).

This new pan-European network brings together leading research institutions, policymakers, and industry experts to address Europe's significant dependence on external powers (over 80% of critical digital technologies come from the U.S. and China), which threatens its economic competitiveness, strategic autonomy, and democratic values.

The network aims to strengthen European capacity for innovation and sovereignty in key sectors like AI, cloud infrastructure, and semiconductors. Its core mission is to facilitate knowledge exchange, conduct strategic analyses of technological dependencies, and identify practical, evidence-based solutions.

The GPC views this collaboration as an indivisible part of its work on competitiveness and single market integration, seeking to translate political momentum around technological sovereignty into coordinated, actionable strategies.





iv. Policy briefings at the EU's External Action Service

On 4 December, the GPC participated in an EEAS Briefing titled "A new Europe in a world of variable geometries: A conversation with Enrico Letta, Catherine de Vries, and Ilke Toygür" held at the EEAS Headquarters in Brussels. The session gathered more than 350 officials from EU delegations worldwide, offering a timely reflection on Europe's strategic direction in an increasingly fragmented global landscape.

The GPC representatives underscored the need to strengthen Europe's strategic capacity through fiscal reform, deeper capital markets integration, cross-border infrastructure, industrial coordination, and stronger institutional leadership. They also highlighted the importance of adopting a flexible integration model where groups of willing member states can move ahead on key priorities.

Given that the current U.S. administration is not only unpredictable but is actively redefining the terms of the alliance, they noted that Europeans must empower their global standing by supplementing traditional trade agreements with issue-based partnerships to advance their interests. Furthermore, the speakers underlined the strategic role of partnerships as an enabler of European competitiveness.

b. Transatlantic Relations in a Changing World

i. The Transatlantic Bridge Conference

From May 30 to June 1, the School of Politics, Economics and Global Affairs and the Global Policy Center hosted the fourth edition of the Transatlantic Bridge Conference across IE's Madrid and Segovia campuses, in partnership with Johns Hopkins SAIS, Sciences Po Paris School of



International Affairs, and Yale Jackson School of Global Affairs. The gathering convened leading scholars, policymakers, and institutional voices from both sides of the Atlantic to examine rising pressures on the EU–US alliance and identify pathways for renewal amid rapidly shifting global dynamics.

The conference opened at the IE Tower with a public panel, ‘Trump 2.0: Challenges and Opportunities for Europe’, featuring insights from experts in security, diplomacy and global trade. Over the following two days, sessions in Segovia delved into European security and the future of NATO, transatlantic trade and supply-chain resilience, democratic governance, technology regulation, and climate diplomacy.

Against the backdrop of unprecedented strain on transatlantic relations, the conference highlighted the imperative of constructive and forward-looking engagements. It reaffirmed the

essential role of academic and policy collaboration in addressing shared challenges, such as defense, trade, democracy, and digital governance. The 2025 edition reaffirmed that adaptive and collective approaches remain crucial as the European Union and the United States navigate a multipolar and unpredictable global order.

ii. **Bridging Transatlantic Futures: EU–Canada relations in a changing world**

The GPC hosted a lunch dialogue on November 20, 2025, titled ‘Bridging Transatlantic Futures: EU–Canada Relations in a Changing World’. The event was centered on the presentation of the GPC Policy Brief, ‘Partners in De-Risking: EU–Canada Relations in Times of Transatlantic Drift’.

The high-level attendance included Canada’s Ambassador to Spain, Manuel Muñiz, representatives from the UK and Norway



Embassies in Spain, and delegates from Spain's Ministry for Foreign Affairs and Spain's Presidency.

The debate highlighted that both the EU and Canada face a shared vulnerability amid shifting U.S. trade and security stances. For the EU, the partnership enhances strategic autonomy and illustrates a broader effort to build ties with like-minded middle powers to navigate great power competition. Canada views the partnership as a major shift to diversify away from its southern neighbor, the U.S.

Key topics discussed included the Security and Defence Partnership (SDP), signed in June 2025, which aims to strengthen military interoperability and facilitate Canada's potential access to the EU's €150 billion SAFE Initiative for joint defense procurement. Policy recommendations stressed the urgent need for implementation and institutionalization of the SDP, particularly regarding energy and critical

raw materials cooperation to diversify supply chains, while considering the challenge that long-term contracts for Canadian LNG pose by contradicting the EU's climate ambitions.

The report concluded that expanding cooperation to multilateral coordination and countries in the Global South is essential to counterbalance the drift towards U.S.-China rivalry.

c. Bridging the South(s)

i. The Global Policy Center at CEPS Ideas Lab: Rethinking global alliances. How can the EU creatively engage with emerging middle powers?

The GPC co-organized a panel at the 2025 CEPS Ideas Lab titled 'How can the EU creatively engage with emerging middle powers?'. The discussion tackled the urgent necessity



for the EU to strategically reposition itself in a multipolar landscape, especially given the clear U.S. retreat from global commitments, exemplified by Vice President Vance’s recent Munich speech: Europe can no longer rely solely on its traditional transatlantic ally.

The session featured high-level participants, including Enrico Letta, Cecilia Malmström, John Zysman, David Ringrose, and Rym Ayadi, and was moderated by Ilke Toygür. The participants discussed the need to seize the moment of global realignment to forge robust partnerships across Latin America, Africa, and Asia. Leveraging the EU Single Market and its extensive trade agreements to shape international economic rules was strongly emphasized by Malmström and Letta. Ringrose highlighted the competitive advantage provided by the Global Gateway and the Brussels Effect—the EU’s ability to set regulatory standards globally. Ayadi introduced the financial dimension, advocating for

innovative tools like blended financing and region-to-region cooperation models such as IMEC. The consensus was a call for the EU to adopt a strategic and bold stance, balancing economic security with geopolitical influence to secure its leadership role in the 21st-century world order.

ii. The ‘Global Bridges’ initiative

On April 23–24, 2025, the GPC hosted a two-day gathering titled ‘Global Bridges: Southern Voices for an Inclusive Multilateralism’, to discuss the state of the current multilateral system.

The first day, April 23, consisted of a public conference. The event commenced with welcome remarks from Enrico Letta and a keynote speech by Lucía García Rico (Director General for Spain’s Ministry of Foreign Affairs). A high-level panel, moderated by Ilke Toygür, featured Philani Mthembu (Institute for



Global Dialogue, South Africa), Umma Salma Bava (Jawaharlal Nehru University, India), and Andreza Aruska de Souza Santos (King's Brazil Institute).

The debate centered on the urgent need for inclusive reform, particularly of the United Nations (UN) Security Council, with Spain championing the Uniting for Consensus (UfC) initiative and advocating for global governance of Artificial Intelligence (AI) under the UN. Speakers from the Global South stressed that the current system is broken and asymmetrical. Mthembu prioritized inclusive growth, critical minerals beneficiation, and debt sustainability. Santos called for multilateralism to embrace complexity and bolster South–South cooperation, while Bava explored the potential of flexible, issue-based coalitions.

The second day, April 24, featured a closed-door Policy Lab titled 'Building Bridges in an uncertain world'. The lab consisted of two panels: Panel I, 'Can emerging powers benefit

from a transactional world order?' and Panel II, 'How can the EU navigate multipolarization? – Engagement and flexible alliances'. These sessions focused on strategic foresight, exploring the role of emerging powers in a transactional world and developing strategies for the EU to balance its values-based approach with pragmatism and selective alliances in an increasingly multipolar environment.

iii. The 2025 Think 20 in South Africa

The GPC has been involved with the Think 20 (T20) engagement group throughout 2025. The center worked in all the stages of shaping the high-level T20 policy recommendations delivered during South Africa's G20 presidency. GPC's work featured two main milestones: the Midterm Conference and the T20 Summit.

The T20 Midterm Conference, held on June 19th, convened over 200 international delegates to finalize the T20 Communiqué for the G20 sherpas. Luis de Lossada, GPC's

research associate and project manager, actively contributed to Task Force 03 (TF03) on Financing for Sustainable Development. This Task Force advocated for a sweeping overhaul of the global financial system. Proposals included eliminating IMF veto powers, designing a multi-currency international financial architecture, reforming debt sustainability frameworks to reduce the cost of capital, and establishing faster sovereign debt resolution mechanisms (including climate clauses). The TF03 emphasized advancing global tax justice through an UN-led tax convention and wealth taxation.

GPC's second major activity was the launch of its report, 'Strategic Convergence? The Security Partnerships of the European Union and the Global South(s)', during a plenary session at the T20 Summit in Johannesburg on November 13th. Co-authored with the Observer Research Foundation (ORF), the Brazilian Center of International Relations (CEBRI) and the Institute for Global Dialogue (IGD), the report assessed

strategic alignment between the EU and major Global South nations (India, Brazil, South Africa). The central findings urge the EU to recognize the Global South as indispensable security architects rather than security recipients, advocating for a shift toward pragmatic, issue-based alliances. Policy recommendations included solidifying partnerships via Security and Defence Partnerships (SDPs), ensuring EU financial instruments are complementary to Sustainable Development Goals (particularly SDGs 16 and 17), and strengthening specific cooperation across technology sharing with India and transnational security with Brazil.

In summary, GPC's involvement in South Africa's T20 guaranteed its policy vision in development finance reform and shared its strategic views in the domain of EU-Global South security relations, providing a concrete roadmap for future cooperation.



VI.

Global perspectives

a. Africa Program

i. 'Gurus and Griots'. Africa's leadership renaissance: youth, data, and strategy in a changing global order

The GPC's Africa Program hosted the panel, 'Gurus and Griots – Africa's Next Power Play: Policy, Capital and Leadership in a Shifting Global Order', on May 20, 2025. The event analyzed how youth, data, and strategic partnerships are reshaping Africa's global standing.

The panel established several policy imperatives for the continent. Erdo Agbideye emphasized data literacy and digital governance, arguing that interoperable data systems and digital skills are vital prerequisites for effective leadership. Fathima Beckmann called for inclusive leadership models through co-creation with Africa's youth and leveraging the diaspora's role in global alliances. Osayi Alile highlighted the need for grassroots leadership and women's voices, advocating for proactive, community-rooted policy and ensuring women's representation translates into genuine influence. Dr. Clarence Moniba stressed transformational politics, urging a move from reactive crisis management toward preventive governance and infrastructure readiness. Finally, Dr. Philani Mthembu summarized Africa's strategic leverage, insisting that regional integration and local value chains are essential to ensuring foreign investment benefits African societies and empowers leaders to renegotiate global partnerships from a position of strength.

The event established a clear mandate: Africa's future influence will be driven by its youth and innovators, who are actively shaping global change.



ii. Leapfrogging Development: Unlocking Africa's potential in global value chains with Artificial Intelligence.

The GPC's Africa Program, in collaboration with Accenture Africa, launched the report 'Leapfrogging Development: Unlocking Africa's Potential in Global Value Chains with Artificial Intelligence' in November 2025 in Johannesburg as an official side event of the T20 South Africa Summit.

The study maps how AI can fundamentally reshape Africa's role in global value chains (GVCs) by exploring anchor crops—cocoa, coffee, and sugarcane—across West, East, and Southern Africa. The report researches AI applications in areas like traceability, quality grading, logistics optimization, and climate adaptation. These digital and AI-enabled solutions aim to elevate Africa from being a raw-commodity supplier to a competitive, value-adding participant in global agriculture.



Co-authored by researchers from IE University and Accenture, the paper aligns directly with the priorities of the T20 Digitalization Task Force (TF02) and the G20 AI Taskforce. It offers evidence-based policy recommendations for responsible, human-centric AI deployment that promotes sustainability, productivity, and inclusive trade. The GPC emphasized that AI acts as a catalyst for changing Africa's economic position, provided innovation is paired with inclusion and infrastructure investment.

b. Latin America Observatory

i. EU-LAC think tanks meeting

The EU-LAC Foundation convened leading experts and policy voices in Copenhagen on 1-2 September for the EU-LAC Think Tanks Meeting, co-organized with institutions including the GPC. The gathering served as a key preparatory forum ahead of the CELAC-EU Summit in Santa Marta, Colombia, where leaders were set to define the next phase of bi-regional cooperation.

Enrico Letta reaffirmed the EU's Single Market as Europe's core asset and the foundation of its global influence. He stressed that EU-LAC relations must remain people-centered and grounded in shared values, not solely economic considerations.

Building on this perspective, Germán Ríos, Chair of the GPC's Latin America Observatory, highlighted the importance of pragmatic cooperation capable of addressing Latin America's structural challenges, including low productivity, high informality, and institutional fragilities.



Together, their interventions outlined a clear strategic orientation for the future of EU-LAC cooperation: the partnership can be meaningfully strengthened by aligning economic integration with broader political and social objectives.

ii. Report presentation and roundtable in collaboration with CEAPI and CFA Society

On November 17th, the GPC, in collaboration with CFA Society Spain and the Business Council Alliance for Ibero-America (CEAPI), hosted the presentation of the report 'The Rise of Startups and Venture Capital in Latin America and the Caribbean: Trends and Challenges'.

The event opened with welcome remarks by Ilke Toygür, followed by a presentation by Germán Ríos. Ríos outlined how startups and venture capital are reshaping the region's economic landscape through inclusive innovation and rising investment flows. His intervention set the stage for a roundtable featuring leaders from

CEAPI and CFA Societies across Latin America, moderated by Fabián Ibarburu, President of CFA Society Uruguay.

The report reveals that venture capital investment in Latin America reached USD 4.6 billion in 2024, led by Brazil and Mexico, and underscores the need for policies that tackle regulatory fragmentation, funding gaps in later stages, and digital infrastructure constraints. As Ríos noted, *'Latin America's innovation ecosystem is no longer defined by isolated success stories, but by a broader transformation in how the region innovates and competes globally'*.

c. China Observatory

i. EU-China think tank network meeting

In collaboration with the European Policy Centre (EPC) and the Center for China and Globalization (CCG), the GPC hosted an



EU-China think tank network meeting in April. The session brought together experts from the Royal Institute Elcano, the Egmont Institute, the Shanghai Institute for International Studies (SIIS), the China Institute of International Studies (CIIS), and the Chinese Academy of Social Sciences (CASS).

Discussions examined the evolving landscape of EU-China relations, particularly ahead of the July 2025 EU-China Summit. Participants highlighted the importance of strengthening trust-building mechanisms, promoting targeted cooperation, and identifying concrete areas where tangible progress remains achievable despite heightened global volatility.

A central theme was the need for the EU to articulate an independent and coherent policy approach toward China, balancing its transatlantic alignment with the imperative of engaging Beijing on shared strategic interests. The conversation also addressed key sources of tension, including China's stance on Russia's

war against Ukraine, industrial overcapacity with implications for European markets, and persistent protectionist practices.

The meeting underscored the critical role of universities and think tanks in fostering neutral platforms for informed dialogue, generating policy-relevant insights, and supporting long-term engagement between Europe and China.

VII. GPC participation in events

For the GPC, participation in events organized by other think tanks and research institutions is key. These events took on different formats, such as panels, debates and roundtable discussions to provide platforms to showcase the Center’s research and ideas, thereby increasing its visibility and shaping relevant policy debates. By engaging with key stakeholders like policymakers, academics, and an informed public, the GPC seeks to influence decision-making and policy outcomes, as well as to foster networking opportunities. The table below highlights GPC’s participation in events organized by fellow institutions:

Nº	EVENT NAME	DATE	LOCATION	ORGANIZER
1	Conversation about the next external action of the strategy of Spain with the Foreign Minister José Manuel Albares?	Feb-4	Palacio de Viana	MAEUEC
2	9th Atlantic Strategy Group – ‘A Southern Moment? A Wider Atlantic Outlook in Turbulent Times?’	Feb-13 Feb 14	Brussels	GMF
3	Mercator Globe Forum – ‘Navigating VUCA – Volatility, Uncertainty, Complexity, and Ambiguity’	Mar-12 Mar-13	Essen	Stiftung Mercator
4	‘AI: Opportunity and risk for companies? and the geopolitical environment in which they operate’	Mar-25	Madrid	Expansión and Marsh
5	Breakfast with Representatives of the 27 EU Member States at the Embassy of Polande	Mar-26	Madrid	Embassy of Poland.
6	Conversation on the Economics of the Geopolitical Changes in the World with Antonio Barroso & Björn van Roye (Bloomberg)	Mar-26	IE Tower	SPEGA
7	Event ‘Financing for Development – Pathways to Sustainable Growth’	Apr-2	IE Tower	SPEGA & UNICEF

N°	EVENT NAME	DATE	LOCATION	ORGANIZER
8	7th Annual Greek Public Policy Forum 2025 - 'Globalisation and Democratic Resilience: Greece and Europe in a Changing Global Order'	Apr-4 Apr-5	Chania	Greek Public Policy Forum
9	Seminar 'A new paradigm for European security's	Apr-9	Madrid	ECFR in cooperation with the Spanish Ministry of Foreign Affairs, European Union and Cooperation
10	Closed-door debates 'Finding common ground: EU-China cooperation amid growing geopolitical uncertainty'	Apr-22	Madrid	Elcano Royal Institute
11	Global implications of the war in Ukraine and challenges for a new security order	Apr-25	Madrid	CIDOB
12	CIVICA World Forum 2025	Mar-6 Mar-7	Madrid	CIVICA
13	2025 European Union Studies Association Biennial Conference	May 9 – May 10	Philadelphia	EUSA
14	TEPSA Danish Pre-Presidency Conference - 'Europe in action: building security together'	May-22 May-23	Copenhagen	TEPSA
15	FNF Expert Roundtable - 'EU's Engagement with Emerging Powers'	Apr-10	Berlin	Friedrich Naumann Foundation for Freedom Europe Berlin Office (FNF Berlin)
16	NATO Public Forum 2025s	Jun-24 Jun-25	The Hague	NATO
17	Financing our Future: Crafting a Progressive Vision for the Future of Financing for Development	Jun-30	Seville	Foundation for European Progressive Studies (FEPS)

Nº	EVENT NAME	DATE	LOCATION	ORGANIZER
18	Think 20 Midterm Conference	Jun-19 Jun-20	Johannesburg	The Institute for Global Dialogue (IGD), South African Institute for International Affairs (SAIIA), Institute for Pan African Thought and Conversation (IPATC).
19	The Fourth International Conference on Financing for Development (FfD4)	Jun 30 – Jul 3	Seville	United Nations Foundation
20	Encuentro en la Embajada Argentina en Madrid, España	Jul-7	Madrid	CIPPEC (Centro de Implementación de Políticas Públicas para la Equidad y el Crecimiento)
21	Jacques Delors Agora	Jul 8 – Jul 11	Barcelona	Jacques Delors Institute
22	International Political Science Association (IPSA) World Congresss	Jul 12 – Jul 16	Seoul	IPSA
23	American Political Science Association (APSA) Annual Meeting	Sep 11 – Sep 14	Vancouver	APSA
24	The Impact of New Geopolitical Dynamics on Transatlantic Relations	Sep-15	Ottawa	The Embassy of Spain in Canada
25	Global Risks and the Future of EU-Canada Partnership	Sep-17	Toronto	Canada-Spain Chamber of Commerce
26	From Crisis to a New World (Dis) Order: Understanding the Impact of Global Shifts on the Future of Europe	Sep-17	Toronto	University of Toronto
27	Annual CECME/ENERCLUB 2025 Conference - 'Prospects for the Energy Transition in the Iberian Peninsula'	Oct-9	Madrid	Consejo Mundial de la Energía & ENERCLUB

N°	EVENT NAME	DATE	LOCATION	ORGANIZER
28	VIII Trilateral Forum – Europe, Latin America, North America - ‘The transnational relationship and democracy of Summits’	Oct-20 Oct-21	Madrid	Atlantic Council, Elcano Royal Institute, Ibero-American General Secretariat
29	Think 20 Summit	Nov-13 Nov-14	Johannesburg	The Institute for Global Dialogue (IGD), South African Institute for International Affairs (SAIIA), Institute for Pan African Thought and Conversation (IPATC)
30	Japan fieldwork trip	Sep 24 – Sep 27	Tokyo	Embassy of Spain in Japan, Japan Institute of International Affairs (JIIA), European Policy Division at MFA Japan, Tokyo University, Japan Foundation, Waseda University, National Graduate Institute for Policy Studies (GRIPS), Japan External Trade Organization (JETRO), Japan International Corporation Agency (JICA)

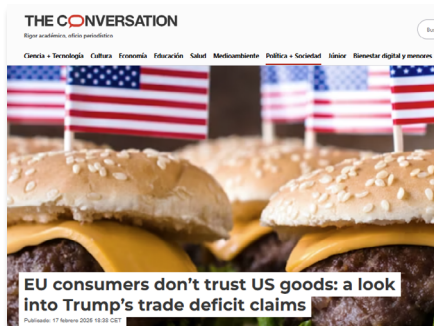
VIII. Media participation



France 24: [‘Elon Musk, todopoderoso dentro y fuera de Estados Unidos.’](#) 17th January 2025



France 24 Español: [‘¿Qué beneficio obtienen los magnates tecnológicos de EE. UU. al simpatizar con Donald Trump?’](#). 21st January 2025



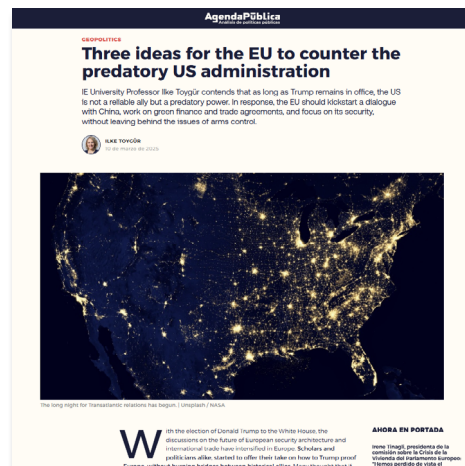
The Conversation: [‘EU consumers don't trust US goods: a look into Trump's trade deficit claims.’](#) 17th February 2025



CGTN: [‘Is the transatlantic rift widening under Trump's Ukraine policy?’](#). 22nd February 2025



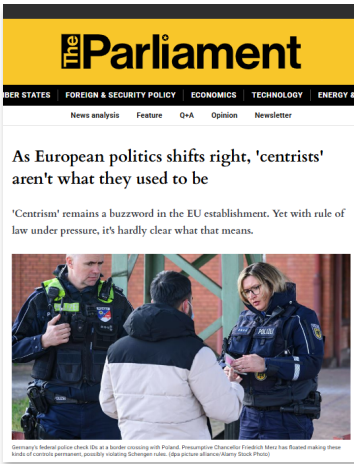
El País: [‘La guerra ideológica de Trump contra la UE.’](#) 25th February 2025



Agenda Pública: [‘Three ideas for the EU to counter the predatory U.S. administration.’](#) 10th March 2025



Herrera en COPE: 'Ilke Toygür, profesora de geopolítica europea'. 27th May 2025



The Parliament: 'Europe's political centre struggling to define itself in era of polarisation'. 31st March 2025



Foreign Affairs Latinoamérica: 'La Unión Europea y el Sur global'. 10th April 2025



Expansión: 'IA y situación geoestratégica, el gran desafío para las empresas'. 22nd April 2025



France 24 Español: '¿Qué busca Donald Trump con su gira en Medio Oriente?'. 13th May 2025



Podcast by Euradio: 'From Washington to the Global South: Redefining Europe's place in the world'. 27th May 2025



Business World: [‘Intra-regional trade expected to mitigate uncertainty caused by US tariffs.’](#)
19th June 2025



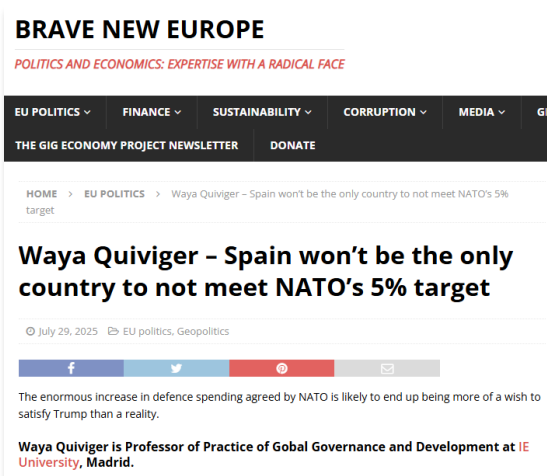
The Conversation: [‘La OTAN está muy dividida, pero ¿por qué España es su miembro más abiertamente crítico?’.](#)
7th August 2025



Financial Times: [‘Enrico Letta: ‘If we have 27 markets, we will be a colony of Wall Street!’.](#) 27th June 2025



France 24 Español: [‘¿Qué sigue para Emmanuel Macron tras la caída del Gobierno de Bayrou?’.](#)
9th September 2025



Brave New Europe: [‘Waya Quiviger – Spain won't be the only country to not meet NATO's 5% target.’](#) 29th July 2025

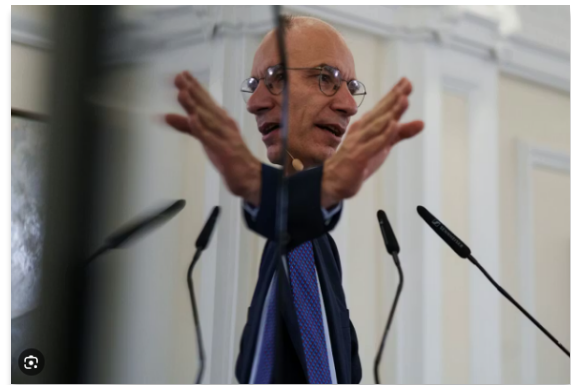


Le Point: [‘L’Europe devient une colonie de Wall Street: l’alerte lucide d’Enrico Letta.’](#)
22nd September 2025

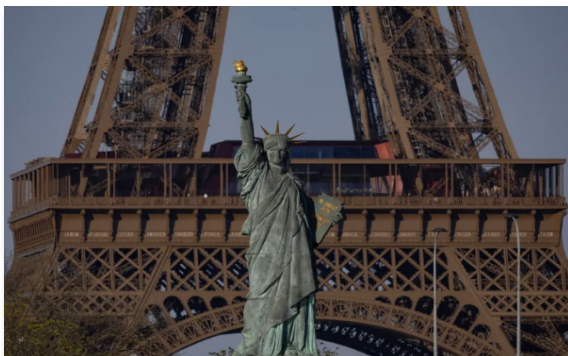
Media participation



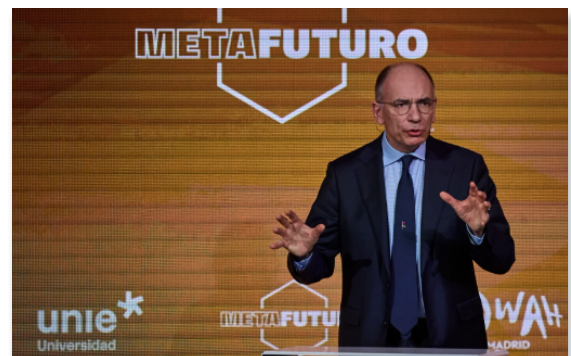
France 24 Español: [‘Renuncia el primer ministro Lecornu: ¿qué sigue para el Gobierno francés?’](#). 6th October 2025



Het Financieele Dagblad: [‘Enrico Letta: ‘With only national champions, the EU cannot compete in the world championship!’](#)’. 11th November 2025



Foreign Policy: [‘Europe Should Support U.S. Democracy!’](#). 7th October 2025.



La Razón: [‘Enrico Letta: “Europa tiene tres años para evitar quedar fuera del tablero mundial”!’](#). 19th November 2025



Euronews: [‘Brussels, my love? Can a ‘drone wall’ stop Putin?’](#). 10th October 2025.



France 24: [‘Servicio militar voluntario en Francia: ¿están preparados los ejércitos europeos para un conflicto?’](#). 28th November 2025

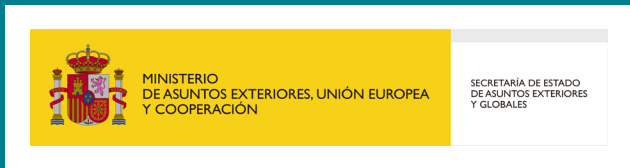
IX. Publication highlights

- Brunet, B. (February 2025). [‘Strengthening Europe’s Actions Against Hybrid Threats: Setting Up a PROTEUS Programme’](#). Policy Brief. IE School of Politics, Economics and Global Affairs (SPEGA) Global Policy Center (GPC).
- AREL Single Market Lab. (March 2025). [‘Invest in Europe First! How to Stop Capital Flight and Fund European Business with European Savings’](#). Policy Brief. IE School of Politics, Economics and Global Affairs (SPEGA) Global Policy Center (GPC), AREL Single Market Lab, Hertie School Jacques Delors Centre, Jacques Delors Institute.
- Ríos Méndez, G. & Rodríguez Pinzón, E. (June 2025). [‘Latin America and the Caribbean–European Union Relations: Strengthening a Strategic Alliance’](#). Report. IE School of Politics, Economics and Global Affairs (SPEGA) Global Policy Center (GPC), Fundación Carolina.
- Santos Porras, B. (June 2025). [‘From Promises to Progress: Seville and the Future of Global Development Finance’](#). Policy Brief. IE School of Politics, Economics and Global Affairs (SPEGA) Global Policy Center (GPC)
- Toygür, I. & Sojka, A. (July 2025). [‘Does climate policy backlash fuel Eurosceptic vote? Exploring the link in the European Parliament elections’](#). Academic Paper. Taylor & Francis.
- Mthembu, P. (July 2025) [‘South Africa Steers the G20 through a fractured global order’](#). Policy Brief. IE School of Politics, Economics and Global Affairs (SPEGA) Global Policy Center (GPC).
- Toygür, I. (September 2025) [‘A Painful End to 20th-Century Transatlantic Relations’](#). Chapter. Observer Researcher Foundation (ORF).
- Ma, B. & Shi, W. (September 2025) [‘China’s Economic Influence in Africa: A Data-Driven Analysis’](#). Report. IE School of Politics, Economics and Global Affairs (SPEGA) Global Policy Center (GPC) China Observatory and Africa Program, Cheung Kong Graduate School of Business (CKGSB), Afrobarometer.
- De Lossada i Gallart, L. et al. (November 2025) [‘Strategic Convergence? The Security Partnerships of the European Union and the Global South’](#). Report. IE School of Politics, Economics and Global Affairs (SPEGA) Global Policy Center (GPC).

- Alouch Obado, B. et al. (November 2025) '[Leapfrogging Development – Unlocking Africa’s Potential in Global Value Chains with Artificial Intelligence](#)'. Report. IE School of Politics, Economics and Global Affairs (SPEGA) Global Policy Center (GPC) Africa Program, Accenture.
- Toygür, I. & Von Ondarza, N. (November 2025) '[Partners in De-Risking:Eu-Canada Relations in Times of Transatlantic Drift](#)'. Policy Brief. IE School of Politics, Economics and Global Affairs (SPEGA) Global Policy Center (GPC).
- Ríos Méndez, G. (November 2025) '[The Rise of Startups and Venture Capital in Latin America and the Caribbean: Trends and Challenges](#)'. Report. IE School of Politics, Economics and Global Affairs (SPEGA) Global Policy Center (GPC) Latin America Observatory.

X. Alliances and partnerships

 <p>AFRO BAROMETER Let the people have a say</p>	 <p>SciencesPo PARIS SCHOOL OF INTERNATIONAL AFFAIRS</p>	 <p>Hertie School Jacques Delors Centre</p>
 <p>Bertelsmann Stiftung</p>	 <p>NOTRE EUROPE Jacques Delors Institute Penser l'Europe • Thinking Europe • Europa denken</p>	 <p>JOHNS HOPKINS SCHOOL of ADVANCED INTERNATIONAL STUDIES</p>
 <p>CEAPI</p>	 <p>15 YEARS ANOS EU-LAC FOUNDATION FUNDACIÓN</p>	 <p>iep Institut für Europäische Politik</p>
 <p>CEBRI Rethink Tank</p>	 <p>EUI EUROPEAN UNIVERSITY INSTITUTE</p>	 <p>SINGLE MARKET LAB POWERED BY AREL</p>
 <p>CEPS</p>	 <p>FRIEDRICH EBERT STIFTUNG</p>	 <p>ORF</p>
 <p>CFA Society Spain</p>	 <p>FT FINANCIAL TIMES</p>	 <p>SAIA 90 YEARS EST. 1934</p>
 <p>CIVICA</p>	 <p>Fundación Carolina</p>	 <p>CKGSB 长江商学院 CHEUNG KONG GRADUATE SCHOOL OF BUSINESS</p>



XI.

The Global Policy Center team

- **Manuel Muñiz Villa** - Rector, IE University
- **Enrico Letta** – Chair, Global Policy Center and Dean, School of Politics, Economics and Global Affairs
- **Ilke Toygür** - Director, Global Policy Center and Professor of Practice, School of Politics, Economics and Global Affairs
- **Waya Quiviger** - Affiliated Faculty and Academic Director of the Executive Education Programs
- **Eniola Harrison** – Chair, Africa Program
- **Amanda Sloat** – Affiliated Faculty and Chair, Transatlantic Relations in a Changing World
- **Germán Ríos** – Affiliated Faculty and Chair, Latin America Observatory
- **Felix Valdivieso** – Chair, China Observatory
- **Bin Ma** - Affiliated Faculty and Academic Coordinator, China Observatory
- **Luis de Lossada i Gallart** - Project Manager and Research Associate
- **Luisa Eusebio Cartagena** - Program Assistant
- **Fabrizio Salvador** - Research Office
- **Concepcion Cortes** - Research Office
- **Iratxe Piñeiro** - Marketing
- **Kerry Parke** – Editor

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- **Nikitas Konstantinidis** - Affiliated Faculty
- **Emmy Lindstam** - Affiliated Faculty
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- **Alana Mocerí** - Affiliated Faculty
- **Miguel Otero** - Affiliated Faculty
- **Amaia Sánchez Cacicedo** - Affiliated Faculty
- **Borja Santos** – Affiliated Faculty and Vice Dean, IE School of Politics, Economics and Global Affairs
- **Guillermo Toral Martínez** - Affiliated Faculty
- **Nina Wiesehomeier** - Affiliated Faculty
- **Zoe Xincheng Ge** – Affiliated Faculty
- **Nikolina Židek** - Affiliated Faculty

GLOBAL POLICY CENTER 2025

Activity Report

