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UNCERTAIN FUTURES AND CONNECTIONS REIMAGINED: CONNECTING TECHNOLOGIES

KFAS-SALZBURG GLOBAL LEADERSHIP INITIATIVE

SALZBURG GLOBAL SEMINAR IS GRATEFUL TO THE KOREA FOUNDATION FOR ADVANCED STUDIES FOR ITS SUPPORT



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LEADERSHIP INITIATIVE

UNCERTAIN FUTURES AND CONNECTIONS REIMAGINED: CONNECTING TECHNOLOGIES



2024-25
Session 849

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INTRODUCTION

Through a year-round series of virtual sessions and an immersive in-person gathering in Salzburg, Austria, the KFAS-Salzburg Global Leadership Initiative provided a global knowledge platform for mutual learning and exchange, where leaders at all levels, share the current global and local issues they are facing in order to develop and disseminate innovative action plans.

Over the past 50 years, the world has become more connected, both in terms of time and space. However, this has also coincided with significant global changes, such as the Global Financial Crisis, geopolitical tensions, the COVID-19 pandemic, and the effects of climate change. Additionally, there have been significant demographic changes, such as an aging population and a decline in fertility rates, which have created generational conflicts.

At the same time, technology and artificial intelligence (AI) are changing the way we interact with each other and the world around us. This has created a need for new connections between individuals, families, and nations. There is also a need for greater cross-cultural connections, especially considering the increased diversity within societies caused by migration and other globalizing factors.

As a result of all these changes, the value, roles, and boundaries of existing connections have become uncertain, and a simple expansion of connections could lead to unexpected conflicts in the future. Therefore, it is essential to reimagine the types of connections that we need across individuals, families, states, generations, technologies, and nature. This requires reimagining policies and institutions to support these new connections and sustain our progress into the future.

PROGRAM GOALS

The KFAS-Salzburg Global Leadership Initiative aims to equip leaders with the necessary skills to address the rapidly changing world and the major global challenges we face today, including geopolitical tensions, climate change, demographic changes, and technological advancements.

Skills required for leaders to navigate these challenges include visionary thinking, cross-cultural communication, interdisciplinary awareness, digital literacy, collaborative leadership, and global citizenship. Leaders with these skills can bring together diverse groups of people, bridge gaps between different disciplines, cultures, and ways of thinking, anticipate future challenges, and develop robust strategies to address them.

The goal of this Initiative was to convene a network of Korean and global thought leaders to:

- Facilitate thought-provoking and inclusive discussion and foster exchange (on the themes identified) amongst a diverse group of inter-generational, interdisciplinary, intersectoral leaders to envision a better future.
- Encourage learning between network members and to transfer knowledge and experiences to societies of the future.
- Generate action-oriented suggestions and recommendations that drive innovations and inspire global action to forge a better world.

YEAR 2: CONNECTING TECHNOLOGIES

Building on the learning shared during Year 1 of the KFAS-Salzburg Global Leadership Initiative, which focused on *Connecting Generations*, for Year 2, a new cohort of competitively selected Salzburg Global-KFAS Fellows explored how technology forms a complex web influencing economic growth, governance, societal equity, security, and environmental sustainability in an era of rapid technological advancements.

The integration of AI and other technologies across all spheres of life presents unparalleled opportunities for progress. However, it also raises critical questions about the distribution of these advancements and their impacts on social equity. Policymakers and leaders face the dual challenge of catalyzing innovation while ensuring that the fruits of technological progress contribute to a fair and just society. This calls for visionary leadership and inclusive policies that bridge the gap between technological potential and equitable access and benefits for all.

The program was structured around five subthemes, which formed the basis for the Fellows' group work and were led by experts in their field. This report includes the thought pieces written by each subtheme leader, which helped establish a shared understanding of the issues at hand, from which the Fellows could have fruitful discussions and work towards a shared proposed solution.

In addition to developing their skills in visionary thinking, cross-cultural communication, interdisciplinary awareness, digital literacy, collaborative leadership, and global citizenship, this year's program also sought to expand the Fellows' skills in promoting mutual respect, fostering new partnerships and alliances, navigating uncertainty and embracing change, and developing visions to work toward the common good.

This report provides an overview and rationale for each part of the program, as well as the initial provocations from the subtheme leads and interviews with some of the Fellows.

To read more about the program online, please visit:

www.salzburgglobal.org/multi-year-series/kfas

Fellows of the KFAS-
Salzburg Global Leadership
Initiative, December 2024



SUBTHEMES

1. TECHNOLOGY, GROWTH, AND INEQUALITY: THE CASE OF AI

The advent of Artificial Intelligence (AI) has been a double-edged sword in terms of economic growth and societal inequality. While AI has significantly contributed to productivity improvements and innovation, leading to economic growth, it has also exacerbated income and wealth disparities. Studies indicate that AI-driven automation favors high-skill over low-skill labor, leading to a polarized job market and widening the income gap. According to the World Economic Forum, AI and automation are set to create 58 million new jobs by 2022, but the distribution of these opportunities often reflects existing inequalities. Furthermore, AI's impact on inequality is global, with developed nations harnessing more benefits than developing countries, potentially widening the global digital divide.

2. BIG TECH AND GOVERNANCE: MARKET POWER AND REGULATION

The dominance of Big Tech companies in global markets has raised significant governance and regulatory concerns. These entities, including Amazon, Google, Facebook, Apple, and Microsoft, have amassed considerable market power, influencing economies, societies, and even political processes. The European Union has been at the forefront of regulating these giants, implementing the General Data Protection Regulation (GDPR) to protect consumer data. Additionally, there's a growing call for antitrust actions to curb their market dominance, as seen in the U.S. with the House Judiciary Committee's investigation into Big Tech's market power. This tension highlights the challenge of governing entities that transcend national borders and have the power to influence both the economy and the information ecosystem.

3. TECHNOLOGY ECOSYSTEM: TALENT AND INNOVATION

The talent flow in the technology ecosystem is characterized by a global migration towards innovation hubs. Silicon Valley, for instance, draws skilled professionals from around the world, contributing to its dynamism and diversity. However, this flow also creates challenges for countries losing talents—often referred to as “brain drain”—impacting their potential

for innovation and economic development. In response, countries and regions are developing new industrial policies to cultivate their innovation ecosystems. These policies range from investments in education and research to creating favorable tax and regulatory environments to attract startups and tech companies.

4. ECONOMIC SECURITY: TECHNOLOGY COMPETITION AND WEAPONIZATION OF TECH

The competition in technology, especially in fields like AI, cybersecurity, and telecommunications (e.g., 5G), has become a pivotal aspect of global economic security. Nations are increasingly viewing technological advancement as a strategic asset, leading to the weaponization of technology in geopolitical conflicts. The U.S.-China tech rivalry, encompassing issues from trade to technology transfer and the race for 5G supremacy, illustrates this trend. This competition raises concerns about the fragmentation of global tech standards and the emergence of “tech blocs”—potentially hindering global innovation and cooperation.

5. TECHNOLOGY AND SUSTAINABLE DEVELOPMENT

The relationship between technology and the environment is complex, as technological advancements can both harm and help sustainable practices. On one hand, technologies like blockchain and AI offer innovative solutions to environmental monitoring, energy efficiency, and resource management, potentially aiding in the fight against climate change. On the other hand, the production and disposal of electronic devices pose significant environmental challenges, highlighting the need for sustainable manufacturing practices and circular economy principles. The United Nations Sustainable Development Goals (SDGs) emphasize the role of technology in achieving environmental sustainability, calling for a balanced approach that harnesses technology's potential while mitigating its ecological impact.

PROGRAM

EQUIPPING KOREAN AND GLOBAL LEADERS WITH THE NECESSARY SKILLS TO ADDRESS THE CHALLENGES POSED BY OUR RAPIDLY CHANGING WORLD

Prior to arriving Salzburg, the 43 Salzburg Global-KFAS Fellows co-designed the in-person program, proposing topics they felt most pertinent to their work. Once in Salzburg, the Fellows undertook several activities intended to share their ideas and experiences, identify common areas of interest for collaborative action, and set both the on-going agenda and expectations for that action.

The in-person meeting also provided an opportunity to react to the needs expressed by Fellows during the online onboarding sessions for additional input on skills, deep sectoral or contextual knowledge, or motivation.

OVERVIEW

In an increasingly interconnected and rapidly evolving world, young leaders in fields such as technology and public policy face complex global challenges that demand a diverse skill set. For the Korean and global leaders of the KFAS-Salzburg Global Leadership Initiative, honing visionary thinking, cross-cultural communication, interdisciplinary awareness, digital literacy, collaborative leadership, and global citizenship is essential. However, these must be complemented by additional critical abilities.

Promoting mutual respect and fostering new partnerships are vital in the bridging cultural and ideological divides that challenge our world today. Leaders must cultivate trust and understanding across boundaries to create collaborative solutions to pressing global issues. In navigating uncertainty and embracing change, adaptability becomes crucial. The rapid pace of technological and societal shifts necessitates leaders who can pivot and innovate, maintaining resilience in the face of disruption.

Developing visions oriented toward the common good allows leaders to align diverse stakeholders toward shared goals, creating solutions that transcend individual interests. This requires a nuanced balance of ethical considerations, long-term sustainability, and inclusivity.

By mastering these skills, Fellows are better equipped to tackle challenges such as climate change, digital governance, and social inequality. Together, they can build alliances and lead with purpose, fostering a future defined by cooperation and innovation for the benefit of all.

The program in Salzburg was thus developed to not only enable Fellows to do deep dives with peers of similar interests into the five subthemes, but also several plenary sessions, bringing the whole cohort together—along with their subtheme leads—to explore new ways of thinking and develop these critical abilities.

ASK / OFFER

Opening the program, Fellows were asked to share an “ask” and an “offer”:

The “ask”: what are the biggest challenges you face with your work that you would like ideas from other Fellows over the coming days?

The “offer”: what experiences, skills, or connections could you provide other Fellows to help them overcome their challenges?

These were collected and displayed in the main plenary room, enabling Fellows to explore and approach each other throughout the four-day program.



Clarity Mapengo and Ieva Keskinen

TOUCHSTONES: COMMON THREADS AND INTERCULTURAL COMMUNICATION

The goal of this session was to help the diverse international, intergenerational, and interdisciplinary cohort of Korean and global leader to understand what each were intending to bring into their time together—and to co-create a compassionate environment for the challenging conversations they would be having in the days to follow. The first exercise encouraged Fellows to share one key issue—either personal or professional—they were interested in addressing during their time in Salzburg and then to find the connections between their issues and suggest a sequence in which such issues would need to be addressed into order to tackle them on a global, systemic level.

Recognizing the global diversity in the room and the differences in communications styles and preferences that can bring, the second exercise encouraged Fellows to consider what ground rules—or touchstones—they wanted to set for their coming discussions. Some of the resulting “touchstones” adopted built on from similar exercises conducted in other programs within the Culture pillar at Salzburg Global—others were novel to this cohort of Fellows.

L-R: Kun Lee, Jake Effoduh, Shaurya Patel, Carolina Chambel, Chi-Min Oh and Sunghee Yun

TOUCHSTONES

EXISTING

- No fixing
- Suspend judgment
- When things get difficult turn to wonder
- Speak your truth
- Listen deeply
- Respect silence
- Be 100% present, extending and presuming welcome
- Always by invitation
- Maintain confidentiality

NEW

- Brave not safe space
- Maintain open-mindedness
- Speak truth with compassion
- Don't be afraid to be ignorant
- Let go of the lens of morality
- Reiterate your understanding
- Listen patiently
- Be curious/sceptical



SYSTEMS THINKING LAB: MAPPING COMPLEX CHALLENGES

This interactive lab session introduced participants to systems thinking as a powerful approach for tackling complex, interconnected issues. In small groups, Fellows collaboratively mapped out real-world challenges and then using systems thinking tools and techniques, they worked to identify leverage points, feedback loops, and interdependencies within these issues, gaining insights into how small changes can lead to impactful outcomes.

Fellows with existing experience of designing systems change were invited to share their insights. Fellows were encouraged to consider the multiple dimensions of any issue they are examining, moving from looking only at single cases, to finding the connections between those cases, expanding those connections to create bigger models of interactions, considering how that model shifts over times, identifying the various resources required for the different cases/connections and ultimately, continuously evaluating the solution to address any unintended interactions. They were also encouraged to consider all parts of a system and how they interact, using the example of the semiconductor industry in Taiwan and Korea. The electronics industry does not consist of individual companies in a linear supply chain—it has multiple nodes with multiple connections and interactions. Production issues in one country or factory can have knock-on effects elsewhere, often unforeseen. The development of such industries also impacts individuals, not only offering them new jobs but also encouraging the emigration of talent either to study overseas in pursuit of work elsewhere.

L-R: Eunbee Jang, Jasvin Bhasin and Pauline Yeung



Fellows were also implored not only change the elements within a system but to be willing to change that system's purpose. The example of abortion laws was given: if the purpose is to reduce abortions, empower women to make informed choices about their contraception and provide them with the support they need to have children—rather than simply limiting abortion access.

Throughout their discussions, the Fellows were encouraged to consider those typically marginalized in society. All too often, we believe we are designing systems and solutions for “everyone” but without deliberate consideration of those left on the margins, we can perpetuate systems that only benefit “everyone” in the center.

The systemic challenges the Fellows identified within their groups included halting deforestation and developing sustainable forestry, addressing the lack of upwards mobility for younger generations, achieving zero carbon emissions, improving global mental health outcomes and increasing low birth rates. Recognizing distinct national and cultural contexts was frequently highlighted, discouraging any attempt to find a one-size-fits-all solution.

In many cases, the discussions were challenging, with many divergent views; Fellows repeatedly drew on their shared touchstones to help guide their discussions in an empathetic and respectful manner, diffusing tensions.

L-R: Bittna Lee, Clarity
Mapengo, Hong Xu, Jehan
Salim, Jongwon Lim

WORLD CAFÉ: CONNECTING TECHNOLOGIES

Often we find ourselves in siloes, talking only to the people who already fully understand our topic and sharing similar ideas on what solutions should be adopted.

To help mitigate this siloing, Fellows engaged in a “World Café” where they visited tables hosted by the subtheme leads to hear what the different working groups had been working on and sharing their outside perspective on their burgeoning solutions.

The subtheme leads were then tasked with bringing these new perspectives to their working groups.



ETHICAL AND EQUITABLE TECHNOLOGY FOR GLOBAL GOOD

This session explored frameworks for developing and deploying technology to advance equity, inclusivity, and human rights. The Fellows' discussions centered on addressing ethical dilemmas, promoting justice, and ensuring equitable access to technology's benefits, particularly for underrepresented and vulnerable communities.

Fed by presentations from some of their peers with prior experience in this area, the Fellows delved into ethical questions, such as balancing individual versus community needs and short-term versus long-term gains. The conversation also distinguished between equality, equity, justice and inclusion, highlighting the importance of representation in decision-making spaces.

Real-world examples of technology's potential to drive equity included innovative solutions like traffic optimization to reduce emissions, AI tools predicting wildfire paths, and breakthroughs in structural biology to tackle global health challenges. These initiatives underscore technology's capacity to address societal issues while emphasizing the need for responsible governance and risk-based regulation.

Case studies from different countries underscored the disparity in access to innovation and entrepreneurship. Examples included educational equity in Finland fostering inventors from diverse socioeconomic backgrounds and technology applications empowering creators in developing nations. Challenges such as copyright disputes, platform inequities, and lack of legal safeguards for performers were also examined.

The session emphasized that ethical AI deployment requires global collaboration, proportional regulation, and adherence to principles like transparency and "do no harm." International guidelines, such as UNESCO's recommendations on AI ethics and the Global Digital Compact, were highlighted as critical frameworks to ensure technology serves the common good.

The discussion reinforced that ethical and equitable technology can be a powerful tool for social justice, requiring intentional design, inclusive policies, and a commitment to human rights.

Clare Shine



COMMUNICATIONS AND WRITING IMPACT

Effective communication is a critical skill for young leaders, enabling them to convey complex ideas in ways that engage and inspire both an expert and general audience. This workshop, led by nonprofit communications consultant Louise Hallman, empowered Fellows to craft compelling feature articles that bring their ideas to life, translating intricate concepts into impactful narratives.

The session began with an overview of the KFAS-Salzburg Global Report's purpose and structure, to which the Fellows would be contributing, emphasizing its role in showcasing thematic insights and Fellows' contributions. Fellows were introduced to the fundamentals of feature writing, including diverse formats such as human-interest stories, profiles, op-eds, explainers, and sidebars. Practical advice covered how to simplify complex ideas without losing nuance, engage readers' emotions, and structure effective narratives.

Together with their working groups, Fellows brainstormed feature ideas, pitched concepts, and received constructive feedback from both the workshop lead and their peers to refine their approach. The workshop also provided strategies for collaborative writing, such as using shared documents and assigning clear roles. Visual storytelling techniques, such as incorporating data visualizations and royalty-free images, were discussed to enhance reader understanding and engagement.

By the session's end, Fellows had finalized their feature ideas and assigned responsibilities for drafting. This hands-on workshop equipped them with tools to effectively communicate their ideas, setting the stage for impactful contributions to the final Report. Drafts were scheduled for submission, with follow-up feedback planned to ensure high-quality outputs.

You Won Park and
Gowun Kim



PROPOSALS FOR ACTION

FACILITATING THOUGHT-PROVOKING AND INCLUSIVE DISCUSSION TO ENCOURAGE LEARNING AND TRANSFER KNOWLEDGE AND EXPERIENCES, AND GENERATING ACTION-ORIENTED RECOMMENDATIONS THAT DRIVE INNOVATIONS AND INSPIRE GLOBAL ACTION TO FORGE A BETTER WORLD

A key objective of the KFAS-Salzburg Global Leadership Initiative was to generate action-oriented recommendations during the in-person program in Salzburg that would develop into lasting impact. This was done by creating focused, small groups of value- and skill-aligned teams.

To this end, the Fellows were divided into groups based on their affinity for each subtheme and to work closely together throughout their time in Salzburg and beyond. These groups of five to seven people quickly aligned and generated meaningful action plans by drawing on each member's strengths and unique experiences.

Critical to this process is understanding, from the start, participants' goals and strengths, and matching them with the subtheme that aligns most closely with their impact goal and their work. Below is an introduction to the final plans of each group, summarizing their proposals and the reasoning behind them.

The KFAS-Salzburg Global Fellows welcome your input on and support for their projects and contact details are included for each.

If you would like to contribute to the project or get in touch for more details, please contact: Sumita Kunashakaran skunashakaran@salzburgglobal.org

GROUP 1: ETHICAL AI RESOURCE REPOSITORY

LED BY: Chang Dong Yoo, *Professor, Korea Advanced Institute of Science and Technology (KAIST), Republic of Korea*

CONTEXT

AI presents a dual reality: it can amplify economic disparities by displacing jobs and limiting access, or it can bridge divides when implemented inclusively and ethically. Inequality in access to technology risks exacerbating existing social inequities.

PROPOSAL

The group presented four solutions: (1) tools to assess and curb algorithmic bias, (2) gamified education toolkits to teach AI fairness and ethics in schools, (3) capacity-building courses for policymakers and developers to understand both technical and social impacts of AI, and (4) a participatory social agreement template for inclusive AI ethics. To host these resources and more, they built a website, which they hope will serve as a repository to share resources and promote ongoing collaboration: <https://salzburgglobalseminar-ai.github.io/>

GROUP 2: SALZBURG STATEMENT ON BIG TECH GOVERNANCE

LED BY: Sanghyun Lee, *Director, Google, Singapore*

CONTEXT

The tension between regulating big tech and fostering innovation has left a fragmented global governance landscape. While companies often lead responses to regional regulations, there is no unified forum addressing global standards for Big Tech and AI like there is in the climate or finance sectors.

PROPOSAL

The group proposed drafting a Salzburg Statement to guide future governance efforts, focusing on stakeholder involvement and proportional regulation. They emphasized the learning they had experienced in Salzburg through their difficult conversations and building trust. Their next steps include drafting the Salzburg Statement within 100 days, identifying its audience(s), and mapping opportunities to share it. The group seeks to inspire balanced governance frameworks that protect innovation while ensuring accountability.

GROUP 3: OP-ED TO ADVOCATE FOR DIVERSE EDUCATIONAL PATHWAYS

LED BY: Daeyeol Lee, *Bloomberg Distinguished Professor, Johns Hopkins University, USA*

CONTEXT

As technology evolves, the traditional talent pipeline is struggling to keep pace. Over-reliance on academia and brain drain exacerbate global inequities, stalling innovation in under-resourced regions.

PROPOSAL

The group proposed redefining talent development by exploring alternative learning models outside academia, using examples like Hong Kong's Preface, a five-story "coffee shop" that is "redefining the classroom". Outputs include an op-ed feature advocating for recognizing diverse educational pathways to nurture innovation across borders, accompanied by a series of mini-case studies and plans for a talent ecosystem assessment checklist. Beyond their own work, they proposed tracking impact metrics for alternative training centers.

GROUP 4: THE TECH MIDDLE POWER FORUM & DOUBLE EDGE KNOWLEDGE PLATFORM

LED BY: **Helen Zhang**, *Chief of Staff, Office of Eric Schmidt, USA & Jennifer Lee*, *Principal, The Asia Group, USA*

CONTEXT

Geopolitical tech rivalries between major powers like the US and China create challenges for middle-power nations, which struggle to influence global tech governance or shield themselves from weaponization risks.

PROPOSAL

The group introduced two solutions: (1) a Tech Middle Power Forum for biannual discussions on safe tech practices, supply chains, and global alliances, and (2) a Double Edge Knowledge Platform offering insights for tech businesses based in middle-power countries using AI-powered analysis, country profiles, and risk assessments. They coined the term “tech middle power” to highlight this overlooked group’s potential role and will be actively seeking funding for implementation.

GROUP 5: FROM E-WASTE TO E-POWER HANDBOOK

LED BY: **Clare Shine**, *Non-Executive Director, The Crown Estate; Senior Fellow, Salzburg Global, UK*

CONTEXT

E-waste, comprising discarded electronics rich in precious and hazardous materials, poses significant environmental and health challenges. Only 17% is currently recycled, with much shipped to developing nations unequipped for proper handling.

PROPOSAL

The group outlined a four-stage approach: (1) consumer education on recycling, (2) sustainable product design focused on the circular economy and supported by extended producer responsibility regulations, (3) blockchain-based systems for tracking product lifecycles, and (4) global policy for equitable recycling standards. Their output includes a handbook addressing these stages and strategies to counter planned obsolescence, aiming to advance a circular economy without marginalizing small-scale producers.



THOUGHT PIECES

To seed conversations and spark ideas ahead of their time together in Salzburg, each of the subtheme leaders was invited to produce a thematic thought piece that was circulated throughout the program participants. The subtheme leaders were:

DAEYEOL LEE

Bloomberg Distinguished Professor, Johns Hopkins University, United States of America

Daeyeol Lee is the Bloomberg Distinguished Professor of Neuroscience and of Psychological and Brain Sciences at Johns Hopkins University. He is also a co-founder of Neurogazer Inc, a neurotechnology company focusing on the commercial application of human brain imaging, and a recipient of the 2021 Samung Ho-am Prize in Medicine.

SANGHYUN LEE

Director, Google, Singapore

Sanghyun Lee is a Director of the Government Affairs and Public Policy team at Google. He is the Global Head of Key Markets for Google's Platforms and Devices product area.

CLARE SHINE

Non-Executive Director, The Crown Estate, United Kingdom

Clare is a Commissioner for the UK's Crown Estate which creates lasting and shared value for the nation. She served as Vice President & Chief Program Officer, Salzburg Global Seminar from 2012-2021 and is a Fellow and former CEO of the University of Cambridge Institute for Sustainability Leadership, UK.

CHANG DONG YOO

Professor, Korea Advanced Institute of Science and Technology (KAIST), Republic of Korea

Dr. Yoo Chang Dong received his Ph.D. in Electrical Engineering from the Massachusetts Institute of Technology. He is a faculty member at the Korea Advanced Institute of Science and Technology (KAIST), where he is currently a tenured Professor in the School of Electrical Engineering and an Adjunct Professor in the Department of Computer Science.

HELEN ZHANG

Deputy Chief of Staff, Office of Eric Schmidt, United States of America

Helen works on venture philanthropy as the Deputy Chief of Staff in the Office of Eric Schmidt, and is the co-founder of Intrigue Media that produces expert but irreverent briefings on global affairs issues at the intersection of geopolitics, tech, and business. She is also a non-resident fellow in the Sydney University's United States Studies Centre's Emerging Technology Program, and the co-founder of Intrigue Media.

TECHNOLOGY, GROWTH, AND INEQUALITY: THE CASE OF AI

SUBTHEME 1: TECHNOLOGY, GROWTH AND INEQUALITY: THE CASE OF AI

BY: Professor Yoo Chang Dong

BACKGROUND: THE RISE OF AI AND ITS TRANSFORMATIVE POTENTIAL

Artificial Intelligence (AI) has transformed from a promising concept of thinking machine into a foundational technology with applications reshaping industries, economies, and societies. At its essence, **AI is software designed to sense, infer, act, and adapt**, mimicking human cognitive functions to solve complex problems, make predictions, and even interact naturally with people. This adaptability has made AI particularly effective across various sectors, from healthcare to finance to entertainment, with ever-increasing capabilities.

Notably, in August 2023, TIME magazine reported a critical milestone: AI systems have begun outperforming humans in certain specialized tasks. This achievement is not isolated; rather, it highlights a broader trend of accelerating AI advancement. The rate at which AI surpasses human performance in new areas continues to rise, indicating a likely trajectory of exponential growth. As we look forward, this trajectory prompts both optimism for groundbreaking innovation and concerns over potential societal impacts, especially the inequalities that such rapid technological progress might produce.

WHAT TO EXPECT: AI-DRIVEN GROWTH AND INDUSTRY TRANSFORMATION

The integration of AI into various facets of life heralds a new wave of innovation. We are poised to witness advancements that could redefine the boundaries of technology, impacting sectors in ways previously unimaginable:

- **AI-Enhanced Robotics:** The combination of AI with robotics stands to revolutionize industry and daily life. This synergy has implications beyond manufacturing or logistics; it opens up possibilities for personalized robots in healthcare, education, and home assistance. AI-driven robots could help solve pressing labor shortages, especially in countries with aging populations, and could enhance productivity across multiple fields.
- **Healthcare and Drug Discovery:** AI's capabilities in healthcare go far beyond basic diagnostics. Today, AI is at the forefront of drug discovery, aiding in the identification of potential treatments and cures for diseases that have long resisted human efforts. Breakthroughs in cancer research and potential cures for terminal illnesses are increasingly within reach, as AI enables a level of precision and speed that human researchers alone could not achieve. By streamlining processes from drug development to clinical trials, AI could save countless lives and reduce healthcare costs.
- **Weather Prediction and Climate Science:** The European Center for Medium-Range Weather Forecasts (ECMWF) exemplifies AI's potential in climate science. Advanced predictive models powered by AI are enabling more accurate and timely weather forecasts, helping societies prepare for extreme climate events with greater precision. This not only benefits day-to-day weather forecasting but also aids in managing the risks associated with climate change, making it a critical tool for governments and industries alike.

- **Autonomous Transportation and Entertainment:** The rise of self-driving technology represents a fundamental shift in how we approach mobility. Autonomous vehicles could reduce traffic accidents, enhance transportation efficiency, and even reshape urban planning as car ownership and usage patterns change. Additionally, AI's role in the entertainment industry is expanding rapidly. From content generation to personalized recommendations, AI is redefining how media is produced and consumed, allowing for highly customized user experiences that could revolutionize entertainment as we know it.

These advancements in AI-driven growth offer unprecedented opportunities but also underscore the need to prepare for broader societal impacts.

**“ADVANCEMENTS IN AI-DRIVEN GROWTH OFFER
UNPRECEDENTED OPPORTUNITIES BUT ALSO UNDERScore THE
NEED TO PREPARE FOR BROADER SOCIETAL IMPACTS.”**

CONCERNS AND POTENTIAL INEQUALITIES

While AI promises considerable benefits, it also poses risks that could deepen existing inequalities. As AI development accelerates, we must carefully consider how its deployment might create or exacerbate disparities, both within and between countries.

L-R: Chang Dong Yoo and
Kunn Lee during a working
group session in the
Max Reinhardt Library





L-R: Chi-Min Oh, Jake Effoduh, Sunghee Yun, Chang Dong Yoo, Hyeok Jeong, Carolina Chambel and Shaurya Patel in the Max Reinhardt Library

- 1. Technological Disparities Across Nations:** The rapid advancement of AI highlights a growing divide between nations with the resources and expertise to leverage this technology and those without. Wealthier countries are more likely to have access to cutting-edge AI developments and infrastructure, allowing them to reap the economic and social benefits of AI faster than others. This disparity could limit the global distribution of AI's benefits, deepening international inequality and perpetuating a cycle where only a handful of nations hold technological dominance.
- 2. Economic Inequality and Access to AI:** Within countries, the cost of AI services and expertise can lead to a growing divide between those who can afford access to AI and those who cannot. High-income individuals and organizations are more likely to have access to advanced AI applications, which may offer competitive advantages in business, education, and personal development. This divide could manifest as a widening digital gap, leaving low-income communities further behind in a technology-driven world.
- 3. Environmental Sustainability and the Carbon Footprint of AI:** The financial and environmental costs of large-scale AI models are substantial. Training AI systems, especially deep learning models, requires immense computational power, resulting in a significant carbon footprint. As AI applications expand, the energy demand and associated carbon dioxide emissions contribute to global warming, presenting a sustainability challenge that demands urgent solutions. As we continue to develop AI, striking a balance between technological advancement and environmental responsibility is essential.

4. **AI Risks: Hallucinations and Security Concerns:** AI systems are not immune to errors, and one of the most concerning is hallucination—a phenomenon where AI generates false or fabricated information with apparent confidence. This risk is particularly concerning in high-stakes applications like healthcare or legal settings. Additionally, AI systems are vulnerable to “jailbreak” exploits, where users find ways to manipulate AI to produce outputs that may be inappropriate or dangerous. These risks raise questions about the reliability and security of AI systems in critical applications.
5. **Information Pollution and Deepfakes:** The rise of AI-generated deepfakes has introduced new challenges for information integrity. Deepfakes—highly realistic, AI-generated videos or audio clips—can spread misinformation, damage reputations, and erode public trust in media. As AI-generated content becomes more convincing, society faces the risk of a polluted information environment where it becomes increasingly difficult to distinguish truth from fabrication.
6. **Today’s AI systems are built upon learning from datasets:** Their functions and decision-making capabilities directly dependent on the information these datasets contain. However, it is important to recognize that these datasets are created and curated by a specific segment of the world’s population. This means that the knowledge and perspectives reflected in AI are not universally representative. As a result, it would be inaccurate to assume that AI provides a universal or unbiased perspective; rather, it reflects the biases and limitations of the data sources it is trained on.

QUESTIONS FOR REFLECTION AND DISCUSSION

To address these challenges and explore AI’s potential responsibly, I encourage participants to reflect on the following questions:

- How can we bridge the technological gap between nations to ensure that AI’s benefits are globally shared? What role should international organizations or alliances play in facilitating AI accessibility for all?
- What strategies can we implement to prevent AI from exacerbating economic inequality within societies? For instance, how can policymakers ensure that affordable AI solutions reach underprivileged communities?
- How do we balance AI’s growth with the pressing need for environmental sustainability? Can green AI practices become standard to minimize the ecological footprint of AI technologies?
- What safeguards and ethical guidelines can prevent misuse of AI, particularly in cases of deepfakes and AI jailbreaks? How can society and governments collaborate to address these security risks effectively?

CONCLUSION

As AI continues to evolve, its transformative potential is matched only by the complexities it introduces. By taking proactive steps to address inequalities, promote sustainable practices, and manage risks, we can harness AI’s capabilities for the benefit of all. The discussions and insights generated through this program can be a foundational step toward achieving an AI-driven future that is inclusive, equitable, and sustainable.

GOVERNING BIG TECH IN A BORDERLESS WORLD CHALLENGES AND OPPORTUNITIES

SUB THEME 2: BIG TECH AND GOVERNANCE: MARKET POWER AND REGULATION

BY: Sanghyun Lee

The influence of Big Tech companies in today's interconnected world is undeniable. Amazon, Google, Facebook, Apple, and Microsoft have woven themselves into the fabric of our lives, not only through the services they provide but also through their impact on our economies, societies, and increasingly, our political landscapes. With a combined market capitalization surpassing the economies of many countries, these Big Tech firms wield economic power comparable to some of the world's largest nations. For example, Apple's market cap recently exceeded \$2.5 trillion, nearing the GDP of large economies such as the United Kingdom (\$3.07 trillion) and surpassing that of smaller countries like Canada (\$2.09 trillion). Amazon's revenue in 2022 alone was over \$514 billion, larger than the GDP of countries like Ireland (\$500 billion) and New Zealand (\$250 billion). These companies not only shape entire industries but also exert significant influence over global economic stability, employment, and innovation.

THE SHEER SCALE AND REACH OF BIG TECH

Big Tech's expansive reach extends beyond traditional industries, controlling critical infrastructure in areas like cloud computing, digital advertising, and e-commerce. This concentration of power creates unprecedented challenges for traditional regulatory frameworks, which were designed to govern national entities rather than transnational digital ecosystems. As these companies operate across borders, they evade the constraints of national regulatory systems, making global coordination a necessity.

**“AS THESE COMPANIES OPERATE ACROSS BORDERS,
THEY EVADE THE CONSTRAINTS OF NATIONAL REGULATORY
SYSTEMS, MAKING GLOBAL COORDINATION A NECESSITY.”**

The European Union's General Data Protection Regulation (GDPR) set a global precedent for data privacy, marking a bold step toward safeguarding consumer data and establishing accountability for tech giants. In the United States, the House Judiciary Committee's investigations into Big Tech's market power have highlighted concerns over monopolistic practices and threats to consumer choice. Yet, these regulatory measures face both internal and external challenges, underscoring the complexity of balancing innovation with the need for equitable oversight.



BENEFITS BEYOND SCALE: INNOVATION, CONNECTIVITY, AND ACCESSIBILITY

While their size and influence raise valid concerns, Big Tech companies have brought transformative benefits to society. Their financial power enables them to push the boundaries of innovation in fields such as artificial intelligence, cloud infrastructure, and global communication networks. For instance, Google's pioneering research in AI, Amazon's advancements in logistics, and Microsoft's development of cloud computing services have created efficiencies that traditional businesses struggle to match. These innovations drive connectivity, reduce costs, and expand access to vital services for consumers and small businesses alike, democratizing access to information and commerce at an unprecedented scale.

The reach and capabilities of these companies have also allowed small businesses to access markets once beyond their reach. Through platforms like Amazon, small enterprises now connect to a global customer base, while services like Facebook and Google provide affordable digital marketing tools. The innovation Big Tech fuels creates ripple effects that reshape entire industries, provide new jobs, and offer consumers lower prices and wider access. In this way, Big Tech's contributions to society require us to rethink the role of antitrust laws, considering how to preserve these benefits while promoting fairness and accountability.

Clockwise from far left:
Sanghyun Lee; Ayako
Hatano and Kevin Wei;
Steve Park and Aditi
Chaturvedi in the
Green Salon

NAVIGATING THE INTERSECTION OF MARKET POWER AND REGULATORY FRAMEWORKS

The unprecedented growth of Big Tech has led to levels of market power that traditional regulatory frameworks struggle to address. Unlike monopolies of the past, Big Tech's dominance is not based on price manipulation but on control over data, algorithms, and network effects. These factors not only create high barriers for new entrants but also entrench the positions of established players in a "winner-takes-all" environment.

Current antitrust laws, focused on consumer pricing, are often ill-suited to address this new reality. Instead, policymakers must look beyond pricing and consider broader impacts, including data privacy, misinformation, and algorithmic bias. Developing new frameworks to address these issues without stifling the benefits Big Tech brings to connectivity and innovation is one of the most pressing challenges for modern regulators. Policymakers must find a path that fosters competition without stifling the very benefits Big Tech companies enable.

A NEW PARADIGM FOR GOVERNANCE

As technology continues to reshape societies, governance structures must adapt with similar agility. The global nature of Big Tech companies amplifies the need for international cooperation, particularly among the world's largest economies, to create a cohesive regulatory approach. Only by transcending national borders can we prevent regulatory loopholes that allow companies to exploit differences in local laws to avoid oversight.

At the same time, the societal implications of Big Tech's pervasive role in information dissemination demand careful scrutiny. These companies hold immense sway over public discourse, amplifying or curbing content with far-reaching implications for democratic processes. Policymakers are thus increasingly tasked with ensuring that platforms promote transparency, limit harmful content, and uphold the integrity of the information ecosystem in a way that reflects democratic values.

RETHINKING ANTITRUST IN A DIGITAL AGE: NEW ANGLES ON MARKET POWER

The complexities of Big Tech's market dominance suggest that traditional antitrust laws may need significant rethinking. Unlike monopolies that control physical goods, Big Tech's dominance hinges on less tangible assets: data access, algorithms, and network effects that create powerful feedback loops. These dynamics mean that applying conventional antitrust tools—developed to address industries like oil or steel—can miss the unique ways these companies influence society.

A new approach might focus on increasing data transparency, enforcing digital rights, and ensuring fair access to digital ecosystems. This shift would view Big Tech not simply as commercial entities but as stewards of a digital landscape. Policymakers would prioritize maintaining open digital markets, preserving consumer privacy, and fostering an environment where competition thrives, allowing innovation without letting one or two companies dictate the future of the digital ecosystem.

STRIVING FOR EQUITABLE TECHNOLOGICAL PROGRESS

The KFAS-Salzburg Global Leadership Initiative's 2024 theme, "Connecting Technologies," reflects an ambition to bridge the gap between technological potential and equitable access. Leaders today face the dual challenge of creating policies that encourage technological progress while ensuring that the benefits of Big Tech's innovations reach all layers of society. This requires frameworks that promote social equity and prevent deepening inequalities. By focusing on inclusivity, policymakers can help ensure that technological progress is not just profitable but also promotes a fairer, more equitable society.

“LEADERS TODAY FACE THE DUAL CHALLENGE OF CREATING POLICIES THAT ENCOURAGE TECHNOLOGICAL PROGRESS WHILE ENSURING THAT THE BENEFITS OF BIG TECH’S INNOVATIONS REACH ALL LAYERS OF SOCIETY.”

MOVING FORWARD

As we prepare for our discussions in Salzburg, let us consider how we might shape governance models that keep pace with Big Tech's scale and influence. Our task will be to understand the complexities of Big Tech's market power, explore new regulatory tools, and envision a future where technology serves as a force for good. We must ask ourselves: How can we build regulatory frameworks that not only contain the excesses of Big Tech but also leverage its capabilities to address global challenges? How can we, as leaders, foster a vision of technological progress that prioritizes fairness and equity?

Our journey is not about finding simple answers. Instead, we must grapple with the complex, often conflicting goals of innovation, competition, and fairness. In Salzburg, we have a unique opportunity to lay the groundwork for a more balanced, equitable, and sustainable technological future, where Big Tech's vast capabilities are harnessed to drive positive change worldwide.

L-R: Deeksha Goel, Alexia Tassios and MinChi Park





L-R: Daeyeol Lee, Pedro A. Gonzalez and Pauline Yeung

CONNECTING TECHNOLOGIES

SUB THEME 3: TECHNOLOGY ECOSYSTEM: TALENT AND INNOVATION

BY: Daeyeol Lee

Although advances in science and technology have largely improved the material conditions of human societies, rapid progress in technology also contributes to growing income inequalities. This is worsened by the severely uneven and unmatching geographic distribution of the capital and talents, both within and across countries. Multiple factors make it challenging to find satisfying cultural and political solutions to this problem and to create a fair ecosystem that can sustain technological innovations globally. Discussions during our meeting will seek to identify how this instability resulting from technological advances can be remedied while still maximizing the benefits of new technologies.

First, technological innovations are fundamentally unpredictable, and therefore, acquisition of the new skills to exploit new advanced technologies (e.g., AI) and the changes in the educational and vocational training programs necessary to broadly share the benefits of new technologies always lag. How can society reduce the time and cost to re-educate and retrain the labor force in the markets created by new technologies? This is likely to require major changes in the traditional institutions of higher education (i.e., universities). Will an entirely new form of educational institution be necessary?

“WILL AN ENTIRELY NEW FORM OF EDUCATIONAL
INSTITUTION BE NECESSARY?”

Second, technological innovations tend to concentrate in a small number of hubs in developed countries (e.g., Silicon Valley). Although the internet and virtual

office made it unnecessary to simultaneously co-locate the entire team in some cases, physical human interactions are still important in many areas of research and industry. Therefore, rapid technological advances often require a large-scale relocation of highly skilled labor, often internationally, which is economically and psychologically costly. How can we accelerate the transmission of new knowledge and technologies globally so that the relocation of specialized labor force can occur more slowly or is not needed?

Finally, even with a significant increase in investment in educational systems and sharing of new knowledge and technology, the incentive to lead technological advances will not be removed. How can we avoid the over-competition between private and public organizations to monopolize new technologies? Even if we identify promising solutions to mitigate the negative side effects of rapid technological innovations on the culture and politics of our society, even more challenging task will be to create new organizations and entities responsible for implementing new policies and other social changes to reduce global conflicts. This might require a consensus among many nations with strong influence in international relations (e.g., US and China). What will incentivize the superpowers to adopt more cooperative policies than currently? This will be necessary not only to share the benefits of new technologies globally, but also to avoid other global threats, such as climate change.

Daeyeol Lee leads a working group on the Technology Ecosystem in the Red Salon



ON SCIENCE & TECH DIPLOMACY: WHAT'S AT STAKE FOR ASIA IN THE 2024 US ELECTION

SUB THEME 4: ECONOMIC SECURITY: TECHNOLOGY COMPETITION AND WEAPONIZATION OF TECH

BY: Helen Zhang

A new era of intergovernmental science and technology cooperation has emerged, driven by the United States and its Asian partners in the Indo-Pacific such as Japan, South Korea, Taiwan, Australia, Singapore, and India. As science and technology take primacy in the modern economy, countries are introducing laws and policies to build new sovereign capabilities, protect sensitive innovations and industries, and govern cross-border cooperation.

This essay examines the key trends we have observed in the United States and select Asian countries in the Indo-Pacific, the nature of agreements being inked, and the likely direction of cooperation under the next U.S. administration.

RECENT TECHNOLOGICAL RENAISSANCE IN THE INDO-PACIFIC

While technology is not new to the region, there is a discernible shift in recent years toward building competence and capability in newer domains such as artificial intelligence, synthetic biology, quantum computing, clean technologies, space science, semiconductor manufacturing, and digital public infrastructure.

To meet their national objectives and to keep pace with scientific and technological innovation, Asian countries in the Indo-Pacific are upgrading their legislative agendas and policies. For Japan, South Korea, Taiwan, Australia, Singapore, and India, the authors found more than [100 legislative measures and policies introduced for science and technology since 2020](#) by respective foreign, trade, home, and science and technology ministries, excluding defense.

For instance, South Korea's [Framework Act on Science and Technology](#), legislation introduced in 2001, which traces its roots back to legislation enacted in the 1960s, has been updated several times up to 2024. Australia published its [National Quantum Strategy](#) in 2023 to modernize its economy, "build sovereign capability," and attract talent for the field. Singapore upgraded its National AI Strategy in 2023 to develop "greater capabilities" but also to address "greater concerns" about its dark uses. Japan's "[New Form of Capitalism](#)" launched in January 2022 has focused on investing in science, technology, and innovation, particularly in "GX" (green transformation) and "DX" (digital transformation). India, alone, has [launched](#) national missions for quantum computing, green hydrogen, supercomputing, geospatial technology, artificial intelligence, interdisciplinary cyber-physical systems, deep ocean exploration, bioenergy, coal gasification, advanced manufacturing, and broadband technology. A defining characteristic of these new domestic policies for science and technology is the focus on economic and national security. South Korea enacted the [Special Act on the Fostering of National Strategic Technology](#) in 2023 to protect sovereignty of technologies with implications for its diplomacy and security. Australia's [Critical Technologies Statement](#) published in 2023 details how it is protecting and promoting innovations in quantum technologies, autonomous systems and robotics, artificial intelligence, and advanced manufacturing.



AMERICA'S SCIENCE AND TECH AGREEMENTS WITH ASIAN POWERS IN THE INDO-PACIFIC

Simultaneously, and perhaps more significantly, building on the same security imperatives, Asian countries are upgrading their partnerships with key allies, within and outside Asia.

The U.S. now has a mix of bilateral (e.g., [India-U.S. Initiative on Critical and Emerging Technologies](#), 2022), trilateral (e.g., [U.S.-ROK-India Trilateral Technology Dialogue](#), 2024), and mini-lateral agreements (e.g., [Quad Principles on Critical and Emerging Technology Standards](#)) with Asian countries. The authors found over [20 agreements inked since 2021 between the United States and its key partners in Asia](#) and the Indo-Pacific. Some of them are domain specific, such as the manufacturing-focused [U.S.-India Semiconductor Supply Chain and Innovation Partnership](#) (2023) and the [U.S.-ROK Cooperation in Quantum Information Science and Technologies](#) (2023). As per the Congressional Research Service, the United States has [60 science and technology agreements](#) globally and more than 2,000 sub-agreements.

The United States has had a deep engagement with China, as well. The [U.S.-China Science and Technology Agreement](#) established in 1971 is still in force. It was initially established to counter the Soviet Union and has been renewed every five years, including in 2018 (with added provisions for intellectual property) and again in 2023 and 2024 for six-month intervals.

Clockwise from far left:
Jennifer Lee; Neville Lai;
Audrey Plimpton, Minseung
Kim, Jung Woo Lee, Kelly
Park and Marisa McPherson



A question is posed to
Group 4 during their
presentation in Fellows Hall

Meanwhile, the Trade Pillar of the [Indo-Pacific Economic Framework](#) (2022), one of the four workstreams along with Supply Chain, Clean Economy and Fair Economy, boasts of America's partnership with 14 Asian countries and is developing "high-standard rules" for the digital economy, including on cross-border data flows and data localization. The Supply Chain Pillar is set to secure sectors "critical" for the economies, and the Clean Economy Pillar aims to decarbonize with sustainable technologies. At the inaugural IPEF Clean Economy Investor Forum in Singapore in June 2024, nearly 50 startups competed for \$2 billion for development and deployment of clean energy and climate friendly infrastructure and technologies in member countries.

Unsurprisingly, the Quad, in which the United States partners with India, Japan, and Australia, has an agenda that overlaps with that of the [Indo-Pacific Economic Framework for Prosperity](#) (IPEF). It includes critical and clean technologies but also adds space and cyber to its agenda. The push behind [Open Radio Access Network](#) by the Quad is of particular importance given that it is an effort to break the market oligopoly of 5G telecom vendors, driven primarily by fear that networks may become hostage to geopolitical rivals (e.g. China).

At the [September 2024 Quad Summit](#), the leaders pledged further support for the Asia Open RAN Academy (AORA) in the Philippines which already has an \$8 million commitment from the United States and Japan. India banned Huawei and ZTE in 2021 and has already announced its homemade open radio access network (ORAN) network, [COMET](#), in February 2024.

US TECH POSTURE TOWARD ASIA AND THE INDO-PACIFIC

Over the past three administrations, American foreign policy has increasingly centered on Asia and the Indo-Pacific. Starting with President Obama's "Pivot to Asia" and continuing under both the Trump and Biden administrations, the United States has moved rapidly to increase its focus on the region to counter a rising and more assertive People's Republic of China (PRC).

The ongoing competition between the United States and China in Asia has taken on several dimensions. Most often discussed are the military dimensions, including concerns over Chinese naval activity in the South China Sea, fears of U.S.-China military conflict over Taiwan, and regional tensions between China and American allies including Japan. In addition, this competition has economic dimensions, as seen during the Trump administration's trade war with China, and diplomatic dimensions, as both America and China compete for influence in international organizations and court strategically important nations in Southeast Asia.

Technology, in turn, has become one of the most important dimensions of modern U.S.-China competition. Leaders in both China and the United States believe emerging technologies—most notably artificial intelligence (AI), synthetic biology, quantum computing, and more—will shape the twenty-first century. In both sides' view, AI and other technologies will enable the development of more powerful autonomous systems for use in war, lead to automated scientific research that will speed up innovation, and more.

“AMERICAN POLICY ON TECHNOLOGY IN ASIA HAS THUS ADOPTED A BIFURCATED APPROACH. ON ONE HAND, IT SEEKS TO ENSURE THE UNITED STATES REMAINS A PREEMINENT LEADER IN GLOBAL INNOVATION AHEAD OF THE PRC... ON THE OTHER SIDE, HOWEVER, AMERICA HAS ALSO ATTEMPTED TO BOLSTER ITS TECHNOLOGY COOPERATION WITH ITS ASIAN PARTNERS, PARTICULARLY IN THE INDO-PACIFIC.”

American policy on technology in Asia has thus adopted a bifurcated approach. On one hand, it seeks to ensure the United States remains a preeminent leader in global innovation ahead of the PRC. In line with this strategy, the United States placed sweeping export controls on the supply of high-end AI chips to China, launched an international campaign to keep the Chinese telecommunications firm Huawei away from American and allied networks over espionage and security fears, as well as other measures.

On the other side, however, America has also attempted to bolster its technology cooperation with its Asian partners, particularly in the Indo-Pacific. For example, in April, the United States announced new agreements to cooperate with Japan on lunar exploration and fusion energy. The United States also launched a critical and emerging technologies dialogue with South Korea and helped upskill more than 50,000 people as part of an ongoing partnership with the Association of Southeast Asian Nations (ASEAN). These efforts not only help advance American and allied innovation but also help build key regional ties that the United States

hopes will help it check China's growing influence.

American science and technology agreements with its Asian allies are, in turn, as diverse as the populations that inhabit the region. With nations that are longtime technological powerhouses, such as Japan and South Korea, these agreements include efforts to [support](#) joint scientific research and [dialogues](#) over technology usage. For nations with more nascent scientific infrastructure, American agreements include provisions to foster greater cooperation [between](#) research institutions, aid in [training](#) new scientists, and more. In this way, American agreements are tailored to meet the diverse needs of countries across Asia.

KEY TECH TRENDS WE HAVE SEEN IN THE BIDEN ERA

Beyond bilateral agreements, the Biden administration has also implemented several domestic, regional, and international policies with ramifications for Asia.

At home, the U.S. Congress passed the CHIPS and Science Act, which [invested \\$280 billion](#) to improve American semiconductor research and help onshore chip supply chains. Such measures are meant to reduce American dependence on [Taiwan](#), the world's leading producer of high-end chips, and help America keep pace [with](#) China's growing investment in the sector. The Inflation Reduction Act (IRA), which created substantial incentives for investment in American green technology firms, is similarly designed to help America [keep pace](#) with China's ever-expanding production of electric vehicles and other green technology products. Even the Bipartisan Infrastructure Law (BIL) was in part [designed](#) to improve American infrastructure to boost national competitiveness vis-à-vis China. Indeed, while these policies were not Asia-focused, they have significant consequences for the region.

A telling speech on America's changing approach to technology security was given by the U.S. National Security Advisor Jake Sullivan in 2023. In his [remarks](#), he explained how the United States is evolving from a narrow focus on trade policy to a broader focus on international economic policy that prioritizes domestic industry and economic security (a "new Washington Consensus"). Given the geopolitical and geoeconomic rivalry with China, a key objective of this shift in policy will be protecting "foundational technologies with a small yard and high fence." He also emphasized that America's focus on industrial policy aligns with a parallel objective of securing global supply chains by collaborating with Asian partners such as Japan, South Korea, Taiwan, and India—in line with our observation that the United States is taking a bifurcated approach toward science and technology cooperation.

“AMERICAN EFFORTS TO SHAPE GLOBAL DIGITAL GOVERNANCE HAS VALUE FOR ASIA.”

American efforts to shape global digital governance has value for Asia. The Biden administration [crafted](#) a 2023 executive order on AI governance, and its officials [attended](#) the first AI Safety Summit in the UK. As part of the follow-up to these efforts, at the 2024 AI Seoul Summit, the United States was one of several nations that [agreed](#) to help establish an international network of AI safety institutes designed to ensure the safe development of the technology. The United States and its G7 allies [helped](#) mobilize more than \$200 million to enhance connectivity in under-resourced areas as part of a program called Digital Invest. In turn, Digital



Invest programs have had a significant impact in Asia, for example, by [expanding](#) digital payment systems in Uzbekistan. Many of these Asia-focused efforts come with substantial private sector engagement. The aforementioned Digital Invest program run by the United States and its allies helped [launch](#) a fund for technology entrepreneurship in South and Southeast Asia. Meanwhile, the Quad [began](#) its own Quad Investment Network (QUIN) to bring together executives from Quad nations to foster increased investment in technology development. Beyond investor-focused initiatives, the U.S. Agency for International Development (USAID) has also launched efforts such as the COMET project, partnering with Microsoft, Google, and others to provide new technologies to farmers in the Mekong Delta.

On the other hand, Asian countries have also influenced global policy on issues of technology governance new to the United States. During its G20 presidency in 2023, India introduced, negotiated, and developed consensus on a definition for [Digital Public Infrastructure](#) and supplemented it with guiding principles for its development and deployment. India also introduced the G20 Chief Science Advisors Roundtable and is currently the chair of the [Global Partnership on Artificial Intelligence](#).

WHAT WILL THE NEXT ADMINISTRATION DO?

America's broad focus on technology-based engagement in the Indo-Pacific may change based on the upcoming presidential election. The victory of either Vice President Kamala Harris or former President Donald Trump could have important implications for American technology engagement with Asia and the Indo-Pacific.

UNDER A HARRIS ADMINISTRATION

If Vice President Harris triumphs in November, she will likely continue much of the Biden administration's technology policy. Insiders have already suggested that a Harris administration will likely maintain the Biden administration's 2023 executive order on AI governance, which means it may commit to international efforts such as the proposed network of global AI safety institutes.

L-R: Minseung Kim,
Eugene Yi, Kelly Park,
Neville Lai, Jennifer Lee,
Marisa McPherson and
Jung Woo Lee

A President Harris is also likely to deepen engagement with America's Asian allies on science and technology while promoting a robust effort to keep the United States ahead of the PRC. There may still be some subtle shifts under a Harris administration, however. Hailing from California, Vice President Harris has longtime relationships with leading Silicon Valley figures, such as her well-known friendship with Laurene Powell Jobs. As a result, Vice President Harris may be more likely to work with Silicon Valley on technology issues, including in Asia. A Harris administration, for example, might include more partnerships between the United States and its top technology firms to train scientists and promote technology adoption across the Asia-Pacific, as it currently does with the aforementioned COMET project.

Vice President Harris may also partner with industry on issues of international AI governance, as she did on privacy policy while serving as California's attorney general. Therefore, she represents continuity with the status quo, but with a greater focus on public-private partnerships.

UNDER A TRUMP ADMINISTRATION

Meanwhile, if former President Trump wins, we anticipate more significant changes. The former president has made it clear that he wants the United States to stay ahead of China on AI; therefore, a second Trump administration will likely renew and strengthen efforts including export controls on advanced chips. Trump allies have also been reportedly planning efforts to research and design new advanced AI systems for use by the U.S. military.

However, Trump has also stated his desire to limit AI regulation, such as by rolling back the Biden administration's 2023 executive order on AI governance. This position may signal that the Trump administration may be less committed to efforts including building a network of global AI safety institutes. Therefore, global AI governance efforts may take a backseat in a second Trump administration.

LOOKING AHEAD

Governments are building capacity to usher in this era of science and technology diplomacy. New roles are emerging. The authors found nearly 50 cyber-, science-, or technology- focused cabinet ministers, ambassadors, and senior officials in the United States, Japan, South Korea, Taiwan, Australia, Singapore, and India. The Biden administration appointed Nathan Fick as the inaugural ambassador at large for the Bureau of Cyberspace and Digital Policy. Similarly, Japan has appointed an ambassador for science and technology cooperation, South Korea has an ambassador for science and technology, and Australia has an ambassador for cyber affairs and critical technology. India's Ministry for External Affairs has a division for cyber diplomacy as well as one for "new, emerging, strategic technologies." If the Harris or Trump administration decides to deepen its science and technology cooperation with Asia and the Indo-Pacific, the United States will find the matching technical expertise, entrepreneurial ambition, and geopolitical impetus in its partners in the region.

This essay was written with Akshay Mathur, Senior Director, Asia Society Policy Institute based in New Delhi responsible for the institute's policy mandate in India.

TECHNOLOGY & ENVIRONMENTAL SUSTAINABILITY

SUB THEME 5. TECHNOLOGY AND SUSTAINABLE DEVELOPMENT

BY: Chare Shine

“TECHNOLOGY ONLY ACQUIRES MEANING BY HOW IT IS USED, BY WHOM, AND THE PROBLEMS IT SOLVES”

Karina Montoya, RSA Journal 2024

This contribution to Connecting Technologies links environmental risks and opportunities to the program’s subthemes of inequality, governance, market power, global security and competition, and suggests some elements to guide discussions on systemic and collaborative leadership.

The scale and speed of climate change and nature destruction impacts every aspect of our societies and economies. Technology is a critical lever to tackle these global challenges with more ambition and urgency but can have unintended side effects or trigger new problems.

Alongside huge benefits, technological breakthroughs from the last two centuries have caused some of today’s worst threats. Prosperity (for some) has come at a cost to the planet and many communities. Despite strenuous efforts, the true cost of ‘environmental externalities’ like pollution is still not reflected in most goods, services and technologies we produce or consume. At this point in time, incremental steps are not enough. Real transformation means confronting and halting damage. Leaders must act to ensure that technologies, whatever their type or goal, help keep us within planetary boundaries and advance a safe and just space for humanity.

Climate has long dominated the environmental agenda, with nature the poor relation because it exists outside the market and is hard to value in financial terms. This makes no economic or ecological sense as healthy ecosystems provide services essential for human security and prosperity (carbon sinks, flood and fire protection etc.).

L-R: Clarity Mapengo,
Felipe Suárez Giri and
Clare Shine



“HUMANS HAVE OPERATED ON THE BASIS THAT NATURE IS FREE, AND IT’S ALWAYS GOING TO SERVE US. BUT NATURE IS BITING BACK IN BIG WAYS.”

High-level leadership on nature is still missing but [policy](#), [business](#) and [finance](#) frameworks are scaling up. Leading thinkers on artificial technologies are increasingly focusing on biodiversity at the level of organisms and natural systems. There is vast scope for technologies that use or mimic genetic and biological resources: [international law](#) mandates equitable access and benefit-sharing because local communities and indigenous peoples steward these living resources and hold traditional knowledge fundamental to innovation.

Technology covers a vast spectrum, from the largest-scale artificial intelligence (AI) to innovations in materials, processes and service design. All have huge potential for sustainable development: [3D printing](#), for example, makes it possible to build a house in a day. However, technologies related to matter, energy and living organisms (i.e. the physical world we can see and touch) are growing far more slowly than information and financial inventions (i.e. the virtual world invented by humans) which average over [10% growth per year](#).

“Data is the new oil” became the core theme of the Fourth Industrial Revolution over the last decade. Inevitably, its colossal value makes ownership and control of technological infrastructure, hardware and computing power highly coveted and highly controversial.

For environmental sustainability, access to data is essential to unlock almost limitless applications. Technologies like remote sensing generate real-time earth and climate intelligence that can guide better decision making and resource allocation across key sectors, including the tech industry itself. People worst hit by environmental harm can benefit. To combat deforestation, for example, Brazil’s [PrevisAI tool](#) models satellite imagery to detect clandestine roads and help indigenous communities use proactive patrolling including drones.

For whole-sector transformation, collaborative platforms and networks – including between competitors – link different expertise to accelerate progress. The global aviation industry, for example, contributes 2-3% of annual carbon dioxide emissions and the sector is growing at 5% annually. The [Aviation Impact Accelerator](#) develops evidence-based tools and insights to help the industry and policymakers map, understand, and embark on pathways to sustainable flight.

In conclusion, leadership and strategic foresight are pivotal to activate technology’s potential for people and planet. Technology in isolation cannot solve the nature-climate emergency and could make the situation worse. A systemic approach needs vision, clear communication and robust frameworks to align the levers of science, policy, law, finance and business and set standards for transparency and accountability.

FELLOWS

Since 1947, more than 40,000 people from over 170 countries have participated in Salzburg Global's programs. Collectively, these alumni are known as Salzburg Global Fellows. Through in-person and online events, Salzburg Global continues to nurture relationships between Fellows to foster the exchange of new ideas and best practices. As a result, Fellows are lifetime members of an extensive network that supports their professional growth and amplifies their impact worldwide.

Fellows of the KFAS-Salzburg Global Leadership Initiative are a diverse, interdisciplinary cohort of emerging and established leaders from South Korea and across the globe. These Fellows share a common goal of developing innovative solutions to address the complex challenges of our rapidly changing world.

The latest cohort of KFAS-Salzburg Global Leadership Initiative Fellows brings together a distinguished cohort of professionals and academics from diverse backgrounds, spanning multiple industries and regions. The Fellows hold leadership positions in technology, policy, academia, international development, and business, serving as CEOs, professors, researchers, consultants, and policy strategists. Their expertise covers fields such as artificial intelligence, law, economics, public policy, international relations, and sustainability, with many affiliated with renowned institutions such as Oxford, Johns Hopkins, ETH Zurich, and Korea Advanced Institute of Science & Technology (KAIST).

The cohort represents a wide range of nationalities, including changemakers from Korea, Canada, India, Japan, Mexico, Nigeria, Portugal, South Africa, the UK, the USA and beyond. They are based in cities across Europe, North America, Asia, and Australasia, contributing to global organizations like Google, the UN, and Deloitte.

Their professional roles include key positions in government affairs, international cooperation, responsible AI, gender equality, green recovery, and security policy. Many Fellows focus on advancing sustainable development, inclusive governance, and technological innovation, engaging in groundbreaking research, entrepreneurship, and strategic policymaking that shape the future of their respective fields.

This cohort's interdisciplinary expertise and geographic diversity foster a dynamic exchange of ideas, strengthening cross-sector collaboration. Through their participation in the KFAS-Salzburg Global Leadership Initiative, the Fellows contribute to addressing pressing global challenges, driving policy innovation, and fostering international cooperation to create meaningful and lasting impact in their communities and beyond.

MINCHI PARK: “THE MOST IMPORTANT THING IS HAVING EVERYONE AT THE SAME TABLE TALKING—LISTENING AND TALKING”

MinChi Park is the head of ecosystems for the blockchain-based gaming company, HyperPlay, with a background in small, mid, and large organizations. She spoke with Salzburg Global’s communications intern Blake Salesin about her experience in Salzburg.

This transcript has been edited for clarity.

BS: Please introduce yourself.

MP: My name is MinChi. I’m currently into the intersection between blockchain and gaming. Previously I did investments in early-stage venture startups. Before, I was also working in a corporate [setting]. In my previous life, I also was in an early-stage startup that got acquired by a bigger corporation. As you can see from my background, I was very excited to come to Salzburg because I was a practitioner in different organizations, small, mid, and large organizations, and I was very curious to be talking to the policymakers, consultants, and advisors so that my experiences can be put into this melting pot of different perspectives and different experiences.

BS: Technology has the potential to impact social, economic, and even political connections. How might emerging technologies impact social equity?

MP: If you ask me “What’s the definition of technology?”, I would like to use the very basic definition that you can see in the dictionary, and we say technology is actually a tool. If we look at technology and how we’re harnessing technology in our day-to-day lives, I think that will answer the question of how it’s affecting us in terms of social, economic, political [aspects] and in every day [and] every aspect of human life.

In terms of social equity, I think it’s very important. During the session, we also discussed how access to technology is very important and discrimination is becoming a more prevalent problem that we’re seeing because the rapid acceleration of technology is discriminating and overlooking certain demographics, certain countries, and certain groups of people that are not accessing technology in the right way. I think all the topics that we’ve been dealing with, for example, AI, educational technology, agricultural technology, cultural technology, or even blockchain, we see that there are definitely people who are profiting more.

But the question is: How can we distribute this technology better? How can we actually make sure that all stakeholders are invited to a conversation when we talk about not discriminating and making technology more accessible to people?

BS: How do you, as a global leader, ensure that technological advancements contribute to a fair and just society?

MP: I think that’s the main reason why I transitioned to the blockchain industry. I was “red-pilled” to the whole ethos of “we need to have more distributed technology in our day-to-day lives”. The importance of each individual that comes to the [KFAS-Salzburg Global Leadership Initiative] Fellowship is that we are going to take all our backgrounds, all the learning lessons that we shared here in the four days, and we’re going to try to bring it back to our day-to-day professions and see how we can take our learning lessons and apply it. I’ve always thought, for example, that my field has no intersection with AI. The cool thing about the Salzburg Global Fellowship is that I was able to meet people who are in AI security, for example, and people who are giving advice to policymakers in the AI vertical. I learned so much from these Fellows, and then I realized that there are a lot of similarities with what I’m doing in my day-to-day [work] with gaming and blockchain and how we can even collaborate in the future and see a more equitable technology in all fields.

BS: How can leaders effectively harness interdisciplinary, intersectional, and international knowledge to address global challenges related to technology?

MP: The most important thing is having everyone at the same table talking—listening and talking. That’s the biggest frustration that we see and the main problem that we see these days because not a lot of people are willing to listen to other perspectives or even learn from different angles. What was great

about the Salzburg Global Fellowship was that because everyone comes from different walks of life, different professions, different backgrounds, different ideologies, different demographics, and cultural backgrounds, we were constantly challenged to think from the other person's perspective. I think that's the biggest takeaway for me because in order to see the same problem and find solutions to the same problem, we do need to acknowledge that there are different angles to the problem.

Answering your question, it is more of: Let's come to the same table, let's even share a meal together, let's have coffee together, let's go out for a walk, let's share our ideas, be very vulnerable, and be honest about it. Then how can we marry these concepts and ideas together so we can come up with a more holistic solution?

BS: What did you take away from your experience in the KFAS-Salzburg Global Leadership Initiative session on "Uncertain Futures and Connections Reimagined: Connecting Technologies"?

MP: I really wish [Uncertain Futures and Connections Reimagined: Connecting Technologies] was more than four days because there are so many topics. I feel like icebreaking sessions took two days, and now that we are about to leave, we touched the tip of the iceberg and we are finally understanding, "oh, my topic is relevant to your topic".

We did a session where we have our values and we are trying to solve pain points and problems. Then we had to find someone who I think has the solution to the problem that I have, or the problems that I'm trying to tackle. After these icebreaker sessions, I've realized that I never thought that having a conversation with this person might actually open a new Pandora's box or a new solution to the problems that I'm tackling right now. So now that we had these icebreaker sessions, I wish it was two more days extra or three more days extra so that we can sit down and come up with actionable items after the Fellowship, which I think is going to happen and align. It's more than a topic—I wish there were more days because there are so many cool things that can be built with all these people being in the same place together.



SUNGHEE YUN: WE MUST SHARE THE RESPONSIBILITY TO MAKE SURE AI IS USED FOR GOOD

Sunghee Yun is the co-founder and Chief Technology Officer (CTO) for AI Technology and Product Strategy at Erudio Bio, Inc., He spoke with Salzburg Global's communications intern Blake Salesin about how to ensure tech contributes to good.



This transcript has been edited for clarity.

BS: The advent of new technologies like artificial intelligence has been a double-edged sword in terms of economic growth and social inequality. How can we ensure that technology contributes positively to more economic and social equality worldwide?

SY: As you said, these new technologies, especially AI, have been seeing a lot of progress and rapid progress development these days. But if you think [about] it, it was driven majorly by private companies for a sole purpose. Not really a sole purpose, but the purpose of making lots of profit.

At the same time, it's helped us to make our lives easier. It can help you [with] coding and making presentations and so on. But at the same time, it can bring lots of problems like inequalities and gender inequalities, or other biases too. I think you cannot just rely on [the] private sector's judgment on that, but rather governments or a state issue to put some regulations or come up with some new laws and so on. But at the same time, maybe it's a good idea for public and private sectors to partner with each other and resolve these problems together.

SHAURYA PATEL: WE HAVE ACCESS TO TECH— NOW WE NEED EDUCATION AND REPRESENTATION

Shaurya Patel is a digital policies officer with the Delegation of the European Union to India, based in New Delhi. He sat down with Salzburg Global's communications intern, Mirna Hamdan to talk about AI and how it can benefit communities.

This transcript has been edited for clarity.

MH: How can new technologies like artificial intelligence contribute to both economic growth and social equality worldwide?

SP: With the advent of new technologies, we also have new opportunities. One thing that I have seen is people using AI to start a digital product or service because the barrier to entry has become very low. That also brings with it challenges and concerns about job displacement and other related worries, which also need to be talked about.

MH: What steps can leaders take to ensure that this technological growth benefits local communities and strengthens their connections?

SP: We need to move beyond the access to technology that has been created in the past decades. Now we need to really move towards education for informed use of these technologies, and that requires us to talk to the people for whom these technologies are being built, to also include them in the conversations on policy making, and to also give them a seat at the table so that we can create technology that is truly meaningful to our societies.

MH: Is there anything else on the topic of connecting technologies that is important to consider?

SP: I truly appreciate Salzburg Global's concerns and also the ability to focus on things that might be considered minor or trivial globally. One thing that I would like to emphasize here is digitally underrepresented people and their challenges because they are digitally underrepresented. They are not being included in the development of technologies like artificial intelligence, which rely on existing datasets. We need to think about ways of including them so that future technologies can be inclusive and meaningful to everybody.



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Jasvin Bhasin, *Founder and CEO, bridge.the.NEXT, Germany*

Jasvin is the founder of bridge.the.NEXT- a Munich based “think- and-do” tank. In this role, Jasvin empowers businesses and society with imagination and facts to envision potential digital futures that do not yet exist. She advises start-ups, corporates, government agencies, academia and is a sought-after keynote speaker for the topics of AI, blockchain, future-of-work and digital transformation. She is also a mentor for several industry programs to empower female leadership for career development in new technologies and regularly writes about the impact of technology in industry-specific media channels. Before founding her venture, Jasvin had a successful global career as a computer engineer, business leader and strategy consultant for the technology, banking and automotive industries. She holds an M.B.A. from the Chinese University of Hong Kong and a bachelor’s in computer engineering from the University of Pune.



Carolina Chambel, *International Cooperation Officer, Techo International, Portugal*

Carolina is the International Cooperation Officer of Techo International. In the latest years Carolina had the opportunity to navigate in the interface made up on policymaking, diplomacy, international business and humanitarian work in a boarder set of international settings, teams, geographies and stakeholders worldwide namely at the Portuguese Ministry of Foreign Affairs, British Red Cross, European Commission and Techo International. Most recently, she has been engaged in international projects aligned with the UNSDGs, focused on piloting innovative, affordable and climate-change resilient emergency housing solutions benefiting vulnerable communities across Latin America. Carolina is passionate about innovative, digital solutions and emerging technologies with social impact, and she was granted the ILM UK in Leadership and Management due to outstanding engagement. Carolina was at the top winning teams at the AI To Amplify Fellowship promoted by the Goethe Institute, and she is a former fellow at the European Leadership Program in Brussels. She firmly believes that this opportunity will give her access to a like- minded community that shares the same values and interests when it comes to have social impact worldwide.



Aditi Chaturvedi, *Head of Government Affairs and Public Policy for Platforms and Devices, Google India, India*

Aditi is the head of Government Affairs and Public Policy for the Platforms and Devices portfolio at Google India. She is an engineer and a lawyer with expertise in technology policy. Over the course of her career, Aditi has led several interdisciplinary policy and innovation assignments on data privacy, artificial intelligence (AI), internet shutdowns, and emerging technologies. In recognition of her inter-disciplinary work, in 2022, Aditi was selected among 75 inspirational women in STEAM by the Office of the Principal Scientific Advisor to the Government of India and the British High Commission. Aditi has wide experience in collaborating with governments, inter-governmental and civil society organizations and prominent technology companies. In 2023, she graduated from the Harvard Kennedy School with a mid-career master’s in public administration. She was selected as the Ash Centre Ford Foundation Fellow and was the co-chair of AI and Emerging Technology Caucus at Harvard Kennedy School.



Jake Effoduh, *Assistant Professor, Lincoln Alexander School of Law, Canada*

Jake is an Assistant Professor at the Lincoln Alexander School of Law of the Toronto Metropolitan University in Canada, where he teaches Technology Law. With expertise at the intersections of international law, human rights, and AI, Jake has informed the regulatory frameworks and policy formulation on artificial intelligence (AI) at the United Nations and the African Union, as well as for several countries, including Canada, the United States, Brazil, and Nigeria. Jake's current research investigates how the governance of AI systems can effectively address algorithmic bias against Africans and people of African descent, as well as discrimination and unfair treatment based on protected characteristics such as race, gender, identity and ethnicity.



Deeksha Goel, *Deputy Director, India Foundation, India*

Deeksha is the Deputy Director and Senior Research Fellow at the India Foundation. An engineer, and a strategy and financial analyst by training, Deeksha brings on board the experience of having dealt with cross-sectoral projects. As a researcher, Deeksha has been studying the geopolitics of the Indian Ocean Region (IOR), and Impact of Development Finance on economic sustainability specific to the countries of the IOR. Deeksha has also edited a book on the United Nations Convention on the Laws of the Sea (UNCLOS) and has authored papers and articles on issues of global contemporary relevance. As a consultant, Deeksha has been closely involved in tech policy advisory.



Pedro A. Gonzalez, *Co-Founder, Kaanbal.org, Mexico*

Pedro is the co-founder of [Kaanbal.org](https://kaanbal.org), a non-profit organization focused on connecting remote communities with Internet access and tech-driven education. He is a lifelong enthusiast of digital development and innovation with the mission of making technology accessible and impactful. Pedro currently leads as a full-time mentor and instructor teaching software development skills to people of all ages from Latin America, Canada and all around the world. His journey as an innovator and tech entrepreneur has contributed significantly to boost the knowledge-based ecosystem and bridge the digital divide, positively impacting the lives of thousands. With a background in Mechatronics Engineering, a Master in Coding and a specialization in Entrepreneurship and Future Tech, Pedro is a high-end professional in the field of technology. His passion on the topic has led him to receive awards like the "Youth2030 Innovation for Transformation" from the Mexican Government and United Nations, as well as to participate as an international guest speaker, lecturer and presenter in dozens of events around Canada, United States, Mexico, Argentina, Germany and Japan, which features invitations from prestigious institutions such as Harvard, the MIT Media Lab and the United Nations.



Louise Hallman, *Communications Consultant, Austria*

Louise Hallman is a writer and editor based in Salzburg, Austria, with 15 years of experience in communications roles in the nonprofit sector. Her clients include Salzburg Global; she is currently supporting them on projects relating to cultural heritage and leadership. Before resuming her studies in 2022, she worked at Salzburg Global for ten years, leading the communications team and producing several of the organization's flagship publications, multimedia projects and webinars. Her previous experience includes working in media development and press freedom advocacy with the World Association of Newspapers and News Publishers (WAN-IFRA) and the International Press Institute. Louise holds master's degrees in international relations and Middle East studies from the University of St Andrews, multimedia journalism from Glasgow Caledonian University in the UK, and gender studies from Linköping University in Sweden.



Ayako Hatano, Ph.D. Candidate, University of Oxford, Japan

Ayako is an international law scholar, pursuing a DPhil in Law at the University of Oxford. She is also a research fellow at the Centre of Human Rights Education and Training in Japan and at Tilburg University in the Netherlands. Her research focuses on the internalization of international law, particularly in areas such as hate speech, gender equality, and business and human rights. Ayako leads the Public International Law Discussion Group and the Business and Human Rights Network at Oxford. With over a decade of experience in international legal research and practice, she has worked with governments, civil society, and international organizations. She holds degrees from the University of Tokyo and New York University School of Law (Fulbright Scholar). Ayako has numerous awards and publications, including *Hate Speech and International Law and Regulating Online Hate Speech through the Prism of Human Rights Law* (Brill, 2023).



Eunbee Jang, Responsible AI Architect, Telus Corporation, Canada

Eunbee is a Responsible AI Architect at Telus Corporation, where she advises on integrating responsible AI practices across multiple domains, including telecom, mobility, healthcare, and agriculture. With a strong background in machine learning, she previously served as a Senior Data Scientist for the Canadian Federal Government, focusing on AI-driven solutions and AI ethics initiatives. Eunbee holds an M.Sc. in Computer Science from McGill University, where her research explored privacy and fairness in machine learning. She was also affiliated with Mila, contributing to research on gender bias in natural language processing (NLP). Her commitment to social impact extends beyond AI, as she has managed field operations and coordinated humanitarian aid projects to support vulnerable communities through Better World Korea.



Hyeok Jeong, Professor, Seoul National University, Republic of Korea

Hyeok is a professor at Seoul National University (SNU). Before joining the Graduate School of International Studies (GSIS) at SNU in 2015, he worked at the Economics Departments of the University of Southern California and Vanderbilt University in the United States, at the National Graduate Institute for Policy Studies (GRIPS) in Japan, and at KDI School in Korea. He was also a visiting scholar at the University of Chicago, UCLA, and Minneapolis Fed, and a Consultant Economist at the World Bank. His main research interests are growth and inequality dynamics focusing on finance and human capital, Korean economic development, demographic transition, trade and innovations, smart city and urban development. Another branch of policy research agenda includes international development cooperation, knowledge sharing of Korean development experience, North Korean economy, higher education reform to facilitate global development. He has served public domains by consulting the Korean government and public agencies, US public agencies, and various international agencies. Hyeok holds a Ph.D. from the University of Chicago, US.



Ieva Keskinė, *Gender Equality, Disability Inclusion and Intersectionality Consultant, UN Women, Lithuania*

Ieva is a social development specialist who has been working in the UN system and with multi-lateral banks for more than a decade. Her work focuses on the principle of ‘leaving no one behind’ and aims to provide integrated policy solutions for sustainable development. Ieva currently works at the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women), focusing on gender equality, disability inclusion and intersectionality. Additionally, she supports the World Bank’s Social Development portfolio in Europe and Central Asia. Prior to her current assignment, Ieva worked more than five years in the United Nations Development Programme (UNDP), where she supported portfolios on social inclusion, employment, social protection, migration, inequalities and poverty reduction. Ieva holds a master’s degree in international and EU Law, and an LL.M degree in Human Rights. She has been a visiting scholar at Columbia Law School in New York City.



Nuri Kim, *Head Manager of Educational Partnership Team, Korea Foundation for Advanced Studies (KFAS), Republic of Korea*

Nuri is the Head Manager of the Educational Partnership Team at the Korea Foundation for Advanced Studies (KFAS) in Republic of Korea, where she leads strategic planning, stakeholder engagement, and budgeting for global exchange and leadership programs. She oversees international events like the KFAS-Stanford Democracy Roundtable and manages student exchange programs with leading Nordic universities. Nuri also directs leadership programs that foster global awareness and social responsibility in future Korean leaders. Throughout her career, Nuri has focused on expanding international networks and developing impactful programs that connect global institutions. Previously, she served as a Program Manager at the Asan Institute for Policy Studies, directing social contribution initiatives and events to support youth leadership. She holds a master’s degree in educational administration and Higher Education from Korea University and dual bachelor’s degrees in education and English Education, dedicated to advancing global education and leadership development.



Minseung Kim, *Program Manager, Chey Institute for Advanced Studies, Republic of Korea*

Minseung is a program manager of International Academic Team at the Chey Institute for Advanced Studies where he focuses on the geopolitical aspect of global AI competition and US-ROK-Japan affairs. Prior to joining Chey Institute, he worked as a researcher at the Center for International Law in Institute of Foreign Affairs and National Security under Korea National Diplomatic Academy. He also served as a research fellow at the Nuclear Non-Proliferation and Education Center of Korea Advanced Institute of Science and Technology. Minseung holds a B.A. in International Studies from the University of Washington and an M.A. in International Cooperation from Seoul National University.



Gowun Kim, *Advisor, Embassy of Denmark, Republic of Korea*

Gowun is an advisor on technology and innovation at the Embassy of Denmark in Korea, where she is responsible for building public-private-academic partnerships focused on technology diplomacy, governance, and R&D initiatives. For the past 15 years, she has dedicated efforts to strengthening partnerships and connecting ecosystems among countries to foster international cooperation. Early in her career, she managed public diplomacy projects at an organization affiliated with the Korean Ministry of Foreign Affairs and led Korea-ASEAN partnership initiatives at an international organization.



Neville Lai, *International Affairs Strategist, Independent, Hong Kong SAR*

Neville is an independent international affairs strategist focusing on East Asia. He led the World Economic Forum Global Shapers initiative in Hong Kong and was recognized as an Asia 21 Young Leader from Hong Kong. His thought leadership, championing Asian worldviews and youth insights, have been quoted and featured in various leading publications. He is developing his views on strategic foresight.



Bittna Lee, *National Consultant on Green Recovery and Transition, UNDP Seoul Policy Centre, Republic of Korea*

Bittna Lee is a National Consultant on Green Recovery and Transition at the United Nations Development Program (UNDP) Seoul Policy Centre, where she supports sustainable development initiatives through research, project coordination and partnership development. With experience in organizing high-level events, managing project budgets and coordinating study missions, her primary role is to facilitate Sustainable Development Goals (SDG) Partnership Programmes with partner UNDP country offices, particularly in the area of sustainable forestry. Bittna holds an MSc in Environmental Governance from the University of Freiburg, Germany and a bachelor's in arts in International Studies and German from Hankuk University of Foreign Studies, Republic of Korea.



Sanghyun Lee, *Director, Google, Singapore*

Sanghyun Lee is a Director of the Government Affairs and Public Policy team at Google. He is the Global Head of Key Markets for Google's Platforms and Devices product area. With more than 20 years of experience, Sang has used his multidisciplinary background and expertise to provide policymakers, regulators, and other stakeholders with thought leadership on the rapidly growing and changing technology landscape and the societal implications of emerging technologies. Prior to joining Google, Sang worked at Airbnb, State Street Global Advisors, the Organisation for Economic Co-operation and Development, and the Korean government. In addition, Sang taught courses on leadership and entrepreneurship at Hanyang University in Korea from 2014-2019. Sang currently serves on the Alumni Board of Directors for Emory University where he earned his Bachelor of Arts in Economics. Sang received an M.B.A. from the Massachusetts Institute of Technology (MIT) Sloan School of Management and an M.P.A. from Harvard University's Kennedy School, as well as a Ph.D. in Information Systems from Yonsei University in Korea.



Daeyeol Lee, *Bloomberg Distinguished Professor, Johns Hopkins University, USA*

Daeyeol is a Bloomberg Distinguished Professor of Neuroscience and of Psychological and Brain Sciences at Johns Hopkins University. He is a world-renowned neuroscientist who pioneered research on the brain mechanisms of decision making and how the brain processes information about abstract quantities, such as time and values. In recognition of his research, he received the Samsung Ho-am Prize for Medicine in 2021. He is also a co-founder of Neurogazer Inc, which focuses on creating new services based on brain imaging technologies. In 2017, he wrote a book titled "Birth of Intelligence" about the relationship between the brain and artificial intelligence. This book received multiple awards and is available in several languages. Currently, he is a reviewing editor for the journal eLife and serves as members of advisory boards for the Institute of Basic Science and Chey Institute.



Chae Young (Gina) Lee, *Associate Manager, Korea Foundation for Advanced Studies, Republic of Korea*

Chae Young is the Associate Manager of the Educational Partnership Team at the Korea Foundation for Advanced Studies (KFAS) in Republic of Korea. She manages and designs the Forest of Learning, a leadership scholarship program aimed at undergraduate students with a keen interest in the history, present, and future of East Asia. Additionally, she oversees the KFAS-Salzburg Global Leadership Initiative, a program that supports in-depth discussions on key global issues and develops and disseminates innovative action plans. She holds a master's degree in international studies (majoring in Area Studies) from Seoul National University.



Jung Woo Lee, *Technical Director, Immerse, Republic of Korea*

Jung is a seasoned software engineer and Technical Director, currently residing in Silicon Valley. With over a decade of experience in software development, Jung Woo has worked extensively in the education sector and is passionate about innovating education through new technologies. He actively explores ways to leverage technology to enhance learning experiences. Jung Woo holds leadership roles in various organizations, including Immerse, where he contributed to language learning with VR/AR and AI. He earned his Ph.D. in Electrical Engineering from Stanford University and is dedicated to creating meaningful impact through his work, both in the tech world and beyond.



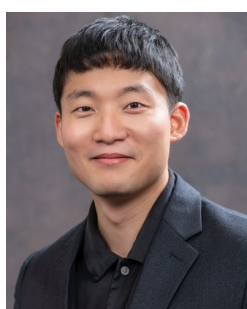
Kun Lee, *Ph.D. Research Associate, Luxembourg Institute of Socio-Economic*

Research and Luxembourg Income Study Cross-National Data Center, Republic of Korea
Kun Lee is a Postdoctoral Research Associate at the Luxembourg Institute of Socio-Economic Research and Luxembourg Income Study (LIS) Cross-national Data Center. He recently completed his Ph.D. in Social Policy at the University of Oxford, and mainly works on socioeconomic inequalities related to social policy, such as labor market institutions, public pensions, and family policies. At Salzburg Global, he seeks to exchange ideas and knowledge on how technological changes will reshape labor markets and related economic inequalities.



Jennifer Lee, *Principal, The Asia Group, USA*

Jennifer is a Principal at The Asia Group, a consultancy based in Washington, D.C., focused on Asia and the U.S.-Asia relations at the juncture of business, policy, and politics, and servicing both global U.S. and Republic of Korean firms. Jennifer manages the Korea Practice across various industries, including emerging technology, semiconductors, energy, and digital platform industries. Jennifer also leads the firm's business development efforts. A trained economist with experience living in multiple Asian countries in her youth, she has a deep interest in the broader Northeast Asia region, the U.S.-Asia relations in both the geopolitical and industrial sphere, and the policy trends shaping the evolution of these critical industries.



Jongwon Lim, *Graduate Research Assistant, UIUC, Republic of Korea*

Jongwon earned both his undergraduate and graduate degrees in Biomedical Engineering from Yonsei University. His main research pursuits involve advancing molecular diagnostic platforms, with a specific emphasis on integrating translational research within the realm of in vitro diagnostics. His overarching research objective is to synergize the distinct and varied domains of study encompassing biology, chemistry, mechanics, materials, and computational research. This synthesis aims to develop a translational diagnostic platform capable of swiftly and accurately identifying disease markers, encompassing conditions like cancer and infectious

diseases. Presently, he is a doctoral candidate within the Bioengineering department at UIUC, conducting research under the supervision of Professor Rashid Bashir.



Clarity Mapengo, Lecturer, Teesside University, UK

Clarity is a Food Science and Technology lecturer. She works in the School of Health and Life Sciences at Teesside University. She is involved in modules and research relating to food systems and product development. Clarity's interest cuts across food systems innovation, cultural landscapes and consumer behavior in championing food and health security. Prior to joining Teesside, she worked as a postdoctoral researcher at the University of Pretoria where she researched and published work relating to the manipulation of biopolymers using thermal technologies and green chemistry in order to develop healthier food ingredients. She also served as an innovation mentor for UNLEASH+ and the Global Biotech Revolution, working with young postgraduates interested in entrepreneurship and innovation in the biotech space.



Marisa McPherson, Program Officer, National Committee on North Korea, USA

Marisa is the Program Officer at the National Committee on North Korea, where she designs and manages NCNK's public-facing content, oversees member relations and outreach, and works alongside the team to conceptualize and implement NCNK's programs. She also serves as the primary supervisor for NCNK's communications interns. Prior to joining NCNK, she served as a Project Associate for the National Democratic Institute's Communications and Government Relations department. Her background also includes positions at the Council on Foreign Relations, the National Campus Leadership Council, and the Osgood Center for International Studies. She holds a B.A. in Political Science from American University and had the opportunity to study abroad at Yonsei University, where she conducted research on generational divides in attitudes towards multiculturalism in Republic of Korea and the establishment of the Kim dynasty in North Korea.



Chi-Min Oh, DPhil Candidate, University of Oxford, Republic of Korea

Chimin is a DPhil student in Anthropology at the University of Oxford with a background in digital anthropology and Go (Baduk). He holds a master's degree in public policy from the University of Tokyo and another in International Area Studies from Seoul National University. His research focuses on the impact of Artificial Intelligence (AI) on the Go community, particularly following AlphaGo's 2016 victory. As an experienced Go player in Europe, he has taught Go internationally and published academic papers on AI-assisted Go education. His previous roles include financial director at the International Society of Go Studies and Research Associate at Myongji University. His interdisciplinary interests in AI and anthropology, combined with his professional experience, position him to explore the intersection of technology and human culture in an increasingly AI-driven world.



Sungyeon Park, Ph.D. Student, Hungarian University of Agriculture and Life Sciences, Hungary

Sungyeon is a Ph.D. student at the Hungarian University of Agriculture and Life Sciences, where his research focuses on food security and rural development. Concurrently, he works with the United Nations High Commissioner for Refugees (UNHCR) in the Division of Emergency, Security and Supply (DESS), supporting global operations to deliver emergency goods to those in need. Since 2019, Sungyeon has been a scholar at the Ban Ki-moon Center for Global Citizens, recognized for his work and experience in rural development. He is also an alumnus of the Amani Institute's Social Innovation Management Program, during which he collaborated with a

non-profit organization in India to enhance farmers' capacity and promote rural development. Previously, Sungyeon served as a project specialist at the Food and Agriculture Organization of the United Nations (FAO) in Budapest, Hungary. In this role, he supported the team working on Global Environment Facility (GEF) projects, assisting member countries in transforming their agri-food systems to be more climate resilient and ensuring food security. His interests include poverty, inequality, social protection, agriculture, and sustainable development.



MinChi Park, Head of Ecosystem, HyperPlay, Republic of Korea

MinChi is the Head of Business Development at HyperPlay, where she spearheads strategic collaborations for the web3-native game store. Prior to this, she served as an external consultant to Walmart's technology incubation arm, Store N.8, contributing to its retail metaverse initiative. MinChi was previously the Director at Windranger Labs, the venture studio of BitDAO, overseeing operations for one of the largest investment DAOs with a \$3.6 billion treasury. Before transitioning fully into Web3, she worked as an early-stage investor at Silicon Valley-based VC fund 500 Global (formerly 500 Startups) and gained experience at a B2B SaaS startup that was later acquired by the Japanese conglomerate Rakuten. Originally from Korea, MinChi has a diverse cultural background, having grown up in Latin America and Switzerland.



Sun Young (Kelly) Park, Emerging Leaders Fellowship Coordinator, Hawaii Asia Pacific Institute, USA

Sun Young (Kelly) is a Ph.D. candidate at National Chengchi University in Taipei, specializing in international relations and political economy. Her research focuses on the strategic role of the semiconductor industries in shaping Taiwan and Republic of Korea's policies amid the intensifying U.S.-China technology rivalry. In addition to her academic pursuits, Kelly leads the Emerging Leaders Fellowship Program at the Hawaii Asia-Pacific Institute in Honolulu, where she fosters leadership and policy-oriented training for mid-career professionals from the Asia-Pacific region.



Hyeyeon Park, Assistant Manager, Chey Institute for Advanced Studies, Republic of Korea

Hyeyeon is an Assistant Manager at the Chey Institute for Advanced Studies. Before joining the Chey Institute, she worked as a Project Assistant at the Jean Monnet EU Centre of Excellence at Korea University and interned at Moneybrain (Deepbrain AI). She holds a Bachelor of Art in International Studies and M.A. in International Security and Peace from Korea University.



Steve Park, Senior Director and Head of Asia-Pacific Public Policy, Roblox, Republic of Korea

Steve is the Senior Director and Head of Asia-Pacific Public Policy at Roblox and the author of 'The Great Illusion, The Right Future,' which demonstrates that changes brought by innovative technologies such as artificial intelligence is more of an opportunity than a source of fear. Before joining Roblox, Park led Meta's public affairs in Korea and Japan for its services including Facebook, Instagram, and Oculus VR. During this time, he also served as the IT Industry Council's Asia-Pacific Committee Chair. As a business consultant, he advised global companies in the IT, hospitality, energy, and education sectors for market entry. Park began his career working for the U.S. Republican Party as a campaign manager. Park holds a B.A. in international relations and an M.A. in government from Johns Hopkins University.



You Won Park, *Program Manager, Chey Institute for Advanced Studies, Republic of Korea*

You Won graduated from Cornell University with a bachelor's degree in mechanical engineering. He worked as an automotive parts Design Engineer at LG Electronics for 4 years. Currently, he works in a knowledge-sharing industry, creating a platform for world-leading experts and scholars.



Shaurya Patel, *Policy Officer, Delegation of the European Union to India, India*

Shaurya is a Policy Officer at the Delegation of the European Union to India. As a digital policy professional, Shaurya is focused on the potential of Information and Communication Technology to contribute towards the well-being of people and planet. He is also actively engaged in understanding and shaping the futures of technology policy and development. With a master's degree in development management from the London School of Economics, Shaurya has spent over 7 years engaging in and contributing to multi-stakeholder relationships with government partners, think tanks, academic centers and corporates. He is also deeply interested in exploring socio-cultural phenomena, experiencing new cultures, experimenting with local crafts, and dabbling in photography.



Audrey Plimpton, *Communications Associate, Salzburg Global, Austria / USA*

Audrey is a communications associate at Salzburg Global. At Schloss Leopoldskron, Audrey produces both written and multimedia content about the programs and participants in order to convey the wider impact of Salzburg Global. She is also responsible for writing features on a wide range of topics for [SalzburgGlobal.org](https://salzburgglobal.org), program newsletters, program reports, and external media partners' publications. Audrey holds a B.A. in political science and a B.A. in German studies from Davidson College, US. She additionally holds an M.A. in international relations from LUISS Guido Carli University, Italy, and an M.A. in European Union studies from the University of Salzburg, Austria. Audrey is originally from the US and is based in Salzburg.



Jehan Salim, *Project Manager, United Nations Development Programme, Canada*

Jehan Salim is a development expert with extensive experience in integrating advanced technology into program planning for crisis response and post-conflict recovery. Currently based in Jerusalem, she began her career in Canada in the private sector, where she specialized in optimizing workspaces by incorporating technology into building design. This experience set the stage for her international work, where she volunteered with the United Nations to support crisis response initiatives. In 2017, Jehan contributed to Iraq's post-ISIL stabilization program by incorporating sustainable building practices into long-term recovery plans. Her work spans Iraq, Jordan, Ukraine, Syria, Afghanistan, and Palestine, focusing on sustainable development and strategic planning in underdeveloped countries. Jehan holds a degree in Applied Technology from Conestoga College and a master's in urban development from Heriot-Watt University. In 2023, she was awarded Ontario's Premier's Award for Community Service, recognizing her significant contributions to international recovery efforts and community empowerment.

**Yuki Satake, Sales Lead, SourceNext Corporation, Japan**

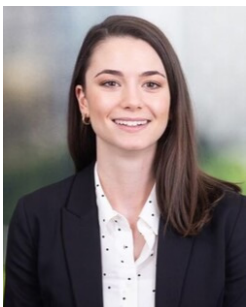
Yuki is currently based in Tokyo as a sales leader for an information technology (IT) company, selling products throughout Japan. At the same time, Yuki continues to work to improve IT literacy among young people in Japan. In particular, he is involved in IT literacy education for teenagers, especially junior high and high school students. While he was born and raised in Japan, he has degrees from Germany and Spain and has worked as a United Nations Development Program (UNDP) employee in Mozambique, Africa. He is a tenacious negotiator, confronting the local community to improve IT literacy in any land.

**Clare Shine, Non-Executive Director, The Crown Estate, UK**

Clare is a Commissioner for the UK's Crown Estate which creates lasting and shared value for the nation. She has worked globally at the nexus of sustainability, organizational change and culture for 30 years. Her career combines diverse executive and non-executive roles with a focus on innovation for systems transformation. She is the former CEO of the Cambridge Institute for Sustainability Leadership, which activates leadership globally to transform economies for people, nature and climate, and a member of Founders at the University of Cambridge which supports new business creation for technological and social innovation. From 2012-2021, Clare served as Vice President and Chief Program Officer at Salzburg Global Seminar. She previously worked as environmental policy adviser to the UN and civil society and sits on the World Economic Forum's Global Future Council on Philanthropy for Climate and Nature. Clare began her career in publishing and was the Financial Times' theatre critic in France for ten years. She holds an MA in English literature from Oxford University and post-graduate degrees from London University and the Sorbonne University, Paris.

**Felipe Suárez Giri, Marie Skłodowska-Curie Doctoral Fellow, Polytechnic University of Madrid, Uruguay**

Felipe Suárez Giri is a Marie Skłodowska-Curie Doctoral Fellow at the Polytechnic University of Madrid, where he conducts research in collaboration with Iberdrola. His current work explores the potential of Artificial Intelligence technologies to support sustainability risk analysis of corporate activities and public policies, as well as to enhance impact evaluation. Previously, he worked at Uruguay's Central Bank and Ministry of Housing and Spatial Planning. Felipe was a Fulbright- Humphrey Fellow at the Massachusetts Institute of Technology and is a Chevening Alumnus.

**Alexia Tassios, Senior Public Policy Analyst, Deloitte, Australia**

Alexia is the Senior Public Policy Analyst at Deloitte Australia. As a change champion with experience delivering meaningful policy reform in both private and public sectors, she has broad experience across a range of areas including global policy development, project management, stakeholder engagement, strategy and innovation, risk management and global innovation operating model framework development. Alexia leads the AI and Ethical Tech Community at Deloitte Global, whilst project managing and facilitating engagement opportunities for Deloitte with G20, APEC, OECD and IOE. She is a member of the OECD Business Council's Youth for Business Network, which connects young professionals across the world, and provides opportunities to draft OECD policy papers and publications. Alexia is driven to make a difference, passionate about learning and up-skilling, with the capability to ensure high quality delivery on multiple projects, bringing her teammates along for the journey.



Kevin Wei, *Technology and Security Policy Fellow, Harvard Law School, USA*

Kevin (he/they) is a Technology and Security Policy Fellow at RAND and a J.D. candidate at Harvard Law School. Their research agenda is centered on administrative law in AI governance, with topics including risk management and regulation of advanced Artificial Intelligence (AI) systems. Recent work includes articles on governing agentic AI systems and on regulatory capture in United States AI policy. Previously, they researched Chinese AI policy in Beijing as a Schwarzman Scholar, worked as a project manager at a cloud company, and completed a master's in science in machine learning from the Georgia Institute of Technology.



Hong Xu, *Ph.D. Researcher, Swiss Federal Institute of Technology - ETH Zurich, China*

Hong Xu is a passionate Researcher and Engineer specializing in Renewable Energy and e-Power Systems, striving for Efficiency Excellence and Carbon Neutrality within the Energy and Transport sectors. Over the past 10 years, he has worked with multinational corporations and leading institutions across the Eurasian continent, notably Toyota, Infineon, Paul Scherrer Institute, Polytechnic Institute of Paris, and European XFEL, driving technical advancements in e-Mobility, Clean Energy, Semiconductor, and New Materials industries. Alongside his engineering pursuits, he has engaged with renowned organizations including St. Gallen Symposium in Switzerland, CITIC Securities in China, and Oxford Institute for Energy Studies in the UK, focusing on clean energy economics and policy analysis in China and Europe. As a proactive contributor to international development, Dr. Xu has served as Group of Experts (GE) Member at the UN Economic Commission for Europe (UNECE) in Geneva, and chaired parallel sessions at the UN Climate Change Conference (UNFCCC) in Bonn, advocating for UN Sustainable Development Goals (SDGs) 7, 9, and 13. Prior to that, he pursued his Ph.D. in Renewable Energy from ETH Zurich and an MSc in Materials Science from TU Munich, complemented by an MBA earned from the Quantic School of Business in Washington DC, and further Executive Education at Cambridge Judge Business School.



Pauline Yeung, *Author, Hong Kong University Business School, Hong Kong SAR*

Pauline Yeung is an author specializing in finance, innovation, and entrepreneurship at the Hong Kong University Business School. With an exceptional career of more than 15 years at the heart of economic and political decision-making in Asia, she has worked in the public, private, and non-profit sectors. Pauline is also Chief Curator at Preface Technopreneur Programme, AI Evangelist at regtech start-up Fano Labs, and an editor for topical reports for central banks and financial institutions. A graduate of Princeton and Central Saint Martins, she is actively involved in international soft power initiatives and serves as Asia 21 Next Generation Fellow at Asia Society, Fellow at Salzburg Global, Delegate to Australia-China Youth Dialogue, Member of Korea, Europe and You Society, and Vice Chairman of the Steering Committee for the Establishment of Korean Club of Hong Kong. A linguist at heart, she is fluent in English, Cantonese, Mandarin, Korean, and Japanese, and conversant in French.



Eugene Yi, *Chief Executive Officer (CEO), Loci, USA*

Eugene is an experienced tech entrepreneur, product and media executive, and policy expert. He is the Chief Executive Officer (CEO) of Loci, a 3D computer vision company providing labeled data for gaming, e-commerce, and construction industries. Previously, he co-founded Cortico to help build tech-enhanced deliberative systems for democracy. His experiences range from leading Asia policy at Twitter from 2012 to 2016 and was previously the Head of Product at Hawkfish, a digital technology and data firm founded by Mike Bloomberg. He served as in

United States Department of Defense and was a diplomat early in his career. He received his Artium Baccalaureus (AB) and Master of Public Administration from Princeton University and is a Visiting Researcher at Massachusetts Institute of Technology and a Ph.D. candidate at Oxford University.



Chang Dong Yoo, *Professor, Korea Advanced Institute of Science and Technology (KAIST), Republic of Korea*

Chang Dong Yoo received his Ph.D. in Electrical Engineering from the Massachusetts Institute of Technology. He is a faculty member at the Korea Advanced Institute of Science and Technology (KAIST), where he is currently a tenured Professor in the School of Electrical Engineering and an Adjunct Professor in the Department of Computer Science. He has also served as the Dean of the Office of Special Projects and the Dean of the Office of International Relations. Additionally, he was the President of the Korean AI Association. He is now the Director of the Center for AI Fairness Research and the Center for Video Turing Test.



Sunghee Yun, *Co-Founder / Chief Technology Officer (CTO) - AI Technology and Product Strategy, Erudio Bio, Inc, USA*

Sunghee is the Co-Founder and Chief Technology Officer of Artificial Intelligence (AI) Technology and Product Strategy at Erudio Bio Incorporated. He specializes in AI leading cutting-edge research and product development and business development across diverse sectors including semiconductor design, e-commerce, industrial AI, and biotech. His focus is on leveraging the latest in Large Language Models (LLM) and Generative AI (GenAI) to drive technology and business innovation, predict industry trends, and assess their broad impacts on the tech industry, market, entrepreneurship & start-up ecosystem, society, economy, and policy. Sunghee actively contributes to state and government policy-making on AI and semiconductor technology, considering geopolitical dynamics among key global players in the United States, China, Japan, Taiwan, and Republic of Korea. He is also dedicated to fostering knowledge transfer and innovation by serving as Adjunct Professor at Sogang University, Advisory Professor at DGIST, and Network Expert at Gerson Lehrman Group. His life goal is to secure a future for humans, where health, security, liberty, and equity are paramount.



Helen Zhang, *Chief of Staff, Office of Eric Schmidt, USA*

Helen works on venture philanthropy as the Chief of Staff in the Office of Eric Schmidt and is the co-founder of Intrigue Media that produces expert but irreverent briefings on global affairs issues at the intersection of geopolitics, tech, and business. She previously worked at Google on content policy issues for Google Search, served as an Australian diplomat in Tel Aviv and as Consul in Hong Kong, and negotiated Australian free trade agreements. Helen is a 2020 Fulbright Scholar and master's in public administration graduate from the Harvard Kennedy School, where she specialized in geo-tech policies. She was recognized as one of AALA's '40 Under 40 Most Influential Asian Australians' in 2020.

SALZBURG GLOBAL STAFF – CULTURE TEAM



Surya HK, *Impact Fellow, Culture*

Surya is an Impact Fellow at Salzburg Global and works with the Culture team. He researches diverse themes and topics for the content of the Culture programs, co-curates and co-creates the online and in-person sessions, provides administrative, executive and operational support, and assists with the design and delivery of program outputs and communications collateral. Surya is also the Output & Design Coordinator for the Salzburg Academy on Media and Global Change. He has been a Salzburg Global Fellow since 2018, which is when he first participated in the Media Academy. Previously he was Senior Manager of Marketing and PR at the JSW Foundation's Museum of Solutions, one of India's largest social development and philanthropic organizations; Events and Outreach Manager at the Museum of Art and Photography (MAP); and chief of staff to Samir Jain, at the Vice Chairman's Office of *The Times of India* Group – India's largest media conglomerate. In the past, he has organized international literature festivals & media conclaves, worked on election campaigns & conducted legislative research for Members of Parliament, done outreach on behalf of NGOs, and has also taught courses on journalism, feminism, and political science at Ashoka University.



Faye Hobson, *Director, Culture*

Faye Hobson is the director for culture at Salzburg Global where she leads programs that harness the power of arts, creativity, and new models of leadership to shape a better world. She is responsible for designing, developing, and implementing the Culture, Arts, and Society program series, the Public Policy New Voices Europe Fellowship, and the the Cultural Innovators Forum. She also plays a leadership role in developing infrastructure and artistic interventions that represent the values and mission of Salzburg Global at Schloss Leopoldskron and ensure accessibility for guests. From 2017 to 2021, she supported the Education program portfolio at Salzburg Global. Outside of her work at Salzburg Global, Faye is an advisor to "The World in 2050" think tank, and a member of the steering committee for "Karanga: The Global Alliance for Social and Emotional Learning and Life Skills". She has been recognized as an Emerging Leader by "WISE: The World Innovation Summit in Education". Prior to joining Salzburg Global in 2017, she worked for five years in the cultural and community sector, and in local government in Northern Ireland. Faye holds a bachelor's in photography from Falmouth University, UK, and a diploma in management practice from the University of Ulster, UK. She recently completed her Executive MBA course at MCI Innsbruck: The Entrepreneurial School, Austria, where she was awarded the inaugural Jean-Claude Junker Scholarship for students who are working to promote European values.



Sumita Kunashakaran, *Program Manager, Culture*

Sumita Kunashakaran is the program manager, culture, supporting the Culture, Arts and Society programs in all facets of program management, including program planning, execution and evaluation, and network engagement. Sumita has been instrumental in pioneering Singapore's first international award winning, disability-centric and body-positive sexuality program, and actively contributes to national reporting mechanisms on human rights at the United Nations. Prior to joining Salzburg Global, she was global head of civil society for a disability foundation in Vienna, Austria. In her ongoing consulting role, Sumita is a keynote speaker on cultural innovation and empathic leadership. Sumita holds a BA in sociology (with distinction) from the University at Buffalo, and an M.Sc. in international relations from the University of Edinburgh.

APPENDIX

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SALZBURG GLOBAL

Salzburg Global is where open-minded leaders from around the world gather for breakthrough conversations on pressing global issues.

Since 1947, our programs have worked to overcome barriers and open up a world of better possibilities – creating spaces where divergent voices can address the big challenges of our time. We have gathered over 40,000 Fellows from 173 countries for more than 1,100 sessions that change the conversation on the pressing issues of our time.

That very first session brought together over 100 young Europeans and Americans – including veterans of the French resistance, survivors of Nazi concentration camps, prisoners of war, and former enemies. They met at Schloss Leopoldskron, an Austrian palace that had been occupied by the Nazis in a country that was still under Allied military occupation. They wrestled with how diverse and fractured groups of people could come together and start creating the conditions for peace in the aftermath of World War II.

Seventy-seven years later, the challenges may be different, but our mission still carries that same founding spirit: ***to overcome barriers and open up a world of better possibilities.***

A SCHLOSS WITH A MISSION

Since 1947, we have made our home at Schloss Leopoldskron, an Austrian palace with a rich and complex history stretching back to the 18th century.

The Schloss has been many things down the years – the summer home of a notorious Prince Archbishop, a cultural hub for Europe's theater scene, the home of famed director and impresario Max Reinhardt, a Nazi administrative headquarters during World War II, and a derelict monument to the past.

Today, it is a thriving center for dialogue and debate – a place of refuge and reconciliation where diverse leaders from around the world gather for conversations of consequence. We are committed to reclaiming the past of the Schloss and serving as stewards of its future.

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

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.

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