Welcome

For over 52 years, we have provided a platform, the St. Gallen Symposium, where representatives from different generations gather to exchange knowledge, perspectives, and opinions on the world’s most significant issues. We believe that by joining the expertise of today’s decision-makers with the visions and ideas of brilliant young minds through thoughtful dialogue, we can facilitate meaningful change and assist in navigating the unprecedented economic, political, social, and environmental challenges facing the world today.

The International Student’s Committee (ISC) is comprised of 30 entrepreneurial student volunteers who dedicate themselves full-time for one year to organising the St. Gallen Symposium. Together with the St. Gallen Foundation, we shape the agenda and promote the overall initiative throughout the year while adhering to the mission to “Lead with the next generation in mind.” Besides our main event in May, we enable dialogue on cross-generational leadership with various initiatives throughout the year. Exemplary formats are our receptions around the globe or the Global Leadership Challenge, together with the University of Oxford.

Your thoughts and expertise are crucial - therefore, it is a great pleasure for us to welcome you to St. Gallen on 4-5 May 2023. Become part of our initiative, inspire, and take away exciting ideas and encounters from this unique exchange between current and future leaders!

On behalf of the 52nd International Students’ Committee, we would like to thank you for your interest and involvement in the St. Gallen Symposium and your invaluable support. Let’s resolve our current and future challenges by working together across borders, fields, and generations!

Deborah Walt, Cyril Flaig and Leo Legler
Heads of the International Students’ Committee
Dialogue in Numbers

In order to tackle the pressing issues of our time, we have to think and act across cultures, sectors, and most importantly: across generations.

Fostering the dialogue between generations...

1 mission  
5+ year-round initiatives  
300 universities  
30 students  
50+ years of history  
3 Swiss embassies  
300+ partners

... is our mission.
Dialogue Driven by the Next Generation

Students on the International Student Committee work all year to make the St. Gallen Symposium possible. They are joined in May by hundreds of student volunteers, creating a truly unique event.

33% of our cross-generational sessions at the 51st St. Gallen Symposium were open to the public.

Cross-Generational Transformation Lab in May 2022

Leaders of Tomorrow

The Leaders of Tomorrow - our globally selected young community - represent the next generation at the St. Gallen Symposium – and the numbers show they are a diverse group, both in terms of gender and geography.

Figures from the 51st St. Gallen Symposium in 2022
Organisation

The St. Gallen Symposium is a student-driven initiative based at the University of St. Gallen. Under strategic guidelines of the St. Gallen Foundation for International Studies, the International Students’ Committee (ISC) promotes dialogue across generations on the most pressing issues of our time. The Board of Trustees ensures the impactful use of our resources towards our vision.

Members of the 52nd ISC Team (from left to right)

2nd row: Leo Legler, Sarah Lenz, Florian Wolf, Félicité Maëlle Medjo Betti, Noe van Messel, Leander Vogler, Thomas Hoffmann, Johannes Sonnenstatter, Marisa Endrulat, Johannes Vogl, Maximilian Pefestorff, Alisa Steiner, Andrin Laurent Müller

1st row: Max Südmark, Amanda Sinnecker, Enno Heffels, Sona Thaliyath, Kaylin Barell, Cinna Razavi, Francesca Scardapane, Linn Ehrbar, Sarah Vuchinic, Deborah Walt, Cyril Flaig
St. Gallen Foundation for International Studies

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Dr Gunnar Hauptmann
Head of Programme

Dr Frauke Kops
Head Operations & Communications

Yannick Miller
Chief Financial Officer & Head Communities

Felix Rüdiger
Head Content & Research

Claudia Rapp
Senior Programme Design Manager

Corinne Woodtli
Executive Assistant

Fabian Karst
Representative ASEAN

STUDENT EMPLOYEES

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Project Manager Marketing

Johanna Sander
Project Manager Innovation & Technology

Alexander Jossens
Programme Design Team Manager

Fabio Heini
Project Manager Leaders of Tomorrow

Léon Leuch
Project Manager Content & Research

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Project Manager Programme Design Team

Greta Schauss
Project Manager Programme Design Team

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Annual Theme

The generational contract captures our responsibility to meet the needs of the present without compromising the ability of young and future generations to meet their own needs. Today - in the midst of an urgent, multidimensional crisis - living up to this principle is more relevant, but also more difficult, than ever.
A New Generational Contract

The 52nd St. Gallen Symposium will explore ways to deal with current challenges in a way that also sets the path for a more resilient, sustainable future. What are core responsibilities between generations and our duties to future ones? How can we advance long-term transformations while effectively responding to immediate crises? Year-round and at our annual main symposium in May 2023, we will explore these questions within five key areas:

**RESILIENT BUSINESSES AND ECONOMIES**
At a moment of great uncertainty, businesses face the challenge of combining crisis management and structural transformation. Soaring prices and supply chain disruptions call for immediate responses. The shift towards digital and sustainable business models requires long-term investments and commitment to change. How can businesses advance transformation in an age of turbulence?

**EQUITABLE AND EFFECTIVE GOVERNANCE**
Reforms to education, health, and pension systems, as well as climate action, are crucial to meet future challenges. Yet, they incur costs today, while benefits are realised only after years. In the midst of an urgent geopolitical and economic crisis, governments need to make hard choices and confront trade-offs. We will identify policies that effectively respond to current crises without losing sight of long-term issues.

**FUTURE EDUCATION AND LEARNING**
The Covid-19 pandemic has wiped out 20 years of global education gains. While still coping with the crisis’ impact, educational institutions are challenged to prepare for a technology-driven future of work where required skills and competencies will be largely different from today. We will explore how schools, universities, and employers can enable the workforce and the next generation to thrive in the coming decades.

**A SUSTAINABLE TRANSFORMATION**
The responsibility of those currently alive to leave young and future generations a healthy environment is an essential component of the generational contract. Climate change poses severe existential risks – but governments and businesses remain far off track to make the ambitious changes needed. How can we accelerate action to safeguard a healthy environment for the next generation?

**RESPONSIBLE INNOVATION AND TECHNOLOGY**
Emerging technologies such as AI are transforming how we live, work, and do business. In light of their immense future potential and considerable risks, it’s up to us to shape how we aim to use technologies and what it means to be human for future generations. How might we leverage innovation to bridge generational divides and shape a responsible use of disruptive technologies?

Find out more on our website!

symposium.org/annual-theme
We have made it our mission to facilitate thought-provoking and insightful cross-generational dialogue through connecting young and senior leaders across sectors from around the world to ignite impactful change.

By connecting generations...

...within our network.
Our Impact

St. Gallen Symposium Singapore Forum and the Club of Rome have launched a joint initiative to foster equity and mutual support between generations. Involving our global platforms, we facilitate dialogue, joint ambitions, and concrete actions for a New Generational Contract.

In 2021, public and private debt levels in both advanced and developing countries reached a record 226 trillion USD.

Each person in the future will inherit twice as much produced capital, 13 per cent more human capital, but 40 per cent less natural capital.

The Covid-19 pandemic has wiped out 20 years of global education gains.

In light of our massive intergenerational challenges, a shift towards leadership that considers the long-term consequences of today’s decisions is urgently needed.

Developing a New Generational Contract Towards May 2023 and Beyond

We convene researchers, business leaders, policy-makers, and youth from around the world to shape a New Generational Contract – closely involving SGS partners and our young leaders communities.

Principles

To **develop a joint vision**, we define core responsibilities between old and young and for future generations.

Until May 2023, principles are formulated building on research, global youth ideas, and cross-generational workshops.

Priorities

To **inspire action**, we translate principles into a set of tangible measures, focusing on organisations.

At the 52nd SGS, our global community will **co-create actionable priorities** towards a New Generational Contract.

Projects

To **drive our transition from vision to impact**, we initiate tangible projects together with our partners.

Pilots include a project to involve young leaders on supervisory boards (with Zukunft-Fabrik.2050) and the NextGen Value Creation Barometer (with EQx).
A Year With the...

The St. Gallen Symposium fosters cross-generational dialogue and action among its global community throughout the year.

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<thead>
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<th>NOV</th>
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<th>JAN</th>
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<td>Launch of our Annual Theme</td>
<td></td>
<td>Global Survey of the Leaders of Tomorrow</td>
<td></td>
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<td>Opening Global Essay Competition</td>
<td>Global Leadership Challenge</td>
<td>Singapore Forum</td>
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<td>Initial Contact</td>
<td>Meeting Phase I</td>
<td>Meeting Phase II</td>
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![Host Region St.Gallen](image1)

![Over 450 Students Make This Happen](image2)
Community gatherings, thematic events, and publications generate insights and debates in the lead up to the annual symposium. Individual interactions with our partners further enrich your symposium experience.

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<th>FEB</th>
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<td>Handover Meetings</td>
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...St. Gallen Symposium

Handout cover title
Annual Symposium

The symposium combines physical and digital dialogue at international locations. Our central location, the University of St. Gallen, Switzerland, is supplemented by three Swiss Embassies in different parts of the world that host live-inputs from selected communities of our global Leaders of Tomorrow network.
A Global Gathering

We foster in-person and virtual dialogue in St. Gallen and around the world.
Upcoming Speakers

We expect around 100 most inspiring speakers

**Baroness Minouche Shafik**
Nemat (Minouche) Shafik is a leading economist, whose career has straddled public policy and academia. She was appointed Director of the London School of Economics and Political Science in September 2017. Previously, she served as Deputy Managing Director of the International Monetary Fund from 2011-2014 and as Deputy Governor of the Bank of England from 2014-2017. She holds a DPhil from the University of Oxford and is the author of “What We Owe Each Other: A New Social Contract for a Better Society.”

**Guy Parmelin**
Guy Parmelin is a member of the Swiss Federal Council and Head of the Federal Department of Economic Affairs, Education and Research. He served as president of Switzerland in 2021 and vice president of Switzerland in 2020. Prior to being elected to the Federal Council in 2016, Mr. Parmelin was a National Councillor from the Canton of Vaud between 2003 and 2015.

**Ayọ Tometi**
Ayọ Tometi is a globally recognised human rights advocate, strategist, and writer of Nigerian-American descent. She has been active in social movements for nearly 20 years and is widely known for her role as a co-founder of Black Lives Matter and for her years of service as the Executive Director of the United States first national immigrant rights organisation for people of African descent – the Black Alliance for Just Immigration (BAJI).

**Desmond Lee**
The Honourable Desmond Lee is Minister for National Development & Minister-in-charge of Social Services Integration for the Republic of Singapore. Prior to assuming his current roles, Mr. Lee served as Minister for Social and Family Development and Second Minister for National Development between 2017 and 2020. In addition to his ministerial roles, Mr. Lee is a member of parliament representing the West Coast GRC (Boon Lay) since 2020 and previously the Jurong GRC (Jurong Spring) between 2011 and 2020.
Friedrich Merz

Friedrich Merz is the chairman of the Christian Democratic Union of Germany (CDU) and Leader of the Opposition of the Bundestag. Friedrich Merz’s distinguished political career spans over 45 years. From 1989 to 1994 he served as Member of the European Parliament and from 1994 to 2009 he served as a member of the Bundestag. After his departure from politics in 2009 until his return in 2018, Mr. Merz pursued an accomplished legal career and served on the boards of several prominent companies.

Karl Gernandt

Karl Gernandt is Executive Chairman of Kuehne Holding AG and Vice-Chairman of the Board of Directors of Kuehne + Nagel International AG. Prior to joining Kuehne+Nagel in 2008, Mr. Gernandt held several leadership positions during his tenure at Holcim Group from 1999 to 2008, including CEO of Holcim Western Europe in 2007. After graduating from the University of St. Gallen with a master’s in business administration, Mr. Gernandt worked for Deutsche Bank AG from 1988 to 1996.

Her Excellency Shamma bint Suhail Faris Al Mazrui was appointed as the UAE’s Minister of State for Youth Affairs in February 2016 at the age of 22, making her the world’s youngest cabinet minister at the time of her appointment. Additionally, H.E. Shamma is the Chair of the Emirates Youth Council, the Vice-Chair of the Arab Youth Center, and Chairperson for Special Olympics UAE. Al Mazrui obtained her Masters of Public Policy with Distinction from the University of Oxford in 2015.

Christoph Heusgen

Christoph Heusgen is the Chairman of the Munich Security Conference with a distinguished diplomatic career as a representative for the Republic of Germany spanning over 30 years. Prior to his current role, Mr. Heusgen served as Ambassador and Permanent Representative of Germany to the United Nations from 2017 to 2021. As Ministerial Director of the Foreign Policy Department in the Federal Chancellery from 2005 to 2017, Mr. Heusgen served as the chief foreign policy advisor to German Chancellor Angela Merkel. In 1980, Mr. Heusgen earned a Ph.D. from the University of St. Gallen, and today he is an Honorary Professor at his alma mater’s Institute of Political Science.
Two Days of Dialogue

A rich programme with a dual focus of impactful plenary and insightful breakout sessions is the backbone of our annual Symposium. Innovative and interactive dialogue formats, combining digital and physical interactions at international locations.

THURSDAY, 4 MAY 2023

FOCUS: Understanding the Urgency of a NGC
09:00 - 10:15
Opening Ceremony
10:15 - 11:00
Setting the Scene
Panel on a New Generational Contract (NGC)
11:00 - 12:30
• Co-Create: St. Gallen Talks together with ZEIT Online
• Spotlight Insight Session(s)
• Closed Door Round-Tables
• Leaders of Tomorrow and Aspiring Leaders Talks

12:30 - 14:00
Lunch

FOCUS: Deep Dive into the Key Issues
14:00 - 15:00
Afternoon International Plenary Session on one Key Issue (Example: Welfare System)
15:30 - 16:30
• Breakout Sessions: (8-10) Insight sessions on different topics and formats with focus on key issues around cross-generational inequity
• Spotlight Insight Session(s)

17:00 - 18:00
St. Gallen Symposium Global Essay Competition (GEC) Award Ceremony

FRIDAY, 5 MAY 2023

FOCUS: Making an Impact
09:00 - 10:15
• Business focused Spotlight Insight Session
• Diversity, Equality & Inclusion Spotlight Insight Session
• Future of Education Spotlight Insight Session
11:00 - 12:30
• Co-Create: Cross-Generational Transformation Lab
• Spotlight Insight Session(s)
• Closed Door Round-Tables
• Leaders of Tomorrow and Aspiring Leaders Talks

12:30 - 14:00
Lunch

FOCUS: Developing the Skillsets & Methods
14:00 - 15:00
Afternoon International Plenary Session
15:30 - 16:30
• Breakout Sessions: (8-10) Insight sessions on different topics and formats with focus on methods for impactful involvement
• Spotlight Insight Session(s)

17:00 - 17:30
Closing Ceremony of the 52nd St. Gallen Symposium

Preliminary Programme Overview - subject to change.
# Diverse Formats

Next to the Plenary Sessions, there are different formats of Breakout and Closed-Door Sessions taking place simultaneously. Additionally, Social Sessions provide networking opportunities. Their informal atmospheres round up the symposium experience.

### PLENARY SESSIONS:
Gather with the entire global SGS community to collectively make sense of the core dimensions of our annual theme. Formats typically include thought-provoking cross-generational panels with plenty of time for audience interaction. Special sessions like our Global Essay Competition Award Ceremony and our Opening and Closing Ceremonies celebrate the most outstanding next generation ideas to move from insights to impact.

### SPOTLIGHT INSIGHT SESSIONS:
Explore one of the key thematic areas of A New Generational Contract in panels and one-on-one conversations on one of our four bigger stages. Audience voting and questions allow for participative and open debates.

### INSIGHT SESSIONS:
Engage with world-leading experts in intimate formats to discuss specific cases and actionable implications of our annual theme. Set in university classrooms, Insight Sessions often follow Chatham House rules to facilitate critical discussions and deep thinking. A size of 30-50 participants ensures interactive exchanges.

### LEADER OF TOMORROW AND ASPIRING LEADERS TALKS:
Engage in a cross-generational, off-the-record conversation on a main guiding question. These intimate dialogue formats match a senior business or policy executive with a group of 8-10 Leaders of Tomorrow to inspire decision-making with the views and concerns of the next generation. (By invitation only)

### CO-CREATION SESSIONS:
Get off your seats, move to the SQUARE and leverage the collective intelligence in the room to develop new approaches to cross-generational challenges.
- **St. Gallen Talks:** In collaboration with ZEIT ONLINE, this format uses the award-winning concept of "Deutschland Spricht / Europe Talks" to match participants with different points of view on controversial, intergenerational issues. At a time of increasing polarisation, participants engage in an open and engaging conversation with someone who thinks differently.
- **Cross-Generational Transformation Lab:** Workshops and other interactive formats bring together cross-generational leaders from business, policy, academia and civil society to co-create impact for greater intergenerational equity. Results will feed into our global initiative for a New Generational Contract, launched together with the Club of Rome.

### CLOSED-DOOR ROUNDTABLES:
Engage with a selected group of topic experts on a specific use case of our annual theme. Co-hosted with leading academic institutions, selected roundtables feed into White Papers, which summarise and distill actionable recommendations in the follow-up to SGS. (By invitation only)
Participants

To achieve a mutual understanding and enhance every leaders’ decision making, three generations of leaders from more than 90 nations meet in St. Gallen every year for cross-generational dialogue.

600

**SENIOR LEADERS**
Senior Leaders at the St. Gallen Symposium represent companies as well as political and academic institutions from all over the world. They challenge and get challenged by the younger generations on their ideas, and are the heart of change.

100

**ASPIRING LEADERS**
Aspiring Leaders represent the corporate world as potential future executive decision-makers or the entrepreneurial environment as founders. They pair experience with creativity and come up with practical ideas for transformation.

200

**LEADERS OF TOMORROW**
Leaders of Tomorrow are carefully selected brilliant young thinkers from around the world. They challenge the beliefs of all participants, spark ideas, and ignite actions. They are the drivers of transformation and change: invited either through the St. Gallen Global Essay Competition or through a nomination process.

450

*University of St. Gallen*
students helped this year’s cross-generational dialogue

80

*Accredited Journalists*
reporting on the *St. Gallen Symposium*
Our Partners

A careful selection of renowned organisations and companies support us financially, materially, or in advisory roles. They are part of the dialogue between different generations of leaders throughout the year and at the Symposium.

Main Partners

ABB
an official Main Partner of the St. Gallen Symposium

accenture
the official innovation consultant of the St. Gallen Symposium

BCG
the official Content Partner of the St. Gallen Symposium

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an official Main Partner of the Leaders of Tomorrow

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Swiss Re
an official Main Partner of the Leaders of Tomorrow

Syngenta Group
an official Main Partner of the St. Gallen Symposium

300+ renowned partners
The St. Gallen Symposium is founded by five students of the University of St. Gallen.

First St. Gallen Symposium, formerly known as the “International Management Symposium” and the “ISC Symposium”, takes place.

Club of Rome study “Limits to Growth” is presented at the third symposium.

Establishment of the St. Gallen Foundation for International Studies to safeguard the continuity of the organisation.
Max Schmidheiny Freedom Prize presented at the St. Gallen Symposium for the first time.

The St. Gallen Symposium is one of only three institutions in Switzerland running its own server.

The first St. Gallen Wings of Excellence Award – one of the largest student essay competitions worldwide – is issued.

St. Gallen Symposium opens an office at Harvard University.
The ISC organises the International Federalism Conference, commissioned by the Swiss Federal Council.

The ISC St. Gallen Club of Japan is established as an organisation to promote the Japanese participation in the symposium.

Kofi Annan, former Secretary-General of the United Nations, visits the University of St. Gallen to receive the Max Schmidheiny Freedom Prize awarded to him in 2003.

The ISC organises an international conference on democracy and decentralism under the patronage of the Swiss Chairmanship of the Committee of Ministers of the Council of Europe.
To strengthen the St. Gallen Symposium in Asia, an office opens in Singapore.

The St. Gallen Symposium kicks off the next fifty years with a brand new corporate identity.

The St. Gallen Symposium celebrates its 50th anniversary in May 2021.

The Dialogue continues.
Leaders of Tomorrow Sponsors

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Swiss Re

V
VHV Allgemeine Versicherung
Vontobel
VP Bank AG

T
Tan Chin Tuan Foundation

X
Xaxera GmbH

Z
Zürcher Kantonalbank

Supporting Institutions

Find our regularly updated partners list on our website!

www.symposium.org/partners
Your Involvement

**PARTNER**
As a partner of the St. Gallen Symposium, you commit to involve with your top management in the dialogue with the next generation. This combined with our studies and papers gives you first access to new and exciting viewpoints and educational value for your business. The symposium will enable you to challenge your beliefs, spark ideas, and ignite action.

**MEMBER**
Participate in the St. Gallen Symposium and debate and interact with key decision-makers, thought leaders, and carefully selected brilliant young minds from all around the world.

**LEADERS OF TOMORROW SPONSOR**
Support us in bringing brilliant young minds from all over the world to Switzerland to contribute to the success of the St. Gallen Symposium.

<table>
<thead>
<tr>
<th>Leaders of Tomorrow Sponsor</th>
<th>Member</th>
<th>Partner</th>
<th>Preferred Partner</th>
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<tr>
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**Minimum**
- CHF 2,500.-
- CHF 7,500.-
- CHF 20,000.-
- CHF 50,000.-
ST. GALLEN SYMPOSIUM

LEAD WITH THE NEXT GENERATION IN MIND