

THE BRETTON WOODS COMMITTEE



ANNUAL REPORT
2020-2021



“We must continue to grow and diversify our membership, broaden our focus beyond the Washington-based multilateral institutions, and develop a stronger global voice and role for the BWC. With your support, we can achieve these goals.”

—WILLIAM C. DUDLEY
Chair, Bretton Woods Committee

Dear Committee Members and Friends,

It is my great privilege to share with you the Bretton Woods Committee’s 2020–2021 Annual Report, the first during my tenure as the BWC’s Chairman.

The past year has been a time of profound change, with the global pandemic influencing many aspects of life, including how we meet and gather, and hastening the transition to a digital environment.

The Committee has established a new governance model with a high-caliber Board of Directors and a diverse, global Advisory Council. We have expanded our mission and mandate to a broader set of multilateral financial institutions. We have re-vamped our program model to place the BWC at the center of key policy debates. While the Committee will continue to host events and play its essential role in pulling together diverse perspectives, it has begun to develop more original work on the important issues where our collective voice can add value.

I am very pleased with what we have accomplished this year. But, these changes are only a first step. I look forward to continuing to work with the Board of Directors and Advisory Council—as well as the BWC’s talented membership—to deliver on the ambitious three-year strategic plan we have established. In the coming years, we aim to position BWC as the global authority on multilateral

economic cooperation and push the BWC beyond its Washington-based reputation to a globally recognized brand.

To do this, we must continue to grow and diversify our membership, broaden our programmatic focus to be more global in perspective, and develop a stronger global voice and role for the BWC. With your support, we can achieve these goals. Please continue to share your ideas, expertise, and enthusiasm for this mission.

We are living through an unprecedented global crisis that requires cooperative international solutions. At the same time, international cooperation is deteriorating in certain areas, as evidenced by the difficulties of global vaccine dissemination and persistent trade tensions. In this environment, the Bretton Woods Committee’s role is more important than ever. Together we can make a difference.

Thank you for your continued engagement in our critical mission.

Warm regards,

William C. Dudley
Chairman

Dear BWC Members,

Thank you for reading the Bretton Woods Committee’s 2020–2021 Annual Report. I’m very pleased to have the opportunity to share it with you.

Having been at the Committee for 7 years, I view the past year as a true turning point for BWC and couldn’t be more optimistic about the strategic direction we have embarked upon. The new leadership team has brought fresh energy and vision to the organization. Our updated mission and program model seek to 1) expand BWC’s organizational expertise to a broader set of multilateral issues and institutions; 2) bolster BWC’s global credibility by implementing work streams that demonstrate intellectual leadership and impact; and 3) position BWC at the forefront of the debate on emerging multilateral economic issues.

We kicked off this new program model in 2021 with the launch of two working groups. The Sovereign Debt Working Group is preparing a series of papers that will make concrete, actionable recommendations for improving the sovereign debt resolution architecture. The Legislative Working Group is driving BWC’s engagement with the U.S. Congress and Administration, strengthening our role in educating and advocating for international economic and financial cooperation.

Throughout the year, BWC continued to host conferences and events, providing an impartial platform for exchanging views across sectors and geographies. Amid the pandemic, we have shifted all of our programming to a digital format. Over the last

year, BWC organized 13 programs attended by more than 1800 participants. We featured diverse senior leaders, including IMF Managing Director Kristalina Georgieva, World Bank President David Malpass, Treasury Secretary Janet Yellen, and many others. We look forward to returning to in-person programming in the near future.

We have also sought to expand engagement opportunities for BWC members. This year, we held two Member Meetings that gave members the opportunity to engage BWC’s Executive Committee, Board of Directors, and Secretariat directly. The input we received at these meetings has substantively shaped the strategic direction of BWC.

The members of this organization are its lifeblood. I encourage you all to continue to share your enormous talent, expertise, and experience to push the Committee in new directions and help us achieve our fullest potential. Thank you again for your engagement, for your commitment to international cooperation, and for reading our Annual Report. I hope it inspires you to redouble your efforts to support our shared mission.

I look forward to this next chapter of BWC with all of you.

Warm regards,

Emily Slater
Executive Director



“The members of this organization are its lifeblood. I encourage you all to continue to share your enormous talent, expertise, and experience to push the Committee in new directions and help us achieve our fullest potential.”

—EMILY SLATER
Executive Director,
Bretton Woods Committee



“As the Bretton Woods Committee expands its scope into new issue areas and beyond the Washington-based International Financial Institutions, we will rely on the new leadership team to identify opportunities for BWC to contribute to shared solutions to global economic and financial challenges.”

—JOHN LIPSKY
Vice-Chair, Bretton Woods Committee

BWC'S NEW LEADERSHIP TEAM

On October 12, 2020, the Bretton Woods Committee officially established a new Board of Directors and Advisory Council. The new Board and Advisory Council comprise diverse, cross-sectoral senior leaders with substantial experience, deep expertise, and passion for BWC's mission. Since their establishment, the new leadership team has convened more than five times and contributed to BWC's efforts in tangible ways, from providing high-level strategic advice to speaking at BWC conferences and events.

Board of Directors



William C. Dudley
CHAIR
Senior Research Scholar,
Griswold Center for
Economic Policy Studies,
Princeton University



John Lipsky
VICE-CHAIR
Distinguished Scholar
and Senior Fellow,
Johns Hopkins SAIS



William R. Rhodes
VICE-CHAIR
President and CEO,
William R. Rhodes
Global Advisors



Afsaneh Beschloss
CEO, RockCreek Group



**Lorenzo Bini
Smaghi**
Chairman,
Société Générale



Thierry Déau
CEO, Meridiam



Colm Kelleher
Senior Advisor and
Retired President,
Morgan Stanley



Gail Kelly
CHAIR, MEMBERSHIP
COMMITTEE
Senior Global Advisor,
UBS



Walter B. Kielholz
Honorary Chairman,
Swiss Re



Marie-Josée Kravis
CHAIR, FINANCE
COMMITTEE
Senior Fellow and Vice
Chair, Hudson Institute



Susan Segal
President and CEO,
Americas Society/Council
of the Americas



Rick Suarez
CHAIR, AUDIT
COMMITTEE
Chief Executive Officer,
Clarfeld - Citizens
Private Wealth



José Viñals
CHAIR, PROGRAM
COMMITTEE
Group Chairman,
Standard Chartered



Emily Slater
EXECUTIVE DIRECTOR,
SECRETARY AND
TREASURER
The Bretton Woods
Committee

Advisory Council

Hayley Boesky
Vice Chairman, Global Corporate &
Investment Banking, Bank of America
Securities

Terrence J. Checki
Retired EVP, Federal Reserve Bank
of New York

Wei Sun Christianson
CEO, China and Co-CEO, Asia Pacific,
Morgan Stanley

Bob Corker
Retired United States Senator

Eli Whitney Debevoise II
Senior Partner, Arnold & Porter Kaye
Scholer LLP

John C. Dugan
Chair, Citigroup Inc.

Roger Ferguson
Steven A. Tananbaum Distinguished Fellow
for International Economics, Council on
Foreign Relations

Dawn Fitzpatrick
Chief Investment Officer, Soros Fund
Management LLC

Arminio Fraga
Founding Partner, Gavea Investimentos

Daniel Gleizer
Retired Vice President, Itaú Unibanco

José Manuel González-Paramo
Chair, European Data Warehouse

Krishna Guha
Vice Chairman, Evercore ISI

Piyush Gupta
CEO, DBS Group

Doug Irwin
John French Professor of Economics,
Dartmouth College

Jim Kolbe
Senior Transatlantic Fellow, German
Marshall Fund

Joaquim Levy
Director for Economic Strategy and Market
Relations, Banco Safra S.A.

Meg Lundsager
Public Policy Fellow, Wilson Center

Kathy Matsui
Founder and Partner, MPower Partners Fund

Stormy-Annika Mildner
Executive Director, Aspen Institute Germany

Daniel Mminele
Former CEO, Absa Group

Ted Pick
Head of Institutional Securities Group,
Morgan Stanley

Helen Qiao
Managing Director and Chief Economist for
Greater China and Head of Asia Economics
Research, Bank of America Merrill Lynch

Maria Ramos
Chairman, AngloGold Ashanti Limited

Michael Schetzel
Senior Vice President and Head of
International Affairs, Federal Reserve Bank
of New York

Veronica Scotti
Chairperson, Public Sector Solutions, Swiss Re

Minouche Shafik
Director, London School of Economics

Aniket Shah
Managing Director and Global Head of ESG
and Sustainability Research, Jefferies

Mark Sobel
US Chair, Official Monetary and Financial
Institutions Forum

Jean-Claude Trichet
Former President, European Central Bank;
Former Governor, Banque de France

Mark Walker
Senior Managing Director & Head of
Sovereign Advisory, Guggenheim Securities

Antonio Weiss
Senior Fellow, Harvard Kennedy School

Clare Woodman
Head of EMEA and CEO, Morgan Stanley
& Co. International Plc



“Our new leadership team provides the Committee with the expertise, experience, and diversity that it needs to be a more effective, global voice in support of international economic cooperation.”

—WILLIAM R. RHODES
Vice-Chair, Bretton Woods Committee

Our MISSION

The Bretton Woods Committee is the preeminent non-profit organization dedicated to effective global economic and financial cooperation.

Towards this end, we demonstrate the value of multilateralism and improve the performance of the International Financial Institutions (IFIs) through public dialogue, advocacy, and policy analysis.

Our WORK

Our mission is supported by:

- A diverse, *global membership* of leaders from business, finance, government, and academia who are an unparalleled source of ideas and expertise.
- We are an independent, non-partisan *advocate* for the key multilateral institutions. We help inform public officials that global economic prosperity is best served through effective multilateralism.
- We convene *flagship conferences* on the most critical economic and financial topics. These serve as important fora for dialogue and debate between BWC members, senior policymakers, multilateral officials, private sector leaders, and prominent academics.
- *Working groups* that organize roundtables, seminars, conferences, and other events to analyze and make policy recommendations on emerging issues impacting the future of finance, trade and global development.
- *Special projects* that produce reports and publications with unbiased analysis and policy prescriptions on ways in which the multilateral system—and the institutions that comprise it—can be strengthened and made more effective.

BWC ENGAGEMENT BY THE NUMBERS

Membership

▶ Number of Members	739
▶ Number of New Members since July 2020	58
▶ Number of Countries Our Members Represent	57
▶ Number of Domestic Members	417
▶ Number of International Members	322

Members by Region



Programs

▶ Number of Programs	13
▶ Number of Participants	1837

Number of Staff

Communications

▶ Twitter Followers	2531
▶ LinkedIn Followers	1175
▶ Newsletter Views	1962
▶ YouTube Views	3355
▶ Number of Press Mentions	18

BWC MEMBER MEETINGS

Alongside BWC's flagship events, BWC members convened for two members-only meetings with BWC's Executive Committee— **William C. Dudley, John Lipsky, and William R. Rhodes**—to discuss the Committee's leadership transition and strategic direction and to share their ideas for deepening BWC's impact. More than 50 Committee members joined each call. Thank you to everyone who joined. We look forward to creating more opportunities for members to share their feedback and advice in the future.



“With the diversification of financing sources and creditors, many of the assumptions that formed the basis of sovereign debt restructurings in the past have changed. We must think creatively to improve current practices.”

—WILLIAM R. RHODES
Co-Chair, Sovereign Debt Working Group

“Significant reforms are needed to improve the efficiency, inclusiveness, and effectiveness of globally-applicable debt resolution procedures if we are to avoid future debt crises and promote sustainable economic growth.”

—JOHN LIPSKY
Co-Chair, Sovereign Debt Working Group

SOVEREIGN DEBT WORKING GROUP



William R. Rhodes
CO-CHAIR
BWC Vice-Chair; President and CEO, William R. Rhodes Global Advisors



John Lipsky
CO-CHAIR
BWC Vice-Chair; Peter G. Peterson Distinguished Fellow, Johns Hopkins SAIS



Terrence J. Checki
BWC Advisory Council;
Former EVP, Federal Reserve Bank of New York



Richard J. Cooper
Partner, Cleary Gottlieb



William C. Dudley
BWC Chairman; Senior Research Scholar, Gristwold Center for Economic Policy Studies, Princeton University



Gail Kelly
BWC Board of Directors;
Senior Global Advisor, UBS



Joaquim Levy
BWC Advisory Council;
Director for Economic Strategy and Market Relations, Banco Safra S.A.



Maria Ramos
BWC Advisory Council;
Chairman, AngloGold Ashanti Limited



Susan Segal
BWC Board of Directors;
President and CEO, Americas Society/Council of the Americas



José Viñals
BWC Board of Directors;
Group Chairman, Standard Chartered



Mark Walker
BWC Advisory Council;
Senior Managing Director, Guggenheim Securities



Yu Yongding
Academician, Chinese Academy of Social Sciences

Background

The Covid-19 pandemic has triggered a substantial increase in the debt burden of countries around the world and has exposed critical weaknesses in the sovereign debt resolution architecture. **BWC’s Sovereign Debt Working Group was formed in January 2021 to make concrete, actionable recommendations for improving the efficiency, inclusiveness, and effectiveness of sovereign debt restructurings.** In its first publication—*Sovereign Debt: A Critical Challenge*—the Working Group outlined the major challenges that it will seek to address in its series of publications. The forthcoming papers will closely analyze and make recommendations on debt transparency, private sector participation, equitable burden sharing, and state-contingent financing.



Launch Event: Preventing Global Debt Crises

On April 5, 2021, the Working Group was launched at a public event attended by over 200 participants. Speakers included Working Group co-chairs **William R. Rhodes** and **John Lipsky** and Working Group members **Joaquim Levy**, **Susan Segal**, **José Viñals**, and **Mark Walker**.



BWC’s Sovereign Debt Working Group released its first publication on April 5, 2021. The paper is the first in a series of six to be released throughout 2021-2022.

LEGISLATIVE WORKING GROUP

"BWC has historically been a key voice supporting and pushing the IFIs. Our group intends to make BWC's work in this area even more impactful."

—WHITNEY DEBEVOISE
Co-Chair, Legislative Working Group

"The Legislative Working Group comprises the right mix of experience and expertise to be an effective voice in Washington and around the world."

—MEG LUNDSAGER
Co-Chair, Legislative Working Group



Eli Whitney Debevoise II
CO-CHAIR
BWC Advisory Council; Senior Partner,
Arnold & Porter Kaye Scholer LLP



Meg Lundsager
CO-CHAIR
BWC Advisory Council; Public Policy
Fellow, Wilson Center



Sara Aviel
Senior Adviser, Center for Strategic
and International Studies



Tony Fratto
Founder and Partner,
Hamilton Place Strategies



Bill Frymoyer
Vice President, Motor & Equipment
Manufacturers Association



Jim Kolbe
BWC Advisory Council;
Senior Transatlantic Fellow,
German Marshall Fund



Clay Lowery
EVP, Research and Policy, Institute
of International Finance



Scott Morris
Senior Fellow, Center
for Global Development

Background

The Bretton Woods Committee has played an essential role advocating for the International Financial Institutions (IFIs) and serving as a valued, non-partisan resource for policymakers on Capitol Hill and in the Administration since its founding in 1983. **Building on this legacy, the Bretton Woods Committee formed a Legislative Working Group (LWG) in January 2021 to lead BWC's engagement with the U.S. Congress and the Administration and strengthen its voice in support of the IFIs and international cooperation.** Through public events, written work, and briefings, the Working Group educates Congressional Committees, Members of Congress, and their staffs about the importance of the IFIs and the critical leadership role of the United States at these institutions.



Launch Event: In Conversation with Secretary Jacob J. Lew

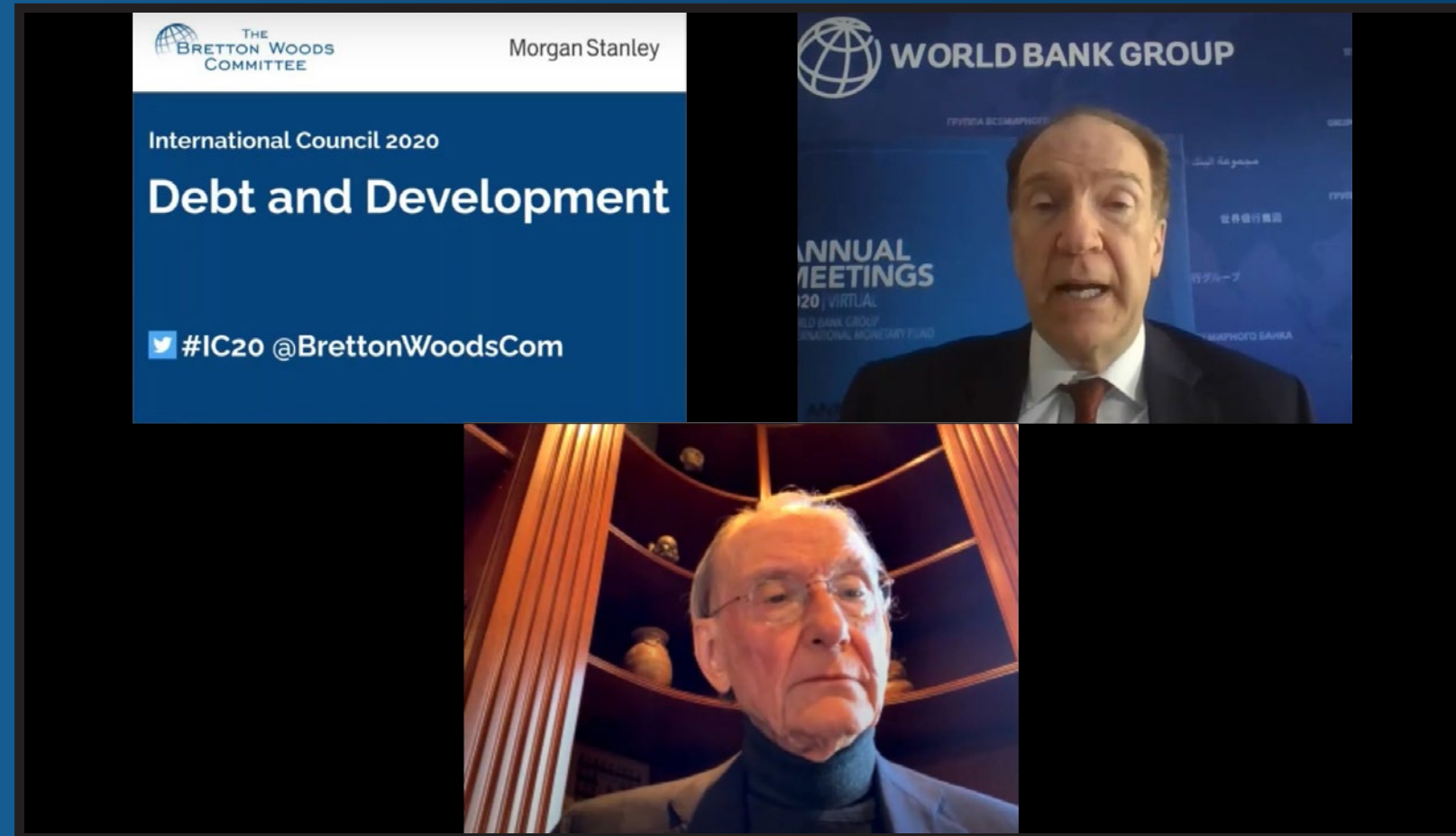
On March 11, 2021, the Working Group was launched at a public event featuring **former U.S. Treasury Secretary Jacob J. Lew** in conversation with Working Group co-chairs **Whitney Debevoise** and **Meg Lundsager**. The discussion, which was attended by over 100 participants, focused on the Biden Administration's international economic priorities.

"When I was at Treasury and needed people outside of government who understood the importance of the International Financial Institutions, it was always very helpful to me to have the support of folks involved in the Bretton Woods Committee."

—JACOB J. LEW
76th United States
Secretary of the Treasury

INTERNATIONAL COUNCIL

Building a Post-Pandemic Economy and Multilateral System



On October 12–16, 2020, the Bretton Woods Committee hosted its International Council flagship conference, titled *Building a Post-Pandemic Economy and Multilateral System*, alongside the International Monetary Fund and World Bank Group Annual Meetings. The virtual conference included five sessions and was attended by more than 500 participants.

International Council convened global thought leaders to discuss how to rebuild a global economy wrecked by Covid-19 and strengthen the multilateral system. This year's conference focused on how the international community and the International Financial Institutions can support a global recovery, provide needed relief to countries in debt distress, ensure financial stability, and help lead a global public health response.

Speakers included:

- **Kristalina Georgieva**, Managing Director, International Monetary Fund
- **David Malpass**, President, World Bank Group
- **Lorenzo Bini Smaghi**, Chairman, Société Générale
- **Wei Sun Christianson**, CEO, China, Morgan Stanley
- **William C. Dudley**, Chair, Bretton Woods Committee
- **Arminio Fraga**, Founding Partner, Gavea Investimentos
- **John Lipsky**, Vice-Chair, Bretton Woods Committee
- **Maria Ramos**, Chairman, AngloGold Ashanti Limited
- **William R. Rhodes**, Vice-Chair, Bretton Woods Committee
- **The Honorable Janet L. Yellen**, Secretary, U.S. Department of the Treasury; Former Distinguished Fellow, Brookings Institution



On October 12, 2020, Secretary Janet Yellen and Lorenzo Bini Smaghi joined William C. Dudley to discuss the crisis fighting role of central banks.

Special thanks

TO OUR ANNUAL MEETING SPONSORS



Morgan Stanley

ANNUAL MEETING

Securing a Balanced, Sustainable Global Recovery



On April 5–9, 2021, the Bretton Woods Committee hosted its Annual Meeting flagship conference, titled *Securing a Balanced, Sustainable Global Recovery*, alongside the International Monetary Fund and World Bank Group Spring Meetings. The virtual conference included four sessions and was attended by more than 500 participants.

Annual Meeting convened Bretton Woods Committee members and global leaders to discuss the road to recovery from the coronavirus pandemic as prospects between developed and developing economies diverged dramatically. The virtual conference focused on how countries and the International Financial Institutions can secure an equitable, sustainable recovery by administering vaccines, addressing sovereign debt, capitalizing on green investment opportunities, and more.

Speakers included:

- **Kristalina Georgieva**, Managing Director, International Monetary Fund
- **David Malpass**, President, World Bank Group
- **Afsaneh Beschloss**, CEO, RockCreek Group
- **Thierry Déau**, Chairman and CEO, Meridiam
- **Jérôme Haegeli**, Group Chief Economist, Swiss Re
- **John Lipsky**, Vice-Chair, Bretton Woods Committee
- **Joaquim Levy**, Director for Economic Strategy and Market Relations, Banco Safra S.A.
- **William R. Rhodes**, Vice-Chair, Bretton Woods Committee
- **Susan Segal**, President and CEO, Americas Society/Council of the Americas
- **Aniket Shah**, Managing Director and Global Head of ESG and Sustainability Research, Jefferies
- **Jose Viñals**, Group Chairman, Standard Chartered
- **Mark Walker**, Senior Managing Director, Guggenheim Securities

Special thanks

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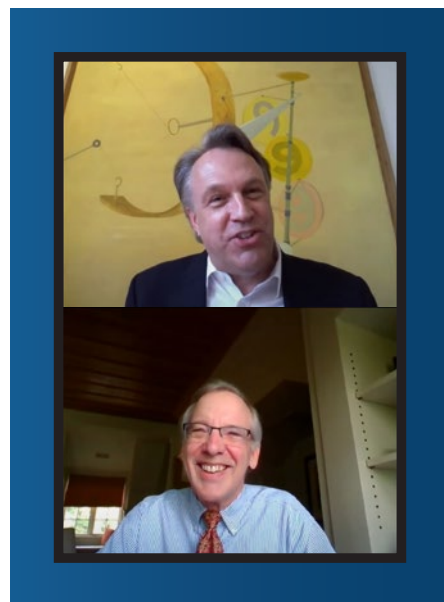
Morgan Stanley



OTHER PROGRAMS

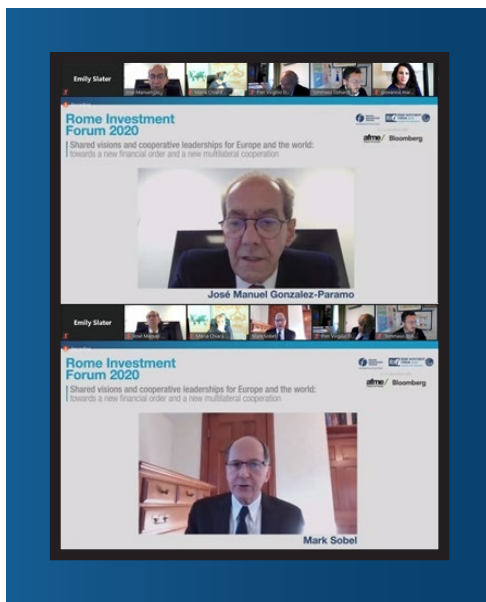
In Conversation: NY Fed Presidents on Covid-19

On September 2, 2020, BWC hosted a virtual event *In Conversation: NY Fed Presidents on Covid-19* that explored the Fed's response to pandemic-related financial challenges, the role of fiscal policy, and the future of the U.S. dollar. **William C. Dudley**, BWC's Chair and former President of the Federal Reserve Bank of New York, was joined in conversation by **John C. Williams**, current President and CEO of the Federal Reserve Bank of New York, and more than 250 participants. At this event, President Williams offered his first public remarks on the Fed's new policy framework. The event was widely covered by the press, including New York Times, Wall Street Journal, Bloomberg, Reuters, Markets Insider, and Newsday.



Rome Investment Forum

On December 14, 2020, the Bretton Woods Committee partnered with the Italian Banking, Insurance and Finance Federation to co-organize a virtual event focused on the future of multilateralism and transatlantic relations. The virtual event, which was attended by over 125 participants, concluded the Rome Investment Forum, an annual, high-level event focused on international financial cooperation. Featured speakers included Bretton Woods Committee Advisory Council members **Mark Sobel**, US Chair of the Official Monetary and Financial Institutions Forum, and **José Manuel González-Paramo**, Chair of the European Data Warehouse.



In Conversation with Carmen Reinhart: Assessing the Global Financial System in the Wake of Covid-19

On May 27, 2021, **Carmen Reinhart**, Vice President and Chief Economist at the World Bank, and BWC Chair **William C. Dudley** discussed the impact of Covid-19 on the global financial system. The wide-ranging conversation explored reforms to improve the sovereign debt resolution architecture, financial risks facing the global economy, and the role of the IFIs during global crises. More than 100 participants joined the conversation.



Henry Owen Award

The Henry Owen Memorial Prize honors Bretton Woods Committee co-founder Henry Owen and hopes to inspire new generations of thoughtful young leaders to follow Ambassador Owen's example as both a scholar and diplomat. This award has been made possible thanks to the generous contributions of Bretton Woods Committee members, friends, and the Owen family. For this year's Henry Owen Memorial Award essay contest, graduate students were asked how the International Financial Institutions can help secure a balanced, sustainable global recovery from Covid-19. We are extremely grateful to Committee members **John Donaldson**, **Luis Portes**, and **Bianca Taylor** for serving on this year's essay evaluation committee.

"It is essential that the Bretton Woods institutions collaborate and coordinate with peer IFIs as they act to promote a sustainable and far-reaching global recovery."

—First Prize Winner
RICHARD CLARK
Columbia University

"The World Bank and the IMF have a very long history of coordination... but the scale of lending and the number of programs has increased significantly during Covid-19."

—**CARMEN REINHART**
Vice President and Chief Economist, World Bank Group

REVENUE

Year ending June 30, 2020

Special Events \$517,600

Member Contributions \$317,000

Government Grant \$50,000

Other \$11,404

TOTAL \$896,004

EXPENSES

Year ending June 30, 2020

Programs \$673,320

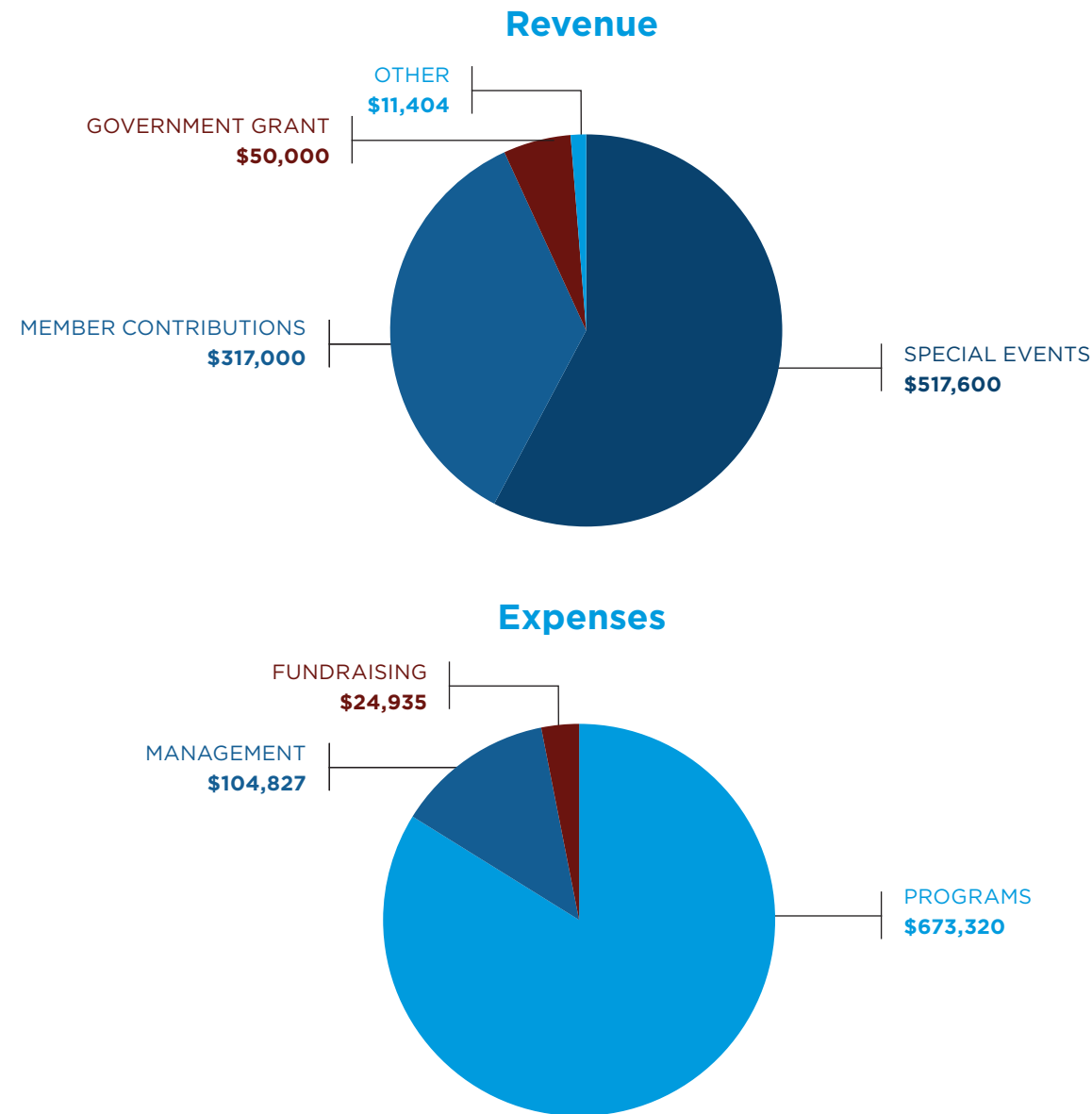
Management \$104,827

Fundraising \$24,935

TOTAL \$803,082

The financial information presented in this report represents an excerpt from the complete independently audited financial statements of the Bretton Woods Committee. The full financial statements can be found in the publicly available IRS Form 990.

FINANCIALS



BRETTON WOODS COMMITTEE

ORGANIZATIONAL SUPPORTERS CIRCLE

Bretton Woods Committee Organizational Supporters and the organizations they represent share our commitment to demonstrate the value of international economic cooperation and to foster strong, effective Bretton Woods institutions as forces of global well-being.

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 SWIFT
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Members of the Bretton Woods Committee Distinguished Giving Society are personal members who annually support the organization at or above the \$2,000 contribution level.

Dr. Adesola Kazeem Adeduntan	Mr. Henry Kravis
Mr. Richard S. Aldrich, Jr.	Ms. Marie-Josée Kravis
Ms. Afsaneh Beschloss	Mr. John Lipsky
Ms. Wei Sun Christianson	Ms. Meg Lundsager
Mr. Michael T. Dan	Ms. Mina Mashayekhi-Smeets
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Mr. William C. Dudley	Mr. Raymond Quinlan
Ms. Dawn Fitzpatrick	Mr. William R. Rhodes
Dr. Arminio Fraga	Mr. and Mrs. Eric and Wendy Schmidt
Mr. Daniel Gleizer	The Honorable Stefan M. Selig
Mr. Maurice Greenberg	Mr. Lee B. Stephens III
Mr. Robert Glenn Hubbard	Mr. Rick Suarez
Mr. Glenn Hutchins	Mr. Frans VanSchaik
Mr. Colm Kelleher	Mr. Ronald G. Weiner
Ms. Gail Kelly	Ms. Jolanta Wysocka
Mr. Israel Klabin	



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