

SPRING 2017

# EUROPEAN YOUNG LEADERS (EYL40)

LEADERSHIP IN AN INCREASINGLY  
UNPREDICTABLE WORLD

LISBON SEMINAR



The European Young Leaders (EYL40) programme led by Friends of Europe is a unique, inventive and multi-stakeholder programme that aims to promote a European identity by engaging the continent's most promising talents in initiatives that will shape Europe's future.

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Report of the three-day seminar



This report reflects the seminar rapporteur's understanding of the views expressed by participants. These views are not necessarily those of the organisations that participants represent, nor of Friends of Europe, its board of trustees, members or partners.

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# ABOUT THE PROGRAMME

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EYL40.org



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@EYL40

The European Young Leaders (EYL40) programme led by Friends of Europe is a unique, inventive and multi-stakeholder programme that aims to promote a European identity by engaging the continent's most promising talents in initiatives that will shape Europe's future.

The European Young Leaders represent a promising European leadership from all over the continent and with a wide variety of backgrounds including politics, business, civil society, academia, arts, science and the media.

From trailblazing biochemists to budding political leaders, and from dot.com entrepreneurs to NGO 'stars' who are shaping the social and environmental policies of tomorrow, the European Young Leaders are a unique community that crafts innovative responses to European challenges and positively affects the lives of future generations.

The relaxed tone and out-of-the-box nature of the European Young Leaders (EYL40) programme have brought about salient and open discussions that have facilitated the development of a strong network of committed Europeans.

Every year, they meet during two 3-day seminars that take place in symbolic European cities, joined by decision-makers, stakeholders and key European actors, to discuss issues of common concern and develop concrete proposals and recommendations to tackle the challenges facing Europe and its citizens.

From two meetings a year to a year-round engagement, this programme also turns ideas into actions. That means ongoing interactions between young leaders, alumni and outside participants to boost innovative ideas and have a bigger impact on the European stage by forwarding projects that matter to the community.

# ABOUT FRIENDS OF EUROPE

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friendsofeurope.org



/friendsofeurope.foe



@friendsofeurope

Friends of Europe is a leading think tank that connects people, stimulates debate and triggers change to create a more inclusive, sustainable and forward-looking Europe.

## CONNECT

Friends of Europe is an independent think tank with a difference – we believe innovation is a mindset, behaviour and action. We aim to be catalysts for change and believe that real solutions come from transforming mindsets through the confrontation of ideas and the breaking down of silos between politicians, businesses and civil society.

Believing that change is achieved through inclusive policies and action, we reach out to and work with a wide network of policymakers, international organisations, civil society representatives, business leaders, academics, the media and citizens across Europe and beyond.

We have no national or party political bias and ensure that all viewpoints are represented in our activities and publications.

## DEBATE

We foster open, insightful and provocative debates to stimulate fresh ideas and creative thinking.

Our portfolio of events and reports means that Friends of Europe contributes ideas and leads the debate on a wide range of EU-related issues, including:

Energy and Climate | Health and Wellbeing  
Asia, Africa and Emerging Economies  
Peace, Security and Defence | International  
Development | Education and Skills | Migration  
and Integration | New Economic Models |  
Citizens' Europe.

Our European Young Leaders (EYL40) programme connects Europe's most promising talents, and our Board of Trustees brings together the knowledge and experience of European leaders who include Presidents, Prime Ministers, European Commissioners and Presidents of the European Parliament.



The Development Policy Forum (DPF), the Asia programme and the Europe-China Forum build bridges to foster global partnerships.

Europe's World, our policy journal, is the only pan-European publication which offers a unique insight into the views of leading policymakers and opinion-makers on European and global challenges.

Our online platform Debating Europe encourages citizen-led debates with policymakers. In less than five years, it has built up a 1.6m-strong community of citizens across Europe and over 240,000 social media followers who put their questions to high-profile decision makers.

## CHANGE

We offer Europe's citizens an opportunity to take an active transformational role in shaping their environment. We use ground-breaking online brainstorming to bring different stakeholder groups together from all over the world and constantly innovate in how we convene and shape discussions. Through

our debates, conferences, working groups, reports and recommendations we provide bold and ambitious but practical solutions for a more inclusive, sustainable and forward-looking Europe.

## FRIENDS OF EUROPE IN FIGURES:

- 5000+ senior participants and speakers
- 60 events, 50 publications and over 200 op-eds every year
- 2m unique visitors to its websites
- 330,000-strong Facebook and Twitter community
- 80,000+ database of contacts including senior decision-makers from the EU, national governments and international institutions, NGOs, think tanks, universities, business and the media

# EUROPEAN YOUNG LEADERS

## THE 2017 CLASS

### **Eleni Antoniadou**

Co-Founder of Transplants without Donors, Greece

### **Andreas Araouzou**

Actor, Director and Producer, Cyprus

### **Inés Arrimadas García**

Leader of the Opposition in the Catalan Parliament, Spain

### **Eneko Atxa**

Chef at three-Michelin-starred restaurant Azurmendi, Spain

### **Marguerite Bérard-Andrieu**

CEO for Finance, Legal Affairs and Strategy at Groupe BPCE, France

### **Kirsten Brosbøl**

Member of Parliament, Denmark

### **Edoardo Camilli**

Co-Founder & CEO of Hozint, Italy

### **Ciara Clancy**

CEO of Beats Medical, Ireland

### **Silvia Console Battilana**

Co-Founder & CEO of Auctionomics, Italy

### **Manuel Costescu**

Secretary of State for Foreign Investments and Public-Private Partnerships (2016-2017), Romania

### **Xavier Damman**

Founder & CEO of OpenCollective and Co-Founder of Storify, Belgium

### **Carole Dieschbourg**

Minister of the Environment, Luxembourg

### **Xavier Duportet**

CEO & Chairman of Eligo Bioscience, France

### **Muna Duzdar**

Secretary of State for Diversity, Public Service and Digitalisation, Austria

### **Colum Eastwood**

Leader of Northern Ireland's Social Democratic and Labour Party (SDLP), United Kingdom

### **Adil El Arbi**

Film Director and Screenwriter, Belgium

### **Aaron Farrugia**

CEO of Malta Freeport Corporation, Malta

### **Myriam François**

International News Correspondent for TRT World, United Kingdom

### **Markus Freiburg**

Founder & Managing Director of FASE, Germany



**Mehdi Hasan**

Broadcaster, Journalist and  
Presenter at Al Jazeera  
International, United Kingdom

**Owen Jones**

Columnist for the Guardian,  
United Kingdom

**Kaja Kallas**

Member of the European  
Parliament, Estonia

**Zanda Kalniņa-Lukaševica**

Parliamentary State Secretary  
for European Affairs, Latvia

**Neža Kogovšek Šalamon**

Director of the Peace  
Institute, Slovenia

**Eva Maydell**

Member of the European  
Parliament, Bulgaria

**Fatima Moreira de Melo**

Olympic gold medal-winning  
Hockey Player,  
The Netherlands

**Katarzyna Anna Nawrot**

Assistant Professor at  
the Poznan University of  
Economics, Poland

**Aoibhinn Ní Shúilleabháin**

Lecturer at the University  
College Dublin School of  
Mathematics and Statistics,  
Ireland

**Julia Obermeier**

Member of Parliament,  
Germany

**Sébastien Pilard**

Member of the Pays de  
la Loire Regional Council,  
France

**Eduardo Portal Martin**

Conductor and Founder of  
Antares Ensemble, Spain

**Virginia Raggi**

Mayor of Rome, Italy

**Lara Rouyres**

Founder & CEO of  
Selectionnist, France

**Agnija Šeiko**

Choreographer, Lithuania

**Michal Štencľ**

Founder & CEO of Sygic,  
Slovakia

**Matina Stevis**

Africa Correspondent for the  
Wall Street Journal, Greece

**Ewa Szmidt-Belcarz**

President of the Management  
Board of Empik, Poland

**Cezary Tomczyk**

Member of Parliament, Poland

**Davor Tremac**

General Manager for  
Southeast Europe at Uber,  
Croatia

**Ozan Yanar**

Member of Parliament, Finland



# **EYL40 LISBON PARTICIPANTS**

EYL 2017

**ELENI ANTONIADOU****Greece** · Co-Founder of Transplants without Donors

Eleni has been working on artificial organ technology and regenerative medicine in hospitals in Greece, the United Kingdom and the United States. After graduating in biomedicine, she participated in the first successful artificial trachea transplant operation on a late-stage cancer patient. In 2009, she co-founded the London-based start-up Transplants without Donors, the aim of which is to develop tissue-engineered organs that are transplanted into sick patients. Eleni also studied the effects of changes in atmospheric pressure on the nervous systems of astronauts at the NASA Mars Exploration Lab and trained NASA astronauts in biomedical experimentation for the International Space Station. She is the recipient of multiple prestigious awards and is part of the 2015 Forbes 30 under 30 for healthcare and the BBC's 100 Most Powerful Women.

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EYL 2017

**ANDREAS ARAOUZOS****Cyprus** · Actor, Director and Producer

Andreas completed courses at the Webber Douglas Academy of Dramatic Art and the Royal Academy of Dramatic Art in London. In 2002, he founded a theatre productions company, Alpha Square, to enhance theatre in Cyprus and provide spectators with an inspirational selection of plays. Andreas has already directed 14 stage productions in his country, including several award-winning plays and his own musical-comedy adaptation of Cinderella, which will tour Greece in 2017. Andreas has also written several plays, such as 'The Rich Also Cry', which was staged by Theatro Ena in 2007. He has translated numerous theatre texts from English to Greek and published a collection of articles in Phileleftheros, the biggest-selling newspaper in Cyprus.

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EYL 2017

**INÉS ARRIMADAS GARCÍA****Spain** · Leader of the Opposition in the Catalan parliament

Inés started her career in the private sector working for an industrial services company. In 2010, she attended a Ciudadanos rally with a friend and joined the party shortly afterward as the youth section spokesperson. In 2012, she was elected to the Catalanian parliament as deputy spokesperson. She sat on the Committee on Business and Employment, where she focused on socio-economic issues such as the fight against inequalities and unemployment. Throughout her mandate, she was actively involved in different programmes at local, regional and national level. In 2015, she was appointed Leader of the Opposition as Ciudadanos won second place in the Catalan parliamentary election.

EYL 2017

**ENEKO ATXA****Spain** · Chef at three-Michelin-starred restaurant Azurmendi

Eneko is a leader in international cuisine. In 2007, he opened his now-renowned restaurant Azurmendi in the Basque country. Within five years, the restaurant – located in the beautiful town of Larrabetzu – had been awarded three Michelin stars. Azurmendi was named Most Sustainable Restaurant in the World by the World's 50 Best in 2014 and as number two on Elite Traveler's 2016 list of the best restaurants in the world. Eneko has a creative mind, skilled hands and a work ethic based on care, precision and speed. His intense cuisine is deeply rooted in the local Basque identity. He has been named Champion Young Chef in Spain and Best Chef of the Year by the prestigious French gourmet club Fourchettes.

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EYL 2015-2016

**RICARDO BAPTISTA LEITE****Portugal** · Member of Parliament

In addition to being a Member of the Portuguese Parliament for the Social Democratic Party, Ricardo is also a medical doctor with specific training in infectious diseases, having studied at Johns Hopkins University and Harvard Medical School. He has an active role on a number of scientific and advisory boards of health-related foundations and organisations – including his role as Head of Public Health at the Catholic University of Portugal. Since his election in 2011, the Portuguese-Canadian citizen has expanded his focus beyond health issues and currently serves as Coordinator and Permanent Member of the Foreign Affairs Committee as well as President of the Portugal-Canada Parliamentary Friendship Group.

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EYL 2017

**KIRSTEN BROSBØL****Denmark** · Member of Parliament

Kirsten has represented the Social Democrats in the Danish Parliament since 2005. She was a rapporteur on research and higher education as well as on gender equality and food. She was appointed as Denmark's Minister of the Environment in 2014, in the government of Helle Thorning-Schmidt. In that position, she facilitated the development of sustainable solutions and contributed to the development of industrial growth and workplaces in Denmark. In the 2015 general election, she was re-elected to the Danish Parliament. Kirsten is the co-founder of the Bilateral Network for Sexual and Reproductive Health and Rights. The network operates across party lines in the Danish Parliament to promote sexual and reproductive health and rights at a national and international level.

EYL 2015-2016

**JANE BURSTON****United Kingdom** · Head of the Centre for Carbon Measurement at the National Physical Laboratory

Jane has dedicated most her life to climate and environmental issues, serving first as a strategic consultant on low carbon policy to the Mayor of London and is now running a world-class climate science and low carbon technology centre at the UK's National Measurement Institute. In 2008, she founded Carbon Retirement, an award-winning social enterprise working with the EU ETS. Her dedication to sustainability and entrepreneurial drive was rewarded with being named as one of the 'Top 30 UK entrepreneurs under 30' by Real Business in 2010, a 'Social Entrepreneur of the Year' by Square Mile in 2011 and one of the 'Top 10 Outstanding Young Persons of the UK' by the Chamber of Commerce International in 2015, among others.

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EYL 2017

**EDOARDO CAMILLI****Italy** · Co-Founder & CEO of Hozint

A young entrepreneur and security expert, Edoardo started working as a political and security risk consultant after graduating from the University of Bologna. In 2010, he established the International Security Observer, a web-based think tank seeking to foster the next generation of security experts. At the time, he was also working as a research analyst at the Italian Institute of Strategic Studies Niccolò Machiavelli, where his activities focused on insurgency, intelligence, national security policies and organised crime. Edoardo is the co-founder of Hozint (Horizon Intelligence), a consulting firm providing location-based media and social media monitoring services on political, safety and security risks. He is frequently interviewed on security issues by media in Italy and across Europe.

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EYL 2017

**CIARA CLANCY****Ireland** · CEO of Beats Medical

Ciara is a chartered physiotherapist and experienced researcher who has worked alongside people with Parkinson's disease for many years. She is passionately dedicated to improving the management and treatment of people with Parkinson's disease and other neurological conditions. At the age of 22, she launched Beats Medical, a medical application available on smartphones, which aims to help people with Parkinson's disease take control of their condition through technology. Her efforts have been recognised internationally. Beats Medical came top in Google's Adopt a Start-Up programme in 2015. Ciara also received the Irish Society of Chartered Physiotherapists Anne O'Brien Prize for Clinical Excellence and the Cartier Women's Initiative Award.



EYL 2017

**SILVIA CONSOLE BATTILANA****Italy** · Co-Founder & CEO of Auctionomics

Silvia is a young economist and entrepreneur specialising in game theory and interest groups. She has extensive experience as a strategist in auction design. In 2008, she co-founded Auctionomics, a high-stakes auction consulting and software firm with clients ranging from governments to Fortune 500 companies. Silvia has acted as project manager on several high-stakes auctions in Australia, Canada and the United States, in many European countries, and in Africa and Latin America. She is also the co-founder of xSwan, an interactive version of eBay that allows charities to raise more money via online auctions. Silvia frequently speaks at major universities both in the United States (including Berkeley and Harvard) and around the world.

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EYL 2017

**MANUEL COSTESCU****Romania** · Secretary of State for Foreign Investments and Public-Private Partnerships (2016-2017)

Manuel was until recently Romania's Secretary of State for Foreign Investments and Public-Private Partnerships. In this position, he headed the directorate in charge of implementing infrastructure projects and stimulating foreign investment and public-private partnerships in Romania. Before joining the government, he was an executive director at J.P. Morgan, a multinational banking and financial services holding company, where he was responsible for the relationship with various public sector clients in Europe, including central banks, debt management offices, development banks and government agencies. Manuel also worked as an independent consultant on business and development projects in Australia, South Africa, Tanzania and Peru, as well as at the Brattle Group, where he was a research analyst with a focus on risk management and strategies in the energy sector. He holds an MBA from the MIT Sloan School of Management.

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EYL 2017

**MUNA DUZDAR****Austria** · Secretary of State for Diversity, Public Service and Digitalisation

A lawyer by training, Muna is passionate about politics. During her studies, she was the international secretary of Socialist Youth Austria and worked for the French Socialist Party. After graduation, she became a local councillor in the Vienna-Donaustadt district at the age of 23. In 2010, she joined the Austrian Federal Council where she became the Social Democrat spokesperson on foreign policy. Six years later, she was nominated as Secretary of State in the Office of the Federal Chancellery. Muna is also the President of the Palestinian-Austrian Society, a group that aims to deepen exchanges between Austrians and Palestinians and play an active part in Austrian society by promoting anti-racist, democratic and transnational programmes.



EYL 2015-2016

**ŁUKASZ DZIEKOŃSKI****Poland** · Member of the Management Board of the Marguerite Fund 2020

Łukasz is a Senior Manager responsible for European structured finance at the Warsaw-based PKO Bank Polski, where he works on projects related to energy, transport and the environment with budgets ranging from €50 million to €1 billion. He is also a member of the management board for the Marguerite Fund 2020 for Energy, Climate Change and Infrastructure in Luxembourg. There, Łukasz oversees the formulation of financial and operational strategies. He is also on the supervisory board of Pomeranka Development, InvestGas and Energa Operator in Poland, and of PZU Ukraine Insurance Company and Kredobank, also in Ukraine. Łukasz began his career as an adviser in the European Parliament, focusing on energy policy and security as well as EU relations with Russia and Ukraine.

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EYL 2017

**AARON FARRUGIA****Malta** · CEO of Malta Freeport Corporation

Aaron runs the Malta Freeport, which was established in 1988 as the first transshipment hub in the Mediterranean. The company has experienced remarkable growth and currently ranks twelfth among the top European ports. Aaron served as president of the Labour Youth Forum and was elected deputy mayor of Ta' Xbiex in 2005. During the international financial crisis, he was appointed to a team of economic experts set up by the Young European Socialists and was elected as Education Secretary in the Maltese Labour Party's Central Administration. Aaron also chaired the progressive think tank IDEAT, the party's political foundation. In 2014, he founded the Anton Buttigieg Foundation, which seeks to promote social awareness in Malta, focusing on education as the primary tool for economic and social development.

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EYL 2013

**MARY FITZGERALD****Ireland** · Libya Analyst, Award-Winning Journalist and Columnist for the Irish Independent

Mary is a journalist and analyst specialising in the Euro-Mediterranean region with a particular focus on Libya. She has worked on Libya since 2011 and lived there throughout 2014. Her work has appeared in publications including the Economist, Foreign Policy, the New Yorker, the Washington Post, the Financial Times and the Guardian. She has conducted research on Libya for the European Council on Foreign Relations (ECFR) and the European Institute of the Mediterranean (IEMED) among others. She is a contributing author to an edited volume on the Libyan revolution published by Oxford University Press. In her previous role as Irish Times foreign affairs correspondent, she reported from 40 countries across the Middle East, Africa, Asia and Europe. She is a member of the Global Women's Forum 'Rising Talents' network.

EYL 2017

**MYRIAM FRANÇOIS****United Kingdom** · International News Correspondent for TRT World

Myriam is an academic, broadcaster and writer specialising in issues related to Islam and the Middle East. She is a regular contributor to the Middle East Eye, the New Statesman and the Telegraph. In 2014, she broke a headline story on an exclusive 36-page document written by Khalid Sheikh Mohammed, the Al-Qaeda militant behind the 9/11 attacks. Since then, she presented two BBC documentaries, 'The Muslim Pound' (2016) and 'A Deadly Warning: Srebrenica Revisited' (2015) nominated for the Sandford St Martin religious programming award. Myriam is also a Research Associate at the Centre of Islamic Studies at SOAS University, where she focuses on British-Muslim integration issues. She recently completed her doctorate at Oxford University on the subject of Islamic political movements in Morocco.

EYL 2017

**MARKUS FREIBURG****Germany** · Founder & Managing Director of FASE

Markus is the founder of the Financing Agency for Social Entrepreneurship (FASE), a leading financial intermediary that helps social enterprises scale their social impact by helping them raise hybrid growth capital. FASE has built an open pipeline of investment-ready social enterprises and closed sixteen transactions leveraging around €6m in impact investments. Markus is also a member of the Expert Group on Social Entrepreneurship (GECES), a consultative multi-stakeholder group on social business that examines the progress of measures foreseen by the European Commission. He has experience of working with many social enterprises in finding appropriate financing solutions and scaling-up the impact of proven business models. Markus worked for seven years as a management consultant at McKinsey & Company, where one of his roles was providing pro-bono consulting for social entrepreneurs.

EYL 2013

**ALESSANDRO FUSACCHIA****Italy** · Head of Cabinet at the Ministry of Education, Universities and Research (2014-2016)

Alessandro served until recently as Head of Cabinet at the Italian Ministry of Education, Universities and Research. Previously, he worked as Adviser to the Italian Economic Development Minister on European Affairs, Innovation and Youth, and was Head of Office at the Italian Ministry of Infrastructure and Transport. He also worked for the Italian Prime Minister's office in Rome as part of the G8 team, as well as for the Italian Ministry of International Trade. In addition, he was President of RENA, the Italian association of young professionals promoting innovation, merit, youth empowerment and a new generation of local public policies. Alessandro teaches at the LUISS Guido Carlo School of Government in Rome and at the Institut d'Etudes Politiques in Paris. He holds a PhD in Social and Political Sciences from the European University Institute in Florence.

EYL 2014

**JOSEP-MARIA GASCÓN**

**Spain** · Director for Strategy and Competitive Intelligence with the Agency for Business Competitiveness at the Ministry of Business and Knowledge of the Government of Catalonia

Josep-Maria brings almost 20 years of international experience to his public service, having held senior positions in finance leadership, global strategy as well as legal and tax advice. Before his current role, Josep-Maria was Head of Finance Excellence at the chemical giant Solvay. Previously, he was one of Solvay's leading tax lawyers, serving as Associate General of Tax at the Belgium-based global headquarters and Director of Tax for Spain and Portugal. Josep-Maria received a '40 under Forty' award, which acknowledges the best forty young lawyers from Spain and Portugal and was appointed as 'Business Ambassador' by the Government of Catalonia, recognising his role in attracting investment to the region. In addition to his current responsibilities, Josep-Maria is also the President of the World Chemical Summit.

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EYL 2015-2016

**EDVARD GLÜCKSMAN**

**Sweden** · Senior Environmental and Social Specialist at Wardell Armstrong LLP

Edvard is a Chartered Scientist specialising in understanding environmental and social impacts of development projects around the world. His most recent work has focused on mitigating negative impacts to align mining projects in Kazakhstan with international standards. Edvard is also affiliated with the University of Exeter's Environment and Sustainability Institute, where he lectures on sustainability issues and corporate social responsibility. He has previously held a number of roles at the interface of science and society, having worked at the European Geosciences Union and the UK Parliamentary Office of Science and Technology. He holds MSc and PhD degrees from the University of Oxford and undergraduate degrees from the University of St Andrews and McGill University.

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EYL 2013

**JAKOB HAESLER**

**Germany** · Co-Founder of Project Alloy

Before co-founding Project Alloy, Jakob was CEO and Co-Founder of Tinyclues SAS, a Paris-based software start-up with the objective of industrialising datamining on Big Data with the help of advanced machine learning algorithms in a Cloud Computing environment. Previously, he was a partner and consultant at McKinsey & Company in Germany and France where he worked on topics ranging from Banking to Public Sector Reform to Global Public Health issues, notably the creation and distribution of child HIV treatments. Prior to McKinsey, he briefly worked at the World Bank. He holds a Master's in Public Administration from Harvard's Kennedy School of Government and a Bachelor of Science from the University of St. Gallen. Jakob is also a founding partner of the "Cercle du leadership".

EYL 2017

**MEHDI HASAN****United Kingdom** · Broadcaster, Journalist and Presenter at Al Jazeera International

Mehdi is an award-winning journalist and political commentator. He is the presenter of 'The Café', 'Head to Head' and 'UpFront' on Al Jazeera English. He was previously political director at Huffington Post UK. Mehdi was named as one of the 100 most influential Britons on Twitter and was included in the annual global list of the 500 most influential Muslims in the world. In 2013, his debate-winning speech in an Oxford Union debate on Islam and peace went viral online, winning more than two million views. He is also the author of two books: a biography of former Labour Party leader Ed Miliband and an eBook on debt and the financial crisis.

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EYL 2015-2016

**KLEN JÄÄRATS****Estonia** · Director for EU Affairs at the Office of the Prime Minister

As Director of the EU Secretariat in the Estonian government, Jäärats coordinates and develops all EU policy and acts as the chief European affairs adviser to the Prime Minister. A career civil servant, Jäärats started out in the Ministry of Internal Affairs, rising quickly to the position of Head of the Refugees Department. In this capacity, he dealt with a variety of NGOs and international organisations including the International Organization for Migration (IOM) and the Office of the United Nations High Commissioner for Refugees (UNHCR). He later moved to Brussels where he spent six years working at the Estonian Permanent Representation to the EU during which time he dealt with many issues related to the preparation, ratification and implementation of the Treaty of Lisbon.

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EYL 2017

**OWEN JONES****United Kingdom** · Columnist for the Guardian

Owen is an author, commentator and political activist. He writes a weekly column for the Guardian, having previously written for the Independent. He has made several television appearances on the BBC, Channel 4 and Sky News as well as on ITV's Daybreak and BBC One's 'Question Time'. His work also appeared in several publications, including the Sunday Mirror and Le Monde diplomatique. In 2011, Owen published his first book, 'Chavs: The Demonization of the Working Class', which received favourable critical reviews, including from the New York Times. He was named one of the top 50 Britons of the year by the Independent on Sunday in 2011 and was awarded the Young Writer of the Year prize at the Political Book Award in 2013.

EYL 2017

**ZANDA KALNIŅA-LUKAŠEVICA****Latvia** · Parliamentary State Secretary for European Affairs

Zanda started her professional career at Jurmala's city council in 1998. She then worked at the Ministry of Regional Development before joining the Strategic Analysis Commission, where she advised Latvian President Valdis Zatlers on strategic planning. She was elected to the Latvian Parliament in 2011. During her mandate, she chaired the Committee on European Affairs and the Reform Party parliamentary group. In 2014, Zanda was appointed Parliamentary State Secretary in the Latvian government. Her role is to ensure cooperation between the Ministry of Foreign Affairs, the Latvian Parliament and the European Parliament – a crucial role during Latvia's Presidency of the EU Council in 2015.

EYL 2017

**NEŽA KOGOVŠEK ŠALAMON****Slovenia** · Director of the Peace Institute

Neža is a human rights advocate working at a national and international level. Since 2012, she has been the Director of the Peace Institute, a non-profit research body that aims to create and preserve an open society capable of critical thought and based on the principles of equality, human rights, responsibility, solidarity and the rule of law. Her work at the institute includes lecturing, legal analysis, project management and research. Neža is a member of several legal expert networks advocating for anti-discrimination, social inclusion and the promotion of better representation of immigrants. She was voted as one of the ten most influential lawyers in Slovenia in 2016.

EYL 2014

**JUHAN LEPASSAAR****Estonia** · Head of Cabinet for EU Commission Vice-President for Digital Single Market Andrus Ansip

In his current role, Juhan is responsible for strategic planning for the European Commission Vice-President for Digital Single Market. Previously, he was a Member of Cabinet for Commissioner for Transport Siim Kallas, where he was responsible for coordinating policy in the fields of rail and road transport. He also worked as Director for EU Affairs at the Government Office in Estonia. In this capacity, he acted as the Prime Minister's chief adviser for EU affairs and head of Estonia's inter-ministerial coordination system of EU policy. He conducted the high-level negotiations for the 2014-2020 MFF and participated in the EU's response to the international financial crisis and subsequent reform of the EMU. Juhan holds an MA in Contemporary European Policy from the University of Sussex and a degree in Comparative Politics from the University of Tartu.

EYL 2012

**JOÃO WENGOROVIOUS MENESES****Portugal** · General Manager at Discoveries

João recently served as Portugal's Secretary of State for Youth and Sports. Previously, he was Head of 'GABIP Mouraria' at the Lisbon City Hall, the department in charge of urban rehabilitation and social development of Mouraria, one of the most traditional and multicultural quarters of Lisbon. He also managed the NGO TESE and was a Financial Officer at Chapito,

which is one of the oldest Portuguese NGOs working with vulnerable young people. João is now leading Discoveries, a successful travel and tourism start-up accelerator. He is also a columnist for *Diário Económico* and has co-authored a book on NGO management. Since 2012, he has held assistant professorships at the Catholic University of Portugal in 'Management of Social Projects' and 'Business Models for the Social and Cultural Sector'.

EYL 2017

**KATARZYNA ANNA NAWROT****Poland** · Assistant Professor at the Poznan University of Economics

In addition to her position at the Poznan University of Economics, Katarzyna is a member of the Committee for Future Studies at the Polish Academy of Social Sciences. Her research interests include development and international economics, with a focus on East Asian markets. Katarzyna also explores the challenges to global development. She led several research projects for the

National Bureau of Research in Poland and finalised a recent project on the economic potential of developing countries in Africa. Her academic achievements have been recognised by numerous awards, including one for outstanding young scholars from Poland's Minister of Science and Higher Education in 2012. Katarzyna has published numerous articles and books on issues relating to development, governance, integration and regional cooperation.

EYL 2017

**AOIBHINN NÍ SHÚILLEABHÁIN****Ireland** · Lecturer at the University College Dublin School of Mathematics and Statistics

Over the past ten years, Aoibhinn has promoted mathematics and science with a particular focus on encouraging more girls to study these subjects. She lectures at University College Dublin as part of a programme that addresses the growing need for qualified mathematics and science teachers in post-primary schools. In 2011, she was awarded the prestigious Ussher

Fellowship from Trinity College Dublin for her doctoral thesis on mathematics teacher learning. Named as one of the Top 50 Women in Science in Ireland by *Silicon Republic*, she is renowned for her role as a science communicator and for promoting STEM subjects in Ireland through various media outlets, including radio and TV. In 2005, she won the Rose of Tralee contest, an international festival celebrated by Irish communities all over the world.

EYL 2014

**JOÃO RODRIGO PINHO DE ALMEIDA****Portugal** · Member of the Parliament

A former Secretary of State for Home Affairs, João was elected Member of Parliament in the constituency of Aveiro, serving on the Committee on Culture, Communication, Youth and Sport. He is currently the spokesperson for the CDS-PP political party and previously served as Secretary General and President of the People's Party Youth division, of which he is still the Honorary President. With a sound legal background, João was a consultant at PROLEGAL – Moser & Lobo d'Avila and an attorney at Alves Mendes, Jardim Goncalves & Associates. He is also passionate about sports, being the Director and Chairman of the Board of the “os Belenenses” professional football team and sports club.

EYL 2017

**EDUARDO PORTAL MARTIN****Spain** · Conductor and Founder of Antares Ensemble

Over the last few years, Eduardo has made a great impression on audiences and orchestras alike. Since graduating as conductor and violinist, he has conducted multiple orchestras across Europe and the Americas, such as the London Philharmonic Orchestra and the Sao Paulo Symphony Orchestra. In 2015, his presentation with the BBC National Orchestra of Wales included a broadcast on BBC Radio 3. For the third season in a row, he has returned on multiple occasions to the Royal Philharmonic Orchestra to conduct concerts all around England. Widely acclaimed by musical critics, Eduardo is particularly committed to the contemporary repertoire and is the founder of the Antares Ensemble in Spain, whose focus is on the performance of new music and research into its links with historical and rarely-performed masterpieces.

EYL 2015-2016

**MICHAEL PRINTZOS****Greece** · Programme Director at the Hellenic Initiative

Michael is Program Director at The Hellenic Initiative, a global, non-profit, secular institution aiming to mobilise support and investment for sustainable economic renewal in Greece. He is also a Committee Member at the American Hellenic Chamber of Commerce, dedicated to achieving Greek competitiveness through properly informing and adequately motivating business employees. Michael is the co-owner of Green Systems, an engineering procurement and construction company in Athens, and Brainomix, a start-up company that develops medical imaging software to assess the eligibility of acute stroke patients for life saving treatment. He completed his secondary education in Greece before attending the University of Oxford where he gained a degree in mechanical engineering.



EYL 2017

**MICHAL ŠTENCL****Slovakia** · Founder & CEO of Sygic

Michal started programming when he was just seven years old and developed his own operating system by the time he was 20. In 2004, he co-founded Sygic, a mobile navigation company focused on business and holiday travellers. It now has more than 20 million active users worldwide.

The company became the first to offer navigation for iPhone and the second for Android. In 2015, Sygic reached the milestone of 100 million downloads of its navigation app. It ranks second in the App Annie Index Travel & Local category, just after Google. Sygic's automotive team cooperates with companies such as Honda, Jaguar and Land Rover to bring the latest connected driving innovation to cars.

EYL 2017

**MATINA STEVIS****Greece** · Africa Correspondent for the Wall Street Journal

Based in Nairobi, Matina covers economics and investment across Africa for the Wall Street Journal. She was previously based in Belgium, where she covered the eurozone crisis from the WSJ Brussels bureau. Before joining the WSJ, she wrote for the Economist, where she won the 2010 Marjorie Deane financial journalism award. Matina is particularly interested in migration-related

issues in Africa, Europe and the Middle East. In 2015, she was one of the few foreign journalists reporting from Eritrea as part of an exclusive investigation into Eritrean refugees. She has written for other top media outlets such as Eleftherotypia and the Guardian and has appeared as a political commentator on European and Greek affairs on Al Jazeera English and the BBC.

EYL 2015-2016

**KAMILLA SULTANOVA****Denmark** · Chairman at Global Dignity Finland

Kamilla has had a very successful professional career in corporate sales, having worked for a number of large companies in Scandinavia, including as Equipment Sales Manager at Maersk Line, the world's largest container shipping company. In her current position at Global Dignity Finland, she builds connections between young people and potential role models

through high-level speaker events. From a young age, Kamilla was a high-achiever and in 1999 was awarded a full scholarship from the American Councils for International Education to attend a high school in Texas as part of the "Future Leader Exchange". Kamilla regularly makes media appearances and writes on gender equality. In 2013, she was elected to represent Denmark as part of the European Women's Lobby in Brussels. In this role, Kamilla lobbied heavily for the increased participation of women and ethnic minorities in European politics.



EYL 2017

**EWA SZMIDT-BELCARZ****Poland** · President of the Management Board of Empik

Ewa runs the largest entertainment and media retailer in Poland. In this position, she combines her love of books and her managerial experience in consumer goods companies. She previously worked for eight years at McKinsey & Company, where she became the first woman in Poland to be promoted to the position of Global Partner and to lead the retail and consumer goods division. During her career, Ewa has overseen the UK's largest chocolate brand, Cadbury, and developed the Schwarzkopf brand portfolio in international markets. She also worked as a Product Manager in the Polish branch of L'Oréal. She successfully helped companies to develop strategies, improve operational efficiency and optimise sales.

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EYL 2017

**CEZARY TOMCZYK****Poland** · Member of Parliament

Cezary began his political career on Sieradz's city council in 2006. One year later, he was elected as a Member of the Polish Parliament at the age of 23. He sat in the Committee on National Defence and the Committee on EU Affairs in addition to chairing the Permanent Subcommittee on the Multiannual Financial Framework for 2014-2020. In 2010, he was awarded the Medal of Merit for National Defence by the Polish Minister of National Defence in recognition of his services to the development and strengthening of the defence of his country. In 2015, he was appointed as a Secretary of State and spokesperson in the government of Ewa Kopacz. After the 2015 parliamentary elections, he was nominated as shadow Deputy Minister of National Defence for the Civic Platform.

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EYL 2017

**DAVOR TREMAC****Croatia** · General Manager for Southeast Europe at Uber

Holding a degree in Mechanical Engineering from the University of Zagreb, Davor co-founded and served as COO of Gourmeo, a web start-up dealing in premium restaurant space, which expanded across Brazil, Germany and the United Kingdom. It partnered with the best restaurants in major cities across Europe, South America and Asia. Davor then worked for a leading consultancy firm where he managed media, technology and telecom projects in Europe and South-East Asia. He is now a General Manager at Uber, where he is responsible for developing the transportation network company across South-East Europe. Davor is also a member of the Board of Governors of the American Chamber of Commerce in Croatia.

EYL 2013

**DIMITRIS TSINGOS****Greece** · Founder & Head of Entrepreneurship at StartTech Ventures

Dimitris is the Founder of StartTech Ventures, a seed fund, incubator and business angel network for the ICT sector. The Group was the first Greek Seed Fund member of the European Business Angels Network (EBAN) and has helped launch more than ten successful IT start-ups. He is President of the Hellenic Start-up Association, a collective effort of Greek start-up entrepreneurs promoting high-growth and innovative entrepreneurship in Greece. Until recently, he was President of YES – the European Confederation of Young Entrepreneurs, which is the leading organisation of youth entrepreneurship in Europe. He holds an MBA from the Athens University of Economics and Business and a BSc in Computer Science from the University of Crete.

EYL 2014

**MAX VON BISMARCK****Germany** · Chief Business Officer & Managing Director of Deposit Solutions

Before taking on his current senior management role at leading financial technology company Deposit Solutions, Max spent 4 years as CEO and Partner of SkyBridge Capital, a research-driven alternative investment firm with 7.1 billion USD under management or advisory. Educated in law, his entrepreneurial spirit first materialised when he co-founded Berlinpolis in 2001, a Berlin-based non-profit think tank. He then went on to co-found and manage Public One Strategy Consulting, which was awarded the McKinsey & Company StartUp Award for the state of Berlin. Between 2005 and 2011, Max was Director of the Investors Team at the World Economic Forum, where he was responsible for all Forum activities and relationships related to hedge funds, private equity, institutional investors and sovereign funds.

EYL 2014

**YURIY VULKOVSKY****Bulgaria** · Country Manager at Reach for Change

Yuriy manages the Bulgarian branch of Reach for Change, a non-profit organisation that supports social entrepreneurs aiming to improve the lives of children. Previously, he was the Executive Director of the Bulgarian Festivals Association, an organisation that brings together 20 of the most renowned festivals in Bulgaria. In his career, Yuriy took part in more than 20 projects aimed at giving a voice to the citizens of Sofia and Bulgaria and fighting for government transparency and effectiveness. He teaches courses on cultural management and policy and management of non-profit organisations at Sofia University. He has extensive experience in grant management, organisation development and cooperation strategy, as well as a particular interest in the cultural sector in post-communist countries. Yuri holds an MA in Cultural studies from Sofia University “St. Kliment Ohridsky”.

EYL 2017

**OZAN YANAR****Finland** · Member of Parliament

Ozan is an economist and politician born in Turkey. He is a specialist in labour economics with a focus on issues relating to unemployment and wage differences. He has worked at the Central Organisation of Finnish Trade Unions (SAK) and conducted research at both the Labour Institute for Economic Research and the Ministry of Economic Affairs and Employment.

He was elected to the Board of Directors of the Helsinki Greens in 2014 and became Co-Chair of the Federation of Green Youth and Students in 2015. At the age of 29, he was elected as a Green League Member of the Finnish Parliament. As an MP, he campaigns for social equality and spearheads the fight against discrimination.

EYL 2014

**FLORIAN ZINOECKER****Austria** · Head of Corporate Governance and Internal Policies at the European Stability Mechanism (ESM)

Florian is Head of the Corporate Governance and Internal Policies division at the European Stability Mechanism (ESM), where he is responsible for the preparation of decisions and meetings of the Board of Governors (eurozone finance ministers), Board of Directors and Board of Auditors. He has worked in economic and financial affairs in the areas of central banking

and monetary policy in various capacities including at the European Investment Bank (EIB) and the European Central Bank (ECB). He has a Master in Public Administration from the Harvard Kennedy School of Government as well as a Master in Advanced European Studies from the University of Vienna.

SPECIAL GUEST

**PAUL VAN HAVER (AKA STROMAE)****Belgium** · Artist (Music, video and fashion)

Paul, better known by his stage name Stromae, came to wide public attention in 2009 with his song 'Alors on danse', which became number one in several European countries. The track was featured on his debut album 'Cheese' for which he received a Victoire de la Musique. His second album 'Racine carrée' released in 2013 was a huge commercial success

across Europe and one of the highest-selling albums in recent years. It yielded three chart-topping singles 'Papaoutai', 'Formidable' and 'Tous les mêmes'. The video clip of the song 'Formidable' was a major hit on YouTube with more than 170m views. In addition to music, Paul has launched a fashion line 'Mosaert' that features bright colours and geometric patterns inspired by his distinctive clothing style.

**EYL40**

**LISBON SEMINAR**

# EXECUTIVE SUMMARY

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A scientist pushing the boundaries of regenerative medicine; a chef blending tradition, innovation and a commitment to sustainability; lawmakers intent on injecting new life into politics; trailblazing entrepreneurs; fearless campaigners; artists at the top of their game - these were just some of the participants in the European Young Leaders seminar held on 16-18 March in Lisbon and the Atlantic resort of Cascais.

The first gathering of the Class of 2017 was the latest event in the European Young Leaders (EYL40) programme. Each year the programme, launched in 2011, brings together 40 of Europe's brightest minds aged 40 and under to debate challenges facing the continent and search for solutions.

Under the banner of 'Leadership in an increasingly unpredictable world', the Lisbon meeting produced three days of intense interaction between young people of diverse backgrounds and experience. They assessed the need to re-connect with citizens as the Brexit vote and support for populists ring alarm bells over the future of European integration.

Discussions ranged from climate change to transatlantic relations in the Trump era, from education as the keystone for Europe's future to ways to re-think European integration, new ideas on migration, social inequality and the importance of keeping Europe at the forefront of the digital economy.

A series of tangible proposals aimed at responding to some of Europe's most pressing problems emerged from the group's brainstorming sessions. They included new procedures to process asylum applications in transit countries to facilitate legal routes into Europe and reduce the risk of refugees taking hazardous sea journeys at the mercy of traffickers; developing connections between Europe's creative economic hubs; establishing cross-border networks for teachers to share best practices in Europe; and encouraging silo-breaking contacts between climate scientists and wider society.

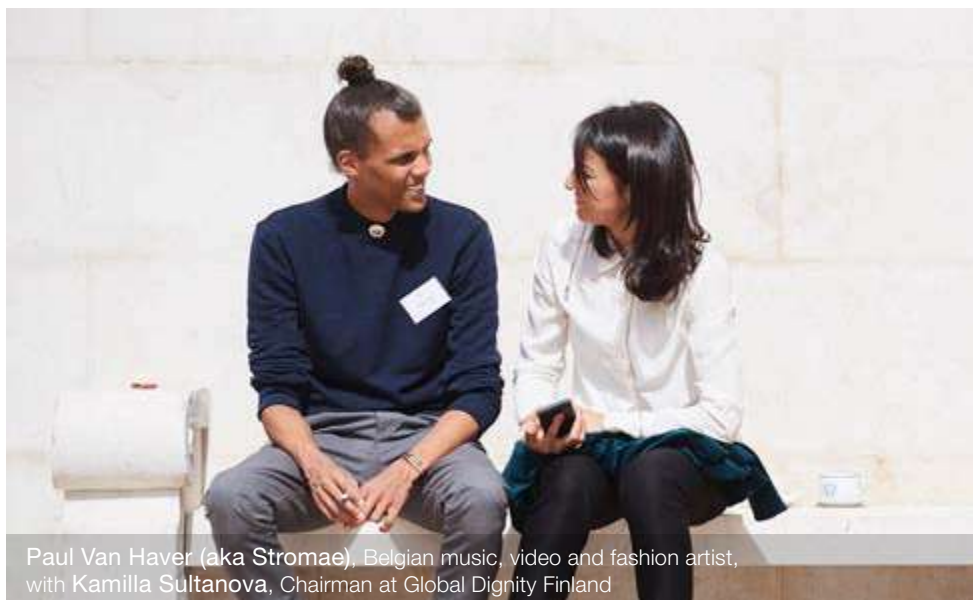
The 2017 Class of European Young Leaders attending the seminar was joined in Portugal by alumni from previous years and high-level speakers, including European Commissioner for Research, Science and Innovation [Carlos Moedas](#), former Estonian prime minister [Taavi Rõivas](#) and former US ambassador to the EU [Anthony L. Gardner](#). Also joining the group as a special guest was Belgian music, video and fashion artist [Paul Van Haver](#), known around the world by his stage name [Stromae](#).

The President of Portugal, [Marcelo Rebelo de Sousa](#), hosted a dinner for the group in the Cascais Citadel Palace and took questions on topics ranging from Brexit to generational politics and Portugal's relations with its former African colonies.

The European Young Leaders came from 20+ European Union countries. The group included politicians,

entrepreneurs and representatives from the arts, media, science, academia and civil society. Despite the diversity of backgrounds, the discussions revealed the European Young Leaders had much in common.

Many recounted particular events or experiences that inspired them to engage in their chosen field - from a youthful meeting with refugees, to watching the 9/11 attacks on TV or a distasteful encounter with political corruption. Many stressed the importance of family ties and friendships, of keeping their feet on the ground even as they encounter success at an early age, of not allowing work to dominate their lives. All underscored a commitment to values and many expressed concern that, at a European level, values that they held dear are under threat.



Paul Van Haver (aka Stromae), Belgian music, video and fashion artist, with Kamilla Sultanova, Chairman at Global Dignity Finland







# THE LEADERSHIP GAP: STYLE OR SUBSTANCE?

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The seminar kicked off with a warning from [Geert Cami](#), Co-Founder and Managing Director of Friends of Europe. “There are a lot of problems at the moment, we need to find ways to debate the challenges facing our societies together and how to resolve some of them,” he told the European Young Leaders, after they gathered for the first session in the Senate room of the Portuguese parliament.

“We’ve had our dose of issues in the last few years obviously, starting with the financial crisis and leading to a very disruptive year in 2016, with Brexit and, further afield, the election of Donald Trump, the development of post-truth politics, populism – all kinds of relatively new developments that people were not used to,” Cami continued. “The idea of leadership therefore is absolutely essential to what we need, to create, re-create, stimulate us, to get us out of the mess.”

With leadership as the key theme of the seminar, participants bemoaned the lack of it from the EU and from mainstream politicians at a national level. The European Young Leaders saw these politicians as floundering through the past decade, failing to find effective and timely answers to the economic crisis, terrorism, Russian aggression, global warming, social injustice or the challenges posed by migration and refugee flows.



**“The idea of leadership  
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of the mess.”**

**Geert Cami,**  
Co-Founder & Managing Director  
of Friends of Europe



**“If you start asking people on the streets what Brussels stands for, they won’t say freedom and equality, they will say rules and regulation.”**

Edoardo Camilli,  
Co-Founder and CEO of Hozint

“If the EU was a business, it would more likely be failed – and not because it has a bad business plan or because its economy is in trouble, but because it’s lost the vision,” lamented **Edoardo Camilli**, Co-Founder and CEO of Hozint. “If you start asking people on the streets what Brussels stands for, they won’t say freedom and equality, they will say rules and regulation.”

**Carlos Moedas**, European Commissioner for Research, Science and Innovation, recognised the shortfalls in the EU’s response to fast-moving events. “The financial crisis in 2008, what happened? In the US, it was solved in six months, seven months, let’s say one year. Why? Because in the US, everybody knew what was federal, what was up to the states,” he recalled. “In the EU, we spent ten years discussing: ‘Oh, no, no, it’s the member states – no it’s us, no it’s you’, and these sorts of discussion destroy the European Union because people get confused, people don’t know any more who does what.”

According to Moedas Europe needs to end internal bickering between institutions and member states and quickly define the role of each. The white paper released by the European Commission in March with options on the way ahead for the EU could present an opportunity to make progress. “I’m not worrying if it’s two-speed or three-speed or four-speed. I want it to be clear, clear-cut, so that people can’t blame us for things that we can’t do,” Moedas said. “For me it’s very important that after this discussion, it’s very clear who does what.”

At a time when Europe’s relative strength in the world is declining in the face of rising new economic powers, unity is needed more than ever to confront climate change, globalisation, terrorism and other issues. Putting up barriers and splintering is not the answer. “Europe really suffers because we don’t want to face reality and that is killing us,” Moedas bemoaned. “I just



get so upset when people talk about closing borders and thinking that they can solve everything alone.”

His assertion that Europe needed to be more assertive in putting forward a positive message and promoting the achievements of the EU was taken up by **Taavi Rõivas**, Vice-President of the Estonian Parliament who was prime minister of Estonia (2014-2016), as he joined the Commissioner in a plenary debate entitled ‘A New Vision for Europe’.

“We know what the winning narrative is and actually in Europe we are really good at it, not perfect, far from perfect, but we know what it is,” Rõivas said. “It is liberal democracy, it is a market economy, it is trade. This is what creates security for us, this is what creates prosperity for us and in theory, we know what to do.”

“I’m not worrying if it’s two-speed or three-speed or four-speed. I want it to be clear, clear-cut, so that people can’t blame us for things that we can’t do.”

**Carlos Moedas**,  
European Commissioner for  
Research, Science and Innovation



“If you look at the developments not only in Europe but globally, facts have become less and less relevant. This is not the first time this has happened, and the previous times where it happened we had very tragic results.”

Taavi Rõivas,  
Vice-President of the Estonian  
Parliament and Prime Minister  
of Estonia (2014-2016)



But he acknowledged that getting that message across in the current political environment was not easy. “Europe is still the best place to live, de facto, but who cares about the facts anymore?” added Rõivas, who was just 34 when he became prime minister in 2014. “That is the problem for us. If you look at the developments not only in Europe but globally, facts have become less and less relevant. This is not the first time this has happened, and the previous times where it happened we had very tragic results.”

Several European Young Leaders agreed that the EU has an image problem that makes it vulnerable to attacks from post-truth populists. **Manuel Costescu**, a former Romanian secretary of state for foreign investments and public-private partnerships (2016-2017), suggested a radical response. “The policies are good and you both seem to be very reasonable people – and this might be the problem. I think we



need a commissioner for propaganda, we take a guy who takes old recipes and just calls them something different, because maybe people have just reached a level of boredom with success,” he suggested.

However, many speakers contended that public disillusion with the EU went deeper than mere communication problems. “I think we don’t have a winning narrative,” said [Aaron Farrugia](#), CEO of Malta Freeport Corporation. “The baseline is that we have a stagnant economy across Europe. With a stagnant economy, we have negative or low growth, with high unemployment, and we have populist parties breathing down our necks. The problem is that European rules are perceived by the people in our countries as a stumbling block.”



**“The problem is that European rules are perceived by the people in our countries as a stumbling block.”**

**Aaron Farrugia,**  
CEO of Malta Freeport Corporation





**“In terms of finding solutions, we need radical alterations in what we consider important and what we value.”**

Ivan Juric,  
Programmes and Operations  
Advisor at the John S. Latsis  
Public Benefit Foundation

The very concept of growth and the market economy were called into question by [Ivan Juric](#), Programmes and Operations Advisor at the John S. Latsis Public Benefit Foundation. “I don’t think de-growth and the circular economy are getting enough attention,” he said. “In terms of finding solutions, we need radical alterations in what we consider important and what we value. I quite disagree with the market economy being one of the narratives. I have a very different idea of what the narrative for Europe should be – focusing on more communitarian approaches.”

[Owen Jones](#), a columnist for the Guardian, said the EU and mainstream politicians were paying the price for their handling of the economic crisis. “Is it not the case that the economic policies pursued across the eurozone have, on an economic level, on a social level, been disastrous?” he asked. “If you look at Spain, half of its young people thrown out of work. And you know



when young people are out of work at a young age, it has a permanent scarring effect. These are huge consequences that we will pay for, as a continent, for many decades.”

Europe’s failure to unite in response to the refugee crisis had revealed serious weaknesses within EU structures, said [Michael Printzos](#), Programme Director at the Hellenic Initiative. “What happened to the old-school solidarity that we had in Europe?” he asked. “I’m not sure it’s a matter of how much we spend, it’s about how much of the burden we can actually allocate and share equally among each of the nations.” The lack of effective recourse when countries ignore the refugee reallocation plan was particularly grave, he added. “If nothing happens and there is no punishment, there is no penalty for these kinds of things, then how do we run Europe? Where is the rule of law?”

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“Just to say ‘it’s people not understanding the good policies we are doing in the European Union’ will not bring us forward.”

Muna Duzdar,  
Austrian Secretary of State for  
Diversity, Public Service and  
Digitalisation

Klen Jäärats, Director for EU Affairs at the Office of the Estonian Prime Minister, defended countries in northern Europe from criticism that they had failed to provide sufficient support to southern partners in the refugee and debt crises. “Germany has done a lot of burden-sharing and deserves credit for it,” he said. “There has been actually a lot of burden-sharing, the same with the economic and monetary union, a lot has been done in fact.”

Instead of simply focusing on upgrading its communications, the EU needs to have a long hard look at the reasons why discontented voters are turning to demagogues, said Muna Duzdar, Austrian Secretary of State for Diversity, Public Service and Digitalisation. “There is a contradiction. When I listen to you, I feel we are having a winning narrative in the European Union,” she told the panellists. “But it’s not



just that we should just make positive storytelling and we should deconstruct myths which are going around, and then we will win again. This is not enough. We tried to analyse what were the reasons for the rise of populism of the right, and just to say 'it's people not understanding the good policies we are doing in the European Union' will not bring us forward."

The success of Brexit campaigners in the United Kingdom, and the levels of support attained by anti-EU parties in founder members of the Union such as France, Germany and the Netherlands, must raise questions about Europe's direction, even for supporters of integration, said [Eduardo Portal](#), a conductor and Founder of Antares Ensemble. "There must be something fundamentally wrong in the European Union concept, that does not work for the current time, if more and more countries are coming to this thought," he said. "Something must not be working inside of the European Union when even countries like France, which are the core of the European Union, are considering moving out."

However, participants cautioned that the current set up of the EU made change difficult, especially given the diverse opinions of the 28 national governments across the Union. "Reform is impossible. We are in a stalemate, we are just slipping down, there is no way we can get out of it," lamented [Alessandro Fusacchia](#), a former head of cabinet to the Italian minister of education, universities and research (2014-2016). He looked at the recent proposals for a multi-speed Europe as a possible way forward. "How can we get out of this stalemate? How can we progress further since we have 28 countries and we need unanimity?"



**"How can we progress further since we have 28 countries and we need unanimity?"**

[Alessandro Fusacchia](#),  
Head of Cabinet to the Italian Ministry  
of Education, Universities and  
Research (2014-2016)



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3.

1. Paul Van Haver (aka Stromae), Artist

2. João Wengorovius Meneses, Portuguese Secretary of State (2015-2016)

3. Silvia Console Battilana, Auctionomics

4. Davor Tremac, Uber, and Manuel Costescu, Romanian Secretary of State (2016-2017)



4.



5.

5. Klen Jäärats, Office of the Estonian Prime Minister, and Max von Bismarck, Deposit Solutions

6. Juhan Lepassaar, Head of Cabinet for EU Commission Vice-President Andrus Ansip

7. Jakob Haesler, Project Alloy

8. Eva Lianou and Ivan Juric, John S. Latsis Public Benefit Foundation



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# RESPONSES TO POPULISM

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The populist challenge to Europe was a theme running through the debate from start to finish. Few doubted the threat it poses. “The basic principles of liberal democracy are diversity and tolerance. If these principles are not cherished, it allows for the growth of movements and even political parties that use these basic principles in bad faith, actually to abuse them,” warned [Zanda Kalnina-Lukaševica](#), Latvian Parliamentary State Secretary for European Affairs.

**“The basic principles of liberal democracy are diversity and tolerance.”**

[Zanda Kalnina-Lukaševica](#),  
Latvian Parliamentary State  
Secretary for European Affairs



**“In the 21<sup>st</sup> century there are projects that want to build new borders when we are used to eliminating borders.”**

Inés Arrimadas García,  
Leader of the Opposition  
in the Catalan parliament

Populist forces that have emerged or re-emerged in recent years were overturning the status quo, creating a new paradigm in European politics and threatening long-held principles, said **Inés Arrimadas García**, Leader of the Opposition in the Catalan parliament. “We have nationalism and we have populism and I think they are the antithesis of the European project. Nowadays we don’t have a dichotomy between Left or Right projects, I think we have a dichotomy between projects who work for more open or more closed society,” she said. “In the 21<sup>st</sup> century there are projects that want to build new borders when we are used to eliminating borders.”

**Max von Bismarck**, Chief Business Officer and Managing Director of Deposit Solutions, warned established politicians were falling behind in their efforts to hold back the extremist tide. “The mainstream parties need to up their game. Some of the populists are driving a Ferrari while those in the mainstream are riding a horse,” he said.



But finding the right response to populists presents a dilemma. Mainstream politicians are criticised for not listening to disgruntled voters, but how can a principled politician respond positively to demands they find unacceptable? “We get the message that many people feel that those who represent them don’t really listen to them. Where does it go from listening to acting? And how can we do that in a way that is not populism?” asked [Kirsten Brosbøl](#), a Member of the Danish Parliament who was minister of the environment (2014-2015).

Some pointed to Finland, where poll ratings for the nationalist Finns Party have crumbled since they were brought into government as a junior partner two years ago, as an example of how the populists can be tamed. Others said bringing extremists into government sets a dangerous precedent.

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Kirsten Brosbøl,  
Member of the Danish Parliament,  
Minister of the Environment  
(2014-2015)





**“We need to find the right balance between how to engage, without normalising what was once the abnormal.”**

**Mehdi Hasan,**  
Broadcaster, journalist and presenter  
at Al Jazeera International



“Where do you draw the line on normalising the abnormal?” asked **Mehdi Hasan**, a broadcaster, journalist and presenter at Al Jazeera International. “I’m delighted the Dutch parties have all said they won’t do a deal with Geert Wilders, because the moment you put him in government, yes, he might disgrace himself, but you also legitimise him. We need to find the right balance between how to engage, without normalising what was once the abnormal.”

**Ozan Yanar**, a Member of the Finnish Parliament, agreed. “It’s crazy we are trying to beat populists by going to the extreme right.” Mainstream parties that seek to ape far-right rivals by adopting some of their hard-line policies will fail because voters will prefer the real thing to fake populists. Instead, democrats need to provide attractive alternatives to the post-truth solutions peddled by the extremists.



“There’s a better name for post-truth: it’s ‘lie’. We need an alternative for the vision of lies,” declared [Cezary Tomczyk](#), a Member of the Polish Parliament.

The importance of defending European values and broadening the democratic base were highlighted as potential weapons against populism. “There is a democracy paradox with the people we call populists. Why are we so scared? Because they sometimes have the majority of the people. The problem is that they may want something that is against our fundamental values,” said [Jakob Haesler](#), Co-Founder of Project Alloy.

Re-establishing ties between politicians and the people, building on grassroots movements, strengthening the role of civil society, defending the free media and boosting citizens’ participation in democracy, including through social networks, were all put forward as ideas that could help counter populism.

“There’s a better name for post-truth: it’s ‘lie’.  
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“Democracy is a Greek word meaning power of the people. But just having a vote every four years – I don’t think that is enough power.”

Tiberiu Pfiszter,  
Romanian anti-corruption activist



“Democracy is a Greek word meaning power of the people. But just having a vote every four years – I don’t think that is enough power,” insisted **Tiberiu Pfiszter**, a Romanian anti-corruption activist who helped organise successful recent protests against proposed legislation to weaken his country’s fight against graft. “Power of the people means actually the people can come closer to politicians and the act of governing.”

Pfiszter spoke during a session entitled ‘Is It Time to Rethink Democracy?’ held in the Cascais Cultural Centre, a restored 17<sup>th</sup>-century convent. Joining him on the platform was **Luis Morago**, Campaign Director at Avaaz, the world’s largest platform dedicated to online activism, who sees hope in the way people are responding to populists in power.



“Given what happened last year, maybe we are living in an unimaginable world. Who would have imagined we would have Brexit and Trump? Many of us have been through some state of shock and fear in the past few months, but I think that maybe we are seeing the birth of unimaginable opportunities,” he said. “In a way, we are already in a new era. This has to be defined, we can end up with a kind of weakened, fake democracy or we could end up - and this is my hope and my dream and my passion - with a much stronger, real democracy in place.”

Populists, perhaps, present opponents a chance to redefine and rebuild a stronger democracy, but Europe must first define what model it wants and what sort of leadership it needs to move forward, argued

“Many of us have been through some state of shock and fear in the past few months, but I think that maybe we are seeing the birth of unimaginable opportunities.”

Luis Morago,  
Campaign Director at Avaaz



**“If it’s time to rethink democracy, then we will all need to have a shared, a common, an agreed sense of what democracy is. We’re far from having that right now in Europe.”**

Dharmendra Kanani,  
Director of Strategy  
at Friends of Europe

Dharmendra Kanani, Director of Strategy at Friends of Europe. “If it’s time to rethink democracy, then we will all need to have a shared, a common, an agreed sense of what democracy is. We’re far from having that right now in Europe.” he said. “People don’t actually hear what you are saying on the ground. We need to think very deep and hard about what kind of leadership is required and to call out leadership when it is failing and doesn’t do well.”

The old days when politicians could take a top-down approach to building structures for Europe are over, argued **Josep-Maria Gascón**, Director for Strategy and Competitive Intelligence with the Agency for Business Competitiveness at the Ministry of Business and Knowledge of the Government of Catalonia. “The founding members, 60 years ago, were thinking of creating a political structure for the good of the citizens from the top down,” he said. “Now things have completely changed. We need to adapt to that, to put citizens in the centre of developments.”



Voter anger can be positive, when it is channelled in the right direction, suggested [Yuriy Vulkovsky](#), Country Manager at Reach for Change Bulgaria, a non-profit organisation that supports social entrepreneurs aiming to improve the lives of children. “The good thing about anger is that you can act on anger, even if you don’t have hope,” he said. “In some cases the situation is so desperate that you know that you cannot change anything, but you still feel anger.”

Lawmakers from the main parties represented in the Portuguese parliament explained their contrasting views on the leadership displayed in their country as it steered a path through the economic and financial crisis that saw its GDP shrink over three consecutive years and unemployment rise to a peak of almost 18%.

[Miguel Morgado](#), Vice-President of the Social Democratic Party (PSD) group in the Portuguese parliament, and [Teresa Anjinho](#), a Member of the CDS-Popular Party (CDS-PP) who was secretary of state for justice in Portugal (2015), spoke of the experience of the centre-right coalition government, which from 2011 to 2015 sought to implement unpopular austerity measures demanded by Portugal’s eurozone partners.

[João Torres](#), Vice-President of the Socialist Party (PS) group in the Portuguese parliament, put forward the views of the Socialist administration that has sought to ‘turn the page’ on austerity since coming to power in 2015 with the backing of the Portuguese Communist Party (PCP) and the radical Left Bloc. “It’s not possible to engage the people with a political project if we don’t show the people that there is a path, that there is a way that, in my point of view, needs to be very close to the idea, to the goal, of strengthening social rights in a country with so many problems like Portugal,” said Torres.



“The founding members, were thinking of creating a political structure for the good of the citizens from the top down. Now things have completely changed. We need to adapt to that, to put citizens in the centre of developments.”

[Josep-Maria Gascón](#),  
Director for Strategy and Competitive  
Intelligence with the Agency for  
Business Competitiveness at the  
Ministry of Business and Knowledge  
of the Government of Catalonia



**“Looking back, I feel that one of the main reasons for our European crisis was exactly the lack of solidarity.”**

**Teresa Anjinho,**  
Member of the CDS-Popular Party  
(CDS-PP)

Anjinho said the EU had to bear part of the blame for the severity of the crisis in Portugal. “Looking back, I feel that one of the main reasons for our European crisis was exactly the lack of solidarity,” she said. “We cannot ignore the European Union’s competence and responsibility in this respect, that is in achieving a right balance between adequately responding to economic and financial problems and, on the other hand, responding to unemployment and social inequality.”

Recalling criticism that the previous centre-right government endured for its efforts, Morgado said its determination to stick to its guns could serve as a model for leadership under pressure. “If everything around you has become a sea of uncertainty, you have to build for yourself a walk of certainty and that becomes your plan,” he said. “You know that before things get better they are going to get worse and that is the period of stress for leadership, people begin to lose hope and do not trust that the programme is going to be successful in the end, so you have to stick to your plan.”





**The John S. Latsis Public Benefit Foundation is a non-profit organisation established in 2005 to carry on the philanthropic legacy of John Latsis.**

The Foundation plans, manages, and funds programmes across a wide range of issue areas, centered around five thematic strands:

**EDUCATION  
SCIENCE  
SOCIAL WELFARE  
COMMUNITY DEVELOPMENT  
ARTS & CULTURE**

An additional, diversified branch of activities fall under the operation of the Neraida Floating Museum. The Museum runs a variety of events and offers free access to visitors, highlighting the maritime and entrepreneurial history of Greece, familiarising the youth with maritime professions, and promoting environmental conservation.

The Foundation implements a venture philanthropy approach to its grant-making, which means prioritizing high engagement with grantees, tailored financing, non-financial support, involvement of networks, organisational capacity-building, performance measurement and remaining responsive to ongoing social needs.



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**John S. Latsis  
Public Benefit Foundation**



# ANGLOPHONE ANGST

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“Brexit is the best, or worst, example of what populism can drive,” said [Markus Freiburg](#), Founder and Managing Director of the Financing Agency for Social Entrepreneurship (FASE).

Two special sessions were held on last year’s referendum decision in the United Kingdom to withdraw from the European Union and the election of Donald Trump as President of the United States, but the consequences of both votes loomed over much of the seminar.

Speakers expressed widespread concern over the impact of the impending Brexit. “Europe needs the UK badly, and the UK needs Europe, very, very badly,” said Miguel Morgado, Vice-President of the Social

**“Brexit is the best, or worst, example of what populism can drive.”**

**Markus Freiburg,**  
Founder and Managing Director  
of the Financing Agency for Social  
Entrepreneurship (FASE)



**“This is the biggest revolutionary change in British political life outside of war, and it was voted by 37%. The moral basis of this vote is on a very unsure foundation.”**

**Denis MacShane,**  
British Minister of State  
for Europe (2002-2005)

Democratic Party (PSD) group in the Portuguese parliament. “I’m not going to say it’s a mistake, it’s a sovereign decision of the British people, but we are both going to lose and it’s a shame, really. I’m a big fan of the UK in terms of its values, its historical values, democratic values, and it’s really a shame.”

**Denis MacShane**, a former British minister of state for Europe (2002-2005), worried that his country is poorly prepared for the economic, political and security implications of a vote that, in many places, would not have been accepted as valid, given that less than half of the total electorate actually backed Brexit. “This is the biggest revolutionary change in British political life outside of war, and it was voted by 37%,” he said. “The moral basis of this vote is on a very unsure foundation.”

Even as the British government prepared to activate Article 50 of the EU Treaty to trigger the withdrawal process, he said many in the UK remain in denial over the consequences – from loss of foreign investment to the potential for fracturing the UK.

“The mixture of arrogance and ignorance in the British elite was astonishing. It was a complete blackout on what was going to happen and it’s continuing today,” MacShane explained. “I don’t think they have the faintest idea that the rest of Europe actually is going on quite fine. It is a huge blow to Europe, but it will be a much bigger blow to us.”

**Tim Oliver**, Dahrendorf Fellow at the London School of Economics, agreed that Britain shows a lack of understanding for the position of its 27 negotiating partners as the process gets underway. “We are completely oblivious sometimes as to how the other side of the negotiation deals with this,” he said.

Both sides need to prepare for long, hard bargaining. “The damage was done last year, especially the political damage, and now it’s a case of mitigating the potential economic damage, the security relationships and so on, because Brexit is not an event, it’s a process,” Oliver said. “It’s a process that will unfold over the next decade or so. This isn’t something that’s going to be settled very quickly.”



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Tim Oliver,  
Dahrendorf Fellow at the  
London School of Economics

The fate of the estimated three million citizens from the other 27 EU nations currently living in the UK was one of the main issues in the debate. The economic impact of losing those Europeans risks hitting Britain hard. “Already, the people like myself, the ‘bargaining chips’, are making their moves, and you are going to lose a lot of talent in Britain if Europeans move out,” cautioned [Edvard Glücksman](#), Senior Environmental and Social Specialist at Wardell Armstrong LLP. “How do you stop the perceptions being so negative at this stage? My friends, my colleagues are already looking for a way out,” he added.

While some of the European Young Leaders were debating Brexit in the Cascais City Hall, a parallel session discussed ‘United States: The end of a long-lasting alliance?’ with [Anthony L. Gardner](#), a Visiting Fellow at the College of Europe who was US ambassador to the EU (2014-2017).

Gardner offered some reassurance to Europeans concerned about Washington’s commitment to Europe in the light of Donald Trump’s comments on NATO, trade and Russia. He said the new US ambassador to Russia was ‘superb’ and suggested scrutiny would make it difficult for the US to change course over Ukraine.



“You are going to lose a lot of talent in Britain if Europeans move out.”

Edvard Glücksman,  
Senior Environmental and Social  
Specialist at Wardell Armstrong LLP





**“Don’t talk about values of transatlantic relations, say why it is important for US jobs. Period.”**

**Anthony L. Gardner,**  
former US ambassador to the EU

However, doubts about Washington’s continued commitment to Europe’s defence were raised during the seminar. **Łukasz Dziekoński**, Member of the Management Board of the Marguerite Fund 2020 for Energy, Climate Change and Infrastructure, was one of those who said that Donald Trump’s election meant Europe needed to focus more on its own security.

“The European Union is basically an economic and single market idea,” Dziekoński said. “There is one issue which is still missing, the issue of security. We cannot develop a stable and healthy joint market without having security and protection for the continent. With the last election in the US, we as Europe should start being worried about NATO and about no longer having the US guarantees.”

According to Gardner, European nations need to spend more and better on defence, but recognised that Europe is nevertheless a provider of security and protection of borders. He suggested Europeans needed to stress the practical benefits of the relationship with the United States. “Don’t talk about values of transatlantic relations, say why it is important for US jobs. Period,” the former ambassador said.

The media’s role in the age of populism – from social network support for Donald Trump, and multiple outlets promoting ‘fake news’, to the broad backing for Brexit in much of the British press - was another theme running through the seminar.

**Matina Stevis**, Africa correspondent for the Wall Street Journal, was one of many who emphasised the need for responsible journalism. “Not everyone is a journalist, and there has never been a time when being a professional journalist and working for a financially sustainable and transparently funded publication has been more important,” she said. “There is a need for a redoubling of efforts to train journalists and to ensure that the businesses that we work for, to do the work that is a public service, are sustainable financially.”

Others pointed to the impact of social networks and their lopsided generational impact on both the news agenda and politics. “We have people over 60, for sure in Poland, who will not use so much social media or internet, and that is clearly a question: how to reach this target group? Because they are really vulnerable to populists,” said **Katarzyna Anna Nawrot**, Assistant Professor at the Department of International Economics at the Poznan University of Economics. “On the other hand, we have the young population, below 20, who have really a lot of information that they need to filter.”



**“The European Union is basically an economic and single market idea. There is one issue which is still missing, the issue of security. We cannot develop a stable and healthy joint market without having security and protection for the continent.”**

**Łukasz Dziekoński**,  
Member of the Management Board of  
the Marguerite Fund 2020 for Energy,  
Climate Change and Infrastructure





**“Political campaigns are no longer about who is populist and what kind of intentions do they have, but it’s about who has the technological power and who can control these kinds of systems.”**

Eleni Antoniadou,  
Co-Founder of Transplants  
without Donors

On a wider level, participants pondered the impact of technology on politics. “We are on the verge of the 4<sup>th</sup> Industrial Revolution. We are living in a time where basic concepts no longer have the same meaning,” said **Eleni Antoniadou**, Co-Founder of Transplants without Donors. “Political campaigns are no longer about who is populist and what kind of intentions do they have, but it’s about who has the technological power and who are the people who can control these kinds of systems.”

**Michal Štencel**, Founder and CEO of Sygic, a mobile navigation company, expressed similar concerns, asking: “The question that we will all ask in the future is: are we controlling the system or is the system controlling us?”



# fondazione cariplo

**Fondazione Cariplo is an Italian grant-making foundation that operates with the sole purpose of pursuing the social good and promoting economic development.**

2016 marked a milestone anniversary: 25 years of philanthropic support to the nonprofit sector in the fields of Arts & Culture, Environment, Scientific Research and in the Social realm.

The Foundation does not act in lieu of others: since its establishment, it has played a crucial catalyser role, convening, leveraging resources and fostering a participatory and collaborative approach among key stakeholders from the civil society, the private and the public sector.

Inspired by the principle of subsidiarity, the Foundation fosters the analysis and anticipation of social needs, supports the development, testing and scaling of innovative, more effective and higher impact solutions, as well as the dissemination of successful practices.

Ranked among the most important philanthropic institutions in the international arena, Fondazione Cariplo has enabled the accomplishment of over 30,000 projects of nonprofit organizations providing over €3 billion in grants since 1991.





1. Cezary Tomczyk, Polish Parliament, Max von Bismarck, Deposit Solutions, and Silvia Console Battilana, Auctionomics





2. Myriam François, TRT World  
 3. Michal Štencl, Sygic  
 4. Kamilla Sultanova, Global Dignity Finland, and Aoibhinn Ní Shúilleabháin, University College Dublin





# SEEKING SOLUTIONS

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**“We always complain we don’t have a Silicon Valley, but actually, we have 20 or 30 Silicon Valleys in Europe, we just need to connect them in the one ecosystem.”**

**Ewa Szmidt-Belcarz,**  
President of the Management  
Board of Empik

The European Young Leaders’ brief was not just to identify and analyse problems, but also to search for solutions. On day two of the seminar, they split up into working groups for brainstorming sessions tasked with drawing up concrete leadership proposals in areas such as the digital economy; education; migration; and climate and energy.

## DIGITAL ECONOMY

In the digital economy debate - where **Fabio Pianesi**, Research Director at EIT Digital, gave a scene-setting talk - participants said the EU should stop beating itself up over shortfalls in capital or talent needed to match rivals in the US.

“Access to capital is not a major problem,” said **Ewa Szmidt-Belcarz**, President of the Management Board of Empik, Poland’s largest entertainment and media retailer. “There is a volume of capital that is available for start-ups or digital innovators in Europe. We think it is much more about skills, about mentoring, about helping businesses to scale up so they can act on European and global markets.”

She also underscored the importance of linking up Europe’s start-up hubs. “We always complain we don’t have a Silicon Valley, but actually, we have 20 or 30 Silicon Valleys in Europe, we just need to connect them in the one ecosystem,” she said.

Reducing restrictions on cross-border data transfers is particularly important in the medical sector, said **Ciara Clancy**, CEO of Beats Medical, which uses smartphone technology to help people with Parkinson's disease. She said it was time to recognise the digital economy as an opportunity rather than a treat. "The digital age is not coming, it's here," Clancy told other European Young Leaders. "Resistance needs to be overcome sooner, so we can acknowledge things and look at them much sooner and evaluate their effectiveness. In the future, and as it stands today, technology isn't going to take away our jobs, it's going to make us better and more efficient at our jobs and this is becoming more and more important."



**"The digital age is not coming, it's here. Technology isn't going to take away our jobs, it's going to make us better and more efficient at our jobs."**

**Ciara Clancy,**  
CEO of Beats Medical

#### **Key recommendations:**

- > Getting tech entrepreneurs and start-up role models into schools to provide mentoring, practical ideas and inspiration for students from an early age
- > Reducing regulatory barriers to cross-frontier data transfers, while respecting privacy concerns
- > Establish Europe's tech hub by connecting the various tech hubs in member states



**“The challenge of the education system is to prepare today’s students for a very uncertain world.”**

**Montserrat Gomendio**,  
Deputy Director for Education and Skills at the Organisation for Economic Co-operation and Development (OECD) and Spanish Secretary of State for Education, Vocational training and Universities (2012-2015)

## EDUCATION

The brainstorming session on education kicked off with an introduction by **Montserrat Gomendio**, Deputy Director for Education and Skills at the Organisation for Economic Co-operation and Development (OECD) and a former Spanish secretary of state for education, vocational training and universities (2012-2015).

“The challenge of the education system is to prepare today’s students for a very uncertain world,” she said. People with low skills were particularly vulnerable to shocks in today’s economy, where a ‘huge tsunami’ of change had shaken traditional concepts of job security. “How do you upskill those adults that have got average or a low level of skills?” Gomendio asked, “We need new models.”

“Education is something that’s incredibly important and that’s something each of us can potentially emphasise in our own spheres,” said **Aoibhinn Ní Shúilleabháin**,



Lecturer at the School of Mathematics and Statistics at the University College Dublin. “If we don’t get education right, nothing else will work.”

More needs to be done to encourage top graduates to move into teaching. “We want to make sure that everybody has access to education, but not just access; the quality of that education is so important,” Ní Shúilleabháin added. “Education isn’t just about getting jobs for people, it’s about encouraging them to be those critical thinkers, those problem-solvers that we also want. We also want poets and painters and chefs, and carpenters and electricians. It’s not just about getting people into computer science.”

That point was taken up by [Kamilla Sultanova](#), Chair of Global Dignity Finland: “The current education system is only about economic success and I think that has to change.”



**“If we don’t get  
education right, nothing  
else will work.”**

[Aoibhinn Ní Shúilleabháin](#),  
Lecturer at the School of Mathematics  
and Statistics at the University  
College Dublin

### Key recommendations:

- > Increasing parental and family involvement in education
- > Developing standards for a pre-school curriculum at a European level
- > Sharing good practice among EU nations by establishing cross-border networks and facilitating contacts among teachers
- > Getting European Young Leaders to pick a day in the coming year where they go back to school, both to inspire students and to celebrate the role of their teachers



**“Migrants are not a threat to jobs and wages, they are not a burden on the welfare state; on the contrary, their diversity and their values and their energy are just the things that an ageing continent needs.”**

**Philippe Legrain,**  
Founder of the Open Political Economy Network (OPEN) and author of ‘Immigrants: Your country needs them’

## MIGRATION

Migration is probably the most controversial issue in Europe today, said **Philippe Legrain**, Founder of the Open Political Economy Network (OPEN) and author of ‘Immigrants: Your country needs them’, as he addressed the working group on migration.

“Studies show very clearly that migrants are not a threat to jobs and wages, they are not a burden on the welfare state; on the contrary, their diversity and their values and their energy are just the things that an ageing continent needs,” he said. “The overwhelming majority are good people who contribute to society.”

Muna Duzdar highlighted the need for Europe to address the root causes of refugee flows by doing more to resolve regional conflicts, provide economic support and tackle climate change. She acknowledged

the failure of EU member states to support each other during the refugee crisis, but rather than impose sanctions on those that refused to meet burden-sharing targets, the EU should consider positive incentives to encourage more nations to accept refugees.

“There is no solidarity in the European Union today. There are countries that are criminalising refugees and are imposing more and more restrictive policies,” Duzdar said. “You can impose sanctions, but that is just pushing populism and nationalism. In the end, wouldn’t it be better to take a positive approach, to motivate rather than sanction?”

#### Key recommendations:

- > Allowing refugees to submit asylum applications in their own or neighbouring countries, opening up legal routes for them to come to Europe
- > Creating a fund to offer financial incentives to those EU member states that take in refugees
- > Making a greater effort at national level to integrate newly arrived migrants, to explain the demographic and economic advantages of immigration, and to tell emigrant success stories that counter xenophobic narratives



**“We are really running the risk of losing the habitability of the planet. There is no deep understanding of the size of the challenge and the size of the opportunities.”**

**Jean-Pascal van Ypersele**, Professor of Climatology and Environmental Sciences at the Université Catholique de Louvain (UCL) and Vice-Chair of the UN Intergovernmental Panel on Climate Change (IPCC) (2008-2015)

## CLIMATE AND ENERGY

**Jean-Pascal van Ypersele**, Professor of Climatology and Environmental Sciences at the Université Catholique de Louvain (UCL) who was vice-chair of the UN Intergovernmental Panel on Climate Change (IPCC) (2008-2015), kicked off the conversation in the working group on climate and energy.

He had a stark warning on what is at stake. “We are really running the risk of losing the habitability of the planet,” van Ypersele said. “The scientific consensus is overwhelming, but there is no deep understanding of the size of the challenge and the size of the opportunities.”

The working group produced so many ideas that the European Young Leaders took a vote on which to

put forward to the seminar. Education was key, said Kirsten Brosbøl, stressing the need to spread the word on the urgency of finding solutions to climate change as widely as possible.

“It’s about interacting with the unusual suspects,” she explained. “We have a lot of talented climate experts and people within the research community and what we would like is for them to interact, both with other people within the research community, but also with the surrounding society.”

**Jane Burston**, Head of Climate and Environment at the UK National Physical Laboratory, agreed on the need to build a consensus on the scope and urgency of the problem. “I would say there is a consensus at a political and scientific level, that’s what the Paris agreement says. It’s about the scale, how far it’s happened,” she said. “It’s a lack of education. The depth of understanding isn’t there.”

### Key recommendations:

- > Teaching the risks and opportunities presented by climate change, and introducing this into school curriculums from an early age
- > Ensuring that politicians take a longer-term approach to climate change, with multiannual assessments and budgeting
- > Building new partnerships, reaching across borders and across sectors, as an essential way of widening knowledge of climate issues, searching for responses and better communicating the challenges to broader society





## UP CLOSE AND PERSONAL

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A highlight for many of the participants was a dinner hosted by the President of Portugal, [Marcelo Rebelo de Sousa](#), in the Cascais Citadel Palace, that was also attended by [Carlos Carreiras](#), the Mayor of Cascais.

The President participated in a lengthy exchange of views with the European Young Leaders on a range of topics including Brexit, populist politics and Portugal's relations with its former African colonies. He stressed the important role that Europe had played in reinforcing Portuguese democracy after the country overthrew four decades of dictatorship in 1974.

Rebelo de Sousa explained how he has sought to narrow the gap between politicians and the people since his election last year. "My main concern is to always be close to the Portuguese people," the president said. "You can be popular without being populist."

Besides the high-brow debates on solving continent-wide ills, there were tours of DNA Cascais, a business incubator that aims to foster youth entrepreneurship; the Champalimaud Centre for the Unknown, a biomedical research centre, where the group was welcomed by [Leonor Beleza](#), President of the Champalimaud Foundation; and Lisbon's renowned Gulbenkian Museum.



**"My main concern is to always be close to the Portuguese people. You can be popular without being populist."**

[Marcelo Rebelo de Sousa](#),  
President of Portugal



**“We have not a food experience, but a soul experience.”**

**Eneko Atxa,**  
Chef at the three-Michelin-starred  
Azurmendi restaurant

The seminar was also a chance for European Young Leaders to interact on a personal level through social exchanges. Those exchanges revealed that young people with such widely different backgrounds shared much in common. Many told of the importance of family ties; of staying humble; of pursuing outside interests to avoid becoming work-obsessed; of events, people or experiences that inspired them to engage on their chosen paths; and of respect for diversity and shared values.

“We share a passion for sustainability,” Kirsten Brosbøl discovered at the very beginning of the seminar, in her partner session with **Eneko Atxa**, Chef at the three-Michelin-starred Azurmendi restaurant. “I asked Eneko what sustainability is about. It’s not only about the building and the energy and the water and the organic resources, it’s also about the sustainability of the local community,” she recounted.

Atxa explained how he’s been inspired to transmit the beauties of the Basque landscape, his family’s gastronomic traditions and the natural goodness of his region’s farm products, to international diners flocking to his restaurant. “I receive guests from all over the world. It’s very hard to explain to them in two-and-a-half or three hours all our philosophy, our history, our landscape, the people who are our neighbours in the Basque Country,” he said. “We have not a food experience, but a soul experience.”

Eduardo Portal recounted how his work, leading orchestras playing Polish music in Germany or Spanish ensembles playing Hungarian composer Béla Bartók, had led him to a deeper understanding of Europe’s diverse cultural riches. He lamented that European authorities don’t do more to promote culture and are even cutting funding to the arts.

“I don’t think that investing in culture is anything but increasing the probability of more unity, more understanding and more support for each other,” he concluded, as the European Young Leaders exchanged ideas in the final session hosted at the Calouste Gulbenkian Foundation, where the group was welcomed by [Luís Jerónimo](#) from the Human Development Programme.

Portal’s concern over support for culture was shared by [Andreas Araouzos](#), a Cypriot actor, director and producer. “The ticket sales are not enough to cover the costs, so theatre is always dependent on sponsorship, whether it’s state sponsorship or private companies,” he said.

[Silvia Console Battilana](#), Co-Founder and CEO of Auctionomics, was among those who emphasised the importance of family and urged fellow business leaders to do more to support working mothers. “Companies now have remote work facilities, that’s the future. There’s telecommunications, there’s internet, there’s video calling, in the future also, virtual reality, so for all of you that are in charge of policies for companies, start thinking now with these new tools,” she said. “You should allow working executive mothers who want to have a career and be with the family, to go in that direction.”

Another European Young Leader taking up the call for family ties to get greater prominence was [Myriam François](#), International News Correspondent for TRT World and Research Associate at the Centre of Islamic Studies (CIS), part of the School of Oriental and African Studies in London. “I would like to make a plea for all of you in leadership positions to not regard family life as a side issue, that you make time aside from work. Ultimately, on your death bed, you won’t wish you worked longer, you’ll wish you spent more time with the people you love,” she told the closing session.



“I don’t think that investing in culture is anything but increasing the probability of more unity, more understanding and more support for each other.”

Eduardo Portal,  
Conductor and Founder  
of Antares Ensemble



“It’s not just a question of doing what is not popular, or what is popular, it’s about fighting for what is right, what you believe in and what the evidence shows, based on real-world data, and making sure you are fighting for a just cause.”

Ricardo Baptista Leite,  
Member of the Portuguese Parliament

François also urged a wider understanding of the meaning of success. “What we look at as success can sometimes be quite formulaic: people who attended the best universities, who worked for ‘the top companies’. Sometimes people who started much lower down the scale won’t reach quite as high, but that doesn’t mean they are any less capable and any less able,” she said. “In many cases, they are more willing to prove themselves than others. So sometimes, when we consider surrounding ourselves with successful people, hiring successful people, we should think about the journey that people have been on to get to where they have gone.”

Leadership under pressure and the importance of sticking to beliefs was the theme taken up for the closing remarks of [Ricardo Baptista Leite](#), a Member of the Portuguese Parliament who played a key role in organising the seminar in his homeland. “There are going to be moments in life when you are going to feel down on the ground, and you’re going to feel like

giving up, and the takeaway is not to give up. It's not just a question of doing what is not popular, or what is popular, it's about fighting for what is right, what you believe in and what the evidence shows, based on real-world data, and making sure you are fighting for a just cause," he said. "You should not ever give up, even when it gets hard."

Two other alumni ended by sounding alerts about the state of Europe and the need to protect the achievements that underpin peace and stability in the continent. "If there was no European Union invented, we would not be here," stated **Dimitris Tsingos**, Founder and Head of Entrepreneurship at StartTech Ventures. "I believe the European Union now is at a crossroads. My personal opinion is that this Union will either evolve into a federal Union, or it will dissolve, and that will be disastrous. I'm not sure if we have all really realised what disastrous means."

**Mary Fitzgerald**, Libya analyst, award-winning journalist and columnist for the Irish Independent, said experience covering conflict left her concerned as she looked at today's Europe. "A lot of what we took for granted in Europe, a lot of what we hold dear, a lot of what we cherish, a lot of what we took for granted in terms of the architecture which has held up so much of our world for our entire life, think how fragile that can be," she said. "Ask yourselves how willing you are to fight for it."



**"This Union will either evolve into a federal Union, or it will dissolve, and that will be disastrous."**

**Dimitris Tsingos**,  
Founder and Head of Entrepreneurship  
at StartTech Ventures



**"A lot of what we took for granted in Europe. Think how fragile that can be. Ask yourselves how willing you are to fight for it."**

**Mary Fitzgerald**,  
Libya analyst, award-winning journalist  
and columnist for the Irish Independent





1.



2.



3.

1. Yuriy Vulkovsky, Reach for Change

2. Neža Kogovšek Šalamon, Peace Institute

3. Nathalie Furrer, Friends of Europe, and Katarzyna Anna Nawrot, Poznan University of Economics

4. Dinner with President of Portugal Marcelo Rebelo de Sousa



4.





5. Rui Hermenegildo Goncalves, Calouste Gulbenkian Foundation, and Andreas Araouzos, Actor, Director and Producer

6. Matina Stevis, Wall Street Journal, and Kamilla Sultanova, Global Dignity Finland

7. Jane Burston, UK National Physical Laboratory

8. Michael Printzos, The Hellenic Initiative, and Mary Fitzgerald, The Irish Independent



# AGENDA



The European Young Leaders Class of 2017 met for the first time from 16 to 18 March 2017 in Portugal.

The seminar took place almost 60 years to the day since six governments signed the Treaty of Rome, the founding agreement of what would later become the European Union.

The Treaty put in place the principles of free movement of labour, goods, services and capital. It also launched Europe on a journey – of varying pace – towards closer integration of its governments and peoples, through a series of treaties and agreements.

But since the Lisbon Treaty was signed in 2007, progress has faltered – and even been reversed. There have been no more treaties; the United Kingdom has voted to leave the EU; and the ‘four freedoms’ have been put in question. Is the whole project under threat?

**Europe’s challenges are many and complex – but not insuperable.**

Most European citizens are still fond of ‘Europe’: its values, culture and social model. But they lack trust in its leaders, whom they see as disconnected from their daily reality and unable to tackle the challenges Europe faces.

The prime objective of the seminar was to create bonds of trust between the young leaders so as to stimulate collaborative actions between them for the better of the EU and our societies.

The European project is under threat from the rise of populism and post-fact politics. But can Europe use this crisis to change and focus on improving how it works, on educating people about the basic principles, on delivering tangible results and better communicating its successes?

And while there is currently an atmosphere of doom sown by acts of terrorism, uncertainty about the United States' stances on global issues such as defence, trade and climate change under Donald Trump, and threats to the liberal democratic order, the European Union remains a historically successful project. How can Europe display resilience in its words and actions, and overcome its current problems?

These are just some of the questions that the European Young Leaders debated in Lisbon and Cascais, using their range of experience and knowledge to develop ideas that will help Europe overcome its challenges.

With the help of the 40 new European Young Leaders and several other senior figures, we looked at Europe in context.

We considered themes of freedom, equality and solidarity. We looked at what is going right in Europe and how we may bring back optimism and trust in our common destiny. We aimed to be catalysts of change.

**Working together, we sought new ideas for a better Europe.**

## DAY 1

THURSDAY, 16 MARCH

Welcome by **Geert Cami**, Co-Founder and Managing Director of Friends of Europe

**GETTING TO KNOW  
EACH OTHER**

Working in pairs in advance to share your story. In plenary introduce for 90 seconds your partner and tell their story to the wider group.

Seminar facilitator

**Dharmendra Kanani**, Director of Strategy at Friends of Europe

**PLENARY SESSION****A NEW VISION  
FOR EUROPE: THE  
TRAJECTORY OF  
LEADERSHIP OVER  
THE YEARS**

The geopolitical landscape is shifting around us. 60 years after the signing of the Treaty of Rome, Europe's political certainties are being questioned by the migration crisis, Brexit, Trumpism in the United States and populism in Europe. It is now time for Europe to use its current challenges to change and focus on better communicating its successes, delivering tangible results, educating people about its core values and improving how it works. How can Europe go back to the fundamental values at the core of its project? How can it build on its economic weight to help reshape the global agenda? How can it display resilience in its words and actions?

A conversation with

**Carlos Moedas**, European Commissioner for Research, Science and Innovation

**Taavi Rõivas**, Vice-President of the Estonian Parliament and Prime Minister of Estonia (2014-2016)

**PLENARY SESSION****THROUGH THICK  
AND THIN: WHAT  
LESSONS FROM  
PORTUGAL'S  
LEADERSHIP?**

Portugal has stayed the course despite significant challenges in recent years. The country didn't go through the 2008 economic crisis unscathed. But after years of austerity policies, Portugal is restoring its economy health, avoiding populism and experiencing shared leadership between a centre-right President and a centre-left Prime Minister.

During this plenary session, EYLs will have the opportunity to discuss the politics of austerity, the fight against populism and this unusual political 'cohabitation' with representatives of different political parties. They will determine whether there are lessons there for the rest of Europe.

Introductory remarks

**Teresa Anjinho**, CDS-PP Member and Secretary of State for Justice (2015)

**Miguel Morgado**, Vice-President of the PSD group in the Portuguese parliament

**João Torres**, Vice-President of the PS group in the Portuguese parliament

Moderation

**Ricardo Baptista Leite**, Member of the PSD group in the Portuguese parliament and 2015-2016 European Young Leader

Dinner in Lisbon with Fado music





## DAY 2

FRIDAY, 17 MARCH

## PLENARY SESSION

# IS IT TIME TO RETHINK DEMOCRACY?

Recent elections and referendums have shaken the liberal democratic order. The old rules no longer seem to apply, with social media contributing to the development of 'post-truth' politics in which perceptions seem to count for more than facts. At the same time extremist forces who threaten democracy are using democratic means to access power. How can European democracies and the EU institutions face up to these challenges? What measures should be taken to curb the rise of extremist and populist tendencies? Is it time for a radical rethink of how we perceive 'government of the people, by the people, for the people'?

Introductory remarks

**Luis Morago**, Campaigns Director at Avaaz  
**Tiberiu Pfiszter**, Romanian anti-corruption activist

Reactions

**Inés Arrimadas García**, Leader of the Opposition in the Catalan parliament and 2017 European Young Leader  
**Zanda Kalnina-Lukaševica**, Latvian Parliamentary State Secretary for European Affairs and 2017 European Young Leader

## PARALLEL SESSION I

# BREXIT: HOW CAN WE RESTART THE EUROPEAN ENGINE?

Britain's referendum vote to leave the EU has delivered a profound shock to the continent. The looming departure of one of the EU's strongest diplomatic, economic and military powers is a serious blow for the European project. How can Europe fight against general apathy and move forward? How can we bring back optimism and trust in our common destiny?

Introductory remarks

**Denis MacShane**, British Minister of State for Europe (2002-2005)  
**Tim Oliver**, Dahrendorf Fellow at the London School of Economics

Moderation

**Owen Jones**, Columnist for the Guardian and 2017 European Young Leader

**PARALLEL SESSION II****UNITED STATES:  
THE END OF A  
LONG-LASTING  
ALLIANCE?**

The election of Donald Trump as President of the United States is a game-changer for transatlantic relations. The triumph of 'America first' is likely to see the US retreat from the world and questions former alliances. It also gives Europe a unique opportunity to play a bigger role in international relations. How can Europe fill the vacuum? Can it be the new beacon of hope?

An interview of **Anthony L. Gardner**, Visiting Fellow at the College of Europe and US Ambassador to the EU (2014-2017) by **Mehdi Hasan**, Broadcaster, Journalist and Presenter at Al Jazeera International and 2017 European Young Leader

**WORKING GROUPS****IF YOU WERE IN  
CHARGE**

Spend time organising yourselves, thinking through the issues and how you intend to discuss the topic and come to an agreement. Ensure you have a set of recommendations to share with the wider group; present your dilemma and areas of disagreement; also consider and take account of what you think good leadership is about.

**WORKING GROUP I****MIGRATION**

Migration is an issue that continues to be high on Europe's agenda. It is often combined with the refugee crisis, perceptions of social welfare abuse and terrorism. But can we educate people and change the narrative to the positive impact – and the necessity – of migration in an ageing and economically stagnant Europe? And what can the EU do in terms of job creation and social integration to ensure that it delivers for its citizens and residents, old and new?

Scene setter

**Philippe Legrain**, Founder of the Open Political Economy Network (OPEN) and Author of 'Immigrants: Your country needs them'

Chair

**Michael Printzos**, Programme Director at the Hellenic Initiative and 2015-2016 European Young Leader

Rapporteur

**Muna Duzdar**, Austrian Secretary of State for Diversity, Public Service and Digitalisation and 2017 European Young Leader

## WORKING GROUP II

### CLIMATE AND ENERGY

COP21 and COP22 were successful steps towards tackling climate change, but there is still a long way to go before reaching global emissions targets. New technologies could ease the shift to cleaner energy through digitalisation, low-carbon mobility and smarter grids. Europe spearheads the green transition, but it relies heavily on only a few suppliers and lacks adequate interconnections. How can Europe lead the move to a competitive low-carbon economy while boosting energy security?

Scene setter

**Jean-Pascal van Ypersele**, Professor of Climatology and Environmental Sciences at the Université catholique de Louvain (UCL) and Vice-Chair of the UN Intergovernmental Panel on Climate Change (IPCC) (2008-2015)

Chair

**Jane Burston**, Head of Climate and Environment at the UK National Physical Laboratory and 2015-2016 European Young Leader

Rapporteur

**Kirsten Brosbøl**, Member of Parliament, Danish Minister of the Environment (2014-2015) and 2017 European Young Leader

## WORKING GROUP III

### EDUCATION

The ability to count, read and write are key elements of education, but many thousands of European school-leavers lack these basic skills. Meanwhile the range of skills needed by young people is enlarging, with the digital revolution transforming how we learn and how we work. How can Europe prepare its education infrastructure to deal with the challenges of the 21<sup>st</sup> century? Is civic education the silver bullet to fight populism?

Scene setter

**Montserrat Gomendio**, Deputy Director for Education and Skills at the Organisation for Economic Co-operation and Development (OECD) and Spanish Secretary of State for Education, Vocational Training and Universities (2012-2015)

Chair

**Kamilla Sultanova**, Chair of Global Dignity Finland and 2015-2016 European Young Leader

Rapporteur

**Aoibhinn Ní Shúilleabháin**, Lecturer at the University College Dublin School of Mathematics and Statistics and 2017 European Young Leader

**WORKING GROUP IV****DIGITAL ECONOMY**

While some innovative US start-ups such as Airbnb and Uber have already become big global players, digital as a driver for growth remains largely a story of untapped potential on this side of the Atlantic. Europe is struggling to keep pace with the digital transition and is failing to fulfil its digital promise. How can Europe successfully transform its economy? How can it fully benefit from digital market initiatives and stop the brain drain? How can it create a culture of innovation?

Scene setter

**Fabio Pianesi**, Research Director at EIT Digital

Chair

**Michal Štencel**, Founder & CEO of Sygic and 2017 European Young Leader

Rapporteur

**Ewa Szmidt-Belcarz**, President of the Management Board of Empik and 2017 European Young Leader

**KNOWLEDGE SHARING**

An opportunity for EYLs to share the recommendations that came out of the working groups in plenary.

Rapporteurs

**Kirsten Brosbøl**, Member of Parliament, Danish Minister of the Environment (2014-2015) and 2017 European Young Leader

**Muna Duzdar**, Austrian Secretary of State for Diversity, Public Service and Digitalisation and 2017 European Young Leader

**Aoibhinn Ní Shúilleabháin**, Lecturer at the University College Dublin School of Mathematics and Statistics and 2017 European Young Leader

**Ewa Szmidt-Belcarz**, President of the Management Board of Empik and 2017 European Young Leader

**PARALLEL STUDY VISITS****NEW IDEAS FOR  
EUROPE**

Two success stories from the Lisbon region will open their doors to European Young Leaders for an exclusive, behind-the-scenes visit to showcase their achievements, share good practices and inspire.

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**A. Champalimaud Centre for the Unknown - Championing research in health**

The Champalimaud Foundation is a private biomedical research foundation that aims to develop programmes of advanced biomedical research and provide excellent clinical care.

**B.DNA Cascais - Promoting innovation through entrepreneurship**

DNA Cascais is a business incubator whose mission is to foster entrepreneurship in Cascais and in the Lisbon region through the development and promotion of social and young entrepreneurship.

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Dinner at the Cascais Citadel Palace in the presence of the **President of Portugal, H.E. Marcelo Rebelo de Sousa**



## DAY 3

SATURDAY, 18 MARCH

Welcoming remarks by **Luis Jerónimo** from the Human Development Programme of the Calouste Gulbenkian Foundation

**BEHIND THE SCENES  
OVER BREAKFAST**
**CONNECTING WITH  
EYLS AND ALUMNI**

Over breakfast, European Young Leaders host a series of table conversations on issues that matter to them. From biotechnology to artificial intelligence to sustainable food, they share their expertise with their fellow young leaders in the framework of small, intimate discussions that allow for open exchanges and mutual learning. It bridges the gap between sectors of activities and creates new connections among European Young Leaders.

**1. Reaching biotechnology holy grails: Creating organs in labs**

by **Eleni Antoniadou**, Co-Founder of Transplants without Donors and 2017 European Young Leader

**2 - Libya: Why it matters and why it has given me too many grey hairs**

by **Mary Fitzgerald**, Libya Analyst, Award-Winning Journalist, Columnist for the Irish Independent and 2013 European Young Leader

**3 - Europe's cultural heritage: Are we investing enough?**

by **Eduardo Portal Martin**, Conductor and Founder of Antares Ensemble and 2017 European Young Leader

**4 - A risk-averse continent: Challenges or opportunities for startups in Europe?**

by **Dimitris Tsingos**, Founder and Head of Entrepreneurship at StartTech Ventures and 2013 European Young Leader

**1 - How I meet the challenge of sustainability in my 3-star restaurant**

by **Eneko Atxa**, Chef at three-Michelin-starred restaurant Azurmendi and 2017 European Young Leader

**2 - What does it mean to be a Muslim woman in Europe today?**



by **Myriam François**, International News Correspondent for TRT World, Research Associate at the Centre of Islamic Studies (CIS) at SOAS University of London and 2017 European Young Leader

### 3 - AI and robots: What's in it for humans?

by **Jakob Haesler**, Co-Founder of Project Alloy & 2013 European Young Leader

### 4 - How to make EU citizens enthusiastic about Europe again?

by **Juhan Lepassaar**, Head of Cabinet to European Commission Vice-President Andrus Ansip

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## A BLUE PRINT FOR 21<sup>ST</sup> CENTURY LEADERSHIP

Three days after a critical election in the Netherlands, it is a good time to reflect on the essentials for leadership in the 21<sup>st</sup> century. After listening to a short presentation by Denis MacShane, British Minister of State for Europe (2002-2005), on '10 Things I Wish I Had Known or Should Have Done to Be A Better Leader', European Young Leaders debate their experience from the seminar and the promotion of better models of leadership in Europe.



# ACKNOWLEDGEMENTS

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**Carlos Carreiras**, Mayor of Cascais

**Paulo de Almeida Sande**, Adviser to the President of Portugal

**Caroline Fleetwood**, Ambassador of Sweden to Portugal

**Fernando Frutuoso de Melo**, Chief of Staff to the President of Portugal

**Anthony L. Gardner**, Visiting Fellow at the College of Europe and US Ambassador to the EU (2014-2017)

**Montserrat Gomendio**, Deputy Director for Education and Skills, Organisation for Economic Co-operation and Development (OECD) and Spanish Secretary of State for Education (2012-2015)

**Rui Hermenegildo Goncalves**, Head of Office to the President of the Calouste Gulbenkian Foundation

**Luís Jerónimo**, Project Manager for the Human Development Programme at the Calouste Gulbenkian Foundation

**Ivan Juric**, Programmes and Operations Advisor at the John S. Latsis Public Benefit Foundation

**Philippe Legrain**, Founder of the Open Political Economy Network (OPEN) and Author of 'Immigrants: Your country needs them'

**Eva Lianou**, Programmes Coordinator at the John S. Latsis Public Benefit Foundation

**Denis MacShane**, British Minister of State for Europe (2002-2005)

**Carlos Moedas**, European Commissioner for Research, Science and Innovation

**Luis Morago**, Campaigns Director at Avaaz

**Miguel Morgado**, Vice-President of the PSD group in the Portuguese parliament

**Tim Oliver**, Dahrendorf Fellow at the London School of Economics

**Tiberiu Pfiszter**, Romanian anti-corruption activist

**Fabio Pianesi**, Research Director at EIT Digital

**Lisa Ploeg**, Deputy to the City Council at the Municipal Council of Cascais

**Pedro Quintela**, Adviser at the Municipal Council of Cascais

**Marcelo Rebelo de Sousa**, President of Portugal

**Taavi Rõivas**, Vice-President of the Estonian Parliament and Prime Minister of Estonia (2014-2016)

**Alfredo Sousa**, Member of Cabinet to EU Commissioner Carlos Moedas

**João Torres**, Vice-President of the PS group in the Portuguese parliament

**Jean-Pascal van Ypersele**, Professor of Climatology and Environmental Sciences at the Université catholique de Louvain (UCL) and Vice-Chair of the UN Intergovernmental Panel on Climate Change (IPCC) (2008-2015)

**António Vicente**, Head of Cabinet to EU Commissioner Carlos Moedas







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