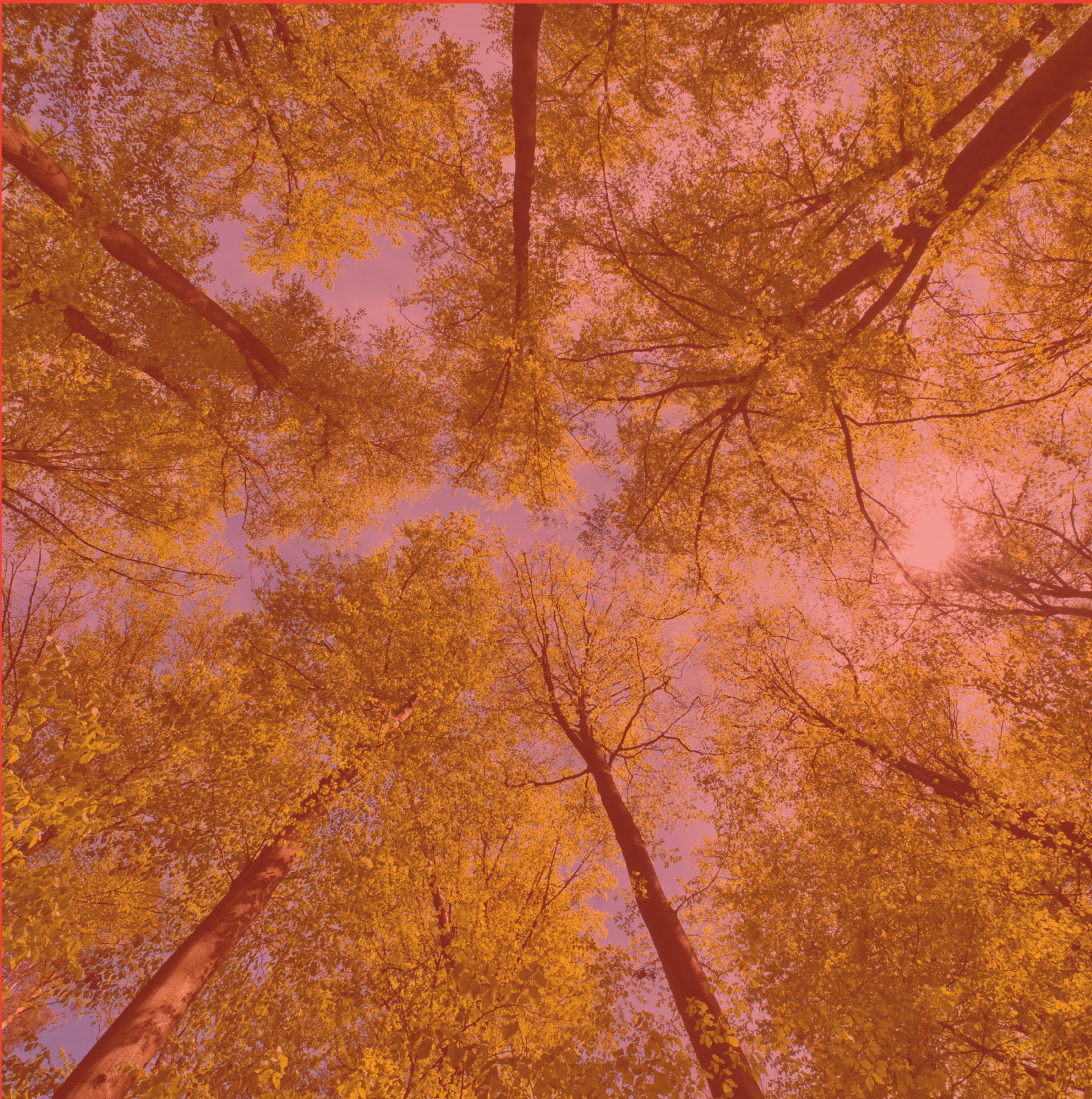




SALZBURG  
GLOBAL  
SEMINAR

# UNCERTAIN FUTURES AND CONNECTIONS REIMAGINED: CONNECTING GENERATIONS

KFAS-SALZBURG GLOBAL LEADERSHIP INITIATIVE





SALZBURG  
GLOBAL  
SEMINAR

## UNCERTAIN FUTURES AND CONNECTIONS REIMAGINED: CONNECTING GENERATIONS



Salzburg Global President Martin Weiss (left), and KFAS President Byung-il Choi (right)

---

**OCTOBER 9 TO 13, 2023**

---

**PROGRAM DIRECTOR**

Faye Hobson

---

**PROGRAM MANAGER**

Paula Ferreira Martins

---

**RAPPORTEUR**

Christopher Hamill-Stewart

---

**EDITOR**

Aurore Heugas

**PHOTOS**

Katrin Kerschbaumer



KOREA FOUNDATION  
FOR ADVANCED STUDIES

## FOREWORD

Over the past decades, the world has become more connected in terms of both time and space. With this accelerated development, issues such as geopolitical tensions, climate change, demographic changes, and technological dilemmas were exacerbated. As we navigate the intricacies of these issues in a post-pandemic world, the urgency to find solutions amid uncertainties and bridge intergenerational gaps is more important than ever.

The KFAS-Salzburg Global Leadership Initiative addresses the need to forge new connections across cultures, nations, and generations to reimagine how policies and institutions can sustain our progress into the future. It serves as an avenue for mutual learning and exchange where Fellows can discuss contemporary issues and collaborate on innovative action plans for development.

KFAS President Choi commented: “As KFAS approaches its golden jubilee in 2024, creating a new global platform for future leaders with Salzburg Global is opening a new chapter for its next 50 years. KFAS and Salzburg Global have a common heritage in their firm belief and devotion to empower talents, who restlessly and passionately pursue value bigger than personal interest and thus pay it forward for a better society. Collaborating with Salzburg Global, Martin and his team, has been such a rewarding experience. I look forward to welcoming all participants at the historic venue of Schloss Leopoldskron!”

With the theme “Uncertain Futures and Connections Reimagined: Connecting Generations”, 35 global leaders at junior and senior levels will convene on October 9-13, 2023 at Schloss Leopoldskron in Salzburg, Austria. These leaders will be given opportunities to develop the skills needed to address the diverse challenges that we face today.

Salzburg Global President Martin Weiss added: “We are excited to be partnering with the Korea Foundation for Advanced Studies (KFAS) for this multi-year program focused on connecting leaders across generations. It has been a pleasure to collaborate with KFAS, an organization whose efforts in the field of leadership development greatly align with the values that we hold dear here at Salzburg Global. We are grateful to President Choi for his vision in initiating this program and the opportunity to build it together throughout the coming years.”

# TABLE OF CONTENTS

---

|           |   |
|-----------|---|
| <b>5</b>  | <b>UNCERTAIN FUTURES AND CONNECTIONS REIMAGINED:<br/>CONNECTING GENERATIONS</b>   |
| <b>6</b>  | <b>INTRODUCTION</b>   |
| <b>8</b>  | <b>DEMOGRAPHIC TRANSITION</b>   |
| 8         | Global Demographic Shifts   |
| 8         | Economic Ingenuity in an Aging World  |
| 9         | Aging and Cultural Flourishing  |
| <b>10</b> | <b>FELLOW INTERVIEW - TOPPLING THE “IVORY TOWER”: ACADEMIC<br/>INSIGHTS ON LEADERSHIP, POLICY, AND GLOBAL CHALLENGES</b>                |
| <b>13</b> | <b>THE FOUNDATION OF FINANCIAL STABILITY</b>  |
| 14        | Threats to the Intergenerational Contract   |
| 14        | Positive Facets   |
| 15        | Discussion Points   |
| <b>16</b> | <b>FELLOW INTERVIEW - FROM SRI LANKA WITH POWER: BREAKING<br/>THE SILENCE ON ECONOMIC EMPOWERMENT AS A TOOL FOR GENDER<br/>EQUALITY</b> |
| <b>18</b> | <b>DIVERGING VALUES</b>   |
| <b>20</b> | <b>FELLOW INTERVIEW - AMPLIFYING MARGINALIZED VOICES IN LEGAL<br/>SYSTEMS</b>   |
| <b>22</b> | <b>NAVIGATING THE COMPLEX LANDSCAPE OF GLOBAL IMMIGRATION</b>   |
| <b>25</b> | <b>FELLOW INTERVIEW - OVERCOMING INTERGENERATIONAL BIASES<br/>TOWARDS IMMIGRANTS</b>  |
| <b>27</b> | <b>INTERGENERATIONAL MOBILITY AND UNCERTAIN FUTURES</b>   |
| 27        | Poverty   |
| 27        | Diverging Values, and Uncertain Futures   |
| 28        | Moving Forward  |
| <b>30</b> | <b>APPENDIX</b>   |
| 30        | Participants  |
| 31        | Program Team  |
| 31        | Resource Specialists  |
| 31        | Contact   |

---

## UNCERTAIN FUTURES AND CONNECTIONS REIMAGINED: CONNECTING GENERATIONS

The KFAS-Salzburg Global Leadership Initiative aims to equip Korean and global leaders with the necessary skills to address the challenges posed by our rapidly changing world. Through a year-round series of virtual sessions and an annual gathering in Salzburg, the Forum is a global knowledge platform for mutual learning and exchange, where leaders at junior and senior levels, can share the current global and local issues they are facing, and develop and disseminate innovative action plans.

For the first year of the Initiative, the theme was “Uncertain Futures and Connections Reimagined: Connecting Generations”. There is a pressing global need for better connecting generations as we navigate the complex challenges of the modern world. The failure to better connect generations now and in the future poses significant risks and challenges for individuals, communities, and societies at large.

By not prioritizing intergenerational connections, there is a risk of deepening generational divides and conflicts, hindering social cohesion and collective progress. The lack of understanding and communication between generations can lead to missed opportunities for learning, mentorship, and the transfer of valuable knowledge and experiences. Moreover, failing to bridge the gap in diverging values may result in increased polarization, intolerance, and social fragmentation.

The following sub-themes were identified and discussed during the program:

- **Demographic Transition:** This subtheme focuses on understanding and navigating the demographic changes associated with aging populations and declining fertility rates. It explores strategies to address the challenges and opportunities arising from these shifts in population structure.
- **Financial Sustainability:** This subtheme delves into the global financial landscape, examining the implications of economic systems and policies on long-term sustainability. It explores innovative approaches to ensure economic stability, resilience, and equitable distribution of resources across generations.
- **Diverging Values:** This subtheme explores the dynamics of generational conflicts arising from evolving societal values, beliefs, and cultural norms. It aims to foster dialogue and understanding between generations, seeking common ground while respecting diversity.
- **Immigration:** This subtheme examines the impact of migration on societies, economies, and intergenerational relationships. It explores strategies to facilitate integration, foster social cohesion, and harness the benefits of cultural diversity.
- **Intergenerational Mobility:** This subtheme explores the opportunities and barriers for social and economic mobility between generations. It analyzes factors that contribute to inequality and investigates policies and initiatives aimed at promoting upward mobility for all individuals, regardless of their background.

This report summarizes some of the discussions and takeaways from this year’s session.



## INTRODUCTION

In times of change, good leadership is essential. Whether at a community level, in a company, at the head of a charitable organization, or indeed at the political level, challenging times demand leaders capable of navigating them. And we are living in challenging times. It is with this in mind that Salzburg Global Seminar and the Korea Foundation for Advanced Leadership convened their first cohort of 40 current and future leaders at the inaugural session of a three-year series: “Uncertain Futures and Connections Reimagined.”

Over four days, participants hailing from diverse sectors and geographies explored how to manage intergenerational relations in a world that is changing rapidly.

This year’s theme — Connecting Generations — meant examining the impact of rapidly aging populations, changing migration flows, diverging values between generations and geographies, the possibility of intergenerational mobility, and the challenge of delivering financial sustainability throughout all this.

None of these subthemes act in a vacuum. Changing demographics and aging populations mandate immigration, but divergent values mean migration can have political consequences — and all of this is underpinned by the need for financial sustainability in societies that, for the first time in human history, will have more old citizens than young.

For participants, the dual questions of how leaders can either avert difficult futures — the possibility of a population collapse in South Korea, for example — or manage them in a way that upholds human rights and well-being dominated the session. For some participants, mitigating or adapting to these challenges meant bolstering education systems. Others looked to financial or social policies that we could adopt now to encourage behaviors in a population that will bear fruit for decades to come. All agreed that the answer lies in a combination of these solutions, adapted to communities and spearheaded by leaders from the communities they work in.

At the four-day session's Leadership Roundtable, participants shared what leadership means to them and how they view their role as leaders. They asked what it means to be a good leader in today's world — and the answer is not as simple as it once may have been. Being a good leader means many things to many people, but one thing became clear: the central importance of empathy.

Whether in a small community-based organization or a large company or public institution, integrating an empathetic approach to leadership — being able to genuinely engage with others' perspectives — will be a key trait as we navigate the coming transition of demographics, values, and economies. Diversity is only set to grow, and empathetic leaders will be needed to ensure those around them are comfortable and that cohesiveness within groups — whether that is a company, community, or country — is maintained during transitional times. As values change in organizations and more widely, leaders will be the ones ensuring that divergent values do not create diverging sections of society. To do this, empathy is a core enabler.

This is perhaps the most important outcome of the first sessions of the three-year program: the central role that empathy will play in navigating uncertain times. We may not be able to control everything. Demographics change naturally, climate events and economic shocks may be predictable at times, but they cannot be controlled. We can control, however — particularly as leaders — the way we treat others. We can control whether we treat those inside and outside of our communities with empathy. Doing so isn't just the right thing to do. It is the first step toward overcoming some of the world's toughest challenges.



## DEMOGRAPHIC TRANSITION

*By Adam Sharpe, Rosakebia L. Estela Mendoza, and Manuel García Huitrón*

We have traditionally lived in a world where the average population was young. This is about to reverse itself. Instead of piecemeal, cosmetic, knee-jerk policy responses that prioritise the maintenance of systems in decline, we must ready ourselves for the exploration and implementation of more transformative policy responses at the level of systems and culture.

---

**“FALLING FERTILITY RATES COULD MEAN ALMOST ALL NATIONS WILL SEE THEIR POPULATIONS HALVE BY 2100.”**

---

### GLOBAL DEMOGRAPHIC SHIFTS

Population decline and ageing is a global phenomenon. According to World Bank population data, 70% of us live in countries below the population tipping point where fertility rates drop below replacement level. In fact, a Lancet Study in 2020 estimated that falling fertility rates could mean almost all nations will see their populations halve by 2100.

While certain governments have sought to raise fertility rates by embracing human rights, implementing policies that safeguard well-being, dignity, and equity, conversely, in many instances human rights are taking a back seat. Whether egalitarian or authoritarian, no government has found the formula for sustainably raising fertility levels.

We must confront the fact that no economy is designed to have less and less young people supporting more old people. Moreover, demographic changes and our responses to them will go way beyond economics. They will have significant social, environmental, technological, and political implications for present and future generations.

### ECONOMIC INGENUITY IN AN AGING WORLD

With a rowing elderly demographic and contracting young population, existing economic structures face a formidable challenge. While pension systems are strained globally, in Latin America, they are facing increasing scrutiny. Historically, these systems have been underfunded, leading to inadequate support for retirees. For instance, recent data from the National Institute of Statistics and Informatics of Peru indicates that only 35.3% of the senior population receives pensions. This leaves a substantial number without formal social security, forcing them to rely on family support or informal employment. Peru is not alone.

Addressing this looming crisis mandates a metamorphosis in policy and perspective. Economic structures must be reengineered to ensure that a smaller working-age population can sustain an increasingly aging demographic. Governments must prioritize the development and implementation of robust, equitable pension schemes to ensure seniors can live with dignity and financial



security. Collaborative initiatives, leveraging both innovation and private capital, could play a crucial role in strengthening and ensuring the long-term viability of pension systems for the elderly.

Aging preparedness needs to address not only the pension system, but also the labor market, and the health of human capital (education/training), enabling individuals to remain in productive employment from 65-80 as much as possible. Aging workers face a labor market context where knowledge and specific skills also age (and they might do it faster than ever before) because of the creative destruction associated with technological innovation-led disruption and its acceleration due to the COVID-19 pandemic. Partaking in the opportunities raised by this new era presupposes a redefinition of current approaches to retirement.

## **AGING AND CULTURAL FLOURISHING**

Demographic shifts also unveil opportunities to redefine our perceptions of age, wisdom, societal contributions, and cross-generational collaboration. Historically, the elderly were revered for their vast reservoirs of knowledge, and we should start asking ourselves how the elderly can shift from being knowledge keepers to knowledge openers. With their growing presence, there's an imperative to harness their wisdom in decision-making and mentorship, ensuring they not only feel represented but also become the primary narrators of their experiences.

The arts, reflecting this change, may evolve to highlight the depth and nuances of aging, weaving tales of reflection and legacy. This era of multi-generational coexistence presents a unique platform for knowledge exchange, blending time-honoured wisdom with contemporary insights. As guardians of cultural heritage, the elderly play a crucial role in preserving traditions in our rapidly globalizing landscape. Yet, this shift necessitates a more inclusive media representation and a re-evaluation of societal norms to dispel age-related misconceptions.

Technological innovations tailored for the elderly will inevitably emerge, enhancing their quality of life through target innovations. At the cultural level, to prevent the loss of invaluable wisdom not captured in textbooks, it is essential to create a digital repository, preserving the lived experiences and insights of the elderly, creating invaluable assets for future generations and providing a timeless resource of wisdom and guidance.

Whether in the public square or the halls of power, assessing and addressing unprecedented global megatrends requires a departure from simplistic, short-term solutions. They demand foresight, long-term thinking, transdisciplinary perspectives and solutions at systemic and cultural levels. And, given the current degree of public awareness around demographic shifts and the threat of backsliding on hard-fought human rights, they should prioritise and amplify citizen engagement, ensuring collective insights and voices actively shape all our futures.

Ukrainian President Zelenski told lawmakers in his inaugural address in 2019: "I do not want my picture in your offices. The President is not an icon, an idol, or a portrait. Hang your kids' photos instead and look at them each time you make a decision." His words encourage us to make decisions today with present and future generations in mind, and this will be crucial if we are to transform these challenges into opportunities for a better world.

## TOPPLING THE “IVORY TOWER”: ACADEMIC INSIGHTS ON LEADERSHIP, POLICY, AND GLOBAL CHALLENGES

**Antonio Lessa discusses the importance of knowledge sharing and education in bridging the intergenerational gap across borders**

*By Paul Mart Jeyand J. Matangcas*



Antonio Carlos Lessa is a professor of International Relations at Universidade de Brasília. Since 2007, he has been a Research Fellow with the Brazilian Council for Scientific and Technological Development and serves as Deputy Director at the Center for Global Studies at the University of Brasília. His research and teaching interests include Brazilian Foreign Policy, Global Issues, and Contemporary International Politics and his current work is centered on contemporary global challenges such as climate change, humanitarian crises, and the rivalry between the US and China.

**Paul Matangcas, Salzburg Global Communications Intern: The inaugural cohort of the KFAS-Salzburg Global Leadership Initiative comes from diverse backgrounds. As someone from academia, how does education contribute to addressing the many challenges faced by our world today?**

**Antonio Lessa, Full Professor, Universidade de Brasília:** In the context of the formation of leadership and intergenerational issues, I think that education is a tool that gives solutions to the problems that are rising nowadays. Through education at all levels, we can have more skilled youth [who can] apply for better jobs and can deal better with innovation and new technologies. The geopolitical conditions are changing; we have global issues that are changing the perception of the centrality of traditional issues. For instance, climate change, population decrease, economic instability, geopolitical instability, [and] new conflicts in areas, regions, and actors that we could not suspect years ago.

We are facing a new era of instability with new elements; the role of education is crucial to give all generations the tools to face these issues. In the context of formation of leadership and intergenerational issues, I think that education is a tool that gives solutions to the problems that are rising nowadays.

Through education at all levels, we can have more skilled youth [who can] apply for better jobs and can deal better with innovation and new technologies. The geopolitical conditions are changing; we have global issues that are changing the perception of the centrality of traditional issues. For instance, climate change, population decrease, economic instability, geopolitical instability, [and] new conflicts in areas, regions, and actors that we could not suspect years ago. We are facing a new era of instability with new elements; the role of education is crucial to give all generations the tools to face these issues.

**PM: What pathways should we pursue to ensure that the work done in academia translates to policies for the common good?**

**AL:** This is a traditional [and] crucial problem in academia—the concept of the “ivory tower”. Academicians and political [and] social scientists are very closed in their research projects [and are more focused] on finding their solutions and increasing their publications. Usually, we forget to translate our findings into elements to subsidize the formulation of policies and our findings to help, for instance, practitioners, people working in NGOs, and government officials. I think that a lot of things [need to be] done, for instance, training academicians [and] scientists to be more open to the ambition to broadly [and] openly communicate their findings [and] their conclusions to the general public. We have to be concerned about the application of our findings in the “real world”; [there is a] need to be open to the demands of society—to play the role of a provider of information [and] resources for society.

**PM: As someone who researches geopolitics and international relations, specifically in Brazil, are there trends or key findings that you believe are also applicable to other countries or contexts?**

**AL:** I work with international politics, and I think that the most important solution that I try to look for in my work is this connection, not only with the Brazilian reality, the Brazilian demands, [and] the Brazilian foreign policy, but how Brazil and the Brazilian reality connects with the realities from the countries of the Global South. We share the same conditions [and] the same problems on different scales. We are a part of the same reality. I think that [studying] Brazilian problems and perspectives of international issues from the Global South is a way to enrich these debates and connect with other academicians, scientists, and specialists in other countries [who] are also working with contemporary international politics.

**PM: What were your expectations coming into the program and how has that changed throughout your participation?**

**AL:** The first and most important thing for me is to learn from different perspectives, to learn from practitioners, [and] to learn [from] different experiences which I don't have access [to]. To be a part of this first cohort is not only a great honor for me in terms of how the program was designed, but also an important design of a combination of views. For instance, bringing [together] experienced scholars and professionals and putting them to work together with younger professionals. For me, this is really a transformative experience to learn, for instance, [from] a young practitioner who is operating with refugee policies in Greece or the Philippines. This is really transformative [and] life-changing, and I think the next cohort who will focus on other critical issues will enjoy the same experience.

**PM: What are your key takeaways from the KFAS-Salzburg Global Leadership Initiative?**

**AL:** First, we can work with different levels of analysis to understand international issues. Let us consider the theme of this first cohort which is "Uncertain Futures and Connections Reimagined: Connecting Generations" - this is a level of analysis that is hardly considered [in] international politics [and] international relations. [This is a breath] of fresh air in my understanding of global issues [such as] the impact of climate change. So, this is a different level of analysis, and for me, it's a transformation in the way that I'm thinking and considering this whole agenda of problems and issues that I'm presented here in this first cohort.

## THE FOUNDATION OF FINANCIAL SUSTAINABILITY

*By Prof. Taeil Kim*

The United Nations defines sustainability as meeting present needs without jeopardizing future generations' ability to meet their own needs. This implies that the linchpin of sustainability lies in upholding intergenerational equity, a principle that extends to financial sustainability. Financial management, encompassing the collection and allocation of funds, inherently constitutes a form of intergenerational contract.

A society comprises three generations: the young, the working-age, and the elderly. The young and elderly benefit from government spending, while the working-age cohort primarily contributes revenue for fiscal expenditure. This working-age cohort serves as the economic powerhouse sustaining society, as it transitions from youth to old age. The current working generation was once a part of the young generation, and in the future, will become the elderly generation.

Moreover, intergenerational contracts transcend the realm of governmental financial management; they are intrinsic to human existence. Historically, these contracts were prominent within families, but in modern society, these agreements have expanded beyond familial boundaries and are now a part of the broader societal context.



## THREATS TO THE INTERGENERATIONAL CONTRACT

The continuity of a contract hinges on its fairness. Contracts that exhibit an imbalance, where one party shoulders an inequitable burden while the other reaps disproportionate benefits, encounter formidable challenges in terms of sustainability. In the contemporary era, two primary factors threaten intergenerational contracts: climate change and population aging.

- **Population aging:** With the elderly population growing and the working-age population shrinking, the fiscal burden on future generations, including pensions, healthcare, and long-term care, becomes disproportionately significant. This question arises as to whether future generations will be willing to bear these burdens.
- **Climate Change:** Climate change ushers in environmental changes, such as water scarcity, reduced agricultural yields, and rising sea levels, posing formidable threats to future generations. To mitigate the pernicious effects of climate change, governments are compelled to allocate substantial fiscal resources. The Intergovernmental Panel on Climate Change (IPCC) estimates an annual global investment requirement ranging from \$1.6 to \$3.8 trillion between 2020 and 2050 for endeavours geared toward low-carbon energy and energy efficiency.

## POSITIVE FACETS

Responses to climate change can drive technological innovations such as renewable energy, energy storage, electric vehicles, and carbon capture and storage. These innovations can create jobs and stimulate economic growth. Climate change represents the consequence of past industrialization, and efforts to heal the planet result in a cleaner and healthier environment, enhancing the quality of life for both current and future generations.

The aging population does bring about increased financial burdens for the future, but overcoming these challenges depends on economic growth. Positive, sustained economic growth over the long time leads to an increased availability



of goods and services. Why might it be infeasible for individuals to thrive in the future with greater access to goods and services?

## DISCUSSION POINTS

Achieving financial sustainability is feasible amid challenges like demographic aging and climate change. However, translating capability into action necessitates a strategic approach. What steps should be taken to ensure financial sustainability? The following questions guide our exploration:

- **Balancing Present and Future:** People tend to prioritize present concerns over future ones. However, achieving financial sustainability demands equal attention to both timeframes. What economic and social principles help achieve this equilibrium?
- **Sustainable growth and distributions:** Financial sustainability fundamentally revolves around addressing core economic issues, namely, fostering growth (expanding the economic “pie”) and ensuring equitable distribution (fairly dividing the “pie”). We must ensure that current development supports future growth prospects and considers equitable distribution among generations. How should economic and social systems be designed to achieve these objectives?
- **Extending Financial sustainability:** Financial sustainability is not limited to the government alone; but extends to households, businesses, and communities. In this broader context, resilience plays a critical role in ensuring and strengthening financial sustainability, especially in the face of rapidly changing economic and societal landscapes. What measures and strategies should be implemented to enhance the resilience of these various entities?



## FROM SRI LANKA WITH POWER: BREAKING THE SILENCE ON ECONOMIC EMPOWERMENT AS A TOOL FOR GENDER EQUALITY

Seroshi Nandasiri believes in “putting money into women’s hands” as the first step towards a more equal society.

*By Oluwadamilola Akintewe*



Seroshi Nandasiri is the founder and chair of the Women’s International Foundation, a social service organization that supports the empowerment of women in Sri Lanka.

Seroshi spent years in corporate leadership management before finding her fulfillment as a social justice activist. Her experiences as a divorced single mother in the patriarchal climate of Sri Lanka inspired her work for the past decade. She described the difficult journey as “transformational”, saying that “the process shook my entire system, but it was also my moment of transformation. I made a pledge to prove to myself how strong I can be. My perspectives changed in the way I saw things within my community and the contrast between my colleagues who were suffocating because they desperately held on to gender and social norms”.



Seroshi built an empathy-based community for women with similar backgrounds. Without intending to, she became a source of motivation and inspiration for women who were seeking to rebuild their lives. Soon, the small circle expanded into a full-fledged non-profit organization, Women's International Foundation (WIF), which carries out activities like structural interventions and knowledge sharing for women in rural areas of Sri Lanka.

Through her work at the Women's International Foundation, Seroshi is supporting women in small and medium-sized enterprises to gain access to capacity building, coaching, mentorship, and networking to help them establish, grow, or sustain their businesses.

Seroshi has faced numerous challenges, including encountering derogatory labels. She explained that “in Sri Lanka, when you are very vocal about advocating for women's rights, society immediately classifies you. They decide that you're either a bitter feminist, divorcee, jobless, or simply running for a political position- there is no middle ground. As someone who left a marriage, my social status as a single mother canvassing for women was always met with strong antagonism and opposition”.

Rather than being deterred, she turned the antagonism into fuel by building partnerships and expanding her impact leadership means to her, Seroshi reflected on her unique understanding that “Leadership to me is self-leadership, which also means taking personal accountabilities for all your decisions and actions. You don't blame any other person. You don't get caught in the victim loop”.

Seroshi has a commitment to shaping a better world by challenging gender norms, starting in Sri Lanka. She believes that “women become vulnerable when they can't make their own decisions and when they can't put their decisions into action”. Therefore, she is leveraging economic empowerment schemes as a tool to prevent financial abuse experienced by women who do not conform to social expectations of “perfect womanhood”.

She summarized the impact of her work by saying, “When you put money into a woman's hand, she becomes economically independent, her vulnerabilities go down drastically, and that money also trickles down to her family. There is a ripple effect. This is what I do, and this is my gift, my contribution, and my footprint. To Sri Lanka and to the world”.

Seroshi's dedication to female empowerment through the Women's International Foundation is creating a positive ripple effect, challenging gender norms, and promoting economic empowerment, making her a powerful force for change in her community and beyond. bypassing information systems controlled by the political elite.

## DIVERGING VALUES

*By Prof. Sukjae Lee*

To say that we live in turbulent times is an understatement.

From the war between Ukraine and Russia to the formidable tensions between the U.S. and China, all of us are influenced by the fallout from such conflicts, while we face, at the same time, other, equally strenuous, challenges on multiple fronts. Newly evolving technologies such as generative AI, for instance, are completely altering the way we work, live, and play, and bring fundamental uncertainty about the future. Drastic changes in our environment due to climate change, in turn, are upending our reliance on Earth as the stable basis on which we plan for our futures.

---

**“NEWLY EVOLVING TECHNOLOGIES SUCH AS GENERATIVE  
AI, FOR INSTANCE, ARE COMPLETELY ALTERING THE WAY  
WE WORK, LIVE, AND PLAY, AND BRING FUNDAMENTAL  
UNCERTAINTY ABOUT THE FUTURE.”**

---

In such times of turbulence and change, it is typically our core, common values that anchor us in finding direction and solutions. It is the fundamental goals and aims comprising such core values that provide bedrock as to how we ought to set our priorities and forge our paths into the future. But such foundations can no longer be taken for granted in that we seem to be in the mist of fundamental change and realignment even within this domain of values, goals, and aspirations. For instance, if the seemingly universal pursuit of economic growth inevitably involves continued reliance on fossil fuels given our current technologies, this pursuit is in fundamental conflict with our worries about drastic climate change. Our priorities are coming into conflict and difficult choices await us.

Moreover, the abundant discord and conflict in this realm appear not only across populations, peoples, and nations, resulting in turbulence across borders, but also within populations and generations, such that national divides appear at times even worse than international rifts.

How are we to navigate this sea of diverging values? Is there a way forward despite this gulf of opinions and viewpoints? Are there particular features of intergenerational conflict that are distinct from, say, diverging values among

peers of a single generation? If so, what are they, and how might they be remedied? Are there features of intergenerational conflict that are common to different regions and peoples, such that claims about generational identity seem well-grounded? If so, what are the factors that are driving such identities?

Perhaps we should also ask more fundamentally whether diverging values across generations are necessarily a bad thing. Given the broad pursuit of diversity and tolerance, might the emphasis on unity and harmony itself function as a damper on efforts to adapt to new circumstances and technologies? Or should we still hold out hope for such universal values that might unite us across generations? How willing are we to accept diversity when the spectrum might turn out to be drastically broad such that certain values seem to fall off the cliff of moral acceptability? Should we not search for unifying, objective goals that all human beings might strive toward together? Or should we search for a middle way between promoting harmony while securing diversity? If so, what form could it take across borders, across generations?

Through these questions, this subtheme of diverging values explores the dynamics of generational conflicts arising from evolving societal values, beliefs, and cultural norms. The subtheme discussion aims to foster, first and foremost, dialogue and understanding between generations, with the goal of seeking common ground while respecting diversity.



## AMPLIFYING MARGINALIZED VOICES IN LEGAL SYSTEMS

**Yoonjin Kim talks about using the law to help disenfranchised communities in South Korea and beyond**

*By Paul Mart Jeyand J. Matangcas*

Yoonjin Kim is a South Korea-based public interest lawyer. She works at Dongcheon Foundation, an organization that protects the rights of vulnerable groups. Her work focuses on providing legal counseling and support in lawsuits for the relief of discrimination against the disabled, as well as for North Korean defectors.

**Paul Matangcas, Salzburg Global Communications Intern: As a lawyer based in South Korea, your work mostly focuses on vulnerable groups. What was your inspiration or motivation for this focus?**

**Yoonjin Kim, Attorney at Law, Dongcheon Foundation:** When I was in elementary school, I read [this] book [called] *전태일평전*, which translates to “A Single Spark”. [It] is [about] a Korean activist [and] rights leader who protested about labor conditions. He burnt himself in protest of meaningless labor law; the book is about his life. When I read that book, I promised myself that I could be a lawyer for people like him. There is the saying, “If you don’t live as you think, then you will think as you live”. That was the motivation for me to work [with] vulnerable groups and nowadays I feel that I exist where I must be.

**PM: How does your work at Dongcheon Foundation help address the many problems faced by society today, specifically in South Korea?**

**YK:** In South Korea, there [are] various problems, including discrimination against disabilities, inequality between [poor] and wealthy people, gender inequality, and so on. My work at Dongcheon Foundation is about advocating [for] people by helping them in a specific case legally or by participating in system reform



with research, [writing] opinions to [the] government, or [being interviewed] on TV programs. I am happy that my foundation [and I are] giving some rare help [to] people who felt isolated before.

**PM:** How can we ensure that the law works for marginalized groups and not against them?

**YK:** I think that lawmakers should listen to marginalized voices because it [seems] that the law is reasonable and without flaws. But [when you look closely], it's not the case for some people. I think that lawmakers and the legal profession should [be] open to other voices. They have to [be] open to the real-life experiences of marginalized people. There [are] several types of this case: Number one, the law itself is insufficient and [has] flaws. Number two, the law is made well, but not interpreted well. Third, the law is made well and interpreted well, but not implemented well. So, those are very different roles of lawmakers and each [member of the] legal profession is responsible for making [the] law better.

**PM:** The theme for the first cohort of the KFAS-Salzburg Global Leadership Initiative is “Uncertain Futures and Connections Reimagined: Connecting Generations”. As a lawyer, how do you use the law to bridge the intergenerational gap?

**YK:** Actually, [the] intergenerational gap is more cultural, rather than legal or systematic. But there can be some connection between [the] intergenerational [gap] and [the] law, which is [the] constitution, because [the] constitution can be the common ground for a starting point of shared values. [The] constitution is about the values that society maintains, so generational dialogue can [start from] there.

**PM:** What insights did you learn from this program that you will apply to your work back home?

**YK:** One [insight] is that it is important to experience small [successes] in specific [cases]. From the world café session, I learned that intergenerational issues [do not have to be big]. Before that session, I thought that [every issue] should be [a] very big thing but intergenerational connection does not have to be like that. The second lesson is that vulnerability and courage are important. I learned that from the knowledge exchange [sessions]. That was very impressive for me because when I think of “leadership”, I [think] that courage is [the] only important thing. But showing vulnerability and [being] honest is very important also. There is a Korean saying 천리길도 한 걸음부터 which means, “A long journey begins with a single step”.

## NAVIGATING THE COMPLEX LANDSCAPE OF GLOBAL IMMIGRATION

*By Pavlos Petidis*

The topic of immigration is one that has worldwide implications, influenced by intricate economic, social, and political dynamics. The existence of economic differences among nations, characterized by varying levels of affluence and the presence of poverty and instability, remains a significant factor motivating individuals to pursue improved prospects in foreign countries. This issue elicits substantial migration patterns, encompassing both lawful and unlawful movements, which give rise to several challenges including border control, assimilation, and distribution of resources. The discourse around immigration regulations frequently fluctuates between considerations of humanitarianism and apprehensions over national security and economic stability. Governments worldwide have a formidable challenge in achieving a delicate equilibrium between these conflicting interests.

Moreover, the topic of immigration transcends the immediate complexities associated with border control and frequently goes into more comprehensive inquiries like identity, culture, and societal integration. The countries that host immigrants are faced with the complex challenges of addressing issues related to integration, multiculturalism, and the maintenance of their national identity. Simultaneously, migrants encounter a multitude of obstacles, encompassing discriminatory practices, exploitative situations, linguistic hindrances, and cultural assimilation issues.

It is crucial to recognize that immigration issues display notable disparities across various regions and countries. The European Union (EU) has seen notable pressure on its resources and unity due to the persistent refugee crisis in Europe. Nations such as Greece and Italy have encountered a substantial strain as a result of the considerable influx of refugees originating from conflict-ridden regions, notably Syria and Afghanistan. The EU's ongoing challenge in formulating a cohesive strategy towards immigration exemplifies the inherent conflicts between the principles of national autonomy and the pursuit of supranational governance. This serves to underscore the intricate nature of effectively managing immigration within a continental context.

In a similar vein, the United States encounters its own set of immigration complexities, characterized by discussions centered on border protection,



those residing in the country without legal documentation, and the process for attaining citizenship. South Asian countries, such as India and Bangladesh, face challenges pertaining to both internal and cross-border migration. The Rohingya crisis, which pertains to the displacement of persecuted Muslim minorities from Myanmar to Bangladesh, has underscored the imperative for regional collaboration and the provision of humanitarian aid. Furthermore, it is noteworthy that South Asian nations undergo substantial labor migration, since a considerable number of individuals actively pursue career prospects within the Gulf states. Migrant workers frequently encounter instances of exploitation, discrimination, and restricted access to fundamental rights, hence prompting inquiries on their assimilation within host countries.

The process of integrating immigrants into the fabric of host nations is undeniably a significant and complex undertaking with worldwide implications. The matter at hand is multifaceted, encompassing a range of dimensions such as cultural, social, economic, and political issues. One of the primary concerns associated with conventional top-down integration plans is their tendency to inadequately cater to the distinct requirements and situations of immigrant populations.

Consequently, there is an increasing acknowledgment of the necessity for grassroots strategies that enable immigrants and their communities to actively engage in the process of integration. Bottom-up methods to immigrant integration prioritize the cultivation of inclusivity and active engagement at the local level. These policies place a high emphasis on promoting community involvement, fostering social unity, and fostering intercultural comprehension.

By actively engaging immigrants in decision-making processes and affording them opportunities to actively contribute to shaping their own integration experiences, these initiatives facilitate the development of a sense of ownership and belonging within immigrant communities. Consequently, this can result in enhanced and enduring integration outcomes. Moreover, it is acknowledged by bottom-up approaches that the process of integration cannot be universally applied in the same manner to all situations. Immigrants originate from a wide range of backgrounds, exhibiting various skill sets, experiences, and requirements. Customizing integration initiatives to meet the unique needs of



individual communities has proven to be significantly more efficacious than enforcing a uniform approach. Additionally, it fosters the growth of social networks, reciprocal support systems, and cultural interchange, all of which are necessary for the establishment of inclusive and harmonious societies.

The significance of the involvement of young individuals in the process of capacity-building cannot be overstated, as it plays a crucial role in crafting a future that is characterized by inclusivity and empathy, particularly in relation to the issue of immigration. The younger generation frequently exhibits progressive ideologies, displaying a greater propensity to question societal norms and actively promote egalitarianism. Individuals have the capacity to participate in dialogues, cultural interactions, and social endeavors that foster connections between immigrant populations and the communities they settle in.

Organizations and projects headed by young individuals have the potential to act as catalysts for societal transformation, fostering inclusivity, acceptance, and empathy within heterogeneous communities. Furthermore, through the provision of education and the facilitation of leadership chances, societies have the potential to cultivate the forthcoming cohort of leaders who will place emphasis on the implementation of inclusive policies and the promotion of social cohesion. The active participation of young individuals in matters pertaining to immigration is crucial in the pursuit of creating a more just and linked global society, whereby variety is embraced rather than regarded with apprehension.





# OVERCOMING INTERGENERATIONAL BIASES TOWARDS IMMIGRANTS

**Donghyun Danny Choi explains the need for stereotype eradication to facilitate immigrant inclusion in society.**

*By Oluwadamilola Akintewe*

Donghyun Danny Choi is an assistant professor of political science at Brown University. His research focuses on themes such as democratic representation, immigration, and identity politics.

**Oluwadamilola Akintewe, Salzburg Global Communications Intern: On the theme of “Connecting Generations”, how do socially reinforced biases deepen generational divides and prevent collective progress?**

**Donghyun Danny Choi, Assistant Professor of Political Science, Brown University:** In the context of my research, there is a generational divide. We measured these in a series of surveys, and it's consistent across all these surveys that the older generation is more predisposed to bias and opposition against immigrant minority communities. On the flip side of that, you see that the younger generation does tend to be more cosmopolitan and more accepting. If there isn't a lot of cross-fertilization of ideas and dialogue between these two generations, there is going to be a persistent gap.

**OA: What are the effects of these individual biases on intergenerational connection?**

**DC:** If these biases amongst the older generation persist, there is a real possibility that there will be an intergenerational transfer of those attitudes. We know from a lot of political behavior and clinical psychology research that the attitudes of parents are often transmitted to their children. It's a strong influence. For those in society and in the German context, the older generation who hold these views have the potential to implant the same ideas and negative stereotypes in the younger generation. That would be an impediment or barrier to better inclusion.

**OA:** Based on your book, “Native Bias: Overcoming Discrimination against Immigrants”, how can we facilitate the inclusion of immigrants and other marginalized groups in democratic processes?

**DC:** The book, because it's academic, doesn't provide concrete policy solutions. But at the core of the book is stereotype eradication. The way we go about fixing this negative sentiment that is driven by these stereotypes is to systematically devise policies and initiatives that are targeted at eliminating prejudices [and] stereotypes and facilitating a dialogue between these two communities so

that they can understand that they share much more common ground than differences.

**OA: Do you believe that stereotyping should be countered with reeducation?**

**DC:** In a way. A vast majority of policy prescriptions solely focus on what the immigrants should do. These include sentiments like “immigrants should learn about the host culture and language and be more integrated into society”. However, rather than focus all our efforts on telling immigrants what to do, we should focus on reeducating, reengaging, and dispelling myths about immigrants among natives. So, our focus or target is all natives as well as working with immigrants to balance the scale.

**OA: What are your takeaways from the KFAS-Salzburg Global Leadership Initiative?**

**DC:** One of the biggest challenges for an academic is to engage with people who are on the ground trying to fix these problems. As academics, we think about abstract ideas and figure out ways to test those ideas. The flip side of that is that we never get to engage with these critical people, and we have much less of an idea of what the realities are on the ground. The Global Leadership Initiative is basically providing a forum for me to engage with people who are at the front lines tackling these problems firsthand. I’m learning a lot more about what organizations are doing to facilitate immigrant inclusion and how they are planning for a future where there’s even more migration and that’s a learning experience for me. It’s something that I come across very rarely, and that’s of huge benefit. I’m hopefully going to be able to provide some context from the academic angle about what clues we must devise and some creative solutions to tackle the problem.



# INTERGENERATIONAL MOBILITY AND UNCERTAIN FUTURES

*By Dr. Jenny Wood*

A recent report from the Institute for Fiscal Studies found that not only is intergenerational mobility at its lowest point in over 50 years in the United Kingdom, but that significant regional and racial income disparities in England may be growing. This is concerning for a wide range of reasons, but in this piece I would like to highlight two specific and overlapping trends:

- **Poverty:** This has a substantial and lifelong effect on children. From affecting their educational attainment, to reducing self-esteem and a sense of control over one's life, to increasing risk factors for issues with compounding effects such as adult homelessness. This cost is both personal and societal, and not addressing it is a political choice.
- **Diverging values and political instability:** It reduces our collective ability to plan for a shared future, at a time when coming together has never been more important.

## POVERTY

Child poverty has been growing in the UK. This was recently highlighted by the UN's Committee on the Rights of the Child as a fundamental barrier to the human rights of children, in one of the richest countries in the world. A recent book by Katriona O'Sullivan highlights the psychological impact of growing up in poverty, and the strength and support it takes to escape it in adulthood.

In our work in Scotland, we regularly speak to children living in low-income families and witness the lack of investment in their communities. However, we also see the huge potential in the young citizens we work with and their ability to speak clearly to their own and others' needs. An example from the Scottish government of principles pulled together by children aged 4-12 from across Scotland show the capabilities that children and young people have to imagine a better future, no matter their personal background, age and circumstances.

## DIVERGING VALUES, AND UNCERTAIN FUTURES

The COVID-19 pandemic meant the loss of a lot of rest and leisure opportunities for many children and young people, alongside a massive disruption to their education. The effects in our communities are still evident, and while there is still some discussion, there is also a waning willingness to discuss the depth of material and psychological impact on some of our most vulnerable.

During the pandemic, we worked with young people across the country on a project called #ScotYouthandCOVID where we charted the changes in young people's lives from their own perspective and what they want to happen next. Fairness became an overriding principle of what they want from Scotland in the future, alongside a calling for "Skills for Uncertainty" both in and beyond school, so that they can have the best chances to thrive in an ever fraught economic, social, and environmental landscape.

We also hear frequently of the concerns and fears that children and young people have around climate change and the impact it is already having. We find adults are often surprised at the depth of feelings that even young children express around this. On the one hand, children and young people want to be part of the changes necessary to adapt to the ongoing and emerging crisis. On the other, many feel terrified of the monumental task ahead, and suggestions that it is a problem they will be responsible for dealing with in their adulthood sparks increased feelings of anxiety on top of an existing mental health crisis.

## MOVING FORWARD

A lack of intergenerational mobility is already and will continue to stymie our ability to deal with the range of overlapping crises we now face. At its core, those who have experienced the greatest difficulties are often the best equipped to unpick the problems and codesign solutions. Alongside this, children and young people are our present, as well as our future.

While we need concerted political action on a large scale, I propose that an essential and core part of moving forward is to equip our next generation with the skills they need for handling uncertainty. This is through hands-on, action-based, intergenerational, and experiential learning in their own communities. By being a direct part of the changes they want to see, our young citizens not only realise their own skills and abilities, but equip older generations with a greater sense of understanding and confidence in how to move forward.





# PROGRAM PARTICIPANTS

## FELLOWS

### Mac Andre Arboleda

Independent artist, Artists for Digital Rights Network, Austria/Denmark/Poland

### Subindra Bogati

Founder & CEO, Nepal Peacebuilding Initiative, Nepal

### Dongkyu Chang

Associate Professor of Economics, City University of Hong Kong, Hong Kong

### Donghyun Danny Choi

Assistant Professor of Political Science, Brown University, United States

### Rosakebia L. Estela Mendoza

Founder, Silver Passport, Peru

### Vera Fonseca

Coordinator of the Project Team on Intersecting Inequalities, High Commission for Migration, Portugal

### Manuel García Huitrón

Co-founder & Global Chief, Economics, Strategy, and Operations, Nuoval, Chile

### Rhydhi Gupta

Public Policy Analyst, The Quantum Hub, India

### Nozuko Hlwatika

Ph.D Student, Wayne State University, United States

### Minji Hong

Producer, SBS Digital Newslab, South Korea

### Milos Ivkovic

Law Professor, International Arbitrator and Advisor to Government, Washington University / Independent, Austria

### Bina Jeon

Programme Officer, Human Rights Information and Documentation Systems (HURIDOCS), South Korea

### Jong-Ho Jeong

Professor, Seoul National University, South Korea

### Hyeok Jeong

Professor, Seoul National University, South Korea

### Yoonjin Kim

Attorney at Law, Dongcheon Foundation, South Korea

### Youngmin Kim

Professor, Seoul National University, South Korea

### Taeil Kim

Professor of public administration, Korea University, South Korea

### Bitna Kim

Project Manager, Citizens' Alliance for North Korean Human Rights, South Korea

### Sukjae Lee

Professor of Philosophy, Seoul National University, South Korea

### Antonio Lessa

Full Professor, Universidade de Brasilia, Brazil

### Parag Mankeekar

Founder & CEO, Reallives Foundation, India

### Seroshi Nandasiri

Founder & Chairperson, Women's International Foundation, Sri Lanka

### Albert Sanghoon Park

Lecturer, University of Oxford, United Kingdom

### Jin Park

Professor, KDI School of Public Policy and Management, South Korea

### Pavlos Petidis

Scientific Associate, The Network for Reform in Greece and Europe, Greece

### Rajnish Prasad

Programme Specialist - Gender Equality & HIV/AIDS, UN Women, Thailand

### Ian Ryu

Head of Technology Partnerships, FedTech, United States

### Jungwon Seo

Reporter, Maeil Business Newspaper, South Korea

### Adam Sharpe

Founder & Futurist, People Power Foresight / Futurely, Thailand

### Alexis Stangarone

Director, Lloyd N. Cutler Center for the Rule of Law, United States of America

### Marian Grace Ticzon

Project Officer, ASMAE - Soeur Emmanuelle Philippines, Philippines

### Hideo Tone

Program Officer, The Toyota Foundation, Japan

### Jenny Wood

Co-director, Policy & Research, A Place in Childhood, United Kingdom

## PROGRAM TEAM

**Martin Weiss**

President and Chief Executive Officer, Salzburg Global Seminar

**Byung-il Choi**

President, Korea Foundation for Advanced Studies

**Oluwadamilola Akintewe**

Communications Intern, Salzburg Global Seminar

**Ian Brown**

Director of Development and Evaluation, Salzburg Global Seminar

**Jennifer Dunn**

Network Development Specialist, Salzburg Global Seminar

**Paula Ferreira Martins**

Program Manager, Salzburg Global Seminar

**Benjamin Glahn**

Vice President and Chief Operating Officer, Salzburg Global Seminar

**Aurore Heugas**

Communications Manager, Salzburg Global Seminar

**Faye Hobson**

Director, Culture, Salzburg Global Seminar

**Jeongmin Im**

Korea Foundation - Salzburg Global Seminar intern

**Edlira Kastrati**

Assistant, Development and Operations, Salzburg Global Seminar

**Yewon Kim**

Head Manager, Korea Foundation for Advanced Studies

**Katarzyna Marszalek**

Digital Communications Associate, Salzburg Global Seminar

**Paul Matangcas**

Communications Intern, Salzburg Global Seminar

**Penelope Ogüt**

Manager, Operations and Organizational Development, Salzburg Global Seminar

**Audrey Plimpton**

Communications Associate, Salzburg Global Seminar

**Mary Helen Pombo**

Director, Health, Salzburg Global Seminar

**Litha Sokutu**

DEI Strategic Specialist, Salzburg Global Seminar

## RESOURCE SPECIALISTS

**Louise Hallman**

Communications Consultant

**Christopher Hamill-Stewart**

Freelance Journalist

## CONTACT

For more information contact:

**Faye Hobson,**

Program Director

[fhobson@SalzburgGlobal.org](mailto:fhobson@SalzburgGlobal.org)

**Paula Ferreira Martins,**

Program Manager

[pferreiramartins@SalzburgGlobal.org](mailto:pferreiramartins@SalzburgGlobal.org)

**Aurore Heugas,**

Communications Manager

[aheugas@SalzburgGlobal.org](mailto:aheugas@SalzburgGlobal.org)

For more information visit:

[www.SalzburgGlobal.org](http://www.SalzburgGlobal.org)

# SALZBURG GLOBAL SEMINAR

Salzburg Global Seminar is an independent non-profit organization founded in 1947 with a mission to challenge current and future leaders to shape a better world.

Together with our world-spanning network of 40,000 Fellows, we have been at the forefront of global movements for change for 76 years, with significant impact on individuals, institutions, and systems.

Whether at our home of Schloss Leopoldskron, online, or in locations around the world, our programs are inclusive, interdisciplinary, international and intergenerational, and are designed to provide a global lab for innovation and transformation.

We convene cohorts of passionate changemakers across diverse fields and backgrounds. We develop and curate networks that support collaboration, share innovations with new audiences, and expand our impact by working with partners around the globe.

We are supported by a combination of institutional partnerships, generous individual donations and revenue generated from our social enterprise, Hotel Schloss Leopoldskron.

## KFAS-SALZBURG GLOBAL LEADERSHIP INITIATIVE

The KFAS-Salzburg Global Leadership Initiative aims to equip Korean and global leaders with the necessary skills to address the challenges posed by our rapidly changing world. Through a series of virtual sessions and an annual gathering in Salzburg, the Initiative is a global knowledge platform for mutual learning and exchange, where leaders at junior and senior levels, can share the current global and local issues they are facing, and develop and disseminate innovative action plans.

For more information, please visit:  
[www.SalzburgGlobal.org](http://www.SalzburgGlobal.org)