186 years of independent thinking on defence and security

The Royal United Services Institute (RUSI) is the world’s oldest and the UK’s leading defence and security think tank. Its mission is to inform, influence and enhance public debate on a safer and more stable world. RUSI is a research-led institute, producing independent, practical and innovative analysis to address today’s complex challenges.

Since its founding in 1831, RUSI has relied on its members to support its activities. Together with revenue from research, publications and conferences, RUSI has sustained its political independence for 186 years.
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Japan
Organised third UK-Japan Security Dialogue in November 2016, attended by senior officials from both countries.

Uzbekistan
Co-hosted a UK-Uzbek bilateral on countering violent extremism.

Turkmenistan
Co-hosted with NATO and Turkmen government a roundtable on energy security.

Russia
Organised “Track 2” discussions in London and Moscow between leading UK and Russian academics, which culminated in a policy paper.

Central and South Asia
Held workshops across Central and South Asia to ascertain regional and international responses to China’s ‘Belt and Road’ policy.

Singapore and Hong Kong
Conducted training on countering illicit financial activities of proliferators.

Somalia and Kenya
Completed implementation of the EU’s first external programme in countering violent extremism and launched follow-up project in Kenya.

Georgia
Organised security conference with Georgian Ministry of Defence in Tbilisi.

Turkmenistan
Co-hosted with NATO and Turkmen government a roundtable on energy security.

Afghanistan
Provided initial training support to an Afghan peacebuilding organisation.

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Organised security conference with Georgian Ministry of Defence in Tbilisi.

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Provided initial training support to an Afghan peacebuilding organisation.

North Korea and South Korea
Published study on sanctions regime on North Korea, launched in South Korea.

Caribbean
Implemented the EU’s Cocaine Route Monitoring and Support (CORMS) project in the Caribbean.

Portugal
Worked with NATO’s Joint Analysis and Lessons Learnt Centre on defence innovation and on approaches to research in defense.

Morocco
Conducted one-week training course on cyber security, international relations, and industrial strategy.

Iraq
Conducted field research on sources of violent radicalisation.

Iran
Facilitated “Track 2” discussions in London and Tehran between Iranian and UK academics.

Qatar
Conducted training with Qatar’s armed forces and foreign ministry.

Portugal
Worked with NATO’s Joint Analysis and Lessons Learnt Centre on defence innovation and on approaches to research in defense.

Europe
Conducted an 18-month study across five EU member states on the illicit trade in tobacco, alcohol and pharmaceuticals.

Washington, DC
RUSI acted as the UK lead for the UK-USA-France Tri lateral Nuclear Dialogue.

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A Message from the Chairman

It has been another highly productive year for RUSI, and I am very grateful to all our members and staff who have made this possible. The more I have seen as Chairman of the range and consistency of RUSI’s work, the more I am convinced that it is an essential part of the UK’s ability to think about, analyse and anticipate issues that are fundamental to our security and that of our allies.

Independent centres of thinking are critical in ensuring that policymakers can draw on all necessary expertise and opinion in framing their views, and that people working in varied aspects of government, security agencies and the armed forces can join together with academic and professional leaders to discuss their concerns. RUSI provides a forum for such discussions, and a constant flow of excellent thinking and research from our research fellows and analysts.

The Institute’s work in the last year has demonstrated this to the full, bringing together thousands of participants at over a hundred events, and producing influential publications and papers on a wide range of security issues. From the new forms of warfare to financial crime, and from countering violent extremism to the security implications of Britain leaving the EU, alongside many other issues listed in this report, we have produced fresh thinking and helped advance deeper understanding.

We will not be short of work in the years ahead. A more multi-polar world, new technological dangers and opportunities, unresolved conflicts in some regions and rising tensions in others all point to an even greater demand for well-informed and unbiased assessments of options and trends. RUSI will be there to deliver them.

I say a big thank you to our members, who make possible through their support so much of our work, and we appreciate and put to good use the donations and sponsorship received over the year. Our re-shaped Advisory Board has acquitted itself well, as have our assiduous trustees, whose ranks have been further strengthened with distinguished and experienced additions. Our Director-General and all her senior colleagues, on whom we depend so much, have once again done a superb job.

In the coming year we intend to continue to deliver world-class research and thinking, along with progress in expanding our resources and bringing our magnificent building at 61 Whitehall into the modern age. There is much hard work to do, but we are in a good position to tackle it.

The Rt Hon the Lord Hague of Richmond
Chairman of the Council
It has been an exciting and busy year at RUSI, and I feel privileged to be leading such a strong and talented team. While our historic purpose has been the promotion and advancement of naval and military science and literature, as envisaged by our founder, the Duke of Wellington, today our remit has expanded to incorporate a range of defence and security matters.

Along with our focus on research, we are also fully committed to careful curation of our rich heritage and legacy. Accordingly, we are delighted to welcome His Grace the ninth Duke of Wellington as a new Trustee, along with three additional distinguished Trustees: Baroness Ashton, Alison Levitt QC and General Sir Nicholas Houghton.

Today, RUSI aspires to be a world-leading, independent forum for informing and improving policy and public debate on defence and security matters, whether that be related to the unconventional Trump presidency, how to disrupt ISIL 2.0 before it morphs into something far more lethal, the appropriate use of artificial intelligence in warfare, or halting the illicit trafficking of humans, and even wildlife, through a focus on financial tools.

RUSI’s experts have been featured across the broad national and international media landscape, providing much needed independent, high-quality analysis on a range of developing stories. Our publications reach global audiences, including the RUSI Journal, which turns 160 this year! And RUSI’s recently revamped website helps us disseminate our products and activities on a regular basis.

Every year at RUSI, we welcome a range of world-class speakers. Last year was no exception: among our many distinguished guest speakers, we hosted Afghan President Ashraf Ghani, the philanthropist Bill Gates, Home Secretary Amber Rudd and Chief of the Defence Staff Sir Stuart Peach.

As our Chairman mentioned, RUSI is now embarking on its next transformative effort, which is to render a building constructed for a think tank to prosper in the late nineteenth century fit for that same think tank to succeed in the twenty-first century. This will be a multi-year endeavour, and I will be updating our membership as we progress.

We are also committed to transparency at RUSI, and so we are delighted to share our latest financial statements as well as updates on our research and other activities. As always, we are grateful to a range of supporters, including our Trustees and Advisory Board members, our Associate Fellows, our corporate partners and, last but not least, our members, who have supported RUSI since it was founded in 1831.

Dr Karin von Hippel
Director-General
Making Sense of a Complex World

RUSI is the world’s oldest defence and security think tank. Its mission is to inform, influence and enhance public debate on a safer and more stable world. RUSI is a research-led institute, producing independent, practical and innovative analysis to address complex challenges, today and in the future.

Throughout its convening power and membership, RUSI brings together a diverse range of leaders from the public and private sectors to tackle national and global concerns. Today, comprehensive solutions demand a wider pool of expertise than ever before.

Throughout its long history, RUSI has built a reputation as a trusted authority on defence and security the world over. In its modern form, RUSI’s geographical and thematic scope has expanded to reflect the challenges of the twenty-first century – from the security implications of climate change, to countering radicalisation, to the rise of China. RUSI has also established innovative research programmes, such as the Centre for Financial Crime and Security Studies, and is developing new programmes on cyber security and futures.

RUSI’s ability to generate fresh thinking relies on the talent and entrepreneurial spirit of its young researchers, the experience of its senior staff, and its close links with scholars and practitioners in the UK and elsewhere. The Institute’s well-respected convening power and access derives from a carefully guarded combination of impartiality, independence and policy-relevance, together with its unrivalled location at the heart of Whitehall.
I know what valuable work, in the cause of peace and security, the Royal United Services Institute for Defence and Security Studies carries out in maintaining the essential links between the Armed Forces and those who make decisions under economic and political disciplines.”

Her Majesty
The Queen
Research at RUSI

RUSI’s research activity has expanded rapidly in recent years, with research income increasing by 128% over the past three years, from £2.3 million in 2013/14 to £5.2 million in 2016/17. The Institute has undertaken 102 research projects in the past year (compared with 93 the previous year), and research accounted for 78% of RUSI’s total gross income (2015/16: 74%).

This increase in activity has taken place at a time of growing demand for the expert analysis that RUSI provides. As the international security environment changes in unexpected ways, our research programmes have adapted in response.

Perhaps the most important driver for change – for both the UK and RUSI – has been the growing attention given to concerns in relation to possible conflict with major powers. In the aftermath of Russia’s intervention in Ukraine in 2014, RUSI’s work on military doctrine and capabilities has increasingly focused on preparing for, and thereby deterring, high-end conflict, and on responding to the growing sophistication of sub-conventional (‘hybrid’) threats (including cyber attack) from sophisticated adversaries. This has been a key theme of our ‘Agile Warrior’ programme of research with the British Army, culminating in our annual Land Warfare Conference, and in our major Whitehall Papers on Russian military developments and security in the North Atlantic. Concern over new state threats also increasingly shapes our work on the role of technological advances in maintaining a qualitative edge against innovative opponents, and on the difficult trade-offs between mass and quality, and between legacy platforms and new systems, which these developments now present to policymakers.

As concern over North Korea’s missile and nuclear programme has grown, RUSI experts have provided commentary on unfolding developments, with a strong contribution being made to enhancing our understanding of North Korea’s international trading and financial networks. RUSI’s expertise in Central Asia is widely recognised, as is its developing work in South Asia, East Asia and the Middle East. The implications of China’s rapid rise as an international actor have been a central element in all these areas.

With many of the most pressing security threats to the UK coming from non-state or weak actors, RUSI also devotes a large part of its research effort to analysis of international terrorism and organised crime, working closely with police and intelligence agencies, the financial sector and international organisations. These programmes have a particular focus on Africa, where we have developed innovative approaches to preventing violent extremism and combating criminal networks involved in wildlife trafficking, narcotics, fisheries and tobacco smuggling. Our world-class reputation has now placed us in a position to have a significant influence in shaping the international agenda in these areas.
The UK decision to leave the EU, followed by the election of Donald Trump as US President, has raised fundamental questions in relation to the UK’s role in the world, and RUSI makes an active contribution to these debates. We are already working on the future of UK and EU sanctions regimes and intelligence sharing arrangements after Brexit, and are planning future work on military cooperation and the future of Euratom. The UK’s desire to remain an active international power has been supported by the commitment of the May government to spend 2% of national income on defence, and 0.7% on aid. If the economic consequences of Brexit prove to be as dire as some are predicting, however, this commitment could come under increased strain.

RUSI’s role is, in many ways, a microcosm of the UK’s position in the world. RUSI cannot match the security institutes of Washington or, increasingly, Beijing in terms of size and resources. If we want to punch above our weight, therefore, we will need to be more nimble, and even more insistent on high-quality research. We will need to place even more emphasis on deepening our international partnerships, including ‘para-diplomatic’ activities (hosting senior officials here in London and organising ‘Track 2’ discussions). It means that we cannot rest on our laurels, and will need to develop innovative approaches relevant to a rapidly changing security agenda. None of this is easy. But RUSI now has the most capable and talented team of researchers – and indeed also the largest team – that it has had in its long history. We are looking forward to the new challenges that the events of the coming years will throw at us.

Professor Malcolm Chalmers
Deputy Director-General and Director of Research

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RUSI News
RUSI agreed to support the NATO Allied Command Transformation’s Joint Assessment and Lessons Learned Centre.

Event
Research Highlights

Centre for Financial Crime and Security Studies

Dedicated to addressing the challenges and effects of financial crime and threat finance to the UK and international security.

• Carried out major research into financial technology and virtual currencies, an issue highlighted in early 2017 with the ‘Wannacry’ Ransomware attack. In March 2016, RUSI published a paper on virtual currencies, covered by the Wall Street Journal.

• Established the FinTech Financial Crime Exchange (FFE) to enable firms to share best practice and pool information on financial crime typologies; seventeen firms have joined so far.

• Established a partnership with HSBC and NJM Advisory to carry out an international review of the approaches taken in different jurisdictions around the world to financial intelligence sharing, an evolving area of anti-money laundering policy and operational risk mitigation.

• Published an influential paper in early 2017 examining how financial institutions can address human trafficking, which was launched by the Home Secretary and cited in The Times, Evening Standard and The Guardian, among others.

Florence Keen
Research Analyst, Centre for Financial Crime and Security Studies

My research this year has focused on the range of approaches to tackling terrorist finance, which included a report on the lone-actor and small-cell terrorist finance threat. Additionally, I have been running the FinTech FinCrime Exchange (FFE), an initiative which brings in actors from the financial technology sector to better understand their financial crime risk, and how they are mitigating it. This coming year, I will begin working on a two-year project on ‘re-thinking counter-terror finance’, which will analyse the current regime since 9/11. I will also research the UK’s economic crime capability, particularly its anti-corruption agenda.

Profile

Newsbrief

• Rethinking CTF Strategy.
• Putin’s Russia.
• Tehran’s Friendship with Moscow.
• Yemen: Militias Vying for Control.

Event

HRH Prince Turki Al-Faisal bin Abdulaziz Al-Saud lectured on the future of the Kingdom of Saudi Arabia and the Middle East.
Event

President Ashraf Ghani of the Islamic Republic of Afghanistan lectured on the fifth wave of political violence.

Event

Peace operations reform was examined at RUSI’s 14th Annual International Day of United Nations Peacekeepers Conference.

Defence, Industries and Society

Facilitates an evidence-based understanding of the place of industries in Western defence and wider society.

• Published an influential report examining the Armed Forces Covenant, a series of proposals aimed at ensuring that those who serve or have served, and their families, are treated fairly. RUSI’s report called for an ‘Armed Forces Covenant Programme Office’ to enable businesses to better support the armed forces and their families. This proposal prompted a question to the prime minister and has been debated in Parliament, taken to Committee, and is now a major recommendation of the House of Commons Defence Committee.

• Worked with NATO’s Joint Analysis and Lessons Learned Centre on defence innovation and on approaches to research in defence. This formed a central strand of the formal NATO–RUSI partnership – the first such agreement with a think tank in the Alliance’s history.

• Undertook groundbreaking ethnographic research at the Barrow shipyard. With access to members of the defence industrial base employed in ship design and construction, and their families and broader communities, RUSI researchers have developed an in-depth understanding of a microcosm of UK defence, which will inform planners, both in Whitehall and the boardroom. The findings will be published next year.

• Published work on the public–private imperatives of the UK Whole Force concept, with particular emphasis on assured access to technologies and on-shore capacity.

Dr Gabriela Thompson
Research Fellow, Defence, Industries and Society

Having this year completed my PhD (through the RUSI/Roehampton programme) on the managerialisation of defence policy and practice in the UK, I have been building on my doctoral research with a focus on the impact of defence policy on specific communities, namely, that of Barrow-in-Furness, where the UK’s nuclear submarines are built, and of military spouses residing across the UK and Germany. This year, I will focus on the regional social and economic impact of UK defence industrial policy, as well as that of the Ministry of Defence’s service families accommodation reforms on the armed forces community.

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• Published work on the public–private imperatives of the UK Whole Force concept, with particular emphasis on assured access to technologies and on-shore capacity.
International Security Studies

Monitors and evaluates security and foreign policy developments in key countries and regions across the world.

- In 2017, RUSI organised ‘Track 2’ discussions with experts and policymakers from the UK and Russia, and the UK and Iran. The initiatives were designed to address differences in thinking on key issues of security and to facilitate constructive dialogue on potential areas of engagement. RUSI developed bilateral engagements with Russia and Iran at a time when formal diplomatic relations were fraught.

- Published a major Whitehall Paper analysing China’s ‘Belt and Road’, a new policy attempting to forge greater connectivity between China and countries in Central and South Asia. RUSI is one of the few Western think tanks to have held workshops on the topic with representatives from across Central and South Asia, and is working closely with the UK government to shape the country’s engagement with China’s Belt and Road policy.

Veerle Nouwens
Research Analyst, International Security Studies

Since joining RUSI, I have worked on a diverse range of issues and projects relating to the Asia-Pacific region. From examining the flow of illicit finances in Asia, to exploring maritime crisis management mechanisms, to monitoring the geopolitical shifts taking shape through the rise of China and the uncertainty over US policy towards Asia. Over the next year, I will examine how to maintain peace and stability in the Asia-Pacific through initiatives driven by countries in the region, not only in the field of infrastructure investment, but also regional military cooperation initiatives and capacity-building.
Military Sciences

Examines the utility of military power through the lenses of policy and practice – from strategic concepts to technical platforms.

- Led the discussion about new forms of warfare. Through its research, publications, events and advice to government and parliamentary committees, the Institute has shifted the debate away from understanding hybrid war as the single dominant form of modern conflict to encompass a broader appreciation of war as it is being waged. This tied into research that conducted an audit of the UK armed forces of the future, encompassing a scenario-based wargame set in 2025. The project was profiled in The Times.

- Published a major study highlighting Russia’s challenge to NATO in the North Atlantic. The Whitehall Paper called for NATO to ‘broaden its strategic aperture’ to include the North Atlantic, which has been widely overlooked in favour of other regions. It was launched in London, Oslo, Paris, Reykjavik and Washington.

- Convened new forums reflecting the changing environment and a series of major military conferences: Land Warfare; International Sea Powers; Air Power and Strategy; Information in Warfare; and Ballistic Missile Defence.

- Held the first Cyber Commanders conference, which gathered 30 military commanders of cyber operations from around the world for two days.

Peter Quentin
Research Fellow, Military Sciences

This year has seen even more uncertainty and disruption than usual in defence, with plenty to learn from ongoing operations and constant adaptation to the shifting political situation at home. That makes for a high tempo of varied activities, from supporting the army’s conceptual development programme on issues like air defence and military deception, to researching communication in denied environments, to wargaming the feasibility of Joint Force 2025. The work has taken me from Norway to Newport in an attempt to provide the in-depth analysis expected of RUSI, but also to persuade the public that it matters, through media engagements and hosting events, such as the General McChrystal lecture or our annual Land Warfare Conference. No doubt the coming year will bring on different challenges.

Whitehall Report

‘Out of Sight, Out of Mind? A Review of Efforts to Counter Proliferation Finance’
Emil Dall, Andrea Berger and Tom Keatinge

Event

General (Rtd) Stanley McChrystal discussed issues around the evolving concept of the UK’s ‘Full Spectrum’ force.
National Security and Resilience

Assesses national security threats and hazards, such as terrorism, espionage, organised crime and public health hazards, and how best to deal with them.

• Implemented the EU’s first external programme in countering violent extremism (CVE), STRIVE Horn of Africa, which concluded in 2016. This programme was designed to develop the evidence base by piloting projects among communities in Kenya and Somalia. The results were published and have influenced new projects across the globe. The EU has since commissioned a follow-on project in Kenya, funded by the EU’s Emergency Trust Fund for Africa.

• Conducted an 18-month study across five EU member states to determine how organised crime groups are benefiting from corruption at European borders, and exploiting limited controls in international free-trade zones to make substantial profits through illicit trade. The resulting paper was launched in Brussels to an audience of industry representatives, academics, and EU and member state officials.

• Initiated research on the security impacts of the illegal wildlife trade (IWT) and illegal, unreported and unregulated (IUU) fishing. RUSI’s research uncovered extensive overlaps between IWT/IUU fishing and other crime types – from human and drug trafficking to corruption and tax fraud.

• Launched the Strategic Hub on Organised Crime (SHOC), aimed at convening academics, practitioners and policymakers working on organised crime. Funded by the Economic and Social Research Council and supported by the Partnership for Conflict, Crime and Security Research, SHOC was formally launched in 2016 by Lynne Owens, Director-General of the National Crime Agency, and demonstrates RUSI’s thought-leading role in the serious and organised crime field – no other UK think tank is working on this issue.

Dr Mohammed Elshimi
Research Analyst, National Security and Resilience

This year, I worked on a project assessing the threat levels of violent extremism in Sudan. It involved conducting fieldwork in Sudan and writing a report for the UK government. I have also been working on a research project that looks at the radicalisation of Central Asian migrant workers in Russia. For this I devised the research methodology, conducted training and analysed fieldwork data. In the coming year, I will be delivering training sessions to EU delegates around the world on how to counter violent extremism. I will also be working with colleagues to generate further research projects. My research on counterterrorism continues with the aim of publishing a second book.
Event
Secretary of State for Defence Michael Fallon addressed delegates at the RUSI Air Power Conference 2016.

RUSI
RUSI launched the website of the Strategic Hub for Organised Crime Research (SHOC) in an effort to tackle organised crime.

Proliferation and Nuclear Policy
Provides research on international nuclear policy to inform a balanced debate on nuclear doctrine, programmes, proliferation and arms control.

- Published guidance for financial institutions on countering the financial activities of nuclear proliferators, especially North Korea. Following on from a 2016 landmark study by RUSI, the Institute’s work in this field has been received positively by governments, international organisations and financial institutions. As a testament to this achievement, the John D and Catherine T MacArthur Foundation has extended RUSI’s funding on this topic for a further two years. More recently, RUSI’s work on the North Korean sanctions regime has been cited by the US Senate Foreign Relations committee during its questioning of Secretary of State Rex Tillerson.
- Through its leadership of the UK contribution to the Track 1.5 France–UK–US Trilateral Nuclear Dialogues, RUSI remained a key source of independent thinking on nuclear deterrence issues.
- The UK Project on Nuclear Issues – UK PONI, run by RUSI – goes from strength to strength, and now has a membership of more than 1,000 next-generation nuclear professionals from the civilian and military sectors. The incoming Director is himself an alumnus of this initiative – testament to the potential it has for developing these individuals.

Cristina Varriale
Research Analyst, Proliferation and Nuclear Policy
Over the past year, I have monitored developments in the North Korean nuclear and missile programmes, and contributed to public discussion through providing regular analysis to the media. I have also taken on the role of Project Coordinator for the UK Project on Nuclear Issues, which has granted me the opportunity to engage in a variety of conversations on nuclear issues. Over the upcoming year, I am excited to begin work on a new project that will consider the impact of advanced conventional capabilities on extended nuclear deterrence relationships, and will follow the nuclear developments of North Korea.
The RUSI Leadership Centre was established in 2015 in response to the growing need for international practitioners to develop the skills, knowledge and confidence they require to successfully navigate their way through an increasingly complex world.

In the past year, the Centre developed its executive education programmes by drawing on RUSI’s expert network to provide world-class training at all levels.

The RUSI diplomatic training course – an intensive six-week course for young diplomats – was delivered to Qatari diplomats, and a three-week course on force structure was delivered to the country’s military officials. A new high-level, three-day course on military strategy was taught to Saudi military officials. This was all hosted at RUSI in London.

In a new step, a series of in-country, one-week training courses was provided to a partner organisation in Morocco, with topics including cyber security, international relations and defence industrial strategy. This is part of a wider programme of engagement in Morocco, including the hosting of joint educational conferences in London and Rabat.

The Centre also organised the third UK–Japan Security Dialogue in Tokyo in November 2016, at which the Chief of the Air Staff Sir Stephen Hillier spoke, as well as many other senior British and Japanese officials.

RUSI Leadership Centre
Whitehall Report

‘If War Comes Tomorrow: How Russia Prepares for Possible Armed Aggression’
Julian Cooper

Event

Hosted film producer Paul Refsdal for a screening and discussion of his award-winning documentary, Dugma: The Button.
RUSI is a natural choice for many high-profile representatives from the military, political and economic fields to outline their thoughts. I am part of a team that organises briefings, conferences and events throughout the year. While this has been an enriching experience in its own right, I have also had the opportunity to work with participants, be they members or junior attendees, to ensure we have a rigorous exchange of views. By utilising different approaches to events, including the use of new technologies and media platforms, I hope to produce a broader and even more popular events series throughout the next year. We will develop and nurture the prospective attendees of our events, while reaching out to other target areas.

RUSI

Director-General Karin von Hippel was appointed to a new UK government task force on tackling slavery.

Newsbrief

- UK and EU Foreign Policy Post-Brexit.
- Financial Crime.
- Beijing’s North Korea Policy.
- Al-Shabaab in Kenya.
RUSI published ‘STRIVE for Development’, a brochure highlighting some of the EU Commission’s efforts to counter violence and extremism.

RUSI hosted Dr Ibrahim Al-Jaafari, Foreign Minister of the Republic of Iraq, who spoke on Iraq’s foreign policy.

186 Years of Influence

RUSI embodies nearly two centuries of forward thinking and free discussion. Since its founding by the Duke of Wellington, it has shaped British foreign and defence policy and provided a forum for independent analysis of the major questions of the day.

RUSI has been at the centre of the debate about defence and security from the zenith of the British Empire, through the uncertainty and transformation of the First and Second World Wars and the Cold War, to the complexity of the contemporary world.

In 1857 the Institute launched its flagship publication, the RUSI Journal, which recently published its 162nd volume. In 1860, Queen Victoria granted Royal Patronage to the Institute as a mark of its growing influence and importance.

In the 1990s, there was a marked expansion of RUSI’s activities. It established itself as an institute that could work ‘close to’ the government, yet remain financially and intellectually independent.

Today, the Institute’s well-respected convening power and access derive from a carefully guarded combination of impartiality, independence and policy-relevance. Across its many areas of work, RUSI’s researchers enjoy high levels of access to decision-makers and practitioners in the public and private sectors.

RUSI moved into its purpose-built headquarters in Whitehall, London, in 1895. Among the building’s magnificent rooms are the celebrated Library of Military History and the Duke of Wellington Hall. Having occupied the building continuously since it was constructed, RUSI finally purchased its historic home in March 2015.

Lieke Bos
Project Officer
In October last year I joined RUSI as a Project Officer. Since then I have had the opportunity to work on organising a multitude of fascinating events on financial crime, corruption, human trafficking, the illegal wildlife trade and proliferation finance, as well as events on resilience and countering violent extremism. Some of these events had high-profile speakers, such as Bill Gates and Amber Rudd. Other than this I have been involved in the process of bidding for large research grants and also had the privilege to write a couple of commentaries for the RUSI website. In the coming year, I hope to further my involvement in events and research. Moreover, as Co-Chair of RUSI’s Under-35s Forum, I will be working to broaden our membership and show that being a RUSI member is beneficial for every age group.
RUSI Library of Military History

The RUSI Library of Military History is a unique collection of national and cultural importance. The collection is dedicated to developing our knowledge of war, shaping theoretical approaches to modern military thinking, and engaging more widely in social and cultural discourses through an events programme, as well as greater access to the collections.

In March 2017, a new Librarian, Jacqui Grainger, was appointed as a successor to Laura Dimmock-Jones, whose dedication and enthusiasm will be missed by all. Laura’s focus on the strategic direction for the library – access, engagement and preservation – brought about the successes reported last year, including tours of the building and of RUSI’s diverse collections of books and fine art. This is work that Jacqui will develop through the events programme and initiatives to increase online access to the collections.

Key to the preservation programme is the work of the volunteers of the Art Society, Knole branch. They have been trained in conservation cleaning and minor repairs to books and paper items in collections, and have made acid-free paper enclosures for the library’s enchanting collection of early Edwardian glass lantern slides issued with the Illustrated London News, and made protective enclosures for vulnerable books.

The research use of the library is rich and varied, from the UK and overseas. As well as RUSI staff, the library is used by undergraduate and post-graduate students, armed forces personnel, journalists, independent scholars, and fiction and non-fiction authors. The wealth of the collection in increasingly rare, even unique, runs of journals, printed books – especially out-of-print books – and archive material is particularly valued.

RUSI Journal

- Transnational Armaments Cooperation.
- Information Age Warfare.
- UK–China Cooperation.
- Pirates, Drugs, and Navies.

Event

RUSI Senior Vice-President General (Rtd) David Petraeus discussed the security challenges facing the next US President.

RUSI held the inaugural seminar of the UK PONI series, ‘Changing Governments and Nuclear Policy’.
Membership

Through its membership, the Institute maintains a relationship with a large community of individuals and organisations. The Institute offers packages that include invitations to events, networking opportunities, and other benefits tailored to meet the needs of individuals and organisations. The individual membership packages range from web-only memberships to Standard, Platinum and RUSI Ambassador, with special rates for students and military officers under the age of 35.

For corporates, the Institute offers Standard, Major and Platinum corporate membership packages, and concessionary corporate rates for Diplomatic and Regimental organisations. There are also Top Tier Partnership opportunities.

In 2016/17, RUSI's individual membership dropped slightly to 1,598, but its Under-35s Forum grew, from 345 members last year to 551 today. This year we enhanced our membership offering, providing the online current affairs magazine, RUSI Newsbrief, free to all members. The Institute also introduced a new category of membership, RUSI Ambassador, offering greater access to our research and network.

RUSI's corporate membership grew from 102 last year to 119. This reflects a sustained campaign by the Institute to deepen its relationship with a broad range of companies.
RUSI held its third annual UK–Japan Security Dialogue in Tokyo to enable policymakers to forge a strategic relationship.
Outreach

RUSI is a research-led think tank. Our experts and our research inform, influence and enhance the public debate on a safer and more stable world. RUSI’s public engagement takes place in a number of ways:

Events and Conferences

Over the past year, the Institute hosted over 125 events, many of which were open to members of the public. More than 8,600 people registered for these events, which included speakers such as the UK Home Secretary Amber Rudd, Afghan President Ashraf Ghani, General (Rtd) Stanley McChrystal and the Met Police Commissioner Sir Bernard Hogan-Howe.

RUSI also had a very busy conference schedule, including annual policy conferences on Land Warfare, Air Power, Defence Acquisition, Information Warfare, and Cyber Security.

RUSI Journal

- Thailand’s King Bhumibol.
- Mogadishu.
- Minors in the Army.
- The Iraq Inquiry.
- The Somme.

Event

Chief of the Defence Staff, Air Chief Marshal Sir Stuart Peach gave his assessment of the challenges ahead for the UK’s armed forces at RUSI’s annual lecture.
Publications

We publish a varied collection of periodicals, reports and studies that are timely, innovative and relevant, designed to meet the needs not only of members, but also of the wider defence and security community.

Last year, we published 52 articles and 42 book reviews in the RUSI Journal, which turns 160 this year. We also published 61 Newsbrief articles and 33 research papers, covering a diverse range of topics, from virtual currencies to human trafficking to cyber threats to nuclear weapons. We also published two groundbreaking Whitehall Papers, one on wildlife trafficking and the other on NATO in the North Atlantic, which was launched in London, Paris, Oslo, Reykjavik and Washington.

Media and Digital

RUSI’s research is widely cited in the media, as are our experts, who are the first port-of-call for comment on developing news stories in defence and security. Last year, the Institute had almost 15,000 mentions in the media. We engage with the global media to project our research and expertise, help interpret fast-moving events, and to act as a leading point of reference on all defence and security matters.

RUSI is also improving its digital footprint, starting in 2015 with the launch of its new website. The Institute has seen an increase in visits to the website, with more than 640,000 sessions recorded in the past year. We increasingly rely on social media to disseminate our research and we currently have over 42,000 Twitter followers, 9,000 more than the previous year, and over 26,000 Facebook ‘likes’ (up from 24,000). We also saw the number of people viewing our videos double, to 150,000 views. RUSI’s podcasts were downloaded 25,000 times.

Occasional Paper

‘Implementing the Iran Nuclear Deal: Balancing Proliferation Finance Risk and Economic Opportunity’

Emil Dall, Andrea Berger and Tom Keatinge

Event

The Australian Attorney-General Senator the Hon George Brandis QC discussed the jihadi threat and security in Southeast Asia.
Our Network of Senior Associate Fellows

This list of Senior Associate Fellows is accurate as of 1 July 2017.

General (Rtd) John Allen
Former Special Presidential Envoy for the Global Coalition to Counter ISIL and Commander of the NATO International Security Assistance Force and US Forces in Afghanistan

Rear Admiral Simon Ancona CBE
Chief Operating Officer, Network Rail East Anglia, and former Assistant Chief of the Defence Staff

Professor Ali Ansari
Professor of Modern History, University of St Andrews

The Rt Hon Lord Arbuthnot of Edrom
Former Chairman, House of Commons Defence Committee

General (Rtd) Sir Richard Barrons KCB CBE ADC
Former Commander Joint Forces Command, UK Armed Forces

Professor Nicholas Beadle CMG
Professor, Heriott-Watt University, former senior civil servant

General Sir Adrian Bradshaw, KCB/OBE
Former Deputy Supreme Allied Commander Europe

Sir James Bucknall KCB CBE
Chief Executive, Weybourne Partners LLP

Lieutenant General Sir David Capewell KCB OBE
Former Royal Marine officer, former Chief of Joint Operations, UK Armed Forces

Professor Michael Clarke
Former Director-General, RUSI

Professor Paul Cornish
Associate Director, Global Cyber Security Capacity Centre, University of Oxford, and Professorial Fellow, National Security College, Australian National University

HE the Honourable Alexander Downer AC
Australian High Commissioner to the UK

The Rt Hon the Lord Evans of Weardale KCB DL
Former Director General of the Security Service

Sir Simon Fraser GCMG
Managing Partner of Flint Global Ltd and Former Permanent Under-Secretary of the Foreign and Commonwealth Office

Sir Simon Gass, KCMG CVO
Former Director General, Political, at the Foreign and Commonwealth Office

Margaret Gilmore
Freelance writer, broadcaster and analyst

Sir Bernard Hogan-Howe, QPM
Former Commissioner of the Metropolitan Police

Sir Stephen House QPM
Former Chief Constable of Police Scotland

Sir Iain Lobban KCMG CB
Former Director of Government Communications Headquarters

RUSI

RUSI’s Director-General Karin von Hippel was named by Debrett’s in its list of the 500 most influential people in Britain.

Newsbrief

- Policing the Digital Metropolis.
- Turkey’s German Spy Network.
- Daesh.
- Iran in Yemen.
- A Nimbler Chinese Military.
Michael Maiden
Defence and Security Adviser at EEF – The Manufacturers’ Organisation and former Business Development Director, BAE Systems

Dr Paul Martin CBE
Former Security Director, Houses of Parliament

Tom McKane
Visiting Senior Fellow at the London School of Economics and Political Science and former senior civil servant, UK Ministry of Defence

Major General (Rtd) Mungo Melvin CB OBE
Historian and former Chief Army Instructor at the Royal College of Defence Studies

Sir Christopher Meyer KCMG
Former British Ambassador to the US

Sir Jonathan Murphy QPM
Former Chief Constable, Merseyside Police

Professor Lieutenant General (Rtd) Sir Paul Newton KBE
Director of Strategy and Security Institute, University of Exeter

General (Rtd) Sir Nick Parker KCB CBE
Former Commander, Land Forces

Professor Patrick Porter
Chair of Strategic Studies, University of Exeter

Sir Peter Ricketts GCMG GCVO
Former National Security Adviser, UK

Sir Malcolm Rifkind KCMG PC QC
Former Foreign Secretary, UK

Sir John Sawers GCMG
Former Chief of the Secret Intelligence Service

Sir John Scarlett KCMG OBE
Former Chief of the Secret Intelligence Service

Professor Joanna Spears
Director, FAO Regional Sustainment Initiative, and Associate Professor, Elliott School of International Affairs, The George Washington University

Professor Gareth Stansfield
Professor of Middle East Politics and the Al-Qasimi Chair of Arab Gulf Studies, University of Exeter

Professor Doug Stokes
Director of the Centre for Advanced International Studies, University of Exeter

Sir Kevin Tebbit KCB CMG
Former Permanent Under-Secretary, Ministry of Defence and Visiting Professor, Queen Mary, University of London

Richard Walton
Former Head of the Metropolitan Police Counter-Terrorism Command

Christine Wormuth
Former Under Secretary of Defense for Policy, US

Briefing Paper
‘Ready for Peace? The Afghan Taliban After a Decade of War’
Theo Farrell and Michael Semple

Event
Sir Malcolm Rifkind and Dr Igor Ivanov spoke at RUSI’s first Russia–UK bilateral on security challenges.
RUSI Governance Structure

These names are correct as of 1 July 2017.

The Patron
Her Majesty The Queen

The President
His Royal Highness the Duke of Kent KG GCMG GCVO ADC

Senior Vice-President
General (Rtd) David H Petraeus

Vice-Presidents
Dr James Hay
The Rt Hon the Lord Hutton of Furness
Sir Paul Lever KCMG
Vice Admiral Rory McLean CB OBE
Professor Sir David Omand GCB
John Weston CBE

Trustees
The Rt Hon the Lord Hague of Richmond (Chairman)
Sir John Scarlett KCMG OBE (Vice-Chairman)
The Rt Hon the Baroness Ashton GCMG
Sir Roger Bone KCMG
John Dowdy
Nik Gowling
General Sir Nicholas Houghton GCB CBE ADC
John Howe CB OBE
Andrew Jamieson
Alison Levitt QC
Stephen Phipson CBE
Dr Kathryn Vagneur
His Grace The Duke of Wellington OBE DL
Ian Willis

Advisory Board
The Rt Hon the Lord Arbuthnot of Edrom
Jane Atwood
Stephen R Ball
Rory Bremner FKC
The Rt Hon the Lord Campbell of Pittenweem CH CBE QC
Chris DiBona
Mark Fox
Mina Gerowin
David Giampaolo
Robert Hannigan CMG
Bob Keen
Her Excellency Sarah MacIntosh CMG
Dr Greg Mills
William Nye LVO
Andrew Parker
Kathryn Parsons MBE
Harper Reed
Michael Ridley
Dr Rhodri Williams
Caroline Wyatt

RUSI Journal
• The Changing Character of War.
• Building Baltic Resilience.
• Defining Russian Warfare.
• Future of Crime Reporting.

Event
Sir Bernard Hogan-Howe QPM reflected on his tenure as 26th Commissioner of the Metropolitan Police Service.
RUSI Senior Management

Dr Karin von Hippel
Professor Malcolm Chalmers
Dr Jonathan Eyal
Deborah Pourkarimi

RUSI Management Group

Dr Karin von Hippel
Director-General

Professor Malcolm Chalmers
Deputy Director-General

Dr Jonathan Eyal
Associate Director, Strategic Research Partnerships

Deborah Pourkarimi
Chief Finance Officer and Chief Operating Officer

Directors

Michael Codner
Director of Personnel Services, Senior Research Fellow

Sabrina Downey
Director of Projects and Events

Dr Andrew Glazzard
Director of National Security and Resilience, Senior Research Fellow

Dr Emma De Angelis
Director of Publications, Editor of RUSI Journal

Tom Keatinge
Director of Centre for Financial Crime and Security Studies

Professor John Louth
Director of Defence, Industries and Society, Senior Research Fellow

Saqeb Mueen
Director of Communications and Marketing

Raffaello Pantucci
Director of International Security Studies

Tom Plant
Director of Proliferation and Nuclear Policy

Helen Ramscar
Director of Development

Dr Peter Roberts
Director of Military Sciences, Senior Research Fellow

RUSI

RUSI appointed His Grace the Duke of Wellington OBE DL, General Sir Nicholas Houghton GCB CBE ADC, Baroness Ashton GCMG and Alison Levitt QC as new trustees.

Event

Tavi Roivas, former Prime Minister of Estonia, spoke at the RUSI Under-35s Forum on the geopolitics of cyber attacks.
Our Values

Established in 1831, RUSI is an independent institute with a mission to inform, influence and enhance public debate on a safer and more stable world. In 2016, RUSI staff launched an exercise to refine and articulate the Institute’s core values in a modern setting. The initiative followed an Institute-wide discussion at RUSI’s ‘away day’ last September. It was a collaborative effort involving junior and senior members of staff from various departments across the Institute. RUSI’s three core values and aims are:

1. Continuity

Fulfil RUSI’s charter and mission

• Abide by RUSI’s charitable status and provide a public benefit.

• Respect RUSI’s historical legacy while also looking to the future.

2. Thought Leadership and Independence

Stay ahead of change

• Conduct original, evidence-based research on critical national and international defence and security issues.

• Be innovative, entrepreneurial and agile in response to a fluid and evolving security environment.

• Disseminate the results to enhance the public debate and promote constructive policy options.

• Ensure financial and intellectual independence, as well as accountability and transparency of funding and activities.

3. Trust and Collaboration

Promote an inclusive, trusted community

• Maintain a reputation as an honest broker and trusted partner, and engage a diverse network of people and ideas.

• Honour RUSI’s founding as a members’ institute, while also convening a wider network to encourage fresh thinking and inter-disciplinary approaches.

• Develop young talent in the full range of RUSI activities to ensure continuity of purpose.

• Ensure a culture of respect, collaboration, professionalism and compassion, inside and outside the Institute.

• Demonstrate self-discipline in adherence to these values, while maintaining a sense of humility and humour.

• Respect RUSI’s historical legacy while also looking to the future.

Whitehall Paper

‘NATO and the North Atlantic: Revitalising Collective Defence’
Edited by John Andreas Olsen

Event

Jane Marriott OBE, Director of the Joint International Counter-Terrorism Unit, lectured on best practice in international counterterrorism.
USI has had a very good year, with total income up by £1,134,885 on the previous twelve months, to £6,699,460, all but £3,000 of which is in unrestricted funds. The principal source of funding is research activity, which now accounts for 78% of total gross income, compared to 74% in the previous year. This is consistent with the Institute’s strategic plan for continued growth in the research base. Other important sources of funding are membership subscriptions, conferences and events, facilities/room hire, publications and donations.

Costs remain under tight control, and charitable expenditure is again 95% of total expenditure. The Institute has net income for the year of £92,079 (2016: (£146,770)), of which a surplus of £562,382 is in unrestricted funds, and a deficit of £470,303 in restricted funds. Overall the net movement in funds is £92,079.

The Institute’s total funds at 31 March 2017 stand at £7,931,986, of which £306,020 is restricted and not available for the general purposes of the charity. The majority of the funds are invested in the RUSI building and its heritage assets (£7,349,412). However, I am pleased to report that during the year we were able to add significantly to the general fund, which now stands at £276,554 (2016: (£285,828)).

Tangible fixed assets stand at £12,153,685 on 31 March 2017, down £37,243 on the previous year. The main component of this figure is the freehold of the RUSI building, which has been valued at £12 million. Cash in the balance sheet stands at a healthy £897,257 at the year end, down from £985,313 at the end of the previous year. In March 2015 a loan of £5,800,000 was taken out to assist in the funding of the building purchase, and this forms the major part of the long-term borrowings.

The purchase of the freehold of 61 Whitehall two years ago was an important milestone in the history of the Institute, and was key in bringing about a change for the better in the Institute’s financial position.”

The Institute plans to grow its activities over the next five years, building in particular on its strong research programme, and developing its fundraising activities. We hope that as a result we will be able to add further to our free reserves, thus giving RUSI some protection in the future against external volatility and other challenges.

Deborah Pourkarimi ACA DChA
Chief Finance Officer and Chief Operating Officer

‘On Tap Europe: Organised Crime and Illicit Trade in Tobacco, Alcohol and Pharmaceuticals’
Clare Ellis

‘Disrupting Human Trafficking: The Role of Financial Institutions’
Tom Keatinge and Anne-Marie Barry
# Consolidated Financial Statements

## Statement of Financial Activities
for the Year Ended 31 March 2017

<table>
<thead>
<tr>
<th></th>
<th>Unrestricted Funds 2017 £</th>
<th>Restricted Funds 2017 £</th>
<th>Year to 31 March 2017 £</th>
<th>Year to 31 March 2016 £</th>
<th>Increase £</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Income</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Donations, grants and gifts</td>
<td>53,809</td>
<td>3,000</td>
<td>56,809</td>
<td>75,756</td>
<td></td>
</tr>
<tr>
<td>Charitable activities</td>
<td>6,432,166</td>
<td>-</td>
<td>6,432,166</td>
<td>5,220,400</td>
<td></td>
</tr>
<tr>
<td>Other trading activities</td>
<td>210,429</td>
<td>-</td>
<td>210,429</td>
<td>268,130</td>
<td></td>
</tr>
<tr>
<td>Income from investments</td>
<td>56</td>
<td>-</td>
<td>56</td>
<td>289</td>
<td></td>
</tr>
<tr>
<td><strong>Total income and endowments</strong></td>
<td>6,696,460</td>
<td>3,000</td>
<td>6,699,460</td>
<td>5,564,575</td>
<td>20.4%</td>
</tr>
<tr>
<td><strong>Expenditure</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Raising funds</td>
<td>335,660</td>
<td>-</td>
<td>335,660</td>
<td>313,791</td>
<td></td>
</tr>
<tr>
<td>Charitable activities</td>
<td>5,798,418</td>
<td>473,303</td>
<td>6,271,721</td>
<td>5,397,554</td>
<td></td>
</tr>
<tr>
<td><strong>Total expenditure</strong></td>
<td>6,134,078</td>
<td>473,303</td>
<td>6,607,381</td>
<td>5,711,345</td>
<td>15.7%</td>
</tr>
<tr>
<td><strong>Net income/ (expenditure)</strong></td>
<td>562,382</td>
<td>(470,303)</td>
<td>92,079</td>
<td>(146,770)</td>
<td></td>
</tr>
<tr>
<td><strong>Other recognised gains</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Revaluation of heritage assets</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>225,465</td>
<td></td>
</tr>
<tr>
<td><strong>Net movement in funds</strong></td>
<td>562,382</td>
<td>(470,303)</td>
<td>92,079</td>
<td>78,695</td>
<td></td>
</tr>
<tr>
<td><strong>Balances at 1 April 2016</strong></td>
<td>7,063,584</td>
<td>776,323</td>
<td>7,839,907</td>
<td>7,761,212</td>
<td></td>
</tr>
<tr>
<td><strong>Balances at 31 March 2017</strong></td>
<td>7,625,966</td>
<td>306,020</td>
<td>7,931,986</td>
<td>7,839,907</td>
<td></td>
</tr>
</tbody>
</table>
## Consolidated Balance Sheet

as at 31 March 2017

<table>
<thead>
<tr>
<th></th>
<th>31 March 2017</th>
<th>31 March 2016</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>£</strong></td>
<td><strong>£</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Tangible fixed assets</strong></td>
<td>12,153,685</td>
<td>12,190,928</td>
</tr>
<tr>
<td><strong>Heritage assets</strong></td>
<td>1,483,968</td>
<td>1,483,050</td>
</tr>
<tr>
<td></td>
<td><strong>13,637,653</strong></td>
<td><strong>13,673,978</strong></td>
</tr>
<tr>
<td><strong>Current Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Debtors</strong></td>
<td>1,757,640</td>
<td>1,639,533</td>
</tr>
<tr>
<td><strong>Cash at bank</strong></td>
<td>897,257</td>
<td>985,313</td>
</tr>
<tr>
<td></td>
<td><strong>2,654,897</strong></td>
<td><strong>2,624,846</strong></td>
</tr>
<tr>
<td><strong>Current Liabilities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Creditors</strong></td>
<td>988,662</td>
<td>1,059,164</td>
</tr>
<tr>
<td><strong>Deferred research income</strong></td>
<td>1,079,713</td>
<td>1,326,004</td>
</tr>
<tr>
<td><strong>Subscriptions in advance</strong></td>
<td>270,153</td>
<td>205,038</td>
</tr>
<tr>
<td><strong>Bank loan</strong></td>
<td>65,630</td>
<td>42,800</td>
</tr>
<tr>
<td></td>
<td><strong>2,404,158</strong></td>
<td><strong>2,633,006</strong></td>
</tr>
<tr>
<td><strong>Net Current Assets/(Liabilities)</strong></td>
<td><strong>250,739</strong></td>
<td><strong>(8,160)</strong></td>
</tr>
<tr>
<td><strong>Amounts falling due after more than one year</strong></td>
<td>5,956,406</td>
<td>5,825,911</td>
</tr>
<tr>
<td><strong>Net assets</strong></td>
<td><strong>7,931,986</strong></td>
<td><strong>7,839,907</strong></td>
</tr>
</tbody>
</table>

## Funds Employed

<table>
<thead>
<tr>
<th></th>
<th>31 March 2017</th>
<th>31 March 2016</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Unrestricted fund – general fund</strong></td>
<td>276,554</td>
<td>(285,828)</td>
</tr>
<tr>
<td><strong>Unrestricted fund – revaluation reserve</strong></td>
<td>7,349,412</td>
<td>7,349,412</td>
</tr>
<tr>
<td><strong>Restricted funds</strong></td>
<td>306,020</td>
<td>776,323</td>
</tr>
<tr>
<td></td>
<td><strong>7,931,986</strong></td>
<td><strong>7,839,907</strong></td>
</tr>
</tbody>
</table>
RUSI by Numbers

<table>
<thead>
<tr>
<th>Staff and Network</th>
<th>Events</th>
<th>Publications</th>
<th>Research</th>
</tr>
</thead>
<tbody>
<tr>
<td>186 years since RUSI was established</td>
<td>127 Events organised</td>
<td>52 RUSI Journal articles</td>
<td>102 Research projects</td>
</tr>
<tr>
<td>63 Resident staff</td>
<td>8,661 Registered attendees</td>
<td>42 Briefing papers and reports published</td>
<td></td>
</tr>
<tr>
<td>106 Associate fellows</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Social Media

<table>
<thead>
<tr>
<th>Twitter followers</th>
<th>Facebook ‘likes’</th>
<th>YouTube views</th>
</tr>
</thead>
<tbody>
<tr>
<td>42,000</td>
<td>26,000</td>
<td>147,574</td>
</tr>
</tbody>
</table>

Membership

<table>
<thead>
<tr>
<th>Individual members</th>
<th>Under-35s members</th>
<th>Corporate members</th>
</tr>
</thead>
<tbody>
<tr>
<td>1,598</td>
<td>551</td>
<td>119</td>
</tr>
</tbody>
</table>
“RUSI has carved out a global reputation for study of military affairs ... In an increasingly unpredictable age, policymakers and political leaders alike will continue to turn to our leading defence think tank for the invaluable insight that is its hallmark.”

The Rt Hon Michael Fallon MP
Secretary of State for Defence

“RUSI is renowned as a home of informed discussion, incisive research, and thought-provoking debate. This well-earned reputation and their insightful forward-thinking makes the contribution of RUSI on national security matters highly valuable in this continually changing sphere.”

The Rt Hon Theresa May MP
Prime Minister

“We have great admiration for RUSI as an institution, to help us think clearly about future war.”

Lieutenant General HR McMaster
US National Security Adviser

“RUSI continues to be among the world’s foremost venues for research and discussion on defence and security issues.”

Abdullah II ibn Al-Hussein
King of the Hashemite Kingdom of Jordan