

CARNEGIE COUNCIL *for Ethics in International Affairs*

Annual Report 2024

ETHICS *for a*
CHANGING
WORLD
ORDER



An Old Order Ends, A New Era Emerges

Every bedrock principle of Carnegie Council was put to the test this year. The speed and totality of these tests were remarkable, going right to the foundation of international peace and security.

As I write, the United States is withdrawing from international cooperative efforts in climate and health. America First policies on tariffs, immigration, and the future of European security are beginning to take effect. Illiberalism and incivility are on the rise. There is a sense that existing structures should be dismantled, with no clear sense of what will take their place.

Most alarmingly, old terms long thought antiquated are becoming newly relevant. Questions once thought answered are now back in play. Is there moral equivalence between the United States, Russia, and China? Will the great powers revert to spheres of influence as their diplomatic goal? Will gunboat diplomacy make a comeback in Greenland, Panama, or Taiwan?

Solidarity is in short supply. Global comity has dissolved in the wake of COVID-19 and rising tides of populism. We are left with a fractured set of global arrangements ripe for a reordering around changing values and evolving interests.

At Carnegie Council, we believe it is possible to find shared values and common interests—especially in tumultuous times.

Two ideas shape our approach to contributing to a new era and a better future—one philosophical and another generational.

When we think about “ethics,” we think in concentric circles, from individual action to corporate responsibility and state accountability. Alignment is challenging and not seamless—but finding connection gives us purpose and direction.

As we commemorate 80 years since the end of World War II, the generational aspect of our work is front of mind. A new generation, born in the 21st century, inherits faltering institutions and arrangements just as global-scale issues are gaining in intensity and urgency.

New leaders need to reinterpret traditional thinking to reimagine a better future. And it is here where Carnegie Council is making its mark. In November 2024, the Council established the Carnegie-Uehiro Endowment for Future Generations.

This gift, the largest in Council history, reflects the generosity and commitment of the Uehiro Foundation of Japan. As longtime partners in ethics education, the Uehiro Foundation’s support enables us to create new educational opportunities for students and young professionals worldwide including a new Carnegie College program, the Carnegie Ethics Fellows program, and a variety of programs in the Global Ethics Hub in New York City.

Ethics is about respectful dialogue, exchange, and mutual learning. It is based on good-faith efforts to forge agreements and manage differences. The Hub provides our home for this work.

As the old order fades and a new one emerges, it will be up to us to offer a values-based vision for the future. Please join us as we work with our future leaders, Fellows, and Council community to respond to this extraordinary moment in world affairs.

Joel H. Rosenthal
President
Carnegie Council



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As a new international order emerges, Carnegie Council is building upon our 100-year-plus legacy to ensure that the essential principles of democracy, cooperation, pluralism, and humanitarianism remain central to the practice of international affairs. We set the global ethical agenda and serve as a global gathering point for individuals, organizations, and institutions to convene in good faith to address humanity's most pressing challenges.

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Being part of Carnegie Council's vibrant community holds great significance for me both personally and professionally, especially during these turbulent times when such platforms are more crucial than ever. The Council's work with young leaders is vital, paving the way for careers in international affairs and creating an inspiring, intellectually stimulating environment. As a Student Ambassador who joined the program while determining my path after graduating from Columbia University, I was particularly grateful to the Council for welcoming me into its community. The program and the Council's fantastic team provided ample opportunities to engage in meaningful discussions with other like-minded young professionals and leaders in the field, many of whom have since become both friends and mentors.

Tinatin Japiridze

*Consultant, Eurasia & Global Markets, Eurasia Group;
Unlocking Cooperation Panelist*



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Mission

We empower ethics by identifying and addressing the most critical ethical issues of today and tomorrow.

Ethics is key to solving our greatest global challenges.

Applying ethics allows us to discover common values and shared interests across countries, cultures, and generations in order to build a better world. Through ethical reflection, engagement, and action, we unlock new pathways for international cooperation and promote a more just and peaceful global community. Assessing choices through an ethical framework and committing to addressing the consequences is what underpins the Council's work.

We set the global ethical agenda and work for an ethical future by:

01

Identifying

current and future critical ethical issues that affect politics and business, education and journalism, religion and science, and the armed forces;

02

Convening

leading experts and thinkers to catalyze the creation of ethical solutions to global problems;

03

Creating

communities and activating constituencies by embracing multilateralism and exploring shared values; and

04

Framing

ethical perspectives through broadcasting, publishing, educating, and engaging with audiences around the world.

Accelerating Applied Ethics Across New Technologies

In a world fraught with the intensifying headwinds of misinformation, polarization, and “winner-take-all” attitudes, the Carnegie Ethics Accelerator offers a systematic way for applied ethics to drive change.

Too often, new public policies, technologies, and products are developed, deployed, and co-opted with haste by actors who view ethics as an encumbrance rather than a requirement. In response, the Accelerator employs a four-step methodology which starts by identifying an emerging ethical issue followed by convening experts with varying backgrounds and experiences to push the discourse forward. The Council then produces novel instruments and tools that practitioners can deploy and promotes those resources strategically to key stakeholders around the world.

The convenings for the first Accelerator took place in May 2023 and February 2024 and focused on the ethics of data fusion, the process of combining data from multiple sources to optimally produce a more comprehensive view of this information. Examples of data-extracting technologies include smartwatches, CCTV cameras, and any device that captures

revealing information about our behaviors, interests, beliefs, and location. Led by Senior Fellow Arthur Holland Michel, expert participants analyzed the question: What happens when a technology automates analysis of this data that we create as we go about our lives? What happens when law enforcement acquires this technology?

An online tool developed by the Accelerator was unveiled in a February 2024 virtual panel moderated by Michel, “Mapping the Impact of Data Fusion on Freedom, Security, and Human Rights. “What this tool does well is connect activities that all of us may engage in on a regular basis, like owning a car, using public transport, or participating in political actions with risks of undue government intrusion that are greatly enabled by this technology,” said Michel. “It takes you step by step in a visual vocabulary through what this technology means for all of us.”

Since its unveiling, the website for the data fusion explainer tool has had over 25,000 unique visitors and has been viewed by people working at organizations including the International Center for Transitional Justice, the Pacific Disaster Center, and many international universities.

The next Accelerator had convenings in November 2023 and May 2024 and focused on the use of AI-powered large language models (LLMs) in diplomacy. With the resolutions, memoranda, communiqués, chairpersons’ reports, and

Since its unveiling, the website for the data fusion explainer tool has had **over 25,000 unique visitors.**

“The Trade-offs of AI in Diplomacy” resource was downloaded over **1,100 times.**

transcripts required for robust multilateral action, there is a strong impulse among certain parties to use LLMs to support their efforts. These convenings focused on how to responsibly manage the ethical trade-offs of this practice.

The outputs from this Accelerator included several articles, and a communiqué entitled “The Trade-offs of AI in Diplomacy.” This resource was downloaded over 1,100 times, including by multiple government ministries, diplomatic missions, and technology companies, including the World Bank, USAID, Meta, and the International Criminal Court.

The next Carnegie Ethics Accelerator will examine emerging ethical questions on climate change and cities. As cities are a key locus for global efforts to mitigate and adapt to climate change, initiatives must accommodate diverse communities with divergent ethical perspectives equally. Building capacity to better understand the ethical dimensions affecting implementation, finding convergence in values, or bridging moral divides will be crucial to delivering action on climate change with the speed, impact, and sustainability now required. ■

Mapping the Impact of Fusion



Data-extracting technology is everywhere. From smartwatches to CCTV cameras, we are surrounded by devices that capture revealing information about our behaviors, interests, beliefs, and location.

In isolation, one or two of these datapoints may seem inconsequential. But what happens when a technology automates analysis of the data we create as we go about our lives? Explore the impact of data fusion by accessing the interactive tool on our website.



CARNEGIE COUNCIL *for Ethics in International Affairs*

Data Fusion & Surveillance

IMPACT ON FREEDOM, SECURITY, & HUMAN RIGHTS

What is Data Fusion?

What is Data Fusion?

Why Does Fusion Matter?

False Positives

True Positives

Runaway Surveillance

The Bottom Line

Additional Resources

Credits



Climate Ethics: More Urgent than Ever

(CREDIT: Adobe/Bussakon)

The need to accelerate action on climate change is more urgent than ever. It's been a decade since the Paris Agreements, but greenhouse gas emissions are still rising and disastrous climate crises are intensifying. Collectively, those working on this topic have not broken through many of the persistent systemic barriers to halt the worst effects of climate change. We need to step back and ask: Why? And what can we do about this?

To help push action forward, Carnegie Council will launch the Climate Ethics Lab in 2025, a new catalytic initiative that aims to leverage applied ethics to find and fix blockages to accelerate climate action.

In its first phase, the Climate Ethics Lab will:

- 1. Identify critical areas in the climate action implementation space** where blockages exist because of conflicting morals
- 2. Identify and engage** with interlocutors and practitioners operating in these areas
- 3. Facilitate collaboration** between applied ethics experts and practitioners to develop and pilot potential interventions
- 4. Share** learnings, tools, and solutions widely

Institutional and political barriers such as vested interests, institutional inertia, and incumbency are increasingly well understood. What is less well addressed is

the role that moral principles and ethical frameworks play in driving individual and collective decision-making and behavior that can either help or hinder climate action implementation. This is what makes the Climate Ethics Lab a necessity.

Launching alongside the Climate Ethics Lab is Ethics House, a program of events convened by Carnegie Council aiming to build ethical literacy and strengthen international capacity related to the implementation of action on climate change. Occurring alongside major international events, including New York Climate Week, London Climate Action Week, UNFCCC Conference of Parties, and UN General Assembly Week, Ethics House will provide a pop-up forum for those working in the space to learn and share skills, knowledge, and resources. This will enable them to better navigate the moral and ethical dimensions that can help or hinder delivery on climate action.

These events will be curated to provide thought-provoking and informative presentations, discussions, and activities addressing ethical dimensions of implementation across levels, disciplines, sectors, and cultures. The program will go beyond the usual suspects, exploring neglected actors and issues, throwing new light on misperceptions, highlighting blind spots, and inspiring fresh thinking for new approaches and collaborations.

Perhaps most importantly, conversations and collaborations on these critically important issues will happen at scale and free from partisan and financial ties—something Carnegie Council is well-positioned to deliver. ■

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At a time of intensifying global challenges—from climate injustice and AI disruption to rising authoritarianism and geopolitical fragmentation—Carnegie Council’s work to advance ethical leadership, responsible policymaking, and inclusive dialogue is more vital than ever. I am proud to serve on a board that champions the imperative of ethics in international affairs, ensuring that questions of justice, human dignity, and moral imagination remain central to the global agenda.

Eddie Mandbry
Trustee, Carnegie Council



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Empowering a New Generation of Values-Driven Leadership

Designed to create novel educational programs and global-scale engagements for next-generation leaders, the newly launched Uehiro-Carnegie Endowment for Future Generations is a transformational gift that will further Carnegie Council's legacy of empowering ethical reflection, analysis, and action.

"Humanity has never been more connected yet more fractured," said Joel Rosenthal, president of Carnegie Council. "New ethical issues are emerging rapidly, fed by intense polarization, the development of novel technologies, and concern for the core principles of democracy and international cooperation. We are grateful to the Uehiro Foundation for this extraordinary gift, which will inspire a new generation to use the power of ethics to build a better world."

The grant enables a renewal of Andrew Carnegie's vision for mobilizing the world's intellectual and financial resources in service of peace, education, and moral leadership—a vision that has guided Carnegie Council for more than a century. Such work is essential today as an old order fades, and a new order is struggling to emerge.

Christine Jakobson, member of the first cohort of Carnegie Ethics Fellows. (CREDIT: Bryan Goldberg Photography.)

In response to this moment, the endowment will focus on applied ethics as a tool for the professional and personal development of next-generation leaders. Together, Carnegie Council and Uehiro Foundation fellows, staff, and global partners will provide access to ethics-focused education and programming to assess key moral questions, navigate difficult decisions and trade-offs, and examine values and interests in an interconnected world.

The endowed partnership builds on a 20-year collaboration between Carnegie Council and the Uehiro Foundation dedicated to international convenings, ethics, and education. In the foundation's words, "over the years, we have become genuine partners as 'the voice of ethics' in international affairs. The Uehiro-Carnegie Endowment for Future Generations will enable us to work together more effectively, with united strength, in pursuit of our common mission."

Founded in 1987, the Uehiro Foundation on Ethics and Education is a nonprofit foundation committed to the advancement of moral education in Japan. The Uehiro Foundation is a benefactor of the Uehiro Oxford Institute at the University of Oxford and the Uehiro Center for Advancement of Oceanography at University of Hawaii at Manoa. The Uehiro Foundation has also supported ethical research at higher education institutions in Japan such as University of Tokyo, Kyoto University, Tohoku University, and Okinawa Institute of Science and Technology. ■





Ethics Empowered *for* the Next Generation of Leaders

The 2023-2025 Carnegie Ethics Fellow cohort. (CREDIT: Bryan Goldberg Photography.)



I'll always remember those conversations that I had with Fellows and learning from the perspectives of others, who look at ethical dilemmas in a different way than I have. I'll take that with me to my personal and professional life."

Geraldine Sciolto
Carnegie Ethics Fellow



In today's world of geopolitical upheaval and global economic transformation, where can young leaders go to understand the power of ethical leadership? The Carnegie Ethics Fellowship (CEF) and Next Generation Leadership Initiative is a critical hub for this type of work.

Launched in 2022, CEF is structured to develop the next generation of ethical leaders from business, government, academia, and non-governmental organizations. The debut cohort of 15 Fellows first met in March 2023, bringing together a diverse set of professional experiences and knowledge. This program is led by Brian Mateo, Carnegie Council's deputy director of programs and partnerships, and Kathleen Egan, program associate at the organization.

"I felt that the Fellowship would be a wonderful way for me to hone my own understanding of ethics, to bring my own experience into the conversation, and then also to come up with ways to move forward in the very, very tricky world that we live in right now," said Julia Wilton, a member of the first cohort and founder of JW Consulting in Washington, D.C.

Over a two-year period, with support from Carnegie Council staff and resources, Fellows take part in six on-site collaborative modules where they meet with international affairs practitioners, with presentations focused on personal and professional development. Modules for the first cohort focused on the ethics of emerging technology, the immigrant experience in New York and beyond, and questions around financial inclusion and income inequality.

The Fellowship culminates in group projects and a symposium hosted at Carnegie Council, showcasing the Fellows' work and research through panel discussions.

Final projects from the first cohort, which concluded in February 2025, focused on artificial intelligence (AI) and elections, AI in healthcare and education, fighting child poverty in the United States, and climate change-induced migration.

“We’ve had a lot of fun together, but we’ve also challenged each other to think critically about the implications of ethical leadership and how our values translate into action,” said Travis Gidado, a member of the first cohort and an associate at Kirkland & Ellis LLP in San Francisco.

The second CEF cohort was announced in 2025, bringing together ten Fellows from diverse professional backgrounds, working in the fields of global public health, artificial intelligence, youth engagement, and migration. The Council is excited to build upon the existing CEF model and work with the new cohort on their professional development as ethical leaders. Recruitment for future cohorts will focus on outreach to the Global South,

expanding the breadth of participation.

CEF represents just one part of Carnegie Council’s Next Generation Leadership Initiative. In August 2024, the organization created the Carnegie College Program, which aims to engage young leaders both domestically and internationally through campus visits. The goal of these events is to learn about ethical decision-making and leadership through history, and to engage new audiences with Carnegie Council’s work and initiatives. These visits, which take place once per quarter, take the form of a keynote address by Joel Rosenthal or other leaders at Carnegie Council and focused meetings with students and faculty. The program started with an event at Bard College; the current focus is on schools in the New York City area.

In addition, Carnegie Council launched the *Ethics Empowered: Leadership in Practice* series in March 2025. This series of talks, hosted at Carnegie Council, provides a civic space

for students, teachers, and young professionals to engage with experts in foreign affairs, policy, academia, and research. The program brings together scholars and practitioners to discuss pressing ethical issues, reflect on their careers, and provide guidance to young leaders. The first talk featured former UN Under-Secretary General Jean-Marie Guéhenno and McGill University’s Professor Jennifer Welsh discussing the ethics of UN peacekeeping.

“As we continue to expand our Next Generation Leadership Initiative, I am excited to bring opportunities to young leaders interested in ethics and international affairs,” said Mateo. “From *Ethics Empowered: Leadership in Practice*, to our Carnegie Ethics Fellows and our educational outreach efforts, my hope is that through engaging with Carnegie Council and its Global Ethics Hub, the next generation has the tools they need to use applied ethics to address issues that they are passionate about.” ■

Spotlight Series

Fellow Bojan Francuz is the Deputy Director at Our Future Agenda, a unique platform for young innovators, entrepreneurs, and champions to reimagine the United Nations for 21st-century needs. Read an interview with Bojan to understand how ethics informs the future in his work, and learn more about our Fellows, on our website.



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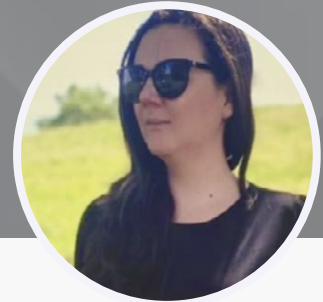
One thing that I didn't realize about the Fellowship before it started was the way I would benefit from the network that our cohort has created. This community aspect took me by surprise. Once we met together for the first weekend in New York, we all realized how successful the Carnegie Council team was at putting together our group.

Sophie Flint
Carnegie Ethics Fellow



Over the past 13 years, I have held various leadership positions and achieved success. However, my current goal is to emulate successful, ethical, and inspiring leadership on a global level. Carnegie Council has supported and collaborated with leaders from diverse backgrounds for over a century. The Council has shown outstanding proficiency and enthusiasm for ethical leadership. As I am now in the United States, the most prominent platform for global leadership, the Carnegie Ethics Fellowship program is the ideal place to acquire the skills necessary to achieve my aspirations.

Ebuka Okoli
Carnegie Ethics Fellow



What I'll remember the most about the Carnegie Ethics Fellowship is the community that I've built here with all of my fellows. They've become friends. They've become family. They've become a wonderful support network in my own academic and leadership journey, and I hope that I've been able to provide that support for them as well.

Emily Kilcrease
Carnegie Ethics Fellow

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Investing in the Future of Ethical Leadership

Kathleen Cheek-Milby was a trustee of Carnegie Council from 2009 to 2024 and is currently a senior fellow at Lynn University.

Previously, she was a lecturer of political science at the University of Hong Kong and associate professor of international relations at Temple University, Japan. Together with her husband Jim, they have endowed the Cheek-Milby Fellowship to support Carnegie Ethics Fellows.

What was the inspiration for setting up the Fellowship?

My tenure with Carnegie Council has allowed me to witness the growth of the organization, and, to a small degree, participate in its evolution. During this time period, the Council has evolved from a New York-based organization comprised primarily of American leaders to a truly multinational entity comprised of actors and initiatives which are global in activity and impact. Through the years the constant guiding the organization has been a fidelity to its mission—to identify and address the most critical contemporary, as well as future, ethical issues worldwide.

Andrew Carnegie believed that societal progress must be based on the moral obligations of individuals to self and society. Both Jim and I believe that there is no better cause than the nurturing of the Cheek-Milby Fellowship program, which can provide an opportunity for talented and resilient individuals, irrespective of geographical, financial, and other barriers, to participate. It is our distinct pleasure to promote opportunities for Fellows with the awareness that we will look upon their work with gratitude and know it will provide hope for a better future for all of us.

What will be the long-term impact of the Cheek-Milby Fellowship?

The impact of the Fellowship program can be demonstrated in reviewing the activities of the first cohort, a talented group of 15 individuals who produced remarkable reports on a variety of global challenges. The current cohort was derived from a talented pool of over 900 applicants, representing over 100 countries. The growing recognition of the work and influence of the Fellows is a testament to the strength of the program and the flourishing influence of its international reach. This suggests the exponential long-term positive impact of the Fellowship program.

How does the Cheek-Milby Fellowship fit in with long-term goals of the Council with a focus on the next generation?

International cooperation has been a constant focus of the Council, starting from Andrew Carnegie's founding ethos: to mobilize a diverse group of leaders who together could promote moral leadership to identify the best alternatives to armed conflict.

Today, the Council acts upon this same impulse by recognizing that the future must be defined by a group of diverse young leaders,

“The Council’s unique setting provides a singular locus to convene, identify, collaborate, and produce ethics-based solutions to worldwide obstacles to peace. The community engages in a wide variety of activities and initiatives which foster endless opportunities for collaboration, resilient leadership, and the development of solutions based on applied ethics.”



who can collaborate and act upon the resolution of current and future ethical challenges. The education, training, and opportunities provided by nurturing the next generation is a core imperative of the Fellowship program.

How has your experience as a professor at Asian-based universities for the first 15 years of your career influenced your thoughts on ethics and education?

This experience provided an appreciation for the strong emphasis families placed on educational achievement. This emphasis was not only rooted in the belief that educational attainment leads to social mobility and financial success but more fundamentally, from a Confucian perspective, education was seen as the basis to provide opportunities for both personal and societal development. Put simply, cultivating virtuous individuals leads to a harmonious society. Guiding thoughts on ethics, character, and ultimately moral behavior were written over 2,500 years ago and continue to endure and shape future aspirations. ■

Ethics—and Accessibility— *in* International Affairs

The last few years have been full of big changes for Carnegie Council's flagship publication, *Ethics & International Affairs* (*EIA*). Most recently, at the start of 2025, all new content in the journal is now designated as "research open access," and free of charge. Readers no longer need to navigate a paywall or request institutional access to read journal articles and essays. The open access initiative, undertaken with the journal's publisher, Cambridge University Press, will allow for broader readership across academia, the policy sphere, and the general public. In particular, the editorial team is proud that this will make the journal more accessible to students and researchers in low-income countries and at underfunded institutions around the world. This shift to open access comes on the heels of *EIA* becoming a digital-only publication in 2023 and the launch of a fully revamped website to deliver both the quarterly issues and timely, shorter Online Exclusive essays on current events.

Amid these changes in content delivery, the journal has continued to focus on publishing the highest level of scholarship from a wide range of leading and junior scholars. *EIA* publishes a combination of peer-reviewed scholarly research articles, shorter standalone essays, a variety of themed essay collections, as well as a curated selection of book reviews and review essays. In response to the changing geopolitical landscape, *EIA* has recently featured major projects on the war in Ukraine, the state of nuclear ethics, climate geoengineering, global governance and lethal autonomous weapons, and much more. Last year, *EIA* content was downloaded nearly 200,000 times, recent articles received over 200 citations, and articles and essays from the journal were assigned on syllabi in over 30 countries worldwide. In addition to the journal's written content, the editorial team has collaborated with authors to put on a variety of Carnegie Council-sponsored virtual events that bring

journal scholarship to new audiences and encourage discussions that go beyond the pages of *EIA*. These have included panel discussions on revitalizing democracy after brushes with authoritarianism, teaching ethics in the classroom, the humanization of warfare, and the new nuclear age.

In the year ahead, *Ethics & International Affairs* will feature projects on migration, contested global governance, responsibility in warfare, and a host of other issues. The journal's team looks forward to fostering conversations and engagement around this content to empower teachers, students, and policymakers to use ethics to build a better world. ■



Nearly
200,000
downloads
of *EIA* content
last year

Explore
the
journal



Ethics &
International
Affairs journal

Ethics *at* the Final Frontier



(CREDIT:
Adobe/Monika)

The world has entered a new space age—what happens on Earth is now inextricably intertwined with what happens in space. Navigation, military information systems, and the ability to predict the weather are already dependent on satellite networks, and scientists increasingly rely on space exploration or experiments in microgravity for their breakthroughs.

Strategies and technologies are being developed for mineral recovery from space with plans for more exploration and even habitation underway. Militaries around the world are preparing for a potential new battlefield, while diplomats seek to prevent the weaponization of space. With the space economy expected to reach \$1.8 trillion by 2035, this is just the beginning.

As we enter this new era of possibilities, opportunities, vulnerabilities, and risks, there is no field of space ethics to provide guidance. The U.S.-led Artemis Accords—signed in 2020 to provide guidelines for civil exploration and use of space—are a beginning, but they are merely a set of general principles and

commitments. There is an urgent need for international collaboration to develop standards for a responsible push into space that promotes human flourishing, justice, peace, and sustainability.

To address the space ethics gap, Carnegie Council, in collaboration with Northeastern University, will be launching the Space Ethics Accelerator Project. Building on the model of previous Carnegie Ethics Accelerators, this new initiative will bring together space stakeholders across ethics, policy, research, government, technology, NGOs, and the broader business and military communities. The overall goal is to identify the distinctive ethical challenges associated with the new space age, develop ethical approaches for addressing those challenges, and collaborate with governance bodies and technology developers to pilot implementation of the ethical frameworks.

All project activities will be oriented toward integrating the frameworks into ongoing space diplomacy and governance activities. Outreach to

stakeholders will include top-down engagements with governmental agencies, scientific research institutions, influential NGOs, and global companies. In addition to the project team's well-established and extensive networks, relationships between partners developed through the project will also be utilized and complemented by targeted outreach to policymakers, industry, academia, and other key audiences.

There is an urgent need for ethical guidance to complement ongoing international space diplomacy and governance efforts, and no project or team working in this area in a systematic and comprehensive way. Carnegie Council sees an acute and timely opportunity to lead the way and set the foundations for a field that will only grow in importance over time. Utilizing the proven Carnegie Ethics Accelerator model is ideal for raising awareness of these crucial issues and creating an impactful field of applied space ethics, one that is integrated with governance and informed by current and emerging technological developments. ■



As a trustee, I am deeply committed to our mission of empowering ethics in a world facing unprecedented challenges. In an era of retreating multilateralism, rising nationalism, and threats to democratic norms, the Council’s work in identifying and addressing critical ethical issues is more crucial than ever. By convening experts, building active communities, and catalyzing ethical solutions to global problems, we are striving to create a better future based on shared values and interests. In today’s complex geopolitical landscape, where we see increasing risks of armed conflicts, economic tensions, and societal polarization, Carnegie Council’s role in fostering ethical leadership and promoting dialogue across cultures is invaluable. Our efforts to cultivate the next generation of ethical global leaders through programs like the Carnegie Ethics Fellowship are essential for navigating the ethical challenges of our interconnected world and shaping a more just and sustainable future.”

Kristen Edgreen Kaufman

*Trustee & Secretary of the Board of
Directors, Carnegie Council*

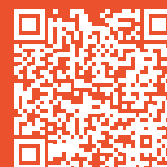


Unlocking Cooperation Series

Exploring New Pathways for Multilateralism

“The commitment to international cooperation is a moral proposition because it goes to the essence of ethics—recognizing what is common for all, while managing the intrinsic and inevitable differences between and among people.” – Joel Rosenthal

Watch the series online.



The Unlocking Cooperation event series convenes global experts to analyze obstacles hindering effective multilateralism and identify new pathways to enhance international collaboration. The inaugural event in the series, “Unlocking Cooperation: The Global South and Global North,” took place on March 28, 2024 with moderator Ramu Damodaran, senior advisor to the University of Peace. Joined by United Nations Office for South-South Cooperation’s Dima Al-Khatib, NYU Center on International Cooperation’s Fernando Marano, and the UK Mission to the UN’s Archie Young, the discussion focused on how ethical reflection and engagement can pave the way for a more inclusive and equitable multilateralism between the Global South and North.

“Unlocking Cooperation: Climate Change and Human Mobility,” took place on June 25, World Refugee Day, with Damodaran again moderating this timely discussion. Ambassador Ali Naseer Mohamed, permanent representative of the Republic of Maldives to the United Nations, joined the panel,

along with International Organization for Migration’s Barbra Lukunka and Scott Pohl, from the New York Office of the United Nations High Commissioner for Refugees. This conversation explored the urgent need for innovative and inclusive policies, guided by ethical considerations, to address climate-induced displacement and migration.

The final event of the series in 2024 “Unlocking Cooperation: AI for All,” took place on September 19, directly following the release of a final report from the UN Secretary-General’s High-level Advisory Body on AI and on the eve of the UN’s Summit

of the Future. The panel featured Swedish Ambassador Anna Karin Eneström, Zambian Ambassador Chola Milambo, Patrick J. McGovern Foundation’s Vilas Dhar, and the International Telecommunication Union’s Doreen Bogdan-Martin, with moderator Eleonore Fournier-Tombs, of United Nations University Centre for Policy Research. The group examined the question: How can we ensure a future where AI works for all?

Unlocking Cooperation events continue into 2025, as we navigate an increasingly complicated and volatile international environment. ■



The “AI for All panel”, September 19, 2024. L to R: Eleonore Fournier-Tombs, Ambassador Chola Milambo, Ambassador Anna Karin Eneström, Doreen Bogdan-Martin, Vilas Dhar. (CREDIT: Bryan Goldberg Photography.)

Global Ethics Day Celebrates Ten Years

Global Ethics Day is an annual celebration, organized by Carnegie Council, for individuals and organizations to explore the values and principles behind ethical decision-making. Held annually on the third Wednesday of October, the day brings together organizations and individuals from over 100 countries hosting panels, launching social media campaigns, organizing tree plantings, and more.

Over the past two years, Carnegie Council has hosted events that shine a light on some of the most pressing ethical challenges facing our society.

The tenth annual Global Ethics Day, held on October 18, 2023, was marked by a keynote event entitled “Unlocking Cooperation.” This was the first in a series of events which convene global experts to analyze obstacles hindering effective multilateralism and identify new pathways to enhance international collaboration. Moderated by Joel Rosenthal, this discussion featured MIT’s Erez Yoeli

and Tufts University’s Abiodun Williams. In addition to an in-person audience, attendees from 46 countries tuned in to the livestream.

The momentum continued in 2024 with a focus on the next generation. Carnegie Council partnered with The Geostrata, a youth-led think tank based in India, to organize a special panel discussion and Q&A on ethical leadership and the future of democracy. And at the Global Ethics Hub, the “Empowering Next-Gen Civic Leaders” panel featured an expert discussion—live-streamed in over 40 countries—on enhancing youth participation and intergenerational collaboration to tackle today’s ethical issues.

In 2025, Global Ethics Day will return for its 12th year with the theme #EthicsReenvisioned.

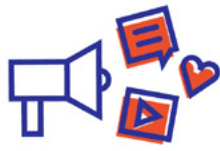


How can you participate?

There are many ways to get involved!



Host a public panel discussing an ethical issue in your industry



Create a short video on social media about what ethics means to you



Lead a classroom debate on the ethical questions around using large language models



Organize an environmental clean-up in your community



Prompt students to write an essay exploring an under-discussed ethical issue



Record a podcast interviewing thought leaders about ethical leadership



Update your organization’s Code of Ethics



Publish an article about the importance of ESG in your industry



(CREDIT: Adobe/hamara)

POLITICO

Walking a fraying nuclear tightrope

by Joel Rosenthal

In this piece, Joel Rosenthal articulates a recommitment to nuclear arms control as nothing short of a moral imperative; one that we've done before and can do again.



Carnegie Council Podcasts

Walking a Fraying Nuclear Tightrope, by Joel Rosenthal

0:00 8:04 1x

FOLLOW SHARE

Center for Strategic & International Studies (CSIS)

The Quantum Man and the Sea of Risks

In this article for CSIS, Visiting Fellow Zhanna Malekos Smith discusses how NATO and other international institutions are responding to the “potential disruptive effects of quantum-based technology.”



Forbes

How Do You Make Ethical Decisions? 15 Leaders Reveal Their Approaches

In this *Forbes* article by Bruce Weinstein in honor of Global Ethics Day, Joel Rosenthal discusses his process of ethical decision-making.



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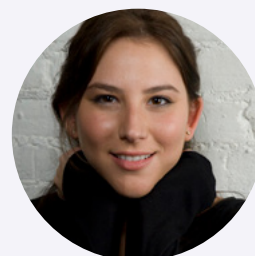
Alexander H. Platt
Projects International

Joel H. Rosenthal
President, Carnegie Council

Ronnie Saha
Meta

Robert G. Shaw
Sea Trade Holdings Inc

We welcomed the
following new Board
members in FY24



Samantha Brahms



Ronnie Saha

FINANCIAL SUMMARY

Statement of Activities for the Fiscal Year beginning July 1, 2023 and ending June 30, 2024.

INCOME		EXPENSES	
Grants for Programs	\$ 332,639	Impact Initiatives	\$ 1,650,524
Carnegie Climate Governance Initiative	\$ 307,747	Communications and Internet Multimedia	\$ 1,225,253
Trustee & Individual Contributions	\$ 617,276	Print Publications	\$ 539,316
Editorial Support & Royalties	\$ 112,142	Carnegie Climate Governance Initiative	\$ 1,094,361
Dividend & Interest Income	\$ 769,576	Sub-total Program Expenses	\$ 4,509,454
Total Revenue & Support	\$ 2,139,380	Management & General Support	\$ 887,716
		Fundraising & Development	\$ 575,277
		Total Expenses	\$ 5,972,447
NET ASSETS			
Endowment (as of Feb 2025)	\$ 49,692,118		

Carnegie Council's audited financial statement and operational report have been filed with the state of New York (#48749), and copies are available upon request. Write to New York State Department of State Charities, Registration Section, 162 Washington Avenue, Albany, NY 12231.

* Carnegie Council moved from a fiscal year to calendar year structure during FY24. This financial summary reflects this abbreviated FY24. The following 990 released will reflect the calendar year 2025.

Thank you

In 2024, Carnegie Council received two extraordinary investments totaling \$20.2 million for the Global Ethics Hub and Next Generation Leadership initiatives. We would like to acknowledge the significant role that these gifts will have in cultivating bold ethical leadership for years to come.



(CREDIT: Adobe/Prasanth)

To Our Donors

Carnegie Council thanks the many individual and institutional donors who share our vision of empowering ethics to support greater understanding in the face of the most urgent ethical issues of our time. Your contributions ensure that Carnegie Council can continue to serve as the foremost global convener of ethical approaches to the world's most urgent challenges. With your support, we're educating and informing the public, convening leaders and key stakeholders, publishing cutting edge research, and offering expertise to anyone, anywhere free of charge. We are deeply grateful for your support.

To Our Senior Fellows and Partners

It is not possible to forge an ethical future alone. Carnegie Council could not create transformative awareness or cultivate deep impact in the work of applying ethics without your thought leadership and partnership across sectors: from education to government, nonprofits and business. Thank you for your collaboration and the work that you do in service of our shared goals.

Institutional Funders & Individual Donors (July 1, 2023 – December 31, 2024)

Carnegie Corporation of New York
Uehiro Foundation on Ethics and Education

Giles Alston	Charles Dunlap	Robert Keohane	Joel & Patricia Rosenthal
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Domitilia dos Santos	Kaufman and Michael Kaufman	Laura Rediehs	
		Jeffrey Rogart	

Carnegie Council works with philanthropists, global leaders, and trusted institutions to make powerful, positive, and lasting change by empowering ethics to build a better world.

For over a century, these partnerships have addressed the world's most acute challenges and produced measurable results that advance ethics and ethical leadership. This work continues. Today, our Global Ethics Hub stands as an independent civic space serving the public interest. We work with donors and foundation partners on a wide variety of emerging technology, climate, international security, and next generation leadership initiatives—always bringing ethics to bear across public policy and international affairs.

We are a trusted institution and welcome partnerships with individuals and foundations that share our commitment to serving the greater good by centering ethics.

If you have a project or idea that you would like to explore, please contact Marisa Brasor (Chief Philanthropy Officer) at mbrasor@cceia.org or Julia Scanlan (Director of Philanthropic Partnerships and Strategy) at jscanlan@cceia.org.

“

One-dimensional moral assertions do more harm than good. We need a re-envisioning of ethics. Not just as a tool for philosophers and academics but as an active process to help provide direction to our lives and a respectful structure to public debate.”

Joel Rosenthal, President, Carnegie Council

**CARNEGIE
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International Affairs*