



# Evolution or Disruption?

Navigating Global Approaches  
between Compromise and Conflict  
Salzburg, August 25 – 26, 2025

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Conference Folder

**LIZ MOHN**  
STIFTUNG









“Anyone who wants to make changes in society needs to step off the well-trodden path. We must dare to try new things. We must question and rethink the things that are familiar so we can ensure we’re really on the right track. We must be allowed to make mistakes. And we must become curious again and must want to learn our whole life long.

If there is to be progress, we also have to help people be open to new developments. Leaders must look beyond the here and now and consider the future. The future cannot be claimed by just one nation or one continent. The future concerns us all.”

Liz MOHN

Founder and Chairwoman of the Executive Board of Liz Mohn Stiftung; Bertelsmann Stiftung's Global Representative and Honorary Member of its Board of Trustees; Member of the Supervisory Board of Bertelsmann SE & Co. KGaA and Shareholder of Bertelsmann Verwaltungsgesellschaft mbH, Gütersloh, Germany

“Although it is common knowledge that change is inevitable (and often necessary), it seems that change and the way it takes place remains one of the most difficult tasks for human beings. To preserve what works well, we need reforms. The evolutionary approach seems more natural; actually, nature serves as a role model for gradual change and adaptation. Today, however, some politicians and business leaders prefer a ‘chainsaw’ approach: destroying existing structures with the goal of building a better system.

Joseph Schumpeter, the influential economist, once criticized our unwillingness to accept unfamiliar ideas, saying, ‘We always plan too much and always think too little.’ Schumpeter’s assertion is still valid. We should consider whether there is a third way – besides evolution or revolution – to achieve the changes and reforms needed, without causing collateral damage.”



Dr. Wolfgang SCHÜSSEL

Former Federal Chancellor, Republic of Austria, Vienna, Austria

## Conference Program

### Monday – August 25, 2025

	Arrival and Check-in at Sheraton Hotel
07:15 p.m. Lobby Sheraton Hotel	Meeting and Shuttle to Schloss Leopoldskron
07:30 p.m. Schloss Leopoldskron	<b>Get-together and Reception</b>
08:00 p.m.	Opening Dinner hosted by Liz Mohn
Thereafter	Bus Transfer to Sheraton Hotel

### Tuesday – August 26, 2025

09:30 a.m. Lobby Sheraton Hotel	Walk or Transfer to Mozarteum
09:45 a.m. Mozarteum – Solitär Hall or online	<b>Introduction</b> Dr. Wolfgang Schüssel Former Chancellor of the Republic of Austria  <b>Welcome Address</b> Mathias Cormann 6 <sup>th</sup> Secretary-General of the Organisation for Economic Co- operation and Development (OECD)
	<b>First Session</b> <b>A Situation Analysis:</b> <b>The World between Evolution and Disruption</b>
Thereafter	<b>Group Photo</b>
12:30 p.m.	Lunch at Sheraton Hotel
02:00 p.m. Mozarteum – Solitär Hall or online	<b>Second Session</b> <b>Future Steps: The Way Forward?</b>
Thereafter	Walk or Transfer to Sheraton Hotel
06:00 p.m. Meeting point: Hotel Lobby	Bus Transfer from Hotel to Großes Festspielhaus

06:30 p.m.	<b>Pre-opera Reception</b> at “Fördererlounge”
07:30 p.m. Großes Festspielhaus	<b>Macbeth</b> Giuseppe Verdi • Melodramma in four acts (1847; revised version 1865) Libretto by Francesco Maria Piave, with additions by Andrea Maffei, after William Shakespeare’s tragedy Macbeth <b>Intermission:</b> Fördererlounge
Thereafter	Bus Transfer to Sheraton Hotel

**Wednesday – August 27, 2025**

	Check-out and Departure of Participants
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## Introduction

The European Union was not born in one day. It evolved over time, gradually and step by step. Originally started as a war-preventing alliance between France and Germany and with the creation of a common market for the coal and steel producing industry, the European Union became a unique model of supra-national cooperation and a foundation for Europe's prosperity and positive development. The same is true for international organizations, many of which were established after World War II. In business as well foresighted entrepreneurs started their companies with the perspective of growing and developing over time, to hand it over to next generations of entrepreneurs who would adapt the business to current needs and circumstances. The evolutionary approach is going out of fashion – in politics as well as in business.

Disruptive technologies and innovations are also increasingly occurring in the political and social spheres that are based less on incremental changes and more on radical transformations to achieve a desired or target state. Newly elected leaders pose with a chainsaw to demonstrate their willingness to cut deep into existing rules and habits; new departments are created in order to give disruption a political mandate to cut red tape and to reorganize the administration. Disruption has also become fancy in business: the goal is to have a disruptive idea or product, push it quickly into the market and then hopefully make a successful "exit" as a reward for this effort. It is not about building for generations; it is about disruption and quick results.

The rise of the disruptive approach has its reasons in certain weaknesses of the evolutionary way: societies who favor evolutionary politics become rather protective, preventing or restraining new approaches and innovations. They focus on values that lead to segregation, excluding all those who are not willing to share these values a 100 percent. The evolutionary path, though it has proven to be successful, usually leads to more rules and regulations as citizens simply have more to lose; thus, efficiency deteriorates.

At the same time, the number of disruptive publications and patents seems to have successively decreased over the last fifty years. Groundbreaking research is becoming increasingly rare. Radical paradigm shifts such as the Copernican revolution or the theory of relativity and quantum mechanics have, in contrast to the gradual development in chemistry, computer technology or medicine, completely overturned existing knowledge. Culture also moves constantly between evolution and disruption. Movements from Dadaism, Cubism, Surrealism or Pop Art have radically turned traditional aesthetics upside down, while the perspective from the Renaissance to Baroque to Classicism seems to move more in step-by-step transformations.

Improving competitiveness is on the political agenda in all parts of the world – however, the approaches differ. This year's Trilogue Salzburg will analyze the advantages and disadvantages of evolutionary and disruptive attitudes and discuss a possible way forward on a European and global level. The following questions are up for debate:

- Is the evolutionary way actually outdated and old-fashioned?
- Does a disruptive approach cause more damage than good?
- Is it possible to include a certain disruptive element in an evolutionary approach? How could this be implemented?
- Can evolutionary and disruptive approaches be combined or is there a way in between?



## List of Participants

Dominik ASAM

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Seán CLEARY– *online participation*

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## Inspiration<sup>1</sup>

Heraclitus knew that “change is the only constant in life.”<sup>2</sup> Companies, cultural institutions and political systems all face this unavoidable challenge, continually forced to try and maintain a balance between change and stability. However, a brief look at the world is enough to show that something has fallen out of balance: Not all have been “winners” in light of globalization and technological progress; digitalization replaces jobs, international rules are routinely ignored, national politics are polarizing, and protectionism is creating distortions. Indeed, the word “crisis” has become part of our everyday language.

Many actors are capitalizing on the resulting uncertainty, the legitimate need for change and the desire for simplification. This provides fertile ground for demagogues and populists with their promises of easy, disruptive and “better” alternatives. The power – but also the danger and outsized conflict potential – of such narratives can be seen time and again throughout history. Still, populist forces are on the rise across the globe. The political scene in Europe is increasingly influenced by right-wing hardliners with their promises of change. In Italy and Hungary, they already hold power, while right-wing parties rank first or second in polls in Europe’s biggest economies.<sup>3</sup> Meanwhile, traditional and centrist parties are struggling to maintain an identity in changing circumstances that are making “business as usual” impossible. The emerging desire for change that drives these developments is palpable. However, to minimize political conflict, measured, creative and well-considered approaches are needed as we confront and try to navigate the dominant question of our time: evolution or disruption? Is steady refinement to improve our flawed system enough, or must it be fundamentally reimagined to meet today’s challenges?

To identify appropriate and concrete change-management strategies, the relevant options must be put on the table. If foreseeable or current external or internal conditions jeopardize the running of the system, we have two options: either **adapt the system** or **dismantle it** while hoping that we can create a better one instead.

Where does evolution begin and disruption end? In trying to set these two concepts apart, one finds that by virtue of dialectical movement, evolution and disruption are inextricably linked. Every evolution must be made up of an accumulation of smaller disruptions, whereby vice versa every disruption is merely a part of a larger evolution. In fact, it is only in their synthesis that the concept of change emerges in the first place; the superficially antithetical concepts are merely two ways of observing the same thing.

- **Evolution** is the gradual process of changing a system, without fundamentally altering or significantly disturbing the pathways that define it.
- **Disruption** is the sudden and fundamental change and/or breakdown of a system and the pathways that define it.

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<sup>1</sup> See for a detailed analysis: Habich, Jörg/Nowotny, Verena/von Boehm-Bezing, Maximilian. Evolution vs. Disruption? Navigating Global Approaches between Compromise and Conflict. Background Paper Trilogue Salzburg 2025.

<sup>2</sup> For a discussion about this quote, see: <https://eupublishingblog.com/2021/07/19/misunderstanding-of-heraclitus/>, [retrieved, July 25, 2025].

<sup>3</sup> <https://www.politico.eu/article/mapped-europe-far-right-government-power-politics-eu-italy-finalnd-hungary-parties-elections-polling/>, [retrieved: July 11, 2025].

Resilience, the foundation on which evolution stands, is a subtle interplay between preservation, flexibility and responsivity in changing circumstances. A system's stability depends on the continual maintenance and balancing of these factors.

- **Preservation:** The ability to resist change and to have and maintain a stable identity.
- **Flexibility:** The ability to cope with and absorb changes while maintaining an identity.
- **Responsivity:** The ability to change and adapt to challenges and circumstances in time while maintaining an identity.

Both natural and human systems share a tipping-point logic that separates evolutionary from disruptive changes. The threshold is provided by the breakdown of the defining element of evolution: **Disruption occurs when resilience fails.** When sudden shocks or gradually changing conditions push a system over the threshold, a sudden system response or collapse is triggered; the pathways that define the system are disrupted.<sup>4</sup> The logic of resilience failure and disruption in human systems can be summarized as follows:

- **Preservation:** The desire or tendency for preservation and a stable identity outweigh or give out under internal or external pressures.
  - **Flexibility:** Systems become rigid and inefficient due to bureaucratic inertia and/or insufficient human activity; they lose their ability to absorb exogenic or endogenic pressures effectively.
  - **Responsivity:** The system loses its real or perceived ability to synchronously respond and adapt to challenges and changing conditions.
- ➔ **Disruption:** The imbalance of the three resilience factors and increasing exogenic and endogenic pressures cause the system to reach a tipping point: Its defining pathways are fundamentally restructured or collapse entirely; it loses its identity.

In the context of finding the best path forward amid both the evolutionary erosion of resilience and the need to address global challenges, the question is: Has a disruptive approach to our systems become necessary?

Letting evolution run its flawed course and waiting for the erosion of resilience is not an option: The lethargy inherent in the evolution of human systems causes the gap between what is being done and what must be done to grow ever greater. But tearing down the whole system and undermining resilience would be equally fatal. Global challenges require timely and cooperative action between political actors and disruption undermines both.

This leaves people caught between the uncertainty caused by potential consequences of leaving these challenges unaddressed, on the one hand, and the uncertainty caused by changes required to address them, on the other; populists and demagogues seeking to destabilize existing institutions have an easy time of it stirring up emotions and sensationalizing the institutions' dysfunctionality.

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<sup>4</sup> Scheffer, M., S. Carpenter, J. Foley et al. Catastrophic shifts in ecosystems. *Nature*, Vol. 413, 2018, pp. 591–596.

Instead of exacerbating the feeling that our system is failing us and thereby pursuing a course that further weakens resilience, the system's erosion must be counteracted through organized human activity which responds to evolutionary lethargy and avoids destructive disruption. To do this, pathways which strengthen and maintain resilience must be reinforced within political systems, while strategies must be simultaneously implemented to address urgent institutional weaknesses by incentivizing necessary reforms capable of rebuilding resilience. As long as only certain pathways are dysfunctional, not the system itself, a response should be precise and target pathways directly to maintain agency.

Organizing, preparing for and enabling the implementation of change is the foremost responsibility of change management, for which strong **resilience mechanisms** are key. Creating and sustaining institutional mechanisms to streamline this process can fortify and help maintain resilient systems:

- **Preservation:** Institutions which build community, enable collective action and reinforce shared identity
- **Flexibility:** Communication, participation and accountability mechanisms which provide space for social negotiation, compromise and conflict, and legitimize the chosen path forward
- **Responsivity:** Mechanisms for allowing and encouraging creative and innovative changes and protecting early reform efforts

Continually reinforcing such institutional mechanisms is an essential responsibility of change management, aiming to keep the system resilient and self-evolving and combating evolutionary inertia. Sometimes, however, these mechanisms fail to adjust to external or internal pressures and require a speedy and perhaps uncomfortable update. In such cases, what would ideally be built into the mechanisms themselves can be compensated for with additional incentive policies.

**Incentives** are an effective tool which can accelerate institutional or behavioral changes. They are material or immaterial rewards or benefits designed as cues for action, such as economic subsidies, infrastructural incentives, bureaucratic relief or social recognition. Incentives are a tool to reduce institutional or behavioral resistance to a desired or necessary change caused by uncertainty, discomfort or other factors. Indeed, in the long-term incentives can help improve the profile and acceptance of changes.

Ultimately, to improve the odds of large, complex, yet necessary reforms being successful despite many individuals potentially suffering short-term losses, it is essential to leverage the right material and immaterial incentives while communicatively bringing widespread public support together under a shared narrative.

As global challenges increase political, economic, technological, environmental and social pressures, the resilience of the current political system is being tested. Transformative change is increasingly becoming an inescapable necessity. However, while an evolutionary path of gradual reform is often preferable and more stable, it suffers from inherent structural inertia which diminishes responsiveness, threatening to erode the resilience on which it depends. The disruptive path, on the other hand, is equally undesirable, risking to dismantle mechanisms of agency and undermining the capacity to act amid global challenges.

Navigating between these extremes makes it necessary to strategically reinforce resilience, enable targeted reforms and reactivate the system's capacity to adapt. Strengthening preservation,



flexibility and responsivity while maintaining public trust must become the conscious goal of change management and governance. To that end, a deliberate and thoughtful policy approach that aligns structural reforms with the psychological and practical realities of change is needed.

The following policy recommendations outline specific measures for such a path forward:

**Use of sunset clauses by default:** Currently, sunset clauses are used occasionally to revisit a regulation or law after a certain time or to cancel approval of a pharmaceutical product if the product is not launched within a certain period. Implementing an automatic mechanism to check an existing regulation or law and make it necessary to actively prolong it will force (national/European) legislators to permanently rethink the regulatory framework. Given the speed of technological development, the period for revisiting laws and regulations should not be longer than a year. As this process demands further resources, it might also help to prevent over-regulation in the first place.

**Schumpeter reloaded:** Some 100 years ago, the economist Joseph Schumpeter already considered “creative destruction” the driving force of economic development. Although later interpretations focused on “destruction,” Schumpeter actually meant new combinations of factors of production that would lead to innovation. Given the rapidly changing landscape and availability of resources, an analysis of potential new combinations might be rewarding.

**Fostering innovation:** In highly regulated markets, innovation is sometimes hampered or slowed by bureaucratic rules. Therefore, the creation of “free” spaces that offer incentives, such as less bureaucracy, tax breaks, improved infrastructure, etc., can serve as innovation hubs. Such “special economic zones” have been successfully established in other countries and could be expanded in Europe.

**Responsivity:** Various external developments force national governments to adjust their (social) systems in order to keep them sustainable. These adjustments, however, often meet resistance and are difficult to implement. Establishing automatic adjustment systems (e.g. raising social charges, increasing retentions) when certain criteria are exceeded (e.g. number of recipients, demand, costs) may help to keep systems sustainable without political disputes or permanently delayed reforms. The same could be established with regard to climate developments (e.g. days of extreme heat, amount of rainfall).

**Resilience Mechanisms:** To prevent system stagnation or collapse, the three pillars of resilience (preservation, flexibility and responsivity) should be proactively strengthened in political and organizational systems alike, by fostering community and active participation and strategically encouraging creative innovation.

**Incentives:** Ensuring that material and immaterial incentives (economic, normative, etc.) are used in combination with transparent communication strategies to bring widespread public support together under a shared narrative can improve the acceptance and legitimacy of large-scale reforms (i.e. reform of the German pension system).

**Change Management:** Given the fast-paced nature of today’s world, education systems need to refocus on change management. A greater focus on the issue in educational institutions (schools, universities, etc.) can help foster awareness for creative solutions and adaptations to gain more resilience under changing circumstances.

**Rethink Social Media:** Numerous studies document that hate speech and digital violence have massively increased with the proliferation of social media. Social media also foster conflict rather than compromise. Some countries (e.g. Albania, Australia) are already experimenting with limiting or prohibiting access to social media platforms. Polls suggest that especially younger people are in favor of limiting the use of social media. The European Union can start an initiative to limit the use of social media, taking into account the experiences of other countries.

**Be Courageous:** In some cases, it may simply take courage to make a decision to change. Of course, this decision may be wrong, but should that be a reason not to take a step forward? However, this also means that responsibility must be assumed if the change turns out to be wrong.

**Understanding Resistance:** Understanding the causes of resistance to political change is key to adjusting communication and change management strategies and avoiding an erosion of institutional trust. In this context, being aware of and responding to the public narrative and social movements early on should be a priority.

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## Biographical Statements Participants

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**Dominik ASAM****Member of the Executive Board and CFO, SAP SE, Munich, Germany**

Dominik Asam is a member of the Executive Board and Chief Financial Officer (CFO) of SAP SE. His responsibilities include the areas of finance and administration, and he has served in this function at SAP since March 2023. His responsibilities include Government Affairs, Internal Audit, Procurement, Legal, Data Protection and Export Control as well as Investor Relations.

He is a member of the Supervisory Boards of Bertelsmann Management SE and Bertelsmann SE & Co. KGaA and Chairman of the North Africa Middle East Initiative of German Business. Asam also serves on the advisory board of Technical University of Munich School of Management and is Member of the Board of the Partner Association of the Business School of the University of Mannheim.

Prior to joining SAP, Asam served as CFO at Airbus SE from April 2019 to February 2023 and Infineon Technologies AG from 2011. In 2010, Asam was Head of Group Controlling at RWE AG. From 2005 to 2010 he held various positions at Siemens AG, including CEO of Siemens Financial Services and Corporate Vice President and Treasurer. From 2003 to 2005, Asam headed Investor Relations, Mergers & Acquisitions and Strategy at Infineon Technologies AG. Asam began his professional career in 1996 in the Investment Banking Division of Goldman Sachs Inc.

Asam graduated in Mechanical Engineering at Technical University of Munich and in General Engineering at École Centrale Paris. He also holds a master's degree in business administration from INSEAD (European Institute of Business Administration).

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**Professor Dr. Wolfgang AULITZKY**

**Associate Dean for International Medicine and Distance Learning, Weill Cornell Medicine; CEO, Open Medical Institute, New York, United States of America**

Dr. Wolfgang Aulitzky is Associate Dean for International Medicine and Distance Learning, the Gerhard Andlinger Professor of International Medical Education and Distance Learning and an adjunct professor of clinical urology and of clinical reproductive medicine at Weill Cornell Medicine. He is an adjunct professor of pediatrics in the associated faculty of the Perelman School of Medicine at the Children's Hospital of Philadelphia (CHOP), an associate professor of urology at the Medical University of Innsbruck and a visiting professor at the Medical University of Vienna.

He is also medical director of the American Austrian Foundation, where he initiated the Open Medical Institute, a collaboration of Weill Cornell Medicine and NewYork-Presbyterian Hospital, CHOP, Duke University, Columbia University, the Cleveland Clinic and hospitals in Austria. Dr. Aulitzky has received the Zuckermandl Preis, Gold and Silver Medals for Merits to the Republic of Austria, and the cross of honor of the Land Salzburg. He has authored more than 140 publications and books on basic and clinical urology/andrology.



**Senator e. h. Professor Dr. Ing. Werner BAUER**

**Former Chairman of the Board of Trustees, Bertelsmann Stiftung, Gütersloh, Germany**

Professor Dr. Werner Bauer holds a doctorate in Chemical Engineering and started his career as Professor for Chemical Engineering at the Technical University Hamburg. From 1985 to 1990 he was the Director of the Fraunhofer Institute for Food Technology and additionally held the Chair of Food Biotechnology at the Technical University Munich. Then he became the Head of Nestlé Research at Lausanne. From 1996 to 1998 he was responsible for Nestlé Research & Development worldwide.

From 1998 to 2002 he became first the Technical Manager and then Managing Director of Nestlé South and East Africa. After that he was the Executive Vice-President Nestlé AG and in charge of the Technical, Production, Research and Development Division. Then, until 2013, he was responsible for the Innovation, Technology, Research and Development Division. Since 2007 Werner Bauer has been the Chairman of the Supervisory Board of Nestlé Deutschland AG.

At the same time, he was a member of various boards a. o.: President of the Board of Trustees of the Bertelsmann Stiftung; Vice-Chairman of the Supervisory Board of Bertelsmann SE & Co KGaA; Vice-Chairman of the Board of Directors of Givaudan S. A. (CH); Vice-Chairman of SIG Group AG (CH).



**Francisco BELIL**

**President, Fundación Princesa de Girona, Girona;  
Vice President, Fundación Bertelsmann, Barcelona, Spain**

Born in Barcelona (Spain). He has an Engineering degree from the Universidad Politécnica in Barcelona (Spain) and afterwards, he studied at the University of Pittsburgh/PA, U.S.) and INSEAD (Fontainebleau, France).

Currently, he is a member of the Board of Directors and Advisory Committees of several non-profit organizations and business associations: Fundación Bertelsmann, Princesa de Girona Foundation, CEDE Foundation (Spanish Confederation of Managers and Executives), DKV Integralia Foundation, Patrimonio Nacional (Spain), CEOE (Spanish Confederation of Business Organizations), Foment del Treball (Institution for the Promotion of Employment).

Mr. Belil developed part of his professional career in the Bayer Group, where he held for more than 20 years several responsibilities inside the company in the U.S., Mexico, Germany, and Spain, and as CEO for the Southwest Europe Region of Siemens Group. He was Chairman of the Deutsche Handelskammer für Spanien (German Chamber of Commerce for Spain) and of FEIQUE (Spanish Federation of Chemical Industries).

Along his professional career, he served as an independent director, in several Board of directors, such as Naturgy, Uriach and Siemens Gamesa Renewable Energy, among others.



**Professor Dr. Kerry BROWN**

**Director of Lau China Institute at King's College,  
London, United Kingdom**

Dr. Kerry Brown is Professor of Chinese Studies and Director of the Lau China Institute at King's College, London. From 2012 to 2015 he was

Professor of Chinese Politics and Director of the China Studies Centre at the University of Sydney, Australia.

Prior to this he worked at Chatham House from 2006 to 2012, as Senior Fellow and then Head of the Asia Programme. From 1998 to 2005 he worked at the British Foreign and Commonwealth Office. He is the author of over 20 books on modern Chinese politics. His most recent work is a study of China's current and future role in the global order, 'China Inc' (September 2023). 'The Great Reversal: Britain, China and the 400-Year Contest for Power' (Yale University Press) and 'The Taiwan Story' (Penguin Random House) both came out in 2024. A Study of Mao Zedong will be issued in 2026.



**Victor L. L. CHU**

**Chairman, First Eastern Investment Group, Hong Kong,  
People's Republic of China**

Victor Chu was born in Canton, China and came to Hong Kong at the age of four. He received his early education in Hong Kong and England and took his law degree at University College London (UCL) where he is now Chairman of the University's governing council.

Mr. Chu is Chairman and CEO of First Eastern Investment Group, a leading Hong Kong- based international investment firm and a pioneer of private equity investments in China. He is a Co-Founder of Peach Aviation in Japan, as well as a Board Member of Airbus SE and Nomura Holdings.

Over the last 30+ years, Victor Chu has at various times served as Director and Council Member of the Hong Kong Stock Exchange, Member of the Hong Kong Takeovers and Mergers Panel, Advisory Committee Member of the Securities and Futures Commission, and part-time member of Hong Kong Government's Central Policy Unit. Mr. Chu has also served as a Foundation Board Member (Trustee) of the World Economic Forum from 2003 to 2015 and currently co-chairs the Forum's International Business Council. He is Chairman of the Hong Kong-United States Business Council and Chairman Emeritus of the Hong Kong-Europe Business Council.

Mr. Chu is admitted to practice law in England and Hong Kong. Since 1982 he has practiced in the field of corporate, commercial and securities laws, with special emphasis on regional investment transactions. He served as Deputy Secretary-General of the International Bar Association (IBA) from 1995 to 2000.



	<p>Victor Chu is a Trustee of Asia House in Hong Kong, as well as a member of the advisory boards of Chatham House, the Oxford Martin School and the Atlantic Council of the U.S.A. Mr. Chu was awarded the 2011 Global Economy Prize by the Kiel Institute for the World Economy.</p>
	<p><b>Martin CHUNGONG</b> <b>Secretary General, Inter-Parliamentary Union,</b> <b>Geneva, Switzerland</b></p> <p>Martin Chungong became the first African and first non-European to be elected IPU Secretary General in 2014. He was re-elected to a third term of office, which began in July 2022. With more than four decades of experience and knowledge of parliaments at national and international levels, he has dedicated his professional life to promoting and building democracy worldwide. He is highly committed to rejuvenating democracy, its processes and institutions and is driving the IPU's efforts to bring more young people into parliaments worldwide.</p> <p>He is a leader in the field of developing programs to help parliaments become more transparent, accountable, representative, and effective democratic institutions and has further contributed to establishing governance benchmarks to strengthen democracy. He has also built an impressive portfolio in the promotion of dialogue and conflict resolution, issues that remain at the heart of the IPU's global work. His focus on helping countries emerging from conflict or in transition has been widely acknowledged by the IPU membership and partners globally.</p> <p>Martin Chungong sits on the Board of the Partnership for Maternal Newborn and Child Health, and he was appointed by the UN Secretary-General as one of the global leaders committed to fighting malnutrition through the Scaling Up Nutrition Movement. He is a member of the Advisory Council of the Geneva School of Diplomacy and International Relations. In 2020, he was elected Chair of the Global Board of the International Gender Champions; a network of decision-makers, male and female, who have committed to breaking down gender barriers.</p> <p>He has been named Chevalier de l'Ordre de la Pléiade by the International Organization of La Francophonie for advancing its ideals of cooperation and friendship, and Chevalier dans l'Ordre National du 27 Juin by Djibouti's government. In 2018, Viet Nam awarded him the Friendship Order for fostering international ties. Recognized as a "remarkable male advocate of gender equality," he received the 2024 Vital Voices Solidarity Award. In April 2025, Uzbekistan's President Shavkat Mirziyoyev honored him with the Dustlik (Order of Friendship),</p>

the nation's highest award for a foreigner, for his contributions to global parliamentary diplomacy, youth empowerment, and human rights.



**Seán CLEARY**— *online participation*

**Executive Vice Chair, FutureWorld Foundation, Zurich, Switzerland**

Seán Cleary is Executive Vice-Chair of the FutureWorld Foundation, an Advisory Council member of the World Leadership Alliance-Club de Madrid, Climate-KIC, Carnegie Artificial Intelligence and Equality Initiative, and the Institute of Advanced Studies, Kőszeg; a Faculty Member of the Parmenides Foundation; a Senior Advisor and Senior Fellow (and former Board Member) of the Salzburg Global Seminar; a Special Adviser of the Global Solutions Initiative, a Diplomacy Moderator of the Geneva Science and Diplomacy Anticipator, and a Director of Companies.

He worked for diplomatic missions in Iran, the U.S., and Namibia, where he facilitated all-party negotiations, the release of political prisoners, and the adoption of a Bill of Rights *en route* to independence. He served on the Facilitating and Preparatory Committee of South Africa's National Peace Accord and chaired the Working Group on the Code of Conduct for Political Parties. He was a Board Member of many other non-profit organizations, and a Strategic Adviser to the World Economic Forum.

He studied social sciences, philosophy and law in South Africa and Iran, and has an MBA from Henley Management College. He has lectured around the world on global corporate strategy, development and conflict resolution.



**Marc ELSBERG**

**Author of Bestseller, Vienna, Austria**

Marc Elsberg was born in Vienna, Austria. For many years he worked as a creative in advertising in Vienna and Hamburg.

His meticulously researched thriller "Blackout", published in 2012, sold more than two million copies worldwide and has been translated into many languages. His novel illustrates modern society's interdependence and vulnerability, dramatizing the consequences of a week-long blackout.



His following bestselling thrillers deal with big data ("Zero", 2014), genetics ("Helix" 2016), economic concepts ("Greed", 2018) and human rights ("The President's File", 2021). The latest novel "°C-Celsius" (2023) about the impacts of climate change and the possibilities of geo-engineering again hit German bestseller lists. Elsberg is a successful speaker and a sought-after dialog partner for business and politics.

"Blackout", "Zero" and "Helix" were already filmed - further film adaptations are currently being prepared.

Marc Elsberg lives in Vienna, where he is writing his next novel.



**Dr. med. Matthias ERNST**

**Chief Executive Officer, Krankenhaus Mara gGmbH and Evangelisches Klinikum Bethel gGmbH, Bielefeld, Germany**

Dr. med. Matthias Ernst serves as the Chief Executive Officer of Krankenhaus Mara gGmbH and Evangelisches Klinikum Bethel gGmbH. In these leadership roles, he is responsible for shaping the strategic direction and continuous development of both healthcare institutions. Beyond his executive duties, Dr. Ernst is actively involved in broader healthcare governance. Since 2022, he has been a member of the Presidium of the Hospital Association of North Rhine-Westphalia. He also serves on the boards of the Hospital Joint Association Westphalia e. V. and the Liz Mohn Stiftung.

In addition to his management responsibilities, Dr. Ernst has many years of experience as a lecturer at Osnabrück University of Applied Sciences, where he taught in the Faculty of Business and Social Sciences with a focus on Financial Management. His professional approach is guided by a clear principle: "New great hardships require new, bold ideas." This mindset is reflected in both his leadership style and his commitment to innovation and progress in the healthcare sector.



**Johanna FRIEDL-NADERER**

**Chief Commercial Officer, Dyne Therapeutics, Waltham, United States of America**

Johanna Friedl-Naderer is Chief Commercial Officer of Dyne Therapeutics, a biopharmaceutical company focusing to develop life-transforming therapies for people living with serious neuromuscular diseases. Dyne is utilizing the FORCE™ platform to deliver therapies to

muscle and the central nervous system with the goal of stopping or reversing disease progression. Prior to that Johanna was Chief Operating Officer and Executive Vice President of VIR Biotechnology a clinical-stage company, concentrated on developing therapies for infectious diseases and cancer. Until 2021, Johanna served as President Europe & Canada for Biogen, a global leader in neuroscience with a strong emphasis on developing transformational medicines in Multiple Sclerosis, Spinal Muscular Atrophy, Alzheimer's, ALS and other diseases.

Johanna has a strong track-record of more than 25 years in the Biotech sector. Her rigorous focus on patients, people and ethics makes her an exceptional leader in the healthcare industry. She is a passionate advocate of building teams and creating space where business meets humanity. Instilling transparent and inclusive culture and bringing together high-performing professionals with the purpose of awakening team-spirit, passion and enthusiasm to drive innovation and to improve patients' lives.

Throughout her career, she has gathered vast experience by managing multi-national teams across organizations and has always been striving for multi-disciplinary collaboration within and beyond the borders of her executive field.



**Dr. Kristina HAMMER**  
**President, Salzburg Festival, Salzburg, Austria**

At the beginning of January 2022, Dr. Kristina Hammer became President of the world-famous Salzburg Festival, having been selected unanimously for this position by the Festival's Supervisory Board in November 2021. Her high expertise – Kristina Hammer was a member of the board of the Friends of the Zurich Opera House – and international network as well as her long-standing connection with Salzburg were decisive factors for her appointment. The manager and entrepreneur holds German and Swiss citizenship and was given a contract that runs through 31 December 2026.

Born in Karlsruhe, Germany, in 1968, Kristina Hammer completed her law degree and bar exam, followed by a PhD degree in European business law in Vienna. In her earlier career, she worked for Gerngross, the largest department store chain in Austria in the 1990s. There she was part of the concept development and later also managing director of "Steffl", Vienna's most prestigious luxury department store. From 2000 to 2006 she worked in Great Britain for the premium automotive brands Aston Martin, Jaguar, Land Rover of the parent Ford Motor

Company. From 2007 to 2009 she headed the global marketing communications team at the Mercedes-Benz headquarters in Stuttgart.

At the end of the same year, she founded her own strategic brand consultancy “HammerSolutions”, an international operating agency headquartered in Zurich. Kristina Hammer was also a non-executive board member of several boards and advisory councils. As an executive coach (certified at Insead/Fontainebleau), Kristina Hammer advised clients on leadership and change management. She was a visiting lecturer at the St. Gallen University and the ETH in Zurich. In 1998 the mother of two children published the “Handbook on the Free Movement of Goods in the European Community”.



**Dr. Ingrid HENGSTER**

**Chief Executive Officer Germany, Global Chairman Investment Banking, Barclays, Frankfurt, Germany**

Dr. Ingrid Hengster is the CEO for Barclays Germany and co-leads the Global Chairman Group within the Corporate & Investment Bank. As the CEO of Barclays Germany, she is the franchise leader with responsibility over key decision making and accountability for business strategy and results. She is also responsible for enhancing Barclays' profile locally with priority clients, regulators, governments and the business community.

In 2024, Ingrid Hengster was appointed to co-lead the Global Chairman Group (GCG) representing Barclays' most effective and senior bankers. She has been a member of the GCG since the group's inception in 2021. The Global Chairs develop trusted relationships with some of Barclays' most important clients, particularly at the CEO and Board levels. As Co-Chair of the GCG, Ingrid provides counsel to Barclays' highest priority clients across Europe, connecting them with global opportunities.

Ingrid Hengster has more than 30 years of experience across different areas of banking. During her time at KfW's Executive Board from 2014-2021, she played a leading role in building their venture capital business and managing the overall promotional business in Germany.

Ingrid Hengster began her career at Oesterreichische Kontrollbank, moving on to take senior roles at Commerzbank, UBS, Credit Suisse and CEO of RBS Germany. Ingrid Hengster is passionate about education, especially the financial education of young people, and

supporting innovative start-ups through their growth phases. Her other interests include international relations and classical music.



**Professor Harold JAMES, PhD**  
**Professor of History and International Affairs, Princeton University, Princeton, United States of America**

Dr. Harold James the Claude and Lore Kelly Professor in European Studies at Princeton University, is Professor of History and International Affairs at the School of Public and International Affairs (SPIA), and an associate at the Bendheim Center for Finance. His books include a study of the interwar depression in Germany, *The German Slump* (1986); *International Monetary Cooperation Since Bretton Woods* (1996), and *The End of Globalization* (2001). He was also coauthor of a history of Deutsche Bank (1995), which won the Financial Times Global Business Book Award in 1996.

Recent books include: *The Euro and the Battle of Economic Ideas* (with Markus K. Brunnermeier and Jean-Pierre Landau), Princeton University Press, 2016; *Making A Modern Central Bank: The Bank of England 1979-2003*, Cambridge University Press 2020; *The War of Words: A Glossary of Globalization*, Yale University Press 2021; *Seven Crashes: The Economic Crises That Shaped Globalization*, Yale University Press, 2023. He writes a monthly column for Project Syndicate and is also the official historian of the IMF.



**Isabelle KÖRNER**  
**Anchor n-tv, RTL group GmbH, Cologne, Germany**

Isabelle Koerner is a bilingual journalist, tv-anchor, international conference moderator, podcast host as well as communications trainer with more than 20 years of experience in the media industry. Currently, she works as a news and business news anchor and reporter at the German n-tv news station, which is part of the RTL Group, Europe's biggest media group. Isabelle Körner has covered numerous major breaking news as well as global events for n-tv and the RTL group and has attended high level international events such as G7 meetings, the Munich Security Conference and the World Economic Forum in Davos.

She regularly interviews international policymakers and CEOs. Further, Isabelle Körner moderates conferences and key panels on a wide range of subjects, such as the German Day of the Industry or the Asia-Pacific Conference of German Business. Isabelle Körner always appreciates

being embedded in international environments and exchanging different perspectives. She also enjoys podcasting and is the host of the Bertelsmann Business Podcast „Creativity and Entrepreneurship“.

**Bernd LEUKERT**

**Member of the Management Board, Chief Technology Data and Innovation Officer, Deutsche Bank, Frankfurt, Germany**

Bernd Leukert joined Deutsche Bank in September 2019 with responsibility for Technology, Data and Innovation, and became a member of the Deutsche Bank Management Board on January 1, 2020.

Prior to joining the bank, Bernd Leukert worked at SAP, where he started in 1994 as a software developer. During his career, Bernd Leukert has held various management positions in application development and technology development. In 2014, he was named to SAP's Executive Board, with development, delivery and business responsibility for the entire product portfolio.

Bernd Leukert holds a master's degree in business administration with a technical background from the University of Karlsruhe. Outside of his role at Deutsche Bank, he is also a member of the Supervisory Board of Bertelsmann SE & Co. KGaA.

**Elizabeth LINDER**

**Founder, Brooch Associates, London, United Kingdom**

Elizabeth Linder has been at the forefront of modern corporate diplomacy since the dawn of the social media revolution, having represented U.S. and international tech firms at the head-of-state, ministerial, and national political levels in 57 countries. As the founder of Brooch Associates, a transatlantic firm based in London and South Florida, Elizabeth Linder works with clients on diplomacy-led international expansion strategy, global partnerships and alliances, and strategic communications.

Elizabeth Linder serves as the Director of the Kinross House Meetings, a discreet think tank dedicated to Track Two transatlantic diplomacy at the Kinross House Estate in Scotland. She is the Co-Chair of the St. James's Roundtable at Chatham House and serves on the Board of the Bill and Melinda Gates Foundation-funded Medicines for Malaria Venture in Geneva. Elizabeth Linder is a Senior Advisor to the Defense

and National Security practice at the Albright Stonebridge Group in Washington, DC.

Elizabeth Linder's background in corporate diplomacy began during her tenure at Facebook, where she served as the company's first "Secretary of State," having founded and built the company's first Politics & Government division for the Europe, Middle East & Africa region during the Arab Spring era.

A Princeton graduate, Elizabeth Linder started her career at Google/YouTube, where she split her time between Google's Mountain View campus and the newly-acquired YouTube HQ in San Bruno, where she worked with the company's co-founders and growing bench of executives on its communications strategy to keep pace with YouTube's "coming of age" moment the year user-generated content first splashed on to the political scene in 2007/08.



**Annika MOHN**

**Member of the Board of Trustees of Liz Mohn Stiftung,  
Gütersloh, Germany**

Born in Germany, Annika Mohn graduated in 2024 with a bachelor's in international relations from IE University, Madrid. She has gained international experience across corporate strategy, brand development, and cultural projects in New York, Munich, Berlin, London, Paris, and Chile. Her roles span strategic analysis at Penguin Random House and BMG Rights Management, brand strategy at The Intangibles, and communications at an art startup.

Since 2025, she has served on the Board of Trustees of the Liz Mohn Stiftung. Fluent in German and English, with proficiency in Spanish and French, Annika Mohn is pursuing a focus on art, business, and culture in New York, combining a global outlook with strategic insight to drive projects at the intersection of culture and innovation.



**Brigitte MOHN** – *online participation***Chairwoman of the Executive Board, Bertelsmann Stiftung, Gütersloh, Germany**

Brigitte Mohn is chairwoman of the Board of the Bertelsmann Stiftung and Chairwoman of the Board of Trustees of the German Stroke Foundation. From 2001 to 2014 she has served as Chair of the German Stroke Foundation's Executive Board. After this, she assumed the Chair for the Board of Trustees of the Stroke Foundation. She has been heading the Health Program at the Bertelsmann Stiftung since 2001 and has been a Board Member of this foundation since 2005.

Aside from her duties with the German Stroke Foundation and the Bertelsmann Stiftung, Brigitte Mohn is a member of the Supervisory Board of the Bertelsmann Management SE, the Bertelsmann SE & Co. KGaA and a member of the Bertelsmann Verwaltungsgesellschaft mbH. Brigitte Mohn believes in supporting innovative and young entrepreneurs – in doing this, she also contributed to establish a start-up ecosystem in her home region Ostwestfalen-Lippe in Germany.

Furthermore, Brigitte Mohn is an active early stage investor. Aligned with her strong commitment to social innovation, her own company supports start-ups to pursue their social and sustainable driven missions.

**Liz MOHN****Founder and Chairwoman of the Executive Board of Liz Mohn Stiftung; Bertelsmann Stiftung's Global Representative and Honorary Member of its Board of Trustees; Member of the Supervisory Board of Bertelsmann SE & Co. KGaA and Shareholder of Bertelsmann Verwaltungsgesellschaft mbH, Gütersloh, Germany**

Liz Mohn represents the fifth generation of the Bertelsmann/Mohn founding family, owner of the Bertelsmann media group. She is a member of the Steering Committee of Bertelsmann Verwaltungsgesellschaft mbH and member of the Supervisory Board of Bertelsmann SE & Co. KGaA and of Bertelsmann Management SE.

Until June 2021, she was a member of the Bertelsmann Stiftung Executive Board, where she was responsible for initiatives on modern leadership and corporate social responsibility, strengthening social cohesion and values, and promoting culture and music education.

Today, she is the Bertelsmann Stiftung's global representative and an honorary member of its Board of Trustees.

She is chairwoman and founder of Liz Mohn Stiftung, a non-profit institution working in the fields of international relations, global talents, creating leadership culture and power of culture. The Liz Mohn Stiftung strives for building bridges between different professions, genders, generations and positions with a special focus on young people.

Liz Mohn is head of the NEUE STIMMEN International Singing Competition, which she initiated as part of her cultural commitment. As President of the German Stroke Foundation, which she established, she promotes education, research, prevention and the development of a national and international network. Moreover, she is President of the Fundación Bertelsmann in Barcelona and President of the Board of Directors of the Bertelsmann Foundation North America, Washington.



#### **Irene NATIVIDAD**

**President, GlobeWomen Research & Education Institute;  
President, Global Summit of Women and Chair, Corporate  
Women Directors International, Washington, DC, United States  
of America**

President of the GlobeWomen Research and Education Institute Irene Natividad serves as President of the Global Summit of Women, a 35-year-old annual gathering of women leaders in business and government who come together to share strategies for accelerating women's economic progress globally. She also serves as Chair of Corporate Women Directors International (CWDI), which conducts research on women on boards globally and brings together women corporate directors from around the world on issues of corporate governance.

Her commitment to promoting women, nationally and internationally, stems from her involvement with the National Women's Political Caucus, a 50-year-old bipartisan organization dedicated to electing and appointing more women to public office to which she was elected President in 1985 – the first Asian-American ever to head a national political organization in the U.S. She was also a member of the 2012 National Association of Corporate Directors' Blue-Ribbon Commission on Board Diversity and the European Commission's Network to Promote Women in Decision-Making and has been part of the T-20 (think tank for the G20), the W-20 (women's arm of the G20) and was appointed by President Macron to the G7 Advisory Council on Gender Equality during France's presidency in 2019. In 2021, her national and



international efforts to improve the situation of women in the economic and political arenas was recognized as Chevalier of the National Order of Legion of Honor (Legion d'Honneur) by decree of President Macron.



**Professor Dr. Peter R. NEUMANN**  
**Professor of Security Studies, King’s College, London, United Kingdom**

Dr. Peter R. Neumann is Professor of Security Studies at King's College London, where he founded and directed the International Centre for the Study of Radicalisation (ICSR). He is also a Research Fellow at the Changing Character of War Programme at the University of Oxford and served as Senior Researcher at the European Commission’s Radicalisation Awareness Network (RAN-PS).

Professor Neumann has published widely on issues related to radicalisation, extremism, terrorism, and counter-terrorism, including *Radicalized: New Jihadists and the Threat to the West* (IB Tauris, 2016) and *Bluster: Donald Trump’s War on Terror* (Oxford University Press, 2020). His most recent book publication – *The New World Disorder* (Scribe, 2023) – is an intellectual history of Western foreign policy since the end of the Cold War. He also served as editor of the four-volume *Major Works Collection: Radicalization* (Routledge, 2015).

As well as being involved in research and writing, he has advised Western governments and international institutions on issues related to countering extremism and terrorism, and has served as OSCE Special Representative on Countering Violent Extremism in 2017. Over the course of his career, he has been a visiting or adjunct professor at Sciences Po (Lyon), Georgetown University, Johns Hopkins University, and the University of St. Gallen in Switzerland. Professor Neumann holds a PhD in War Studies from King’s College London and a master’s degree in political science from the Free University of Berlin. Before becoming an academic, he worked as a radio journalist in Germany.

**Şafak PAVEY****Senior Advisor, Special Envoy, UNHCR, Geneva, Switzerland**

Şafak Pavey's background embraces humanitarian affairs, peace and security work at the United Nations and as a politician. She is currently the Senior Adviser and Special Envoy covering peacebuilding dialogues and durable solutions to displacement serving the UN High Commissioner for Refugees at the HQs in Geneva. During her parliamentary mandates between 2011 and 2017, she served as the Deputy Speaker of Turkish Parliament, Vice-chair of Turkey-EU Accession Committee and NATO Parliamentary Assembly. She is the first disabled woman to be elected to the Parliament of Türkiye. Previously, she served as the UN High Commissioner for Human Rights and as a spokesperson on humanitarian missions in the Middle East, South-West Asia and Central Europe from 2003 to 2011.

Şafak Pavey is an alumna of Westminster University, London School of Economics and Harvard Kennedy School executive education. She is a frequent lecturer at UN University for Peace and an author of three books including her memoirs in Iran and a law volume with Nobel Peace Laureate Shirin Ebadi. Safak Pavey is a board member of Women Political Leaders Global Forum. Amongst the recognitions for her work, Şafak Pavey was honored with the 2012 International Woman of Courage Award by U.S. State Department, selected as 2015 Young Global Leader by World Economic Forum and 2016 Munich Young Leader by Munich Security Conference.

**Professor Dr. Andreas PINKWART****Professor for Innovation and Technology Management;  
Director of the Excellence Center TUD|excite, Dresden  
University of Technology, Dresden, Germany**

Professor for Innovation and Technology Management and Director of the Excellence Center TUD|excite at Dresden University of Technology. He studied economics and business economics at the Universities of Münster and Bonn and received his doctorate from the University of Bonn. The Faculty of Economics at the University of Siegen recognized his research achievements as equivalent to a habilitation. He has been a university professor since 1994 and served from 2011 until 2017 as Dean of the HHL Leipzig Graduate School of Management.

He was appointed as Minister of Science, Innovation and Technology (2005-2010), Minister of Economic Affairs, Innovation, Digitalization and Energy (2017-2022) and from 2005 to 2010 as Deputy Prime Minister of the State of North Rhine-Westphalia. He was an elected

representative in the German Bundestag, a member of the Bundesrat and the North Rhine-Westphalian state parliament as well as state chairman and deputy federal chairman of the Free Democratic Party (2003-2011). Andreas Pinkwart has a wide range of experience in supervisory bodies of companies and foundations. He has received the German Elite SME Award, the German Startup Award and the Innovation in Academia Award for Science and Business from the British University of Kent.



**Dr. Helga RABL-STADLER**

**Former President, Salzburg Festival, Salzburg, Austria**

Dr. Helga Rabl-Stadler was born in Salzburg in 1948. She studied law, journalism and political sciences. From 1971 to 1978 she was working as a journalist specializing in economy and politics. She was the first female journalist to write an editorial column for the Austrian Daily Newspaper Kurier. In 1983 she became a co-owner and partner of the family business Modehaus Resmann in Salzburg and Linz. From 1983 to 1990 she was member of the Austrian parliament. In 1988 she became first female President of the Salzburg Chamber of Commerce.

In 1995 she was appointed President of the Salzburg Festival and resigned from all her political offices. Amongst the general responsibilities as a member of the directorate of the Salzburg Festival she achieved to develop a top-class network of sponsors. The high point of her successful fundraising efforts was the financing of the reconstruction of the Haus fuer Mozart. Her contract was renewed seven times and expired finally on the 31st of January 2021.

Since June 2022 she has been Special Representative for International Cultural Affairs in the Austrian Federal Ministry for European and International Affairs.



**Dr. Viviane REDING**

**Former Vice-President of the European Commission,  
Luxembourg, Grand Duchy of Luxembourg**

Dr. Viviane Reding is a political leader from Luxembourg, who was sitting in national parliament, European Parliament and the European Commission for 42 years. After her PhD from the Sorbonne, she was elected for the first time in 1979. Between 2000 and 2014 she was European Commissioner, first for education, media and culture, then for

the telecom market and technological research, and finally for justice, citizenship and fundamental rights.

Today she sits as councilor on boards of private companies and foundations, specializing in geopolitics, deep-tech and international culture. She is vice-president of the World Law Foundation.



### **Thaddäus ROPAC**

**Founder and Owner, Gallery Thaddäus Ropac, London, United Kingdom**

Born in 1960 in Klagenfurt, Austria, Thaddaeus Ropac founded his first gallery in 1983 in Salzburg, specializing in European and North American contemporary art. Today, the gallery has six distinctive venues across London, Paris, Salzburg, Milan and Seoul. With a team of over 100 people, the gallery currently represents more than 70 artists and a number of renowned artist estates.

Thaddaeus Ropac is a member of the advisory board of the Salzburg Festival as well as the University of Salzburg and founded the Austrian Friends of the Israel Museum. In 2013 he was accorded the Chevalier de la Légion d'honneur by the French president, François Hollande.



### **Matthias SCHULZ**

**Artistic Director, Opernhaus Zurich, Zurich, Switzerland**

Matthias Schulz, born in 1977 in Bavaria, Germany, studied piano at the Mozarteum in Salzburg and economics at the Ludwig Maximilian University in Munich. Matthias Schulz has enjoyed a long-standing relationship with the Salzburg Festival. From the age of twenty-two, he worked in a wide variety of areas, including as Project Manager, from which he was promoted to Concert and Media Affairs Officer and, in 2009, Head of Concert Planning. In this role, he contributed to designing the programs and was responsible for the planning and integration of all festival productions. During the years of this collaboration, one focus was the field of contemporary music theater.

In 2012, Matthias Schulz joined the Salzburg Mozarteum Foundation as Artistic Director and Commercial Manager. In addition to planning the festival and concert programs as well as other responsibilities in the two other core areas of the Foundation, scholarship and museums, his work as Chief Financial Officer and Human Resources Manager also

extended to fundraising, marketing, press relations, and media productions.

From 2017 to 2024, he was Artistic Director of the Staatsoper Unter den Linden in Berlin, where he was notably responsible for the return to the building and its reopening following a seven-year general renovation. In addition to expanding the core repertoire, including numerous world premieres, Matthias Schulz established successful formats for early music and experimental music theater. He placed strong emphasis on the promotion of young talent and increased the accessibility of the opera house by developing innovative opera formats and attracting new audiences. He accompanied the transition from Daniel Barenboim to the appointment of Christian Thielemann as General Music Director.

In December 2021, he was appointed Artistic Director Designate of the Opernhaus Zurich. Since August 2025, he has assumed this position, succeeding Andreas Homoki.

As a pianist, chamber musician, and lied accompanist, Matthias Schulz has been involved in frequent artistic collaborations in recent years, including with Elīna Garanča and Michael Volle.

Matthias Schulz has served as a board member of various festivals, a jury member of international competitions, and a member of the Board of Trustees of the Bertelsmann Foundation and the Liz Mohn Stiftung.



**Dr. Wolfgang SCHÜSSEL**  
**Former Federal Chancellor, Republic of Austria, Vienna, Austria**

Dr. Wolfgang Schüssel was born in 1945, Vienna. Following his university studies in Economics and Law, finishing with a Doctorate in Law in 1968, he began his professional and political career in the Austrian People's Party (ÖVP). From 1968 to 1975 he worked as the secretary of the ÖVP's parliamentary club. From 1975 to 1991 he was secretary general of the Austrian Business Federation, and from 1979 to 1989 he was a member in the National Council. From 1987 to 1989 he also served as the deputy party chairman of the ÖVP. During this time, he participated in negotiations for Austria's accession to the European Free Trade Association (EFTA) and the European Union.

In 1989 Wolfgang Schüssel was appointed Minister for Economic Affairs in the coalition government under Chancellor Franz Vranitzky.

On April 22, 1995, he succeeded Erhard Busek as the ÖVP's national leader. He also became Vice-Chancellor and Foreign Minister.

Following national elections, in 2000 Wolfgang Schüssel was appointed Austrian Chancellor, a post he held until January 2007. He has been closely associated with the Bertelsmann Stiftung through his role of co-organizer of the Salzburg Trilogue and as a former member of the Bertelsmann Stiftung's Board of Trustees.



**Professor Dr. Daniela SCHWARZER**  
**Member of the Executive Board, Bertelsmann Stiftung,**  
**Berlin/Gütersloh, Germany**

Dr. Daniela Schwarzer joined the Bertelsmann Stiftung in 2023 and oversees its work on Europe, Democracy and Cohesion.

From 2021 to 2023, she served as Executive Director for Europe and Central Asia at the Open Society Foundations, the world's largest foundation working to strengthen the rule of law and democracy. From 2016 to 2021, she was CEO of the German Council on Foreign Relations (DGAP). She served on the executive team of the German Marshall Fund of the United States from 2013 to 2016 and worked for the German Institute for International and Security Affairs (SWP) for eight years, leading its Europe work. From 1999 to 2004, she served as opinion page editor and France correspondent for Financial Times Deutschland.

Since 2025, Daniela Schwarzer has been serving as the honorary president of the Institute for Foreign Cultural Relations and as co-chair of the German-Japanese Forum. Daniela Schwarzer is regularly consulted as an expert and policy advisor. In 2023, she was co-rapporteur of the German and French governments' working group on EU reform and enlargement. From 2020 to 2022 she served as special advisor to the EU High Representative Josep Borrell. She held several advisor positions with the French government and advised Poland's first EU presidency.

Daniela Schwarzer is a member of the supervisory boards of BNP Paribas and Covivio. She is honorary professor at Freie Universität Berlin and has been visiting professor and Senior Fellow at Harvard University. In 2017, she was inducted into the French Legion of Honour.



**Elhadj As SY****Chair of the Board, Kofi Annan Foundation, Geneva, Switzerland**

Elhadj As Sy was Secretary General of the International Federation of Red Cross and Red Crescent Societies (IFRC) from 2014 to 2019. He currently serves as Chair of the Kofi Annan Foundation Board and Chancellor of the Liverpool School of Tropical Médecine. Prior to his leadership role at the IFRC, Elhadj As Sy was UNICEF's Director of Partnerships and Resource Development in New York. He has also served as UNICEF Regional Director for Eastern and Southern Africa and Global Emergency Coordinator for the Horn of Africa.

Elhadj As Sy held leadership positions with the United Nations Development Programme in New York, with the Global Fund to fight AIDS, Tuberculosis and Malaria and with UNAIDS. Before joining the United Nations, he served as Director of Health and Development Programmes with Environment and Development Action in the Third World in Dakar, Senegal.

Sy holds a bachelor's degree in arts and human sciences from the University of Dakar. He then pursued master's studies in arts and German studies at the University of Graz and graduated from the Diplomatic Academy in Vienna. He was also awarded a postgraduate diploma in Education from the École normale supérieure in Dakar. He speaks English, French and German and is a national of Senegal.

**Bodo UEBBER****Chairman of the Board of Trustees, Bertelsmann Stiftung, Gütersloh, Germany**

Bodo Uebber is an experienced German executive and has been working as an independent business consultant since 2020. After completing his degree in industrial engineering at the Karlsruhe University of Technology, he began his professional career in various senior positions in the fields of finance and controlling. Early on, he assumed responsibility for strategic and operational financial matters within major industrial companies.

In 2003, Bodo Uebber was appointed to the Board of Management of Daimler AG. During his 16-year tenure, he was responsible for the areas of Finance & Controlling, Mergers & Acquisitions, as well as the Financial Services business units, including the new digital mobility services. In this role, he played a key part in shaping the company's

financial strategy and transformation during a period of profound change in the automotive industry.

In addition to his work on the Executive Board, Bodo Uebber serves on several supervisory boards of international companies. He is currently Chairman of the Supervisory Board of Flix SE and Chairman of the Supervisory Board of Evercore GmbH. Since 2011, he has been a member of the Supervisory Board of Bertelsmann SE & Co. KGaA and Bertelsmann Management SE. In 2019, he also became a member of the Supervisory Board of Adidas AG.

His social commitment is also reflected in his long-standing affiliation with the Bertelsmann Stiftung. He has been a member of the Bertelsmann Stiftung's Board of Trustees since 2021 and was appointed Chairman of the Board of Trustees at the beginning of 2025.



**Professor Dr. Henry Huiyao WANG – *online participation***  
**Founder and President, Center for China and Globalization,**  
**Former Counselor to China State Council, Beijing, People's**  
**Republic of China**

Dr. Henry Huiyao Wang is Founder and President of Center for China and Globalization (CCG), former Counselor to China State Council appointed by Chinese Premier and Vice Chairman of China Association for International Economic Cooperation under Ministry of Commerce; Vice Chairman of China Public Relations Association; Director of Chinese People's Institute of Foreign Affairs and China National Committee for Pacific Economic Cooperation under Ministry of Foreign Affairs; a member of Advisory Committee for Global Competence Development of Tsinghua University and former Professor and Dean of the Institute of Development at Southwestern University of Finance and Economics. In addition, he is a Steering Committee Member of Paris Peace Forum (PPF) and sits on the Advisory Board of Duke Kunshan University and Richard Ivey Business School.

Dr. Wang pursued his PhD studies at University of Western Ontario and University of Manchester. He was a Senior Fellow at Harvard Kennedy School, a Visiting Fellow of Brookings Institute. As a thought leader on global relations, international business, global governance, talent migration, global investment and trade, etc., he has published over 100 works; a frequent speaker at international events such as the World Economic Forum, Munich Security Conference, Paris Peace Forum; a frequent contributing writer for the op-eds to South China Morning Post, Financial Times, Bloomberg, New York Times etc.



**Martin WEISS****President & Chief Executive Officer, Salzburg Global,  
Salzburg, Austria**

Martin Weiss became the ninth president of Salzburg Global - an independent, non-profit organization with a 75-year record of bringing fellows from around the world together to 'change the conversation' and tackle the pressing issues of our time.

Before this appointment, he served as Austrian Ambassador to the United States between 2019 and 2022. He also served as Austrian Ambassador to Israel (2015-19), Director of the Press and Information Department and Spokesman of the Austrian Foreign Ministry (2012-15) and as Austrian Ambassador to Cyprus (2009-12). Prior to that, he held various diplomatic positions in the United States: Human Rights Attaché at the Austrian Mission to the United Nations, Political Counselor & Counselor for Congressional Affairs at the Austrian Embassy in Washington, DC, Director of the Austrian Press and Information Service and Austrian Consul General in Los Angeles (2004-09). He holds a law degree from the University of Vienna and a Master of Laws (LL.M.) from the University of Virginia (UVA).

## Macbeth – Giuseppe Verdi (1813-1901)

### Melodramma in four acts (1847; revised version 1865)

Libretto by Francesco Maria Piave with editions by Andrea Maffei  
after William Shakespeare's tragedy Macbeth, Revival  
'Thoughts of Murder, where do you spring from?'

Oedipus faced with the mysteries of the oracle, Macbeth confronted by the witches' prophecies: a sudden dictum from another world — and just a few words suffice to change a life utterly. Moira reveals itself. While Oedipus seeks to escape the tragic destiny that is augured for him, in Macbeth's case a twofold process is set in motion. First, he reacts to the announcement that he will soon become king by attempting to scale these promised heights and acts accordingly: by killing. Having attained crown and power, he then duly defies the second part of the prophecy: by killing again. After this he becomes the victim of his madness, his fear, his moral downfall: by killing again and again.

Macbeth has torn the veil of reality. He has ceded space to witchcraft instead of simply mocking it, given credence to utterances that reason should have dismissed. Once the veil has been rent, a vertiginous abyss opens up. Macbeth feels drawn to the dark, in which he recognizes himself, and plunges into it before finally meeting his death.

Macbeth is the story of a man who is pursued by his doubts. As a remedy for his inner tribulation, he seeks to find in the signs around him revelations from another world, promises for the future — meant for him, tormented as he is by the uncertainty of the present.

Macbeth is the story of a soldier, a warrior, a man who brings death and whose death is sought. Macbeth has seen what we have certainly never seen: bodies destroyed and crushed, life extinguished. Macbeth is the one who will never forget what we have never seen. He knows that existence hangs by a silken thread. Does everything go back to the divine Fates with their spindles who hold the power over life and death, the Moirai or Parcae? Is there an unknown, unfathomable meaning concealed behind appearances? Does an invisible architect direct our lives? Are we merely a plaything of his will? What about our free will? Belief in the daímōn is liberation and constraint at the same time. It frees us from responsibility for our actions, because these are governed by something that is greater than ourselves. But belief in the daímōn hinders our desires when they challenge the primacy of that impervious force from which everything issues.

Macbeth is the story of a couple to whom nature or fate has denied offspring. While Macbeth relentlessly brings death, he is denied the chance to bestow life. And in this case, not bestowing life means being aware of his own approaching death. On the path to the destruction and madness to which the couple gradually fall victim, their shared loneliness binds them before separating them — before both die alone, with bloodstained soul or harried by a moving wood. But before this they seal a pact of love and hate, which thanks to Shakespeare and Verdi makes them one of the most fascinating and fearsome couples in literature and the history of opera.

Verdi's Macbeth resembles a Greek tragedy and a thriller in equal measure. Spawned by supernatural intervention, a criminal mentality takes complete hold of an individual's mind with an inexorability conveyed in the music — like a river that having burst its banks overwhelms the furthest reaches of the landscape, dooming it to certain destruction.

Macbeth deals with our vulnerability and our need to believe so that we can cope with the unknown.

An opera of this kind demands not only outstanding voices but also outstanding actors. Directed by Krzysztof Warlikowski, who has brought many major productions of works based on Greek tragedies and Shakespeare to the stage, and under the baton of Philippe Jordan, Vladislav Sulimsky and Asmik Grigorian embody a couple united in their passion, madness and bloody deeds.

Christian Longchamp

Translation: Sophie Kidd

### **Creative Team**

Conductor: Philippe Jordan

Director: Krzysztof Warlikowski

Sets and Costumes: Malgorzata Szczesniak

Video: Denis Guéguin, Kamil Polak

Choreography: Claude Bardouil

Lighting: Felice Ross

Dramaturgy: Christian Longchamp

### **Cast**

Macbeth: Vladislav Sulimsky

Banco: Tareq Nazmi

Lady Macbeth: Asmik Grigorian

Lady in-waiting to Lady Macbeth: Natalia Gavrilan

Macduff: Charles Castronovo

Macduff: Joshua Guerrero

Malcolm: Davide Tuscano

Doctor: Ilia Kazakov

Doctor (26/29.08.): Aleksei Kulagin

Servant to Macbeth: Trevor Haumschilt-Rocha

Murderer: Jonas Judd

First Apparition: Brett Pruunsild

### **Ensemble**

Concert Association of the Vienna State Opera Chorus

Chorus Master: Alan Woodbridge

Angelika Prokopp Summer Academy of the Vienna Philharmonic

Vienna Philharmonic

## General Information

<b>Venue:</b>	Mozarteum Salzburg Solitär Hall Mirabellplatz 1 5020 Salzburg Austria
<b>Opening Dinner:</b>	Schloss Leopoldskron Leopoldskronstraße 56-58 5020 Salzburg Austria
<b>Hotel:</b>	Sheraton Grand Salzburg Hotel Auerspergstraße 4 5020 Salzburg Austria ☎ +43 662 88999-0 ✉ <a href="mailto:sheraton.salzburg@sheraton.com">sheraton.salzburg@sheraton.com</a> <a href="http://www.sheratonsalzburg.com">www.sheratonsalzburg.com</a>
<b>Conference Language:</b>	English
<b>Chair of Sessions:</b>	Dr. Wolfgang Schüssel
<b>Journalists and Observers:</b>	The conference is open to accredited journalists and selected observers and international scholars by invitation.
<b>Photographs:</b>	Please note that photographs will be made during this event for public and documentation purposes.
<b>Embargo Policy:</b>	Journalists and participants are required to abide by the embargo policies and the confidentiality clause governing the Trilogue Salzburg.  All information being presented in conference folder and background paper is confidential for security reasons. The background paper is embargoed until August 26, 2025.
<b>Online Participation:</b>	For digital participants in the conference, we will provide you with a link for access. Please be prepared for a technical check at 9:30 a.m. (CEST) on August 26, 2025!

<b>Chatham House Rule:</b>	To enable the free flow of ideas and lively debate the anonymity of speakers and participants must be maintained. In other words, a person's view may not be associated with an individual or association without prior and explicit consent of the person in question.
<b>Transfers in Salzburg:</b>	The organizers will arrange all transfers in Salzburg, including airport transfers.
<b>Dress Code:</b>	Please consider business casual for the sessions and cocktail attire for the dinner and opera.
<b>Security Measures Opera:</b>	Please note that Salzburg Festival is subject to higher security measures. For identification, please bring your personal documents! You are not allowed to bring any luggage or dangerous items like knives, etc.

Please note that the folder has been updated on August 22, 2025.

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### **Trilogue Salzburg 2025**

Surrounded by the stimulating atmosphere of the Salzburg Festival, the Trilogue Salzburg convenes leading thinkers, decision-makers and renowned personalities from the arts, business, and politics to engage in crosscutting, intercultural and future-oriented debate. The Trilogue Salzburg was initiated by the former Austrian Chancellor Dr. Wolfgang Schäussel and Liz Mohn.

The 2025 Trilogue Salzburg will deal with the question of how to move forward in a fragmented world in which disruptive ideas, policies, and actions are constantly emerging and the evolutionary approach seems to be falling out of fashion.

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