

**56th ST. GALLEN SYMPOSIUM
28 – 29 APRIL 2027**

CONDITIONAL PARTNERSHIPS



**ST.GALLEN
SYMPOSIUM**



Welcome

For 57 years, the St. Gallen Symposium has brought generations together, creating a space where experience meets curiosity, established perspectives encounter new ideas, and meaningful conversations can help shape a better future. By connecting today's decision-makers with the Leaders of Tomorrow, we believe in the power of genuine dialogue to inspire change and help us navigate the economic, political and social challenges of our time.

At the heart of this journey is the International Students' Committee (ISC), 25 students united by a shared purpose and the privilege of dedicating an entire year to bringing the Symposium to life. We shape its agenda, foster exchange throughout the year and remain guided by our vision:

LEAD WITH THE NEXT GENERATION IN MIND.

For decades, cooperation was built on trust and shared values in an increasingly globalised world – one where capital, goods and people moved freely across borders. Dependencies were accepted because they were embedded in a broader system of mutual interdependence. Today that certainty is fading. Alliances are being reconsidered, access to markets increasingly depends on alignment, technology is creating new forms of dependency, and support often comes with expectations attached. Partnerships have not disappeared, but are becoming more conditional.

This changing reality presents us with questions that no country, institution or generation can answer alone. On what terms are we willing to cooperate, and with whom? Who defines those terms, and who bears their consequences? How firm are set commitments when circumstances change?

These questions lie at the heart of this year's theme: **CONDITIONAL PARTNERSHIPS**

It is with great joy and gratitude that we look forward to welcoming you to the 56th St. Gallen Symposium on 28–29 April 2027. Your ideas and experience will shape the conversations that determine how the next generation builds, tests and sustains its partnerships.

On behalf of the 56th International Students' Committee, thank you for joining us on this journey. Your trust and support make the St. Gallen Symposium possible. Together, we can create encounters that matter, build bridges that last and positively shape the future.

Anjana Sreedhar Fanny Cibrario Joo-Ran Schärer



Presidents of the International Students' Committee

This is the St. Gallen Symposium

The St. Gallen Symposium is a platform for dialogue between generations.

Once a year, in St. Gallen, Switzerland, leaders from business, politics and society meet with students and young professionals from around the world to discuss the challenges and opportunities shaping our future. Established leaders bring experience and decision-making practice. Younger participants bring new perspectives and the longer time horizon over which today's decisions will play out. The Symposium puts both in the same room, in direct conversation.

The idea dates back to 1969, when a group of University of St.Gallen students, amid the unrest of the time, decided to channel it into constructive exchange rather than confrontation. That founding idea, dialogue across generations instead of dialogue past each other, is still what the Symposium is built on.

The St. Gallen Symposium is organised by the International Students' Committee (ISC). Each year, a small team of students from the University of St.Gallen takes a full year off their studies to organise it. When their term is over, they hand the organisation to the next team and return to their degrees.



1969

The St. Gallen Symposium is founded by five students of the University of St.Gallen.

1970

First St. Gallen Symposium, then known as the "International Management Symposium" and the "ISC Symposium", takes place.

1972

Club of Rome study "Limits to Growth" is presented at the third Symposium.

1975

Establishment of the St. Gallen Foundation for International Studies to safeguard the continuity of the organisation.



Axel
Threlfall

Sergio
Ermotti

ST.GALLEN
SYMPOSIUM

1979

The Max Schmidheiny Freedom Prize is presented at the St. Gallen Symposium for the first time.

1986

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

1989

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

1993

St. Gallen Symposium opens an office at Harvard University.



Oliver Blume, CEO Volkswagen Group



Wladimir Klitschko at the Dinner for Partners



2002

The ISC organises the International Federalism Conference, commissioned by the Swiss Federal Council.

2003

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

2006

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

2010

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.



**Highlight video of the
55th St. Gallen Symposium**



Yulia Navalnaya at the 53rd SGS

2012

To strengthen ties in Asia, the St. Gallen Symposium opens its Singapore office.

2021

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

2023

Together with the Club of Rome, the St. Gallen Symposium launches the global, multi-year initiative for "A New Generational Contract".

2026

The Symposium grows to be more international with participants from 93 nations taking part in the 55th St. Gallen Symposium.

Participants at the SGS

The Symposium draws people from every stage of their career and every corner of the world, from rising students to seasoned executives, all brought together by one shared belief: real change happens when different generations sit at the same table.



High-Profile Speakers

From business, politics and academia who join cross-generational dialogue on stage and are carefully selected based on the annual theme.



Senior Leaders

C-level executives, political leaders and academics from our partner organisations who join the Symposium as discussion partners.



Aspiring Leaders

Young leaders from our partner organisations already running teams and businesses, one step from the executive suite, who bring hands-on experience into direct dialogue.



Leaders of Tomorrow

Outstanding students and young professionals under 30, who challenge rather than observe.



1400+

Cross-Gen Participants



90+

Nations represented



200

Leaders of Tomorrow



60+

Aspiring Leaders



600

Students*



150+

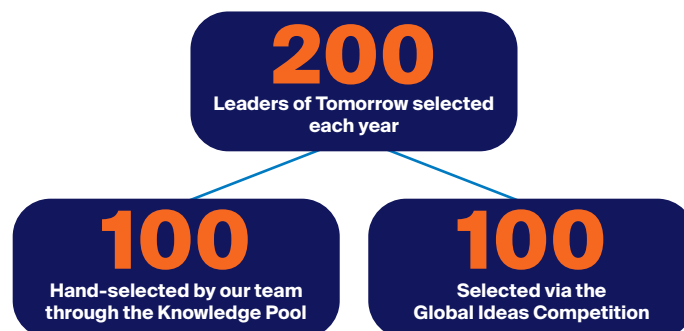
Speakers

Figures from the 55th
St. Gallen Symposium in 2026

Students behind it as volunteers or one of the 25
members of the International Students' Committee

Leaders of Tomorrow

Each year, the St. Gallen Symposium selects 200 exceptional young people under 30 to join its Leaders of Tomorrow community, future leaders who challenge the beliefs of every generation on stage and are the heart of change at the Symposium. Together with previous generations, they form a global network of more than 10'000 Leaders of Tomorrow.



A Few Past Leaders of Tomorrow



Jack Ma
Co-Founder, Alibaba Group
1999 & 2000



Leon Schreiber
Minister of Home Affairs,
Republic of South Africa
2014



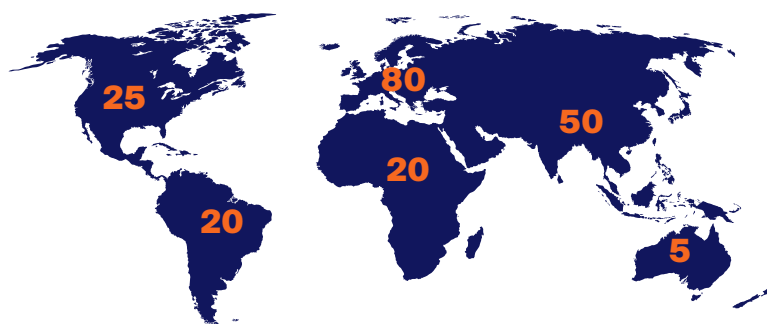
James Clear
Author of Atomic Habits
2010



Symone D. Sanders
Chief Spokesperson and Senior
Advisor for VP Kamala Harris
2017

Global Footprint

The 55th St. Gallen Symposium in 2026 brought together Leaders of Tomorrow from 70 nations. Such reach shows how far the community has grown since its founding decades ago. It stands as a reminder that lasting solutions are built through dialogue that crosses borders and generations, not within them.



Sponsor a Leader of Tomorrow

Put your organisation's name behind one of the 200 young people selected to represent the next generation.



Recognition as an official Leader of Tomorrow Sponsor



Listing on our platforms and official publications



We connect you with a Leader of Tomorrow to see how the Symposium shapes young talent

Conditional Partnerships

The global system is entering a new phase. Competition is intensifying across markets, geopolitics, and technology, while trust in rules, institutions, and established alliances is eroding. As uncertainty grows, states, companies, and societies alike are forced to take initiative and reassess how they work together: openness and interdependence alone no longer guarantee stability, and cooperation is increasingly shaped by strategic interests rather than shared assumptions. Alliances are being repriced, supply chains reorganised, and solidarity extended on narrower terms. Partnerships have not disappeared, but they've become more conditional, more transactional, and more readily revised as circumstances shift. The consequences reach across geopolitics, business and society, changing how states cooperate, firms partner and individuals navigate opportunity and belonging.



STATES



For decades, cooperation between states rested on trust and shared rules. Repeated crises are now pushing governments to reassess dependencies and strengthen strategic autonomy. Defence, energy and critical supply chains are being rebuilt closer to home, while smaller coalitions and bilateral deals gain ground as resilience and self-reliance take priority.

BUSINESS



Firms once built partnerships primarily around commercial logic, optimising for cost, capability and market access. As geopolitical risk rises and AI reshapes technological dependencies, resilience, proximity and economic security increasingly shape who companies work with, where they invest and which critical capabilities they seek to control.

PEOPLE



Traditionally, societies rested on a broad sense of belonging and a shared expectation of continued progress and opportunity. That social relationship is under strain as polarisation, declining trust and demographic pressure grow. Ageing populations and AI are reshaping work and opportunity, while residency and advancement are increasingly tied to skills, contribution and economic value.

The 56th St. Gallen Symposium will explore how partnerships can be shaped and used effectively under these more demanding conditions:

How can leaders turn growing conditionality into a source of resilience, growth and competitive advantage?

What makes partnerships thrive when access, trust and cooperation can no longer be taken for granted?

Speaker Line-Up Selection

Each year, the St. Gallen Symposium brings together leading voices from business, politics, academia and society. Our speakers contribute diverse perspectives and first-hand experience to the cross-generational dialogue at the heart of the Symposium.



Philipp Navratil
CEO, Nestlé



Edi Rama
Prime Minister, Albania



Gilles Roth
Minister of Finance, Luxembourg



Emma Theofelus
Minister of Information and
Communication Technology, Namibia



Gerd Chrzanowski
CEO, Schwarz Group



Brigitte Haas
Prime Minister, Principality of
Liechtenstein



Luka Mucic
CEO, Vonovia



**Miguel Ángel López
Borrego**
CEO, thyssenkrupp

Past speakers include:



Justin Trudeau, Friedrich Merz, Ngozi Okonjo-Iweala, Christian Sewing,
Roland Busch, André Hoffmann, Christine Lagarde, Carsten Spohr

Find the updated list of
speakers here:



Two Days of Critical Dialogue, Constructive Debate and Meaningful Encounters...



Scan the QR code
to see our updated
programme



... across Diverse Formats

PANEL DISCUSSIONS

Our panel discussions bring together diverse, cross-generational voices to explore the key tensions of our annual theme through critical and constructive dialogue. They take different shapes:

- Plenary Sessions convene the full community in cross-generational conversations on the main stage.
- Spotlight Sessions highlight specific aspects of our annual theme with larger audiences.
- Insight Sessions provide a more intimate setting, enabling in-depth dialogue under Chatham House Rule.



EXECUTIVE ROUNDTABLES

Engage with a select group of experts on a key topic. In an exclusive and intimate working group setting, you will exchange best practices with your peers and co-create actionable ideas to tackle today's challenges.

LEADER OF TOMORROW TALKS

Engage in a cross-generational, off-the-record conversation. These dialogue formats match a senior executive with a group of Leaders of Tomorrow.



ST. GALLEN DEBATE

An Oxford-style debate built around a clear statement, with one side arguing in favour and the other against. Designed to foster critical dialogue, the format challenges assumptions, surfaces opposing perspectives, and invites the audience to actively test both sides before deciding which case is most compelling. Expect energy, controversy, and plenty to rethink.

FLAT TALKS

Choose to have one of your dinners at a local student's apartment and dive into a conversation in a small hand-selected group.



Our Impact

The St. Gallen Symposium strives to promote responsible and sustainable leadership with the next generation in mind. We create impact through educational insights, a platform of dialogue, collaboration, and tangible projects.



New Generational Contract

The St. Gallen Symposium rests on the idea that cross-generational dialogue improves decision-making and is key to advancing action on the critical challenges of our time. Our global initiative “A New Generational Contract” synthesises the key learnings and ideas emerging in our community and brings them to the global stage. Together with partners such as InTent, the Club of Rome, and the UN Youth Office, we raise awareness on the power of intergenerational leadership in global forums and through strategic media engagement.

Global Leadership Challenge

The Global Leadership Challenge (GLC) is a joint initiative of the University of Oxford and the St. Gallen Symposium. It brings together 100 emerging leaders from around the world in a fully digital programme to work on real-world challenges from companies and organisations, while developing the wisdom and character required for responsible leadership that makes a difference in the world.

Young Leaders on Board

Through the Young Leaders on Board (YLoB) project, we embed the perspectives of the next generation into the highest level of strategic decision-making in companies. Based on organisational needs, we facilitate Board Placements of Young Leaders, establish Thematic Advisory Boards for transformative trends, curate a structured eye-level Reverse Mentoring Programme, or deliver comprehensive NextGen Board Briefings.

Year-Round Events

The St. Gallen Symposium is more than a two-day event. Throughout the year, we bring our community together in leading cities around the world, extending the dialogue beyond the annual Symposium in St. Gallen.

Our year-round events connect Senior Leaders and former Leaders of Tomorrow through panel discussions and personal exchange. They bring different generations and perspectives together to explore current economic, political and societal questions in a focused setting.

For our partners, these events offer additional opportunities throughout the year to engage with our international community, contribute to the dialogue and build meaningful connections across generations and regions. From Zurich to Singapore or Frankfurt, they keep the spirit of the St. Gallen Symposium alive throughout the year.



Zurich



Singapore



Frankfurt

Examples of past events

Why Partner with the SGS?

A carefully selected group of over 200 organisations supports us financially or materially. They are part of the dialogue between different generations of leaders throughout the year and at the Symposium. Become part of our partner community.



Reach Young Talent

As a partner, you can enhance your employer brand and attract top talent by engaging with our curated community of the brightest young minds of the next generation.

Stay Up To Date

As the guiding seismograph for the future of business, politics and society, partners of the St. Gallen Symposium receive a highly condensed learning experience.

Build Partnerships

As a partner, you engage with leaders from various industries, generations and regions, allowing you to build long-term partnerships or just informal connections.



Support an Important Cause

Being a partner of the St. Gallen Symposium means supporting our vision to “Lead with the Next Generation in Mind” and thus aiming for a better future for everyone.

Position Your Brand

As a partner, your brand gains visibility on an international stage. Through targeted announcements and association with a trusted platform, you expand your reach and strengthen awareness.

Experience a Unique Journey

Partnering with us is a unique, student-driven experience that encourages fresh perspectives, fosters innovative thinking, and pushes you out of your comfort zone.

How to Get Involved

Our collaboration opportunities are designed to match the ambitions of our partners, from joining the dialogue to shaping it at the highest level. Whether as a Member, Partner, or Preferred Partner, you **build unique relationships, gain powerful visibility, and make a lasting impact.**

Included Services	MEMBER	PARTNER	PREFERRED PARTNER
Overall Symposium invitation(s)	1	2	4
Flexible transfer of access for Senior Leaders	✓	✓	✓
Global year-round event invitations	✓	✓	✓
Listing on the website and in publications at the Symposium	✓	✓	✓
Aspiring Leader Symposium invitations as part of the overall contingent		1	2
Exclusive Dinner for Partners invitations		1	2
Partnership announcement on the SGS communication channels		✓	✓
Place internships and entry-level positions in the global SGS network		✓	✓
Access to top-level Executive Roundtables during the Symposium		✓	✓
Host an exclusive Leaders of Tomorrow Talk			✓
Bilateral meetings during the Symposium, facilitated by the SGS Team			✓
Joint marketing campaigns across the SGS channels throughout the year			✓
Further projects with the Symposium			✓

Our Partners

Main Partners



Preferred Partners

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BNP Paribas
Brenntag
Canton of St. Gallen

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Commerzbank
Executive School of
Management, Technology and
Law
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Hilti
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HP Switzerland
Infosys Limited
Lemann Foundation
Lufthansa Group
Marriott International
Nestlé
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Decisions

Novartis
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TikTok Information Technologies
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Globalization
enercity
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F. Hoffmann-La Roche
Farner Consulting
Carl Ferenbach
Festo
FUTRUE
Gemeinnützige Hertie-
Stiftung
Givaudan
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Godrej Industries
Goldman Sachs Bank
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Harvard Business Manager
HCLTech
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Württemberg
LIKA Group
Lombard Odier
MBDA Deutschland
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Intonate
Jet Aviation Management
Landesbank Hessen-Thüringen

LANI-ÁKÉA Global Family Office
Lephatsi Investments
Liechtenstein Life
Lonza Group
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NORTH | Oslo Family Office
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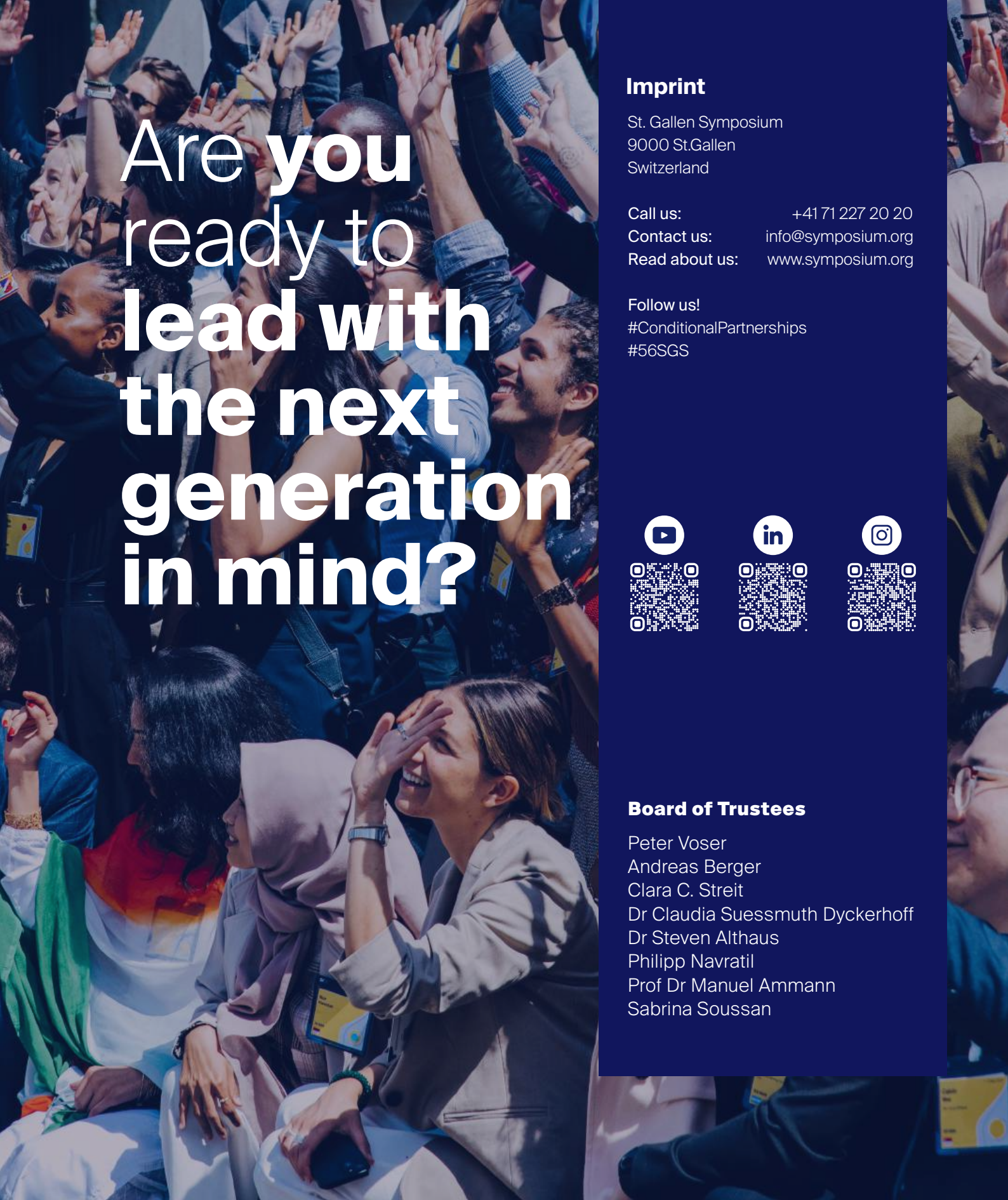
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Dietschweiler
Stiftung**



Universität St.Gallen



Are you ready to lead with the next generation in mind?

Imprint

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#ConditionalPartnerships
#56SGS



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