

Bulletin

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Issue 1/2020

with the
CREDIT SUISSE
Progress
Barometer

The rise of India:
Interview with
renowned economist
Jagdish Bhagwati
(p. 30)

Progress

Ideas and solutions
from 16 countries.
A collection of interviews.



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What moves the world forward



¹ Christina Schott and ² Muhammad Fadli Christina Schott, a freelance journalist and author, has lived in Yogyakarta, Indonesia, since 2002. She works for FAZ, Zeit and Stern, among other publications. Award-winning photographer Muhammad Fadli lives in Jakarta and works for National Geographic, Der Spiegel and Forbes. Together they visited environmental activists Melati and Isabel Wijsen in Bali. Page 22

⁴ Simon Kuper A well-known British author and Financial Times columnist, Simon Kuper didn't hesitate to say yes when we asked him to interview anti-apartheid activist Jay Naidoo. One reason? Kuper's father is from South Africa, and Simon Kuper himself lived there for several years as a child. Page 38

³ Mary Dejevsky A former Moscow correspondent for the Times of London, Dejevsky now writes for the Independent and the Guardian. For this issue of Bulletin, she spoke with Leningrad professor Anatoly Shalyto about the successes that Russian IT training has achieved. Page 74

Cover Indian photographer Mahesh Shantaram captured an image of his family visiting the Trick Eye Museum in Hong Kong, against the backdrop of an idiosyncratic interpretation of European art history. His striking photos of India's modernization can be found beginning on page 33.

Progress drives the economy and makes us more prosperous. People who believe in progress want to shape the future, not simply manage change. Progress is evidence that the future exists. It offers us a perspective for the future and encourages innovation.

Progress is not linear, however, and not everything new is good. At a time of climate change, automation and social inequity, the fundamental principles of the modern age are increasingly being called into question.

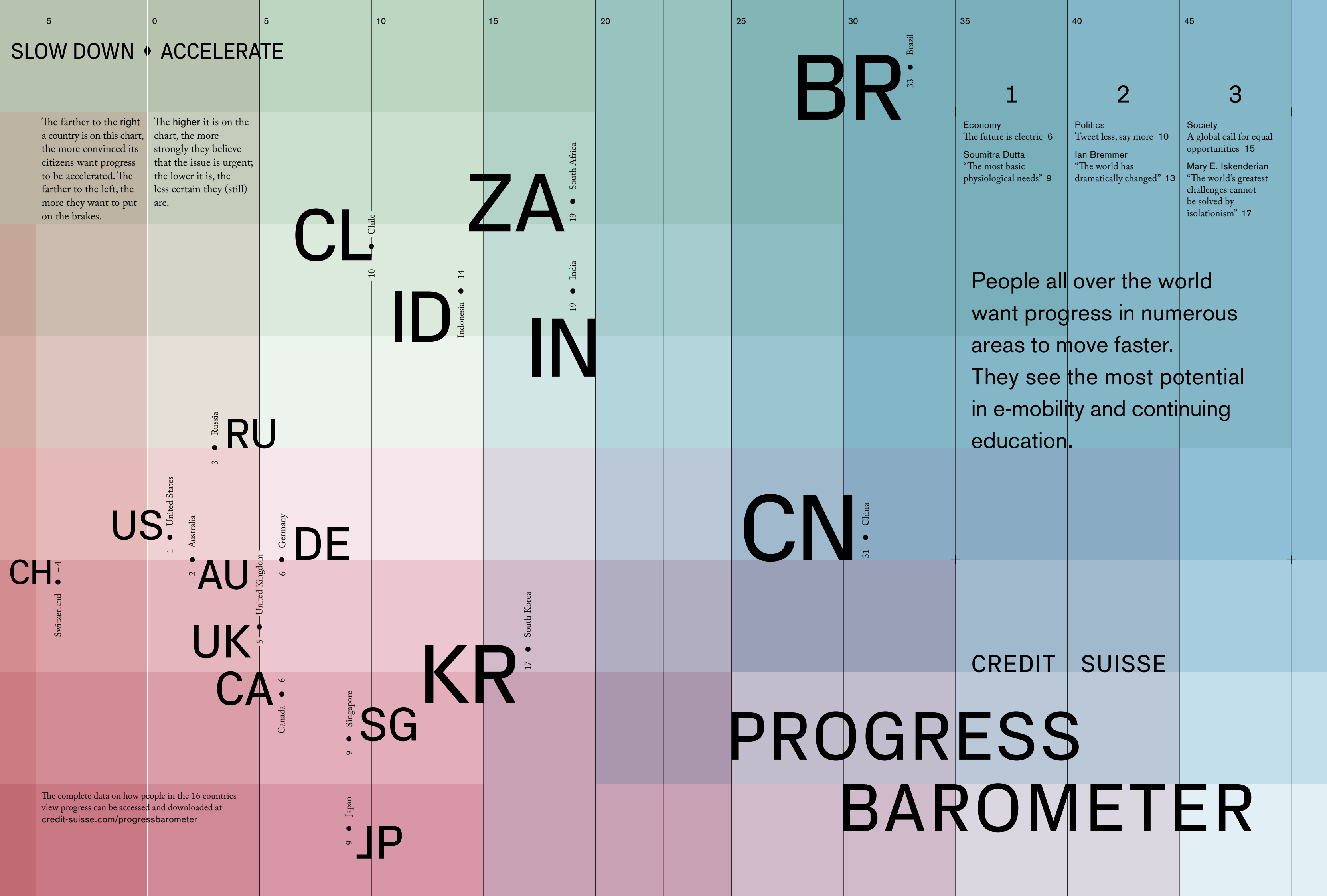
This issue of Bulletin is dedicated to progress. It explores ideas and trends in 16 countries around the globe – in the economy, politics and society. One thing is clear: Progress cannot be taken for granted. It demands curiosity, wise decisions and favorable conditions. Progress requires freedom – freedom for business, as economist Jagdish Bhagwati explains, looking at the example of India (page 30), but also the intellectual freedom that allows for creative research, as ETH President Joël Mesot points out (page 52).

Progress also requires knowledge of foreign cultures, says former Australian Prime Minister Kevin Rudd (page 68), and it demands respect for people with different political views, as modeled in the United States by political strategists and spouses Mary Matalin (Republican) and James Carville (Democrat) (page 56).

And sometimes it's necessary to fight for progress. That takes courage and persistence, as anti-apartheid legend Jay Naidoo (page 38) and the young Wijsen sisters have demonstrated so impressively (page 22).

It is clear, too, that progress requires popular support. How do the people in these 16 countries think about progress? When do they view it positively, and when would they prefer to put on the brakes? These are questions that the second Credit Suisse Progress Barometer seeks to answer. The bottom line is this: Across all topics, respondents in 15 of the 16 countries express a desire for progress to be faster; only in Switzerland is a slight majority in favor of slowing down. Worldwide, the most urgent topics are e-mobility and continuing education. The results were analyzed by economist Soumitra Dutta, political scientist Ian Bremmer and microfinance expert Mary Ellen Iskenderian.

Happy reading!
The editors



SLOW DOWN ◀ ACCELERATE

The farther to the right a country is on this chart, the more convinced its citizens want progress to be accelerated. The farther to the left, the more they want to put on the brakes.

The higher it is on the chart, the more strongly they believe that the issue is urgent; the lower it is, the less certain they (still) are.

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CREDIT SUISSE

PROGRESS

BAROMETER

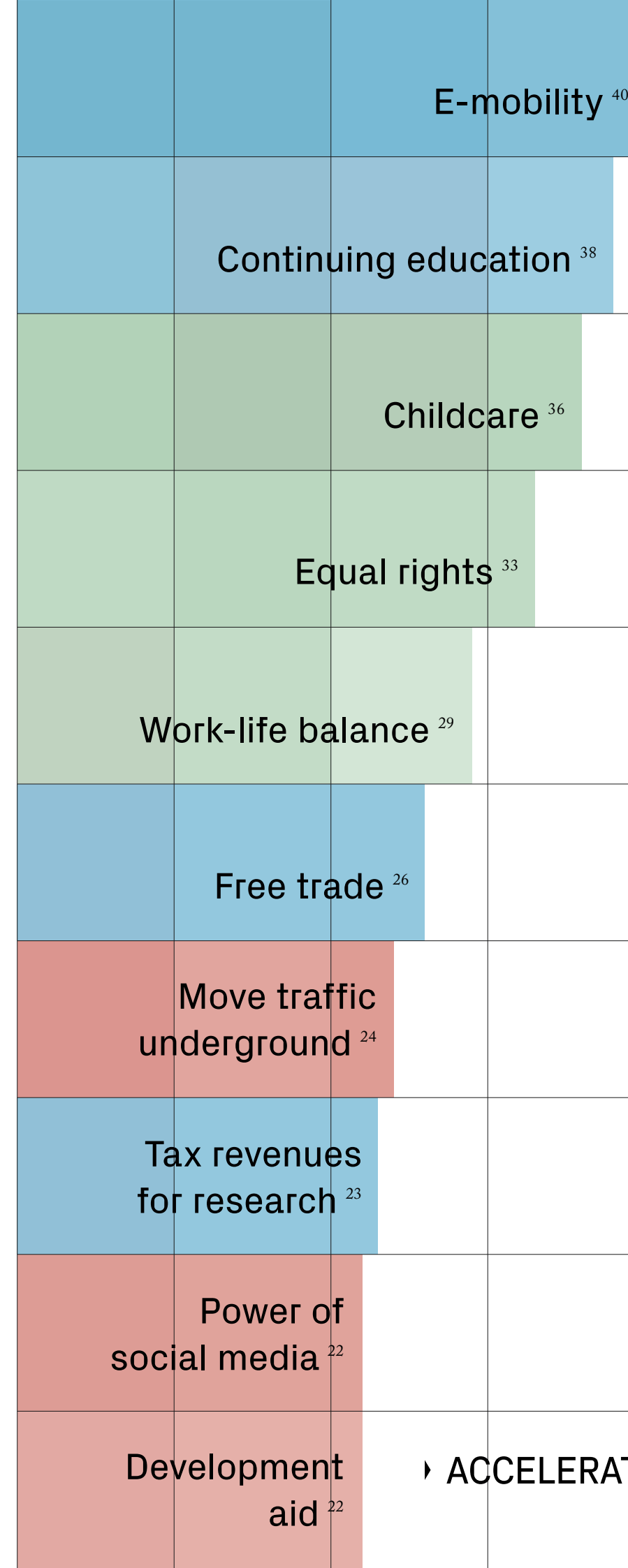
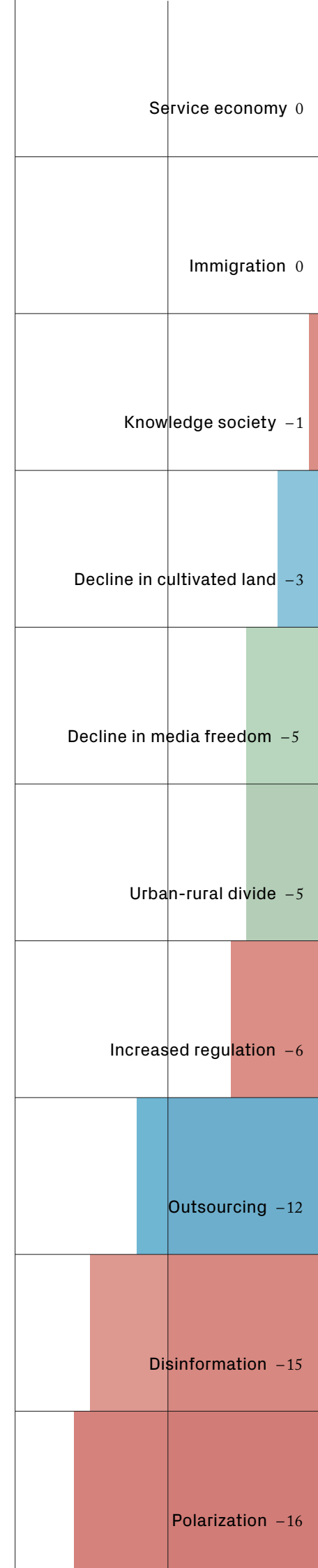
The complete data on how people in the 16 countries view progress can be accessed and downloaded at credit-suisse.com/progressbarometer

The second Credit Suisse Progress Barometer has been expanded from the first study to now include an international perspective. Sixteen countries across the world are represented, with varying levels of development and economies of different sizes. Approximately 1,000 people in each country were interviewed about topics related to the economy, politics and society and asked whether they thought that their home countries should accelerate or slow down progress in those areas. Responses for each topic were placed on a scale ranging from -100 (progress should be reversed) to +100 (progress should be greatly accelerated).

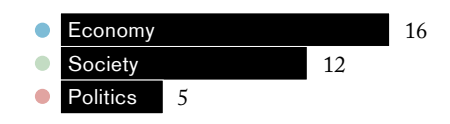
The results: Despite the fact that the economies and cultures included in the study are highly heterogeneous, the respondents' opinions about progress are surprisingly similar. A large majority favor progress; in numerous areas, people all over the world want to move forward (see chart on previous page), and they welcome innovation.

The desire for progress is most widespread in emerging economies, particularly in Brazil (+33) and China (+31), but also in India and South Africa (both +19), South Korea (+17), Indonesia (+14) and Chile (+10). Next come the first two industrialized nations, Singapore and Japan (both +9), and then the first European and North American countries, Germany and Canada (both +6). People in the United Kingdom (+5), Russia (+3), Australia (+2) and the United States (+1) are less eager for progress. Only the Swiss are slightly critical of progress (-4).

What does a number near zero mean? Are these countries generally resistant to change? "High quality of life may be part of the reason why people don't want to make substantial changes in the status quo," says study director Cloé Jans of gfs.bern, "but this doesn't necessarily mean that they are doubtful about progress in general." As she points out, they make a clear distinction between specific issues. People in Switzerland strongly support moving traffic underground (+51), for example, but at the same time they are very critical of the decline in media freedom (-52). Since both opinions are strongly held, the numbers offset each other and, taken together, would appear to suggest that respondents view progress neutrally.



For a better understanding of the Credit Suisse Progress Barometer, it is therefore useful to look at the details. In three sections, we examine the various topics more closely. We find that in all 16 countries, people are more eager to see economic progress (+16) than social (+12) or political (+5) progress.



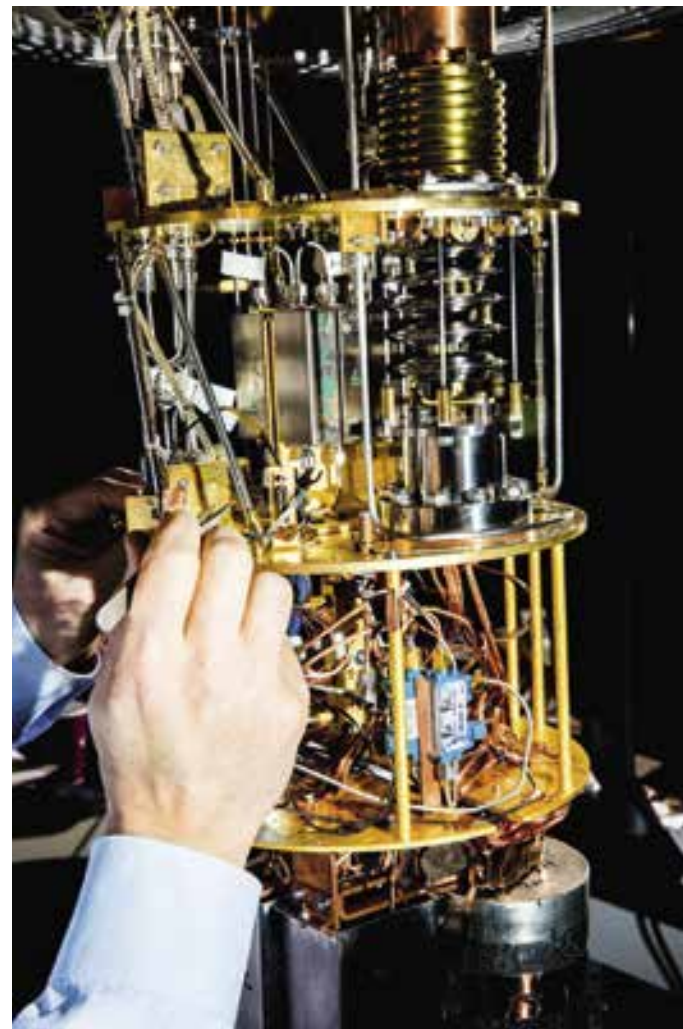
In the economic sphere, people all over the world favor progress in two areas (near the center of the chart): promoting mobility through the use of electric vehicles (+40) and continuing education (+38). As study director Cloé Jans points out, "When technical progress and sustainability coincide, there is global support for progress. This is particularly evident when it comes to e-mobility."

Ranking next are three social trends: childcare (+36), equal rights (+33) and work-life balance (+29). At the bottom of the list are outsourcing (-12), disinformation (-15) and polarization (-16). Cloé Jans has this to say about polarization: "Instead of a focus on pragmatic solutions, we are seeing a public struggle for power. A more serious approach is needed in politics, and this can also help to restore faith in progress." ■

Where should we most... **SLOW DOWN** ◀

▶ **ACCELERATE**

The use of tax money to promote research is welcomed in many countries. Pictured: A quantum computer at Yale University, US.



ECONOMY

Trends relating to the economy have the most support overall, especially e-mobility and investment in education. Outsourcing and the loss of farmland to development are viewed more critically.



Slow down progress ◀ 0 ▶ Accelerate progress

#progressbarometer

The future is electric

Across all 16 countries, the trend towards promoting e-mobility has the most support. Pictured: Electric scooters at Potsdamer Platz in Berlin, Germany.



Survey participants were asked about ten topics relating to economic progress in their countries. The average responses show a clear picture (see diagram above): People in developed countries want the wheel of progress to turn a bit faster, while those in developing countries want it to turn much faster. No European or North American country is among the top seven.

Overall, people are most eager to accelerate progress in the economy (+16), more so than society (+12) or politics (+5). Two topics received a great deal of support in almost all countries: continuing education/research and e-mobility. The latter had the most support of all topics across the survey.

Switzerland (-5) was the only country with a negative index value for economic progress. That suggests that the Swiss population is somewhat averse to further economic progress – a result that warrants closer examination. While survey respondents want

to slow down trends such as the loss of farmland to development (-43) and the rise of outsourcing (-42), they want to speed up the development of e-mobility (+23) and the use of tax money to promote research (+39).

Australia and Chile (each +3), the US (+4), Canada and the UK (each +8), and Germany (+10) are among the western countries whose citizens want to turn the wheel of economic progress somewhat faster. Similar to Switzerland, these countries want to slow farmland loss and outsourcing but accelerate progress on e-mobility, research and education/continuing education. Each country also has specific topics of concern. In Chile, for example, respondents are concerned about higher housing costs resulting from the ongoing construction boom (-42). Meanwhile, participants from the UK want to promote free trade as Brexit looms (+27). And in Germany, people generally oppose lowering



The Swiss want to halt the loss of farmland to development (-43). Pictured: Stalden, canton of Obwalden.

+66

Brazilians want more stages of production to be done in Brazil in order to reduce the country's dependence on raw materials.



As Brexit looms, respondents in the UK want to promote free trade (+27). Pictured: Nissan factory in Sunderland, UK.

corporate taxes as a means of drawing foreign companies (-14) but welcome the transition to green energy (+39).

The Japanese (+12) were an exception here, as their responses were very homogeneous and slightly positive overall across all three of the areas studied, with no real outliers.

Russian respondents (+14) expressed an overwhelming desire to slow their country's transition from an industrial economy to a service economy (-24). Meanwhile, people in densely populated Singapore (+15) only want to slow one economic trend, and that only slightly: the high cost of living (-10).

India (+22), South Korea (+23), Indonesia (+26) and South Africa (+30) share a similar overall desire for progress. In Indonesia, two specific local issues have the strongest support: Indonesians want the government to continue to reduce bureaucratic red tape (+38) and promote more foreign investment (+39), although they do not want those foreign companies to hire a lot of foreign workers (-3). The hiring of foreign workers is the only economic trend studied that Indonesians overall do not want to promote. South Koreans, on the other hand, would like to accelerate progress in all of the ten economic areas included in the survey. In India, unlike Germany, respondents welcome the notion of using lower taxes as an incentive for companies to open offices there. And finally, South Africans very much want the government to support renewable energy (+65).

In this study, China (+38) and Brazil (+52) come out ahead as having the strongest desire for economic progress. In China, as in most of the countries studied, people most want to accelerate progress on investment in education and e-mobility. In addition, the Chinese expressed a strong desire to expand free trade (+54). Besides the two main topics of education and e-mobility, Brazilians also want to accelerate progress on reducing their economy's dependence on raw materials (+66). They also want free trade (+60) and foreign investment (+64) to be promoted further. ■

“The most basic physiological needs”

Economist Soumitra Dutta does not see the West's tendency to be skeptical of economic progress as a threat to innovation there.

Interview Oliver Adler, Chief Economist at Credit Suisse Switzerland



Soumitra Dutta (56) is a Professor of Management at Cornell University. Born in India, Dutta is co-editor and author of the Global Innovation Index (in collaboration with the World Intellectual Property Organization and INSEAD), co-chair of the Global Future Council on Innovation Ecosystems of the WEF (through the end of 2019) and a member of the Davos Circle.

Soumitra Dutta, of the three areas covered in this study, survey respondents most want to accelerate progress in the economy. Why is that?

One can refer to the hierarchy of human needs as stated by American psychologist Abraham Maslow, which starts at the basic physiological needs of food and safety and moves on to the higher level needs of love, esteem and self-actualization. A good economy caters to the basic physiological needs.

People in almost all of the countries surveyed want to speed up progress in e-mobility. Why?

There is a greater focus on sustainability across the world, and I see the trend towards alternate sources of energy as part of this global shift. Electric vehicles and other similar digitally powered devices are certainly one part of the shift towards alternate sources of energy. Also, I would interpret e-mobility as representative of the trend of rapid progress in digital technologies. All sectors are being transformed by digital technologies, and people see both tremendous opportunity and challenges in the ongoing process of digital transformation. People also realize that the future economic development of their nations – and by extension their own well-being – is directly linked to the successful adoption of digital technologies.

Where people want to decelerate economic progress, their main concern is outsourcing, especially in developed countries.

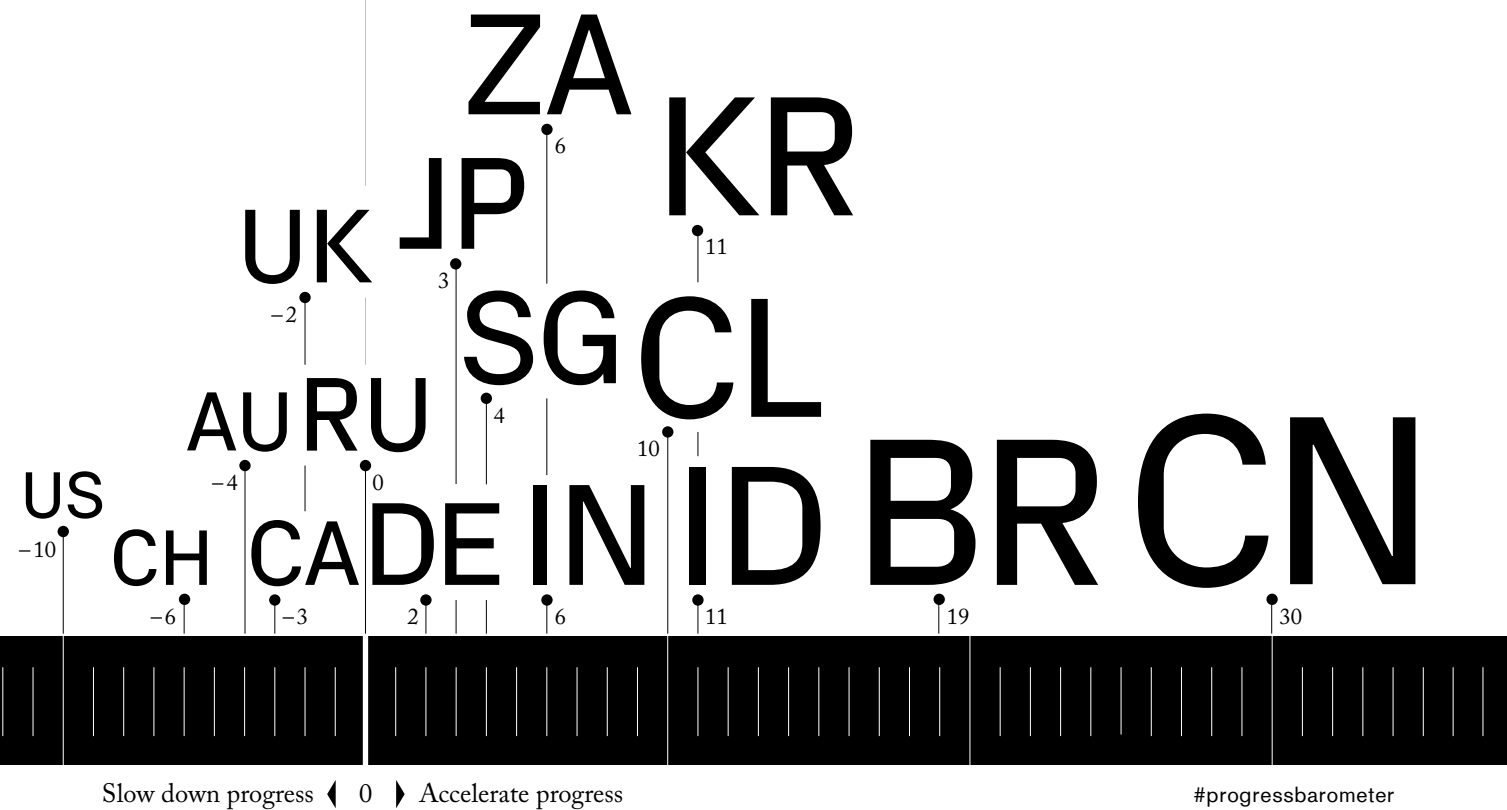
The rise of emerging markets, especially some key countries such as China, is causing these concerns. People are worried about jobs being offshored to these markets, as for example has happened with manufacturing jobs that have migrated to many emerging markets from European and North American nations. The loss of jobs is a key factor causing economic insecurity in the West.

The countries with the highest desire for economic progress are Brazil, China and South Africa. No European or North American country is among the top seven. Do you see a danger that these countries will be left behind in terms of innovation?

I do not see an immediate risk of these countries being left behind as they have very strong institutions, successful universities and tremendous pools of talent within their boundaries. They also have a strong ability to attract global talent and capital. It will take a very long time for citizens of emerging markets, including China, to catch up to the economic living standards of the West.

If you personally could either stop or accelerate a particular economic trend, what would it be?

I would certainly accelerate the adoption of digital technologies and e-mobility in line with the survey results. Digital transformation is happening all around us and those companies and nations that will lead in the digital transformation will succeed in the new digitized world. This transformation could also promote sustainability. ■



Fake news and disinformation need to be stopped, but people like to be able to express their views on social media. Political topics elicit many and varied opinions, especially in the US.



South Africans want land to be made available for renewable energy (+60). Pictured: Wind farm built and operated by Eskom in Tsitsikamma.

Tweet less, say more

Survey participants in Japan mostly held fairly neutral positions, even about being able to express their views on social media (0). Pictured: Young people in Tokyo.



Photos: Vincent Migeat/VU/laif; Paul Langrock/Zenit/laif

Of the three areas studied, people are generally least inclined to support progress on political issues. However, upon closer inspection, we see that respondents do want to accelerate some trends.

More than the people of any other country, Americans want to turn back the wheel of political “progress” (–10), especially in terms of polarization and disinformation (both –33). That is unsurprising given the fierce debate over “fake news” there. What is more surprising is that respondents nevertheless view the ability to express their views on social media as the only political trend that should be accelerated (+12). That is, they see it as a means for citizens to influence decision-makers.

The Swiss (–6) have an even stronger desire to turn back the wheel on polarization (–41) and disinformation (–37). They would also like to reverse the trend towards increased regulation (–37). At the other end of the spectrum stands underground transport (+51), which respondents to our first Progress Barometer survey (in 2018) already wanted

very much to accelerate. This may be partly due to Cargo Sous Terrain, the subterranean logistics system that is meant to link Switzerland’s largest commercial centers starting in 2030.

Three countries have a slightly negative view of political developments overall, although it should be noted that polarization and disinformation figure greatly in this measure. Regionally specific viewpoints are additional factors. For instance, Australians (–4) want their country to move away from its high dependence on other countries (–16) and achieve more political compromise (+26). Canadians (–3) want to expand their country’s contributions to global development cooperation (+18), while people in the UK (–2) – the birthplace of underground rail – love and want to further expand underground transport (+24).

Russians (0) on the other hand want to reduce regulation (+38), promote the ability to express views on social media (+43) and

make more land available for wind and solar power generation (+41). The latter is the most popular topic among Germans (+2), who very much want to accelerate the transition to solar and wind power (+28). That is right in line with the enormous popularity of the transition to green energy there (see the Economy section). In Japan (+3), the index values for all political topics are within a very close range of each other, though it is worth noting that there is generally less desire to accelerate political trends than social (+11) or economic (+12) ones. In the island city-state of Singapore (+4), the political trend with the most support by far is the development of projects to reduce the effects of natural disasters (+35). South Africans (+6) most deeply want to make land available for solar and wind power (+60), while Indonesians (+6) want to expand their country's contributions to global development cooperation (+48).

The following countries have a significantly stronger desire to accelerate political trends: In Chile (+10), a land beset by earthquakes, the development of projects to reduce the effects of natural disasters (+61) and political decentralization (+41) have the strongest support. South Koreans (+11) consider development cooperation (+29) the political trend most worth accelerating. Indians (+11) have a strong desire to speed progress on the development of projects to reduce the effects of climate change (+32).

Brazilians (+19) want social media to have more influence (+52) and they want more development cooperation (+41). They would like to slow somewhat the exploitation of the Amazon's natural resources to improve the country's economy (-1). The Chinese (+30) want to expand development cooperation (+47) and social media (+45).



In the UK, the birthplace of underground rail, citizens want to further expand underground transport (+24). Pictured: Oxford Circus Station in London.

+61

In earthquake-prone Chile, people want more projects to reduce the effects of natural disasters.



The Swiss want to reverse the trend toward increasing regulation (-37).

“The world has dramatically changed”

Political scientist Ian Bremmer on the burgeoning Chinese dream, the widespread political malaise and Switzerland as a showcase for democracy.

Interview Manuel Rybach, Global Head Public Affairs and Policy, Credit Suisse



Ian Bremmer (50) is a US political scientist and best-selling author. He is founder and president of the Eurasia Group consulting firm as well as creator of the Global Political Risk Index (GPRI).

Of the three dimensions measured in the Progress Barometer, the respondents have least desire to accelerate progress in the political space. What's your explanation for this?

In many democracies, particularly in industrialized ones, a lot of people feel that the system is rigged. They feel that no matter what they do, no matter who they vote for, the structures aren't going to change. Their social contract isn't working out anymore, and that feeling has been prevalent for decades, both on the left and on the right of the political spectrum. I think that's all directly related to the structural underpinnings of populism and the anti-establishment sentiment we're seeing in many democracies around the world. Call it a political malaise. Not that people wouldn't want politics to improve: They thought change was realistic, but it just didn't happen. And so many of them have given up.

Most respondents agree that there is too much polarization in the political sphere – that's a development that they want to reverse. How do you interpret that?

The polarization has increased in a relatively short period of time. It's possible that the recency of it gives people a sense of optimism that if you make an effort, you can do something. Twitter, for example, has decided that they're not going to run political ads any more. But it also tells me that if nothing is done and things keep getting worse over a decade or so, then people might give up hope on that one as well.

In the US, the political element that receives the most support for progress is the power of social media – in times of fake news and a “Twitter President” that is quite surprising, isn't it? It makes a certain amount of sense – social media is still relatively new, and it's a technology that particularly lends itself to people who both demand and expect social and political change. The problem is, social media has done a better job polarizing society than it has fixing it. And so long as it remains unable to deliver on that promise of change, i.e. making people's daily lives better, the more likely we will see a growing “techlash” like the one currently being trumpeted by a US presidential candidate and a number of other European leaders.

The three countries with the greatest appetite for political progress are China, Brazil and India. Why? You might agree with them or not, but these three countries have very strong political leaders and they're moving the political agenda. Xi Jinping is the strongest leader that China has seen since Mao. Anti-corruption has been an important aspect of his political program. In India, Narendra Modi won a big election last year. He is enormously popular with the Hindu community for his nationalism, much less so with the Muslim population. It's a similar situation in Brazil with Jair Bolsonaro and his fight against kleptocracy. People feel he is moving the political system in a way that no other Brazilian leader in recent decades has.

At the other end of the spectrum are Australia, Switzerland and the US. Why are people in these countries rather skeptical towards further progress? In Australia, there has been a lot of political change, with four prime ministers in six years – that undermines belief in the system. In the United States, you might have voted for Trump, but the system doesn't look very different since he got elected, he has not fulfilled most of his promises – for example, there is still no wall between the US and Mexico. The Edelman Trust Index shows that general approval and trust rates for organizations and institutions are at a very low level. Switzerland's position might be a surprise, as the Swiss political system really listens to the people, and the federal government is traditionally represented not by one but by four parties. It may well be that in Switzerland people are generally satisfied and don't feel like a lot of change needs to occur.

Of all the results, what surprised you the most? The single biggest takeaway on the political side is that the Chinese are the most enthusiastic about change – and that doesn't necessarily mean democracy. And that the Americans are the least enthusiastic. If the average Chinese believes more in the Chinese dream than the average American believes in the American dream, suddenly you realize that the world has dramatically changed. The US has histori-

My fear is that things are getting even worse.

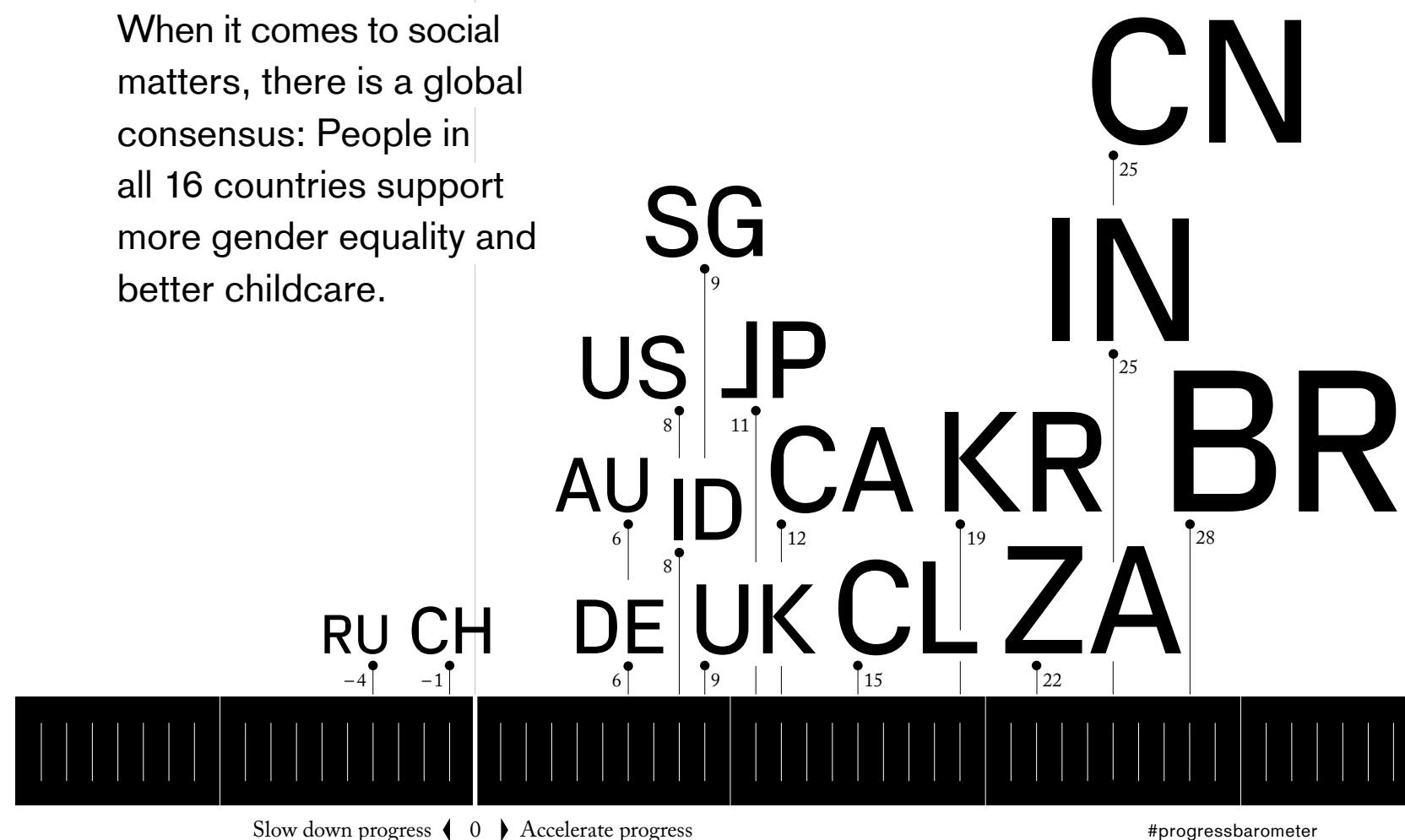
cally protected its power, not by military means primarily, but by having better ideas.

If you could either stop or accelerate a particular political trend in your own country, what would it be? I think the biggest problem in the United States is the fact that special interests are increasingly able to gain political access. That development started decades ago and has consolidated over recent years. That needs to stop. We are living in a period when the economy has been growing and is now getting softer, so my fear is that things are getting even worse. ■



In the US, polarization and disinformation (both -33) are developments that are being met with criticism. Pictured: Members of the media at a political event.

When it comes to social matters, there is a global consensus: People in all 16 countries support more gender equality and better childcare.



Global call for equal opportunities

On social matters overall, survey respondents want the wheel of development to turn a bit faster (+12). Respondents in nearly all 16 countries want it to turn a lot faster in some areas, namely childcare, gender equality and work-life balance. On the other hand, they would like to slow down the growth of the divide between urban and rural populations and the decline in independent media outlets.

Two countries showed a slight skepticism to progress overall: Russians (-4), who expressed a desire to accelerate economic progress, want to reverse the trend towards gay rights (-42) and have concerns about the independence of the media (-29) and the urban-rural divide (-28). The only trend that Russians want to accelerate is the expansion of childcare (+46). In Switzerland (-1), media freedom was the most pressing topic (-52),



In Brazil, the taking of land from indigenous people (-2) is the only trend that people would like to reverse. Pictured: Indigenous people on a reserve in the north of Brazil.

while expanding gay rights (+30), childcare (+32) and gender equality (+44) have strong support.

In Germany (+6), migration into the cities stands out as a major topic (-37), especially as it has the potential to increase the cost of urban living. Australia (+6), the US (+8) and the UK (+9) share similar profiles. Respondents in these three English-speaking countries want to accelerate progress on gender equality, gay rights, childcare and

work-life balance. People in Singapore (+9) largely share these preferences, although they want to curtail gay rights (-9).

In addition to the topics common to all countries, Indonesians (+8) also showed strong support for fuel taxes as a means of combating climate change (+21), immigration (+23) and the aging population (+24). Respondents in Indonesia were also clear about state intervention on religious topics, a trend that they would like to slow down (-23).

In Japan (+11), people do not want to turn back the wheel of development on any of the topics covered by our survey. Respondents in Canada (+12) and Chile (+15) support social progress far more than economic progress – to a greater extent than in any other country studied. In Chile, people would especially like to see the state do more to combat poverty (+57). South Korea (+19) has a similar profile to Singapore, but with a somewhat stronger desire for progress. In South Africa (+22), people have the greatest desire for progress on gender equality (+54) and childcare (+51), while respondents in India (+25) want to see progress accelerate on all social matters, but especially gender equality (+37).

China (+25) and Brazil (+28) are also most concerned with progress on social issues. In both countries, work-life balance is the most pressing topic. ■

“The world’s greatest challenges cannot be solved by isolationism”

Mary Ellen Iskenderian, President and CEO of Women’s World Banking, talks about social progress and how to tackle the great challenges ahead.

Interview Laura Hemrika, Global Head Corp. Citizenship & Foundations, Credit Suisse



Mary Ellen Iskenderian (60) is President and CEO of Women’s World Banking, the world’s largest network of microfinance institutions and banks. An economist, she previously worked for the World Bank. She also serves as an advisor to the Clinton Global Initiative.

We are at the end of a decade in which many social issues – from LGBTQ+* rights and women’s rights to the impact of immigration – have figured prominently in the popular discourse. Do you feel progress in these areas has accelerated in the 2010s? Generally, yes. But I believe that the past few years have also seen a backlash against change in many areas – to an extent, progress on a number of issues has stalled. There is a race between those who are working to further drive things forward and those who are, for many social or economic reasons, resistant to further progress.

Why do you think this is?

Individual choices are complex and hard to generalize. One explanation could be that, where people have more to lose and may even feel threatened, it is more tempting to try and freeze the status quo, and to create barriers between oneself and those who have less. This may also explain why progress on immigration and LGBTQ+ rights tends to be viewed with more skepticism. Citizens of wealthy countries who fear for their social or economic status may be more inclined to believe that the pie must always be the same size, and that change can only be about someone else getting a bigger slice at their expense. On the other hand, many countries with high support for social progress – for example, South Africa, Brazil and India – have a young and growing population intent on further improving their lives rather than mainly defending what they have. They see the whole pie getting bigger and the opportunities for advancement that brings. It’s important to see that social and cultural issues are linked – poverty and

Does this vary by country?

There are certainly geographic and cultural differences, as there are differences in people’s attitudes toward progress by issue. For example, the Credit Suisse Progress Barometer shows that equal rights is an area where a majority of respondents globally want to see progress accelerate, and there is even greater consensus on work-life balance and childcare. On the other hand, people are more ambivalent about immigration and, unfortunately, LGBTQ+ rights. In general, the desire for social progress is highest in emerging countries; people in Western countries seem less enthusiastic, based on the research.

+37
Indians want to see progress accelerate on all social topics, but especially gender equality.

In Singapore, as in many other countries, there is broad support for expanding childcare offerings (+32).



climate change impact developing countries more, which leads to more aid into, and migration from, developing countries. This then adds to social tensions in developed countries. If we work together toward solutions for poverty and climate change, both developed and developing countries benefit.

Countries with a high desire for social progress generally show even higher support for accelerating economic development. How are the two linked? Overall, I believe there is a positive, albeit complex, relationship between the two. An example that comes to mind is Bangladesh, where employment in garment factories and microfinance have lifted millions of people out of poverty, but the conditions in those factories and their impact on environmental degradation and climate change are increasingly contentious. So it can be a double-edged sword. On the other hand, there are areas of social progress that inevitably help economic progress – I'm thinking of the empowerment of women, for example. It is well documented that more women entering the workforce leads to more prosperity for everyone. I was also favorably surprised to see empowerment of women is the number one issue that people want to see faster progress on in India, which, India being the world's largest democracy, is significant.

Social and cultural issues are linked.

Women's World Banking aims to contribute to the empowerment of women through financial inclusion. What innovations are needed to push things forward in this area?

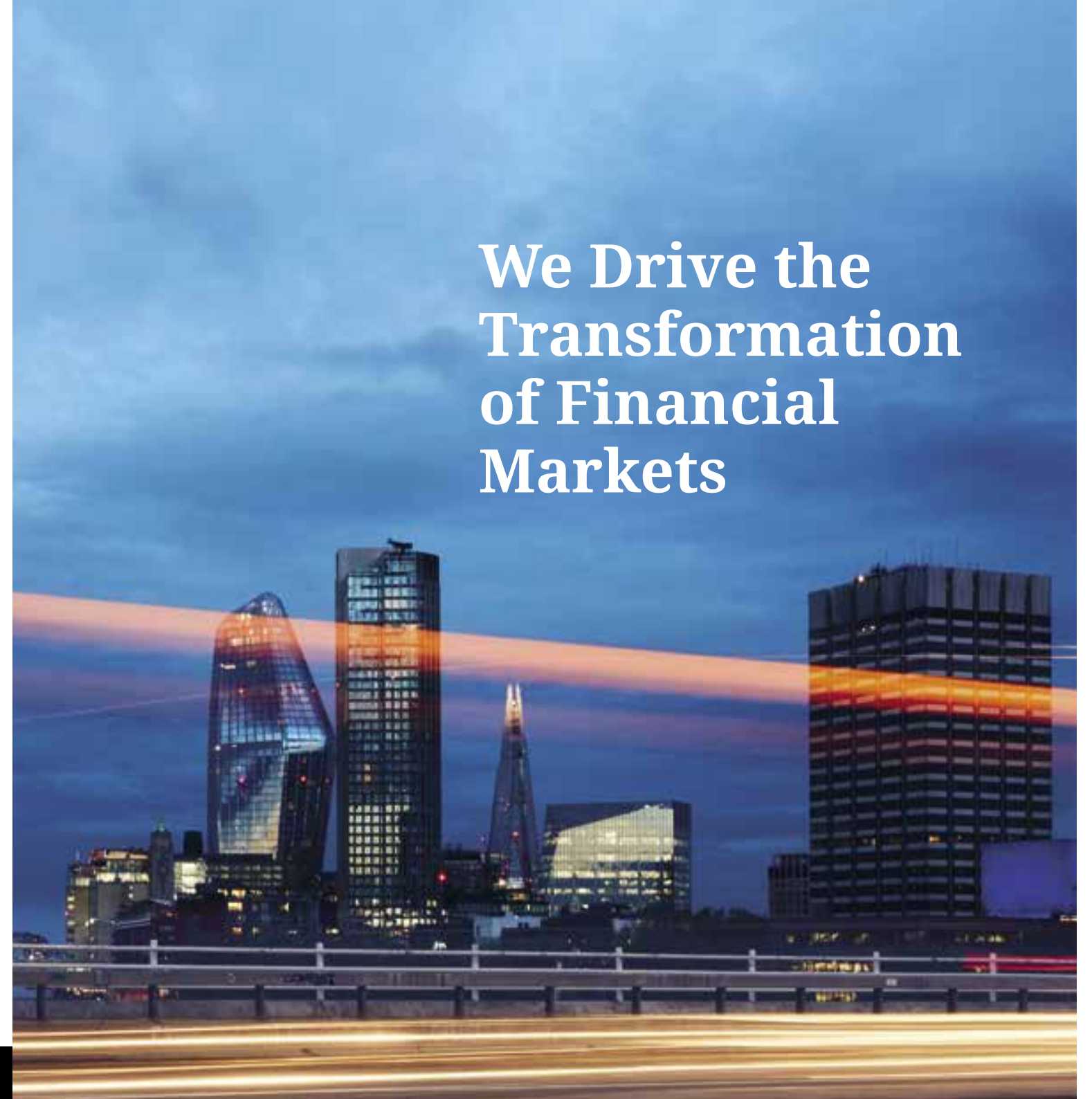
Our focus is on rapidly expanding the formal financial inclusion of underserved women in our six priority markets. As an aside, we chose these six countries because they are good environments for us to create, test and scale new solutions, learning and development programs, and policy recommendations more broadly.

Often, the barriers to inclusion concern basic problems, such as ensuring that everyone has the documentation required to establish their legal identity, and technology such as biometric IDs can address these challenges. But it's important to remember that technology is not a panacea; when we design new technological solutions we must take into account the socio-cultural barriers that women face and their need for a balance between technology and human interaction.

While many respondents in the Credit Suisse Progress Barometer survey view social and economic endeavors quite positively, they are more skeptical of progress on political issues in the majority of countries. Can social and economic change move forward without political support?

Yes, but only to an extent. Trust in political actors has declined over the past years in a large number of countries, especially democracies. So people may want change without getting "more politics," but this doesn't mean that they don't want politicians and governments to be enablers of progress. The great challenges of the 21st century – demographic changes, large-scale migration and climate change – cannot be solved if we become isolationist and fragmented. Real progress can only happen if all actors work together. ■

We Drive the Transformation of Financial Markets



@creditsuisse #ProgressBarometer

THE STUDY On behalf of and in cooperation with Credit Suisse, the research institute gfs.bern conducted an online survey for the Progress Barometer between September 20 and October 18, 2019. The study is a representative survey of 16 countries that included 1,737 people in Switzerland and approximately 1,000 people in each of the other countries. The respondents were shown statements about trends in the economy, politics and society, then asked whether they believed that each trend should be accelerated or slowed down. A response of +100 means: "You have to reinvent the wheel in order to move forward." A response of -100 means: "We need to turn the wheel backward." The "urgency" indicated on the chart on pages 2 and 3 reflects responses near zero as well as respondents who declined to answer – that is, those who were unable to provide a response or whose responses were near the middle. The higher an item is positioned on the chart, the greater the agreement about whether the "progress wheel" should or should not be turned back. The lower the item is on the chart, the less consensus exists. The statistical sampling error varies by country, ranging between ±2.4 percentage points (Switzerland) and ±3.1 percentage points (several countries).

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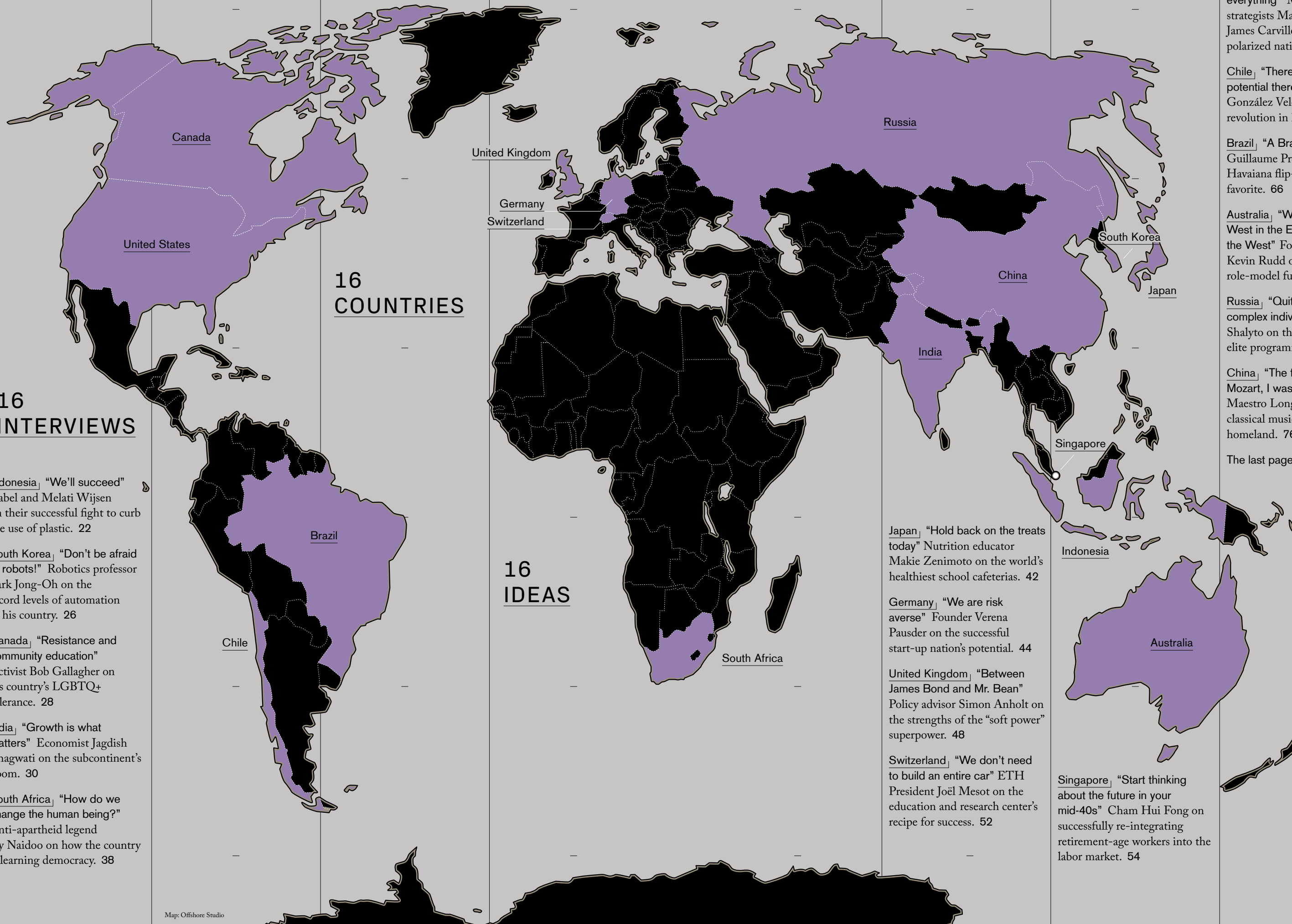
The full survey, all country profiles and the archives are available for download at credit-suisse.com/progressbarometer

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Map: Offshore Studio

“We’ll succeed – because

we don’t have a choice”



Successfully fighting for the environment: Isabel (16) and Melati Wijsen (18) in Bali.

♥ **INDONESIA** Two young sisters in Bali launched the Bye Bye Plastic Bags initiative in 2013. In 2019, the government banned the use of plastic bags altogether. **ISABEL** and **MELATI WIJSEN** talk about why they became involved and what their generation is doing to protect the environment.

Interview Christina Schott Photo Muhammad Fadli

Many people respond to climate change with feelings of anxiety, despair or anger. What led you to do something about it?

Isabel It was precisely those feelings! Sometimes it can all have a paralyzing effect. But it's also a motivator to take charge of our own future, a future we can be proud of. In 2013, we were talking in school about influential figures like Mahatma Gandhi and Nelson Mandela – people who changed the world. We wondered what we, as children in Bali, could do to change things.

Melati There was plastic waste all around us – in the rice paddies, in the rivers, on the beaches. The negative consequences were on our island, right in front of our eyes. So the problem was more urgent and obvious for us than for someone who lives in North America. We didn't want to wait until we were older. A ban on plastic bags seemed to be a feasible first goal.

Indonesia is the second-largest producer of the plastic waste that pollutes the world's oceans. How did things get to this point?

Isabel People used to wrap their food in banana leaves, which they could just throw

away after use. That habit didn't change when plastic packaging was introduced. There's no public trash collection. People get rid of their waste by burying it, burning it or tossing it into a river. And more than 260 million people live in Indonesia.

How did you start your first campaign?

Melati We had no strategy or business plan, just our passion. The first thing we did was to visit schools and organize workshops with local groups. We were very young, but we understood very quickly that if anything was to be accomplished, all levels of society had to be engaged – especially the government. So we started writing letters, making telephone calls and knocking on doors. Our goal was to have a personal meeting with the governor of Bali.

And how did the government respond to your request?

Melati Not at all, at first. Until we went on a hunger strike. That was the turning point: Within 48 hours we were able to get the appointment we wanted with the governor at that time. The current governor even ran his election campaign

on the issue of banning plastics. It was really cool to see our cause suddenly being given a major political platform.

It's not common to voice criticism in Indonesia, especially criticism of older or higher-ranking people. How difficult was it for you, as teenagers, to become politically active?

Melati It was hard because we had to question the status quo. And it certainly never helped that we were girls. We were treated very differently than boys; we had to prove ourselves much more and work much harder. The most difficult thing was to keep persisting. We never could have imagined that it would take six years.

Who supported you in your efforts?

Isabel Our parents listened to all of our crazy ideas and helped us wherever they could. But our school, too – Green School Bali – gave us a lot of support. It's a well-connected, international private school with a focus on sustainability.

You've achieved one major goal: Since 2019, retailers and restaurants in Bali are no longer allowed to use single-use

plastics. How well has that ban been implemented?

Melati Amazingly well. A large share of these businesses have actually stopped using plastic packaging. Our team conducts regular "plastic patrols" to see where single-use plastics are still in use and find out why. In many cases small retailers don't know what they should use instead, so we suggest alternatives. We have seen almost no plastic straws in recent months. We also launched the Mountain Mamas project, in which women from the Tabanan region sew cloth bags as an alternative to plastic, using donated clothing and old sheets or tablecloths contributed by hotels.

Bye Bye Plastic Bags teams are now in place all over the world. How was that network created?

Melati It's very easy to copy our model. Young people from every continent have been asking us about participating. We give them a handbook and a starter kit; they have to do the rest themselves. Every day we receive three or four such inquiries. We've already been contacted several hundred times by people from all over the world, but mostly from Asia.

You've spoken before the UN, the IMF and the EU. Forbes has named you in the list of the "10 most inspiring women" in Indonesia. How are you handling your fame?

Isabel The first time speaking on an international stage was very exciting. After that, our fame grew so naturally that we never really thought much about it. I've come to enjoy using my voice to promote an important cause. But we had to learn to find a balance, spending time with family and friends – or just taking some time for ourselves.

How important is the role of social media in mobilizing young people?

Isabel It's incredibly important. We're constantly on social media, and we have more than 50,000 followers on Instagram. Our work has taught us what social media can do, and how it can be used effectively to promote social causes. It's unbelievable – you can reach a huge audience with a single click.

Do you see yourselves as part of a global youth movement to fight climate change?

An ocean of trash: Plastic waste washes ashore on Bali's beaches.



Sisters Isabel **Isabel (16)** and **Melati Wijsen (18)** were 10 and 12 years old, respectively, when they founded the Bye Bye Plastic Bags (BBPB) initiative in their native Bali. Among other things, they organized the island's largest-ever beach cleanup, with over 13,000 volunteers. Thanks to their years-long campaign, Bali's government banned the use of single-use plastics in 2019. BBPB is currently active worldwide in some 40 locations worldwide, and Forbes named the sisters in its list of the "10 most inspiring women" in Indonesia.

Melati Yes, we like to see ourselves as part of a large international network. For example, we're involved in the Friday marches that are being coordinated around the globe. Young people are more mobilized in Indonesia than anywhere else in the world. We're especially proud that women make up 80 percent of our network, with young girls taking on positions of leadership. And we still have many plans – such as getting plastics banned throughout Indonesia.

There is sometimes considerable skepticism about young climate activists. Some critics argue that they are being exploited by adults. Do you face similar criticism?

Melati Not to the same extent. Anyone who thinks we're being controlled by adults should spend a week with us and watch how we work. It's our generation that will experience climate change – so we're the ones who are getting the adults to wake up. But they, too, need to take action.

Do you think it is still possible for us to curb climate change?

Isabel I believe that we'll succeed, because we don't have a choice. Actions taken by individuals add up. But each one of us needs to get more involved, so that we can collectively exert pressure on our governments. We'll succeed only if all levels of society and education work together. Environmental and climate issues should be taught in school. ■

“Don't be afraid of robots!”

♥ SOUTH KOREA is a world leader in automation. Why is that? And are large numbers of jobs being eliminated? PARK JONG-OH, head of the national Robot Research Initiative, explains.

Interview Fabian Kretschmer

Park Jong-Oh, in South Korea there are 710 industrial robots for every 10,000 workers, which is eight times the average in other countries. How did your country become a pioneer in this area?

The uninterrupted economic growth that South Korea has experienced over the past 50 years, transforming it from an agricultural society to the world's 11th-largest economy, no doubt laid the groundwork for the large number of robot applications. In addition, robots are generally seen as positive and helpful in East Asia.

In what areas are robots mainly used in South Korea?

Industrial robots are used primarily in large-scale production in the automobile and electronics sectors. There are also two main types of service robots: personal assistants and toy robots. South Korea differs in this respect from Europe, where the focus tends to be on professional service robots in the fields of medicine and defense.

Is it possible to quantify the economic benefits your country derives from the robotics industry?

In 2017, revenues in the industrial robots market in South Korea totaled 3 billion US dollars, and there are 718 companies in the industry. As for service robots, the revenues of the 472 companies in that industry amounted to roughly 600 million US dollars. The largest companies in this sector are Samsung Electronics and LG Electronics. Roughly a thousand companies are producing robot components and software, for a total of 1.4 billion US dollars in revenues.

How much more can a robot accomplish than a human being?

When it comes to productivity, the performance of a robot is roughly comparable to

that of a human worker. But of course we also have to consider the investment costs of using a robot, which in South Korea currently range from 50,000 to 70,000 US dollars.

South Korea is experiencing the highest rate of youth unemployment in about 20 years. Is there evidence that the high level of robotization is eliminating large numbers of jobs, and has that caused resentment among the population? So far there have been almost no protests against automation resulting from the use of robots. Naturally, robots do in fact lead to the elimination of some jobs, but so far we have no reliable statistics in that area. I believe, however, that there are sufficient alternatives for people whose jobs have been lost to robots. The main causes of

youth unemployment are a rapid increase in the minimum wage and a tight labor market.

Are policymakers taking steps to lessen the negative effects of robotic automation on the economy?

The government is planning some legislation in connection with the Fourth Industrial Revolution; in particular, the plan is to regulate smart factories, where processes are increasingly robotic, and to provide financial support for them. In addition, workers will receive more training to prepare them for new occupations in the field of artificial intelligence.

Shortly after taking office, South Korean President Moon Jae-in proposed a tax on robots. Has it gone into effect?

The president presented his plans to the National Assembly, but so far no concrete measures have been taken.

What can the world learn from Korea's experience?

Don't be afraid of robots! ■

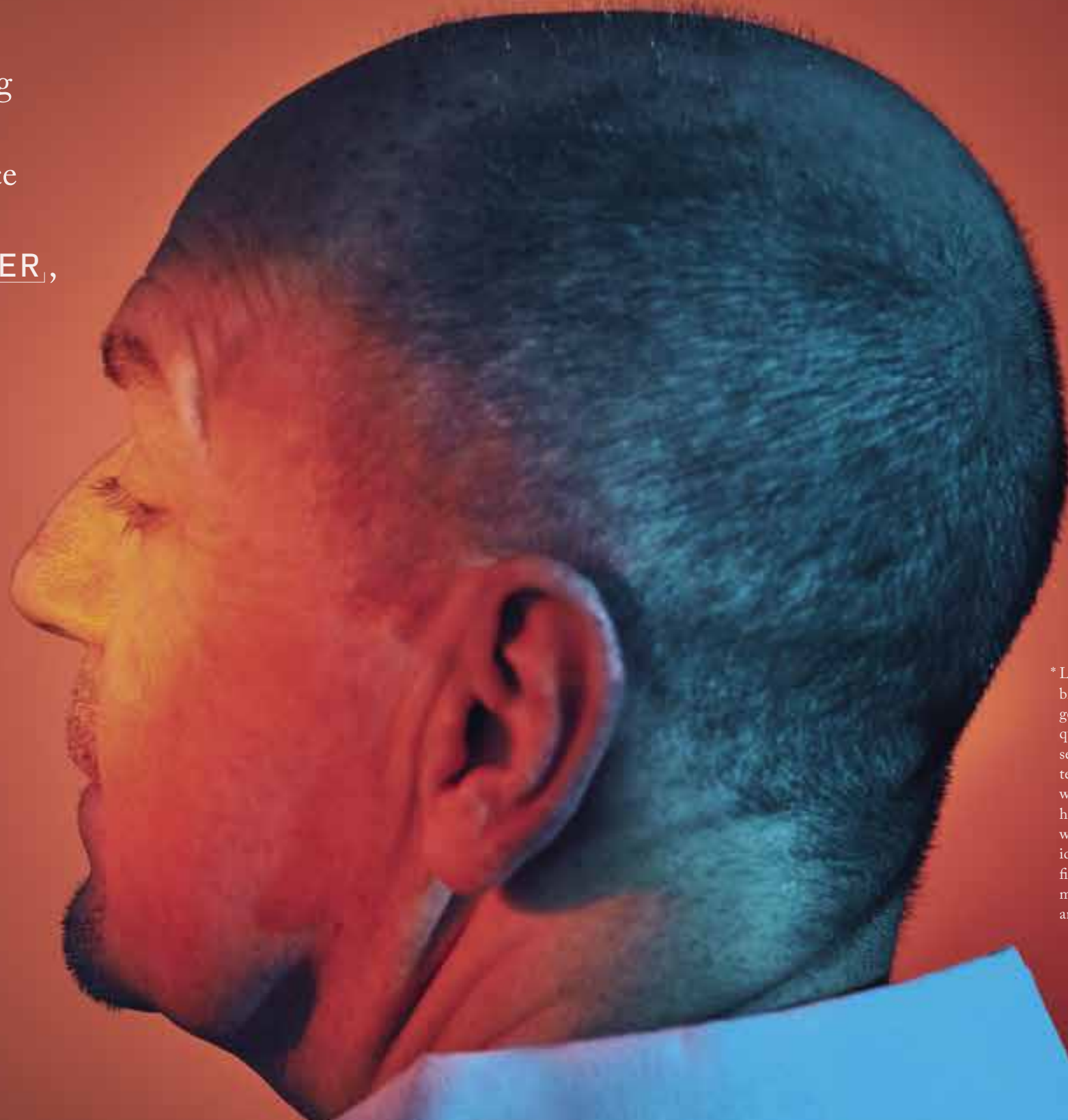
“Method-2”: the world's first manned two-legged giant robot, made in South Korea.



Park Jong-Oh (64) is head of the Robot Research Initiative and a professor at Chonnam National University, as well as a member of the executive board of the International Federation of Robotics.

♥ CANADA is a leading international power in the struggle for tolerance and greater LGBTQ+* rights. BOB GALLAGHER, how did the country become so tolerant?

Interview Michael Kroboth Photo Maciek Jasik



* Lesbian, gay, bisexual, trans-gender, and queer and other sexualities; generic term for persons who are not heterosexual or whose gender identity does not fit the binary model of male and female.

Bob Gallagher, how did Canada become such a progressive country? Much of our long cultural history set the groundwork. We are a multinational, multi-cultural country. Foreign-born Canadians have always accounted for between 15 and 20 percent of the country's total population since the country's founding. Canadians have accepted French and indigenous cultures as nations within a nation.

The emergence of LGBTQ+ rights started in 1969 when homosexuality was formally de-criminalized. Yes, but the move was unpopular, and stigmatization, discrimination and violence were common and often sanctioned. On February 5, 1981, police raided every gay bathhouse in Toronto, resulting in hundreds of arrests and sparked LGBTQ+ community outrage and mobilization. The subsequent months forged a political leadership and community with skills and determination. The following AIDS epidemic galvanized the drive to further mobilize this community and successfully taught them to reach out and win over the public. Toronto was one of the first jurisdictions in the world to develop an AIDS strategy with

significant funding. All those battles and victories were the direct basis for winning gay marriage legislation in 2005.

What is the most important progress that you feel has been made with regard to tolerance? The LGBTQ+ movement succeeded in expanding the debate from individual identity to social structures. Our call for "sexual freedom" transformed into a call for "equal families." We've changed the focus from sex to love.

Does diversity also have economic benefits for Canada? Yes. I can think of two ways: tourism and corporate attraction. Studies have shown that many companies – often high-tech – are choosing Canadian locations because the tolerant ambiance is desirable for their workforce and aids in attracting quality employees.

Anti-liberal tendencies are evident in many countries around the world. What can these countries learn from Canada? Tolerance and freedoms often do not come through enlightenment. The history of Canada's LGBTQ+ community shows that resistance, mobilization and community building are the surer route to a progressive society. ■

Bob Gallagher (62) is an activist, expert on Canadian LGBTQ+ history, and a Fellow at Broadbent Institute in Ottawa.

“Resistance and

community education”

“

Growth

is what matters



♥ INDIA Almost a basket case for decades, today India is considered to be among the emerging markets with the greatest potential for growth. Renowned economist JAGDISH BHAGWATI on the rise of the subcontinent and the misguided criticism of free trade.

Interview Daniel Ammann and Michael Krobath Photos Mahesh Shantaram

”

Jagdish Bhagwati (85) is one of the world's most renowned experts on trade and a key advocate of globalization. Widely recognized as deserving the Nobel Prize, the economist has been teaching and conducting research at Columbia University in New York since 1980. Bhagwati grew up in Mumbai in a middle-class family of seven children. He is married and has one daughter. He co-wrote *"Why Growth Matters: How Economic Growth in India Reduced Poverty and the Lessons for Other Developing Countries"* with fellow economist Arvind Panagariya.

Professor Bhagwati, India is one of the great winners of globalization. A huge middle class has emerged in recent decades. In your book "Why Growth Matters," you analyze the economic rise of India. What are the most important success factors?

India changed economic course in the early 1990s. The country overcame its populist politics, which were based on protectionism and redistribution and had made it a marginal player in world trade. Since then, India's growth has skyrocketed, and that should come as no surprise to anyone who understands anything on the subject. And the poverty rate has declined.

Why did the country stick to counter-productive economic policies for so long? India had reproduced the inefficient policy framework that characterized the moribund Soviet model. Protectionist attitudes deterred foreign investors and hindered all competition. India was almost a basket case by 1990. The growth rate had fallen drastically, and without growth that would create jobs for the masses of the poor, poverty increased.

What can other large emerging markets learn from India?

The chief lesson of the Indian experience for other "large" countries with substantial underemployment and poverty is that growth is what matters. This fact has long been dismissed and ridiculed by critics who think of it as a conservative strategy that will result in the gains in prosperity "trickling down" to the economically disadvantaged. I prefer to think about it in countries with immense poverty as an activist, "pull up" strategy that lifts the poor into gainful employment and out of poverty.

You have also been a long-time critic of the redistribution agenda.

Yes, one other lesson for other large emerging markets is that redistribution is not a panacea. As the Polish economist Kalecki once told me graphically when he was visiting India in the 1950s: "India has too many poor and too few rich." The policy of redistribution touted as a solution by some renowned economists has no positive effects on the poor. Quite the contrary.

In a few years, India will have overtaken China in terms of population.

How will this change the world?

Both India and China have huge populations. India has not managed to contain the growth of its population; by contrast, China has contained it too much. The most significant contrast between the two gigantic countries, however, is that India is democratic while China has chosen the authoritarian model and is, in fact, even intensifying it these days. In the end, India will emerge as the model country for the developing world, not China.

Will India's growth inevitably suffer in the face of trade tensions between the United States and China – or could India even benefit? ▶

A traditional dancer takes a selfie with students at Brihadeshwara temple in Thanjavur.

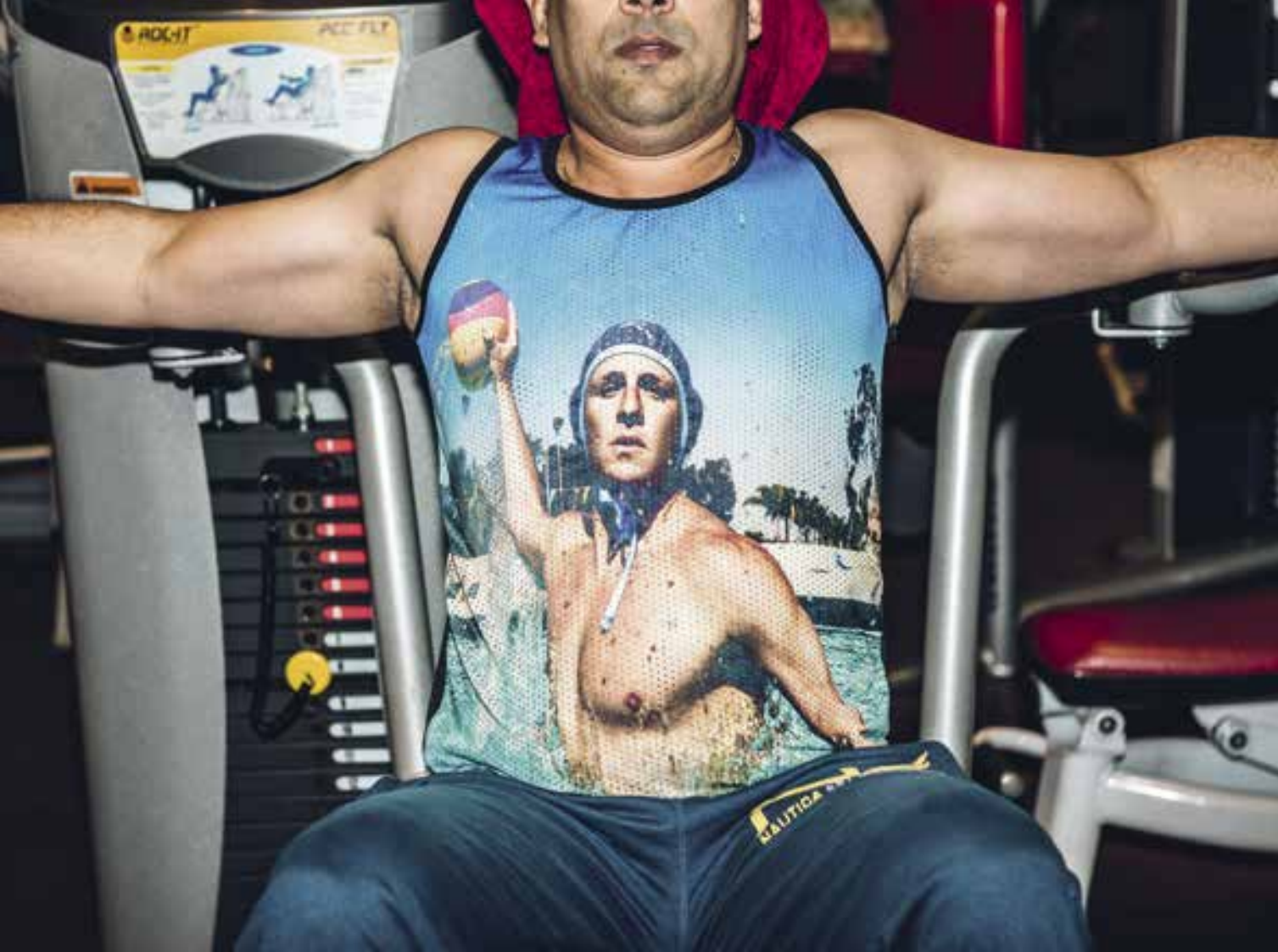


World Trade Center in Bangalore.





Amazon employees stretching before their shift in Attibele near Bangalore.



Working out at a gym in Vashi, a suburb of Mumbai.



Colorful wedding venue in Hyderabad.



Street vendor in central Mumbai.

The new face of the subcontinent

Mahesh Shantaram is one of today's most well-known photographers. Ever the critical observer, the photojournalist travels throughout his country documenting both economic and societal emergence, as well as the juxtaposition of the traditional and the modern. Here is a selection that spans the last ten years.

The US-China trade tension is, in fact, to India's advantage – if it is smart about it. The supply chains have been moving away from China for some time. They have been shifted to Vietnam and even to Bangladesh. India could easily play a central role in these supply chains, but that requires that India shift to opening up to international trade even more dramatically than it did in the early 1990s.

India actually shouldn't be afraid of international competition, at least not when it comes to its culinary prowess: Chicken tikka, for example, is one of the most popular dishes in the UK. Today, cultures learn from one another; the Brits enjoy chicken tikka, and Indians love Kentucky Fried Chicken. What is even more interesting is that few people even know where a particular food came from. Thus, Japanese tempura was brought by the Portuguese from India, where it was known as Bhajia – the only difference being that the Japanese use rice batter.

Until the financial crisis, global free trade was viewed as a win-win game. Today there are numerous politicians, as well as economists, who see free trade more as a problem. Among them is Nobel Prize laureate Paul Krugman, who was one of your students. Did you ever have any doubts yourself? The financial crisis hurt globalization only in the sense that – as Paul Krugman and I were the first to note – it was a mistake on the part of many supporters of the globalization of trade to conclude that the globalization of capital flows must therefore also be a good thing.

That garnered you some encouragement from unusual corners. Yes, it did. In fact, I became a celebrity because leftists like the historian Eric Hobsbawm made much of the fact that “even a free trader like Bhagwati” had argued against freeing capital flows. I remarked at the time that, if I was for free trade, it did not mean that I should also be for free capital flows.

So you don't see a crisis of globalization? I do not think it is correct to argue that free trade is now seen as a problem. In the developing countries, there is widespread support for free trade as an engine of growth, and hence as a powerful instrument of poverty elimination. The skepticism is in some of the developed countries. This is, in fact, what I call an ironic reversal.

What do you mean by that? In the 1950s, the poor countries were afraid of competing in world markets against the rich countries; now it is the other way around. And the fear is not concerning the impact on aggregate income but inequality. But there is no convincing argument that inequality results from openness in trade, rather it is the other way around. Workers gain from trade, because the pressure on their incomes from labor-saving technical changes will be offset if, as consumers, they buy goods cheaply produced abroad in the poor countries.

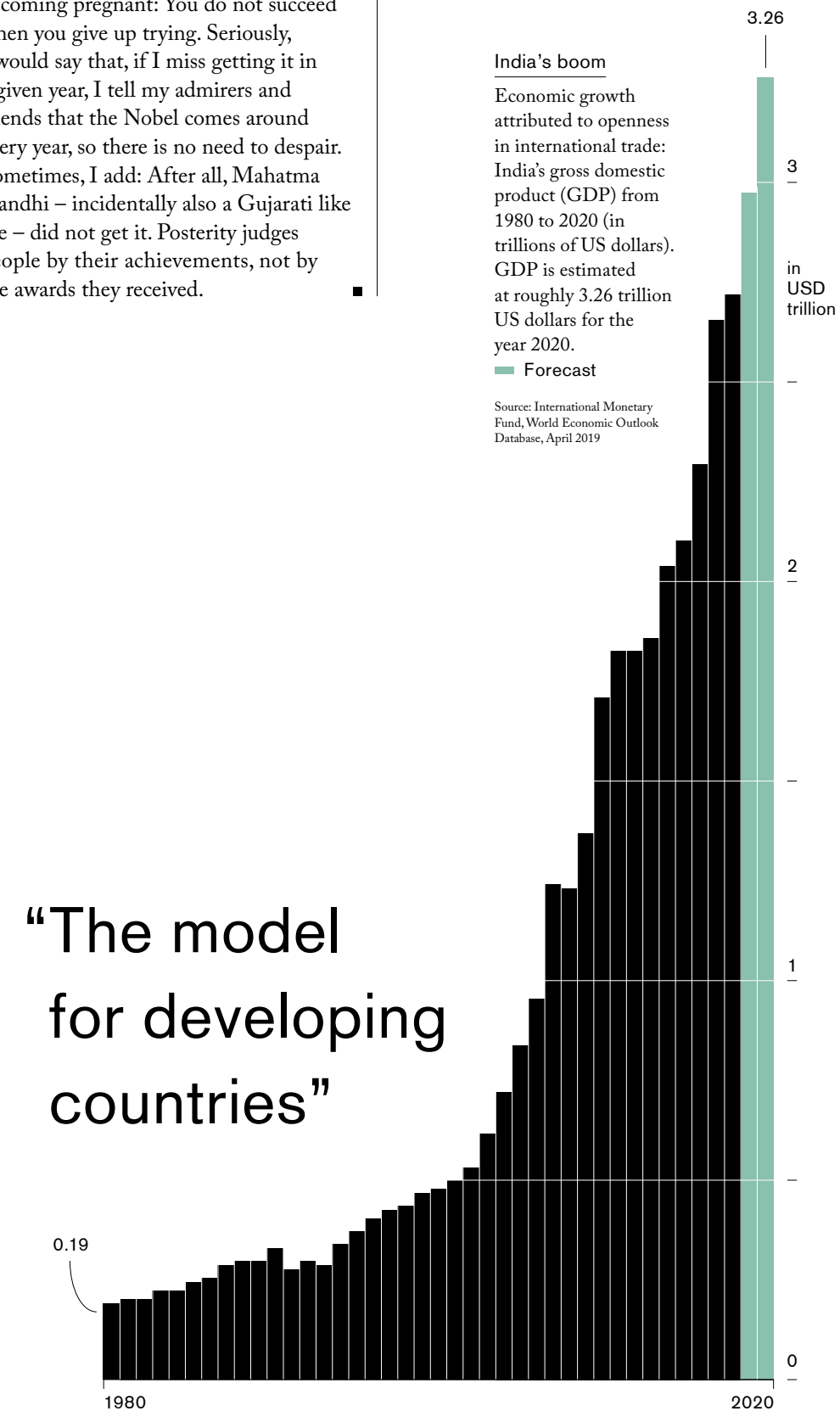
Do you regard the entire debate on inequality as misguided? The French economist Thomas Piketty – who wrote the bestseller “Capital in the Twenty-First Century” – is mistaken in focusing on the income that is accruing to the top 10 percent and then complaining that it has increased disproportionately. But surely this is not a group with unchanging membership. People move in and out of the group. I once asked a French colleague of mine: has Piketty not read Thomas Mann's novel “Buddenbrooks” with its portrayal of the fall of a rich family? His amusing answer: “In France, we do not consider German literature to be literature.”

For many years now, you have been considered one of the favorites for the Nobel Prize in Economics. You have had a laconic response on this subject for some time now: “When you give up, you get one.” So, have you given up? Yes, I have ceased thinking about the Nobel Prize. Of course, it is not like becoming pregnant: You do not succeed when you give up trying. Seriously, I would say that, if I miss getting it in a given year, I tell my admirers and friends that the Nobel comes around every year, so there is no need to despair. Sometimes, I add: After all, Mahatma Gandhi – incidentally also a Gujarati like me – did not get it. Posterity judges people by their achievements, not by the awards they received.

India's boom

Economic growth attributed to openness in international trade: India's gross domestic product (GDP) from 1980 to 2020 (in trillions of US dollars). GDP is estimated at roughly 3.26 trillion US dollars for the year 2020.

Source: International Monetary Fund, World Economic Outlook Database, April 2019



“The model for developing countries”



A bride edits the playlist just before her wedding in Bangalore.

Where has **SOUTH AFRICA** made progress since the end of apartheid? What are the biggest challenges of today? **JAY NAIDOO**, a pioneer in the anti-apartheid movement and minister in President Mandela's cabinet, takes stock.

Interview Simon Kuper

“How do we change the human being?”

Jay Naidoo, what have been South Africa's main achievements in the last 25 years?

The most meaningful one is that we're still a functioning constitutional democracy. The South African story of a peacefully negotiated political solution remains a miracle. In 1994, most people expected us to descend into racial civil war. But Nelson Mandela and our generation created a stable framework – the new constitution – for us to do the work to heal the past and address the legacy of apartheid. Unfortunately, post-Mandela we didn't have the type of leadership that could deliver all of our original goals.

What are you referring to specifically? Inequality in South Africa has risen in the last 25 years in terms of income between those at the top and those at the bottom, just like in many other countries. One of the big triumphs of our democracy is creating a social security net. Nonetheless,

out of 58 million South Africans, roughly 18 million are dependent on social grants. And that does not replace the dignity of labor. Half of young people are coming out of 12 years of education with only minimal skills, and they are unlikely to have a real job in their lifetime. What should we do when technology and artificial intelligence are doing a lot of the manual work that human beings did before? That's the conversation we should be having. Instead, the conversation is about corruption, which has been very prevalent in the last decade.

South Africa is making great strides in the fight against HIV. Since 2006, life expectancy has rebounded from 53.5 to 64.7 years. How much of this can be attributed to sensible policies – or was it mostly due to low-cost medication becoming available?

Well, in 2007, I acted as a coordinator for developing a healthcare roadmap in South Africa when I was chair of the

Development Bank of Southern Africa. I brought together – for the first time, given the then President Mbeki's reticence to work with civil society – very important elements of civil society, business, academic institutions, trade unions, NGOs and government. And one of the priorities was tackling HIV/AIDS. The people that went into government acted on those recommendations, and that's what contributed to slowing the epidemic.

What were the most important pillars of the new health care policies?

The provision of ARVs (anti-retroviral drugs) had to be consistent across the country. Before that, there were always shortages, so the negotiations that the government did with the pharmaceutical sector to provide adequate access to ARVs were very important. Improvements in education around HIV prevention were also critical. In addition to providing

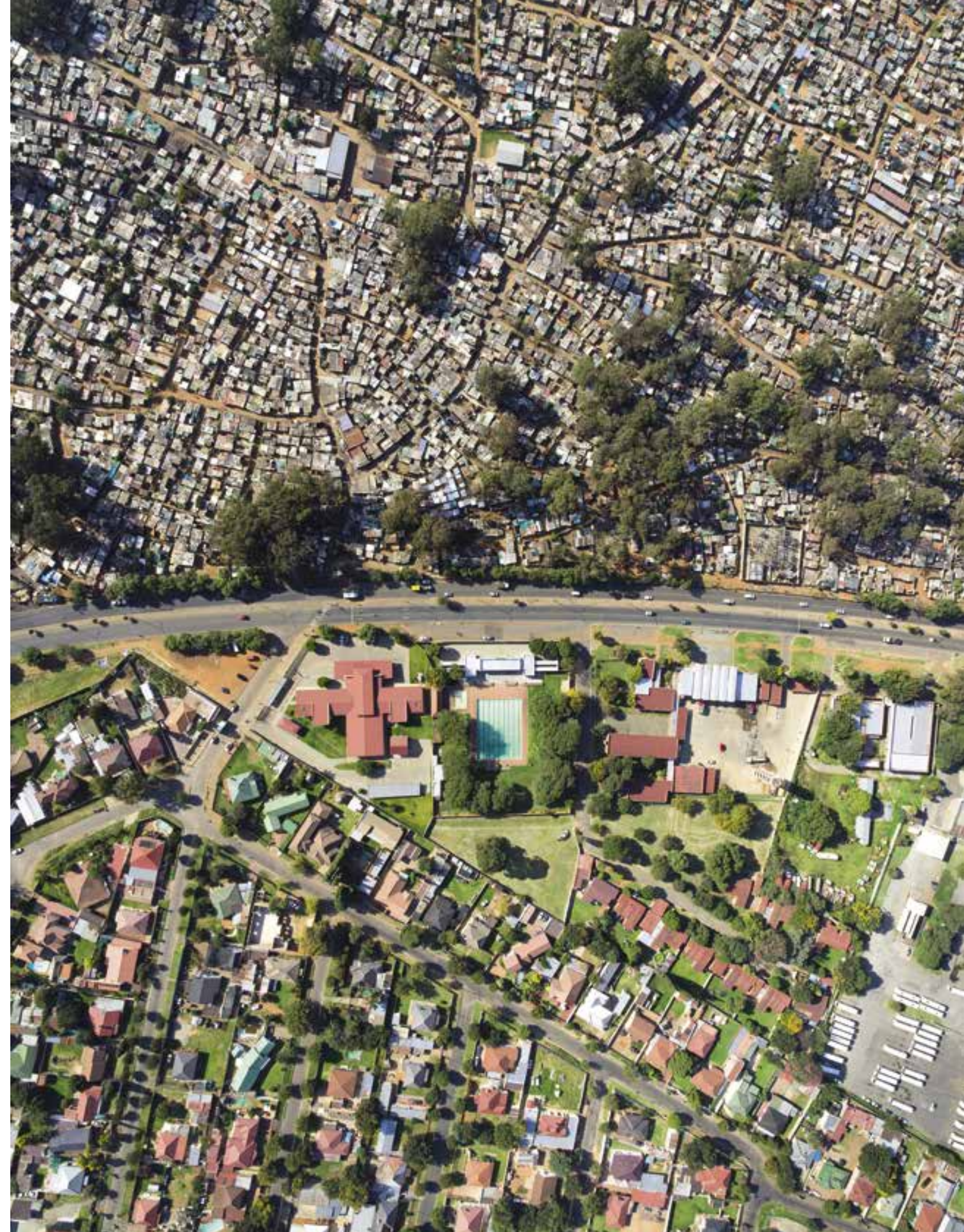
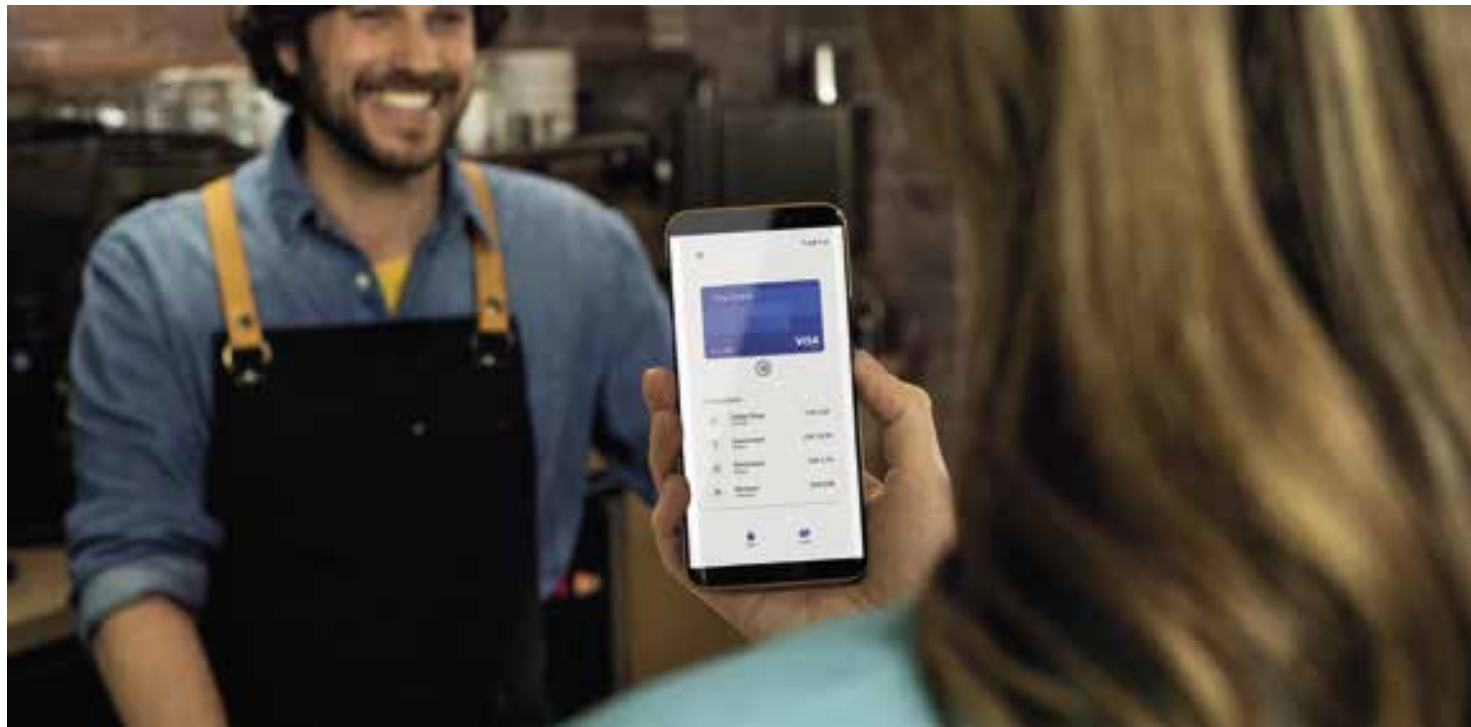


Photo: Johnny Miller

Social inequality on either side of a road: slum and villas in Primrose near Johannesburg.



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condoms, open communication aimed at destigmatizing HIV was the most important factor. In the past, many people hid the fact that they were HIV-positive because they were ashamed.

Despite all the progress:

If you look back, what would you have done differently?

When we went into government in 1994, our notion was that the state should provide everything that people needed, from jobs to water, electricity, sanitation and housing. The result was that instead of taking responsibility, people became bystanders in their own futures. People sat back and started waiting for government action.

What do you think about that today?

I've come to the conclusion that changing the system is only the first chapter in creating a functioning democracy. The more important question is: "How do we change the human being?" How can a system like the one we have in South Africa – with a progressive constitution and powerful institutions that are supposed to protect that constitution – be subverted? It gets subverted because we haven't changed the individual. Corruption, particularly in business and politics, destroys people's trust. So, it's really important now that we have a new president. We have seen him act against corruption in a decisive manner.

You've known President Cyril Ramaphosa since the 1980s, when you were in the COSATU trade union federation together. How do you assess him?

He's a very skilled negotiator and strategist. Of course, in the last decade, there has been such an undermining of the political fabric that it takes time to repair. Now is the time to take an important stance in the fight against corruption. It's not an easy task, because politics is also a waiting game, requiring the art of keeping one's own party afloat. But I think all of us are expecting decisive action from Cyril Ramaphosa. Patience is running out in South Africa.

How optimistic are you about the country's future?

Very. My generation is slowly getting older – I just became a grandfather – and



Allies in the struggle for freedom: Jay Naidoo and Nelson Mandela in Soweto (1990).

the generations that were socialized after apartheid are now taking over. They're going to push this country forward. Once, when we were discussing the Reconstruction and Development Program, Mandela asked: "What about the reconstruction and development of the soul?" Then he said: "People have been psychologically damaged, both white and black, whether you had a feeling of superiority because you were white, or whether you felt inferior." And he was right: And that's exactly how I felt as a child: I felt fundamentally inferior to white people. That's what I was taught, that's how I was socialized. It is only my politicization that removed that.

What can other countries learn from South Africa?

That we shouldn't look for another Mandela – a messiah to solve our problems. If we look inside ourselves, we see the Mandela within. And we realize: I have the power to change myself. Mandela once said: "It always seems impossible until it's done." That was our guiding principle. It seemed impossible to change apartheid, but we did.



Jay Naidoo (65) gave up his medical studies to fight apartheid. He became the General Secretary of the Congress of South African Trade Unions (COSATU) in 1985. After apartheid ended, he served as a minister in President Nelson Mandela's cabinet from 1994 through 1999, and then as chair of the Development Bank of Southern Africa from 2001 to 2010. Today, Naidoo sits on the boards of several non-profit organizations.

“Hold back on the

treats today”



Makie Zenimoto (62), nutrition educator at the Meiji primary school in Tokyo.

People live longer and eat more healthily in **JAPAN** than anywhere else in the world. Children already start learning about eating well in school. Nutrition educator **MAKIE ZENIMOTO** explains what’s important.

Interview Sonja Blaschke Photos Motohiko Hasui



Milk

Boiled vegetables with Tosa soy sauce

Pork schnitzel on boiled rice with miso sauce

Egg drop soup

How long have people in Japan been emphasizing healthy school lunches? Japanese children have been eating school lunches since around 1890. It started as a way to help the poor. After World War II, people were dependent on aid from the Americans – there was a lot of bread. Over time, the meals became more elaborate.

Is the system the same everywhere in Japan? No. Sometimes the city administrators develop the menu centrally, and sometimes they leave it up to the schools, as is the case here in Koto City in Tokyo. Some schools have a cafeteria. At others, like here, the children eat in the classroom.

What do schools consider to be healthy food? Locally grown fruit and vegetables are vital – preferably

organic, 175 grams per day. A glass of milk to make sure the children get enough calcium, and as little salt, fat and sugar as possible.

What’s not allowed on the menu? Raw vegetables. Even cucumbers have to be blanched. Processed foods with additives are also taboo here.

What is particularly important? Many children eat a great deal of western foods at home – bread and meat – so we focus on rice and fish. We also offer some specials that you can sink your teeth into, with root vegetables and brown rice.

Do you also serve less healthy things? We have “secret menu” once a month, with Katsudon (breaded schnitzel on rice) or spaghetti with meat sauce.

How much do the meals cost? 4000 yen (37 Swiss francs) per month. The budget for ingredients is limited to 275 yen (2.50 Swiss francs) per child per meal. That’s a challenge. Fish is very expensive.

Do the school lunches make the children healthier? They are growing. Children no longer have calcium deficiencies. Conversely, we notice that some children come back from the long summer break not in the best shape.

In Japan, school lunch is combined with nutrition lessons... Our menu calendar also explains things like how our sense of taste works or seasonal foods. I announce the day’s menu over the public address system at our school. If it involves more sweet things than normal, I say: “Hold back on the treats today.”

“We are risk averse”

Verena Pausder (40)

has founded several start-ups including Fox & Sheep, the largest developer of children's apps in Germany, and the Haba Digital Workshop. She has won numerous awards such as “CEO of the Future” (McKinsey) and was named as one of “Europe's Top 50 Women in Tech” (Forbes). One of the WEF's Young Global Leaders, she is also an investor and sits on supervisory boards and political advisory committees.



◆ GERMANY is the leading start-up nation in continental Europe, yet founder VERENA PAUSDER still sees room for her country to improve. Could this self-critique become the key factor for success?

Interview Nicole Longhi and Simon Brunner Photos Ériver Hijano

Germany has the most unicorns – start-ups valued at over one billion US dollars – in all of continental Europe, funding rounds for fledgling companies are at an all-time high right now, and Berlin is considered one of the best places to start a new company. What is behind this innovation boom? I have been part of Berlin's ecosystem since it first began in 2010. Back then, we would not have dared to dream of becoming this huge one day. Several ingredients were vitally important in my opinion. First, we had to reach a critical mass in terms of both start-ups and investors. And then we had to achieve some successes, of course. After the third unicorn, one thing became apparent to everyone: Yes, even in Germany, we can pull off the really big achievements. This realization generated a certain momentum.

In the meantime, Germany now has eight unicorns. Is the country on its way to becoming the world leader in innovation? We could potentially earn that title, but we have recently lost our courage to some extent. We fear the future, and especially digitalization. Conversations have focused mainly on topics like data protection and cybersecurity. Of course both are important, but when it comes to further promoting innovation, this is not the path to take. In addition, Germany – even Europe – just doesn't have enough investors capable of participating in comprehensive investment rounds of 100 million US dollars or more.

Despite this lack of local investors, Germany has produced some remarkable start-up success stories. So why is the geographical source of the venture capital still important?

Because non-European investors often pressure start-ups to relocate to their home countries. And because we give up a significant share in value creation. We bear the risk of the early stage when we still don't have an answer to the question of whether a business idea is even worth anything at all. Then we leave it to others to reap the rewards of the later, more attractive stages, with growing yields. To put it bluntly, we do a good job at slicing the bread that others will use to make their sandwiches.

What could possibly happen to change this dynamic?

The capital base of German start-up funds would increase significantly if we allowed pension funds and insurance companies to invest their capital in vehicles like these, as is the case in many other countries. We can't forget that we Germans are risk averse. Our country has one of the lowest stock savings rates in the world. During the dot-com bubble, we were well outside of our comfort zone, and we got burned. We still feel the aftereffects of that. French President Emmanuel Macron recently announced a start-up fund of five billion euros, some of which will come from pension funds. There are many things that would need to change before something similar could happen in Germany. And Paris just overtook Berlin in terms of investment volume (according to the most recent start-up barometer published by EY).

You are also involved in politics and are on Minister of State Dorothee Bär's Innovation Council. One of the things you support is the concept of deregulated

zones in Europe, where start-ups can test drive ideas. Why do we need something like this?

In the early stages, in particular, companies need to be able to try things out without too many constraints. What could we get out of large volumes of data if data protection was not a consideration? How would autonomous driving work without millions of restrictions? This is the mindset of our global competitors, the US and China, and it allows them to create a competitive advantage. Here, things are becoming slower and slower, more bureaucratic and sedate, despite the fact that change is happening at a more rapid pace than ever before. The present moment represents a huge opportunity for us, and we have to take advantage of it.

More than 300 million people live in the US, and well over a billion in China. Do European countries even have a chance at all? Only if we pool our efforts across Europe. When it comes to legislation, awarding venture capital and regulation, we have to look at things from a European perspective. Germany has approximately 200 professors for artificial intelligence, France does as well, and Switzerland has maybe 20 – China has many times these amounts. Forward thinking means working together and crossing borders.

Start-ups, particularly those in the tech field, suffer from a major gender gap. Why is that, and what can be done to address it? Generally speaking, technology is underrepresented in the lives of girls. We fall short when it comes to encouraging and inspiring them in this field. Digital



"Understand what children are doing": Developments in the Haba Digital Workshop.

workshops like the ones we have introduced could help to change this. In these workshops, children between the ages of six and twelve can discover the digital world through play. This is an age when girls and boys demonstrate the same level of interest, and gender stereotypes have yet to come into play. On a macro level, the investment committees of venture capital companies represent another problem. Their members are mostly men, so topics that women consider worthwhile have a hard time making the cut.

Can you give us an example?

Two outstanding female students founded the Kitchen Stories recipe app, and I was a very early investor. Investors scoffed at the beginning, referring to them as young women who like to cook. "How cute," people would say. Fast forward: Downloads of the app are in the eight figures range, Bosch took over the company and Apple CEO Tim Cook visited the start-up during a trip to Germany. By the same token, people should also say things like "Oh, he just likes to drive cars," when a man develops an automotive app. But no one does. It is difficult for women to win the major funding rounds. The tendency is to belittle and underestimate them.

How could this change?

Of course female investors can't just be conjured up out of thin air, but at the least, venture capital firms can staff boards of qualified female experts.

You refer to Germany's digital education generally as "a disaster." Why is that? We do not have the proper equipment in schools. We are not training teachers. We don't even agree on what skills are necessary much less how and when they should be learned. It seems more like 1970 than 2020. Today's graduates should be able to create a website, design a logo, prepare a presentation and identify fake news. We have a long way to go.

Seems more like 1970 than 2020.

If a teacher lacks confidence in dealing with digital topics, what can they do? Of course, if they try to measure up to their students, they are going to come up short. Otherwise, though, this young generation has less digital expertise than we tend to think. A German teacher can easily facilitate a discussion on the topic of deep fake videos, where politicians are made to appear to speak words that they never in fact said. What impact does this have on society? Or a history teacher organizes a workshop to validate historical facts. An art teacher demonstrates how layering works in a photo editing program. And so forth.

As for you, you have three children ranging from two to eleven years old. What are your rules for their cell phone and PC use? When it comes to consuming content, there are clear, non-negotiable rules governing how much time they can spend. For my sons, who are nine and eleven years old, this means that they can play games for one hour, three days each week. On the other hand, there is a great deal of freedom when it comes to creating things. When they are making a stop-motion movie with their Lego figures, they can take practically all the time they want. They just have to show me the result. As parents, it is important to us that we understand exactly what it is that the children are doing. That only works if we spend time together with them on the devices. Even though there might not be much time for that. ■



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Film: "Trainspotting" (1996)



Comedy: Rowan Atkinson alias Mr. Bean (2007)

The ♥ UNITED KINGDOM is said to be a “soft power” superpower. How do you explain that, MISTER ANHOLT? And does Brexit pose a threat to that status?

Interview Simon Kuper

Film series: Sean Connery as James Bond in "Goldfinger" (1964)



Pop music: Spice Girls (1997)



COOL BRITANNIA

“Between James Bond and Mr. Bean”

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Simon Anholt, you coined the term “nation branding,” and you’ve advised more than 50 cities and countries on image management. What is soft power? Soft power is everything that’s not hard power, which means exerting pressure through military or economic means. It refers to the methods countries use to influence other international players without resorting to hard power. In that sense, soft power is more important today than ever before.

Again in 2018, the United Kingdom was number one in the “Global Ranking of Soft Power.” How did it manage to become a “soft power” superpower? English is the most widely learned language in the world, and we are very good at everything related to popular culture: music, film, comedy, art, fashion, football. I would also include the British monarchy in that list. Our top universities are among the best in the world. Furthermore, cultural influences and impressions change very slowly. Even in extremely tense situations, people have a hard time suddenly hating a country whose culture has provided them with positive, life-enhancing experiences. It takes decades and generations for that to change. The United Kingdom apparently still ranks high among large portions of the world’s population.

So, a country builds soft power over long periods, not through a short-term push? It is certainly possible to push the process along. An example is South Korea, which over the last couple of decades has made deliberate pushes to increase its soft power, partly I like to think as a result of my advice to them. For example, they’ve worked to

try and establish Korean cuisine as one of the world cuisines, partly by the government supporting the opening of authentic Korean restaurants all over the world.

But the government wasn’t responsible for the global “Gangnam Style” phenomenon, was it?

Indirectly, yes! The government gave the young music scene the freedom it had been denied during the previous decades of censorship. In addition, the government has been supporting popular culture for several years. Previously, funding had been limited to so-called high culture. So it is definitely possible to boost a country’s soft power, even within a surprisingly short time. But certain conditions are necessary, of course. For example, South Korean soap operas have been massively popular all over East Asia for decades.

Years ago, Tony Blair’s government consciously marketed the UK as “Cool Britannia.” Absolutely, and it started off as a business question: To what extent will Britain’s image influence the next generation of businesspeople, and consequently Britain’s international trade? Tony Blair, of course, loved the phrase “Cool Britannia.” It’s the narrative of Britain as young, vigorous, creative, daring, cosmopolitan, funny, self-deprecating. It’s the spectrum between James Bond and Mr. Bean, with a bit of Spice Girls and Elton John in the middle.

In fact, this was how many observers perceived the UK in the 1990s. The narrative was a perfect fit for the times. For many years, I served as vice-chair of the UK Foreign Office’s Public Diplomacy Board. We were responsible for trying to coordinate Britain’s soft-power activities, in such a way that we could take a systematic approach to the use of soft power.

Has the idea of the UK as Cool Britannia suffered because of Brexit? Leaving the EU is not very Cool Britannia.

In the current period of uncertainty, though, it is still helpful to perceive ourselves in this way.

There really are two narratives about Britain: Cool Britannia and Downton Abbey. Cool Britannia was the narrative that needed to be pushed if we wanted to secure our



Music: The Beatles (1965)

future trading status. The Downton Abbey narrative – which presents Britain as an arrogant, exceptionalist, ex-imperial power that thinks itself superior – is not very helpful unless you’re selling cufflinks or raspberry jam. But the effect of Brexit is to push people’s perceptions of Britain toward the Downton Abbey end.

Would a decline in soft power really be a problem for the UK? After all, it’s the world’s fifth-largest economy. If you don’t have a powerful and positive reputation, everything is difficult, everything is expensive. Reputation has nothing to do with communication techniques. It comes from who you are and how you behave and where you are heading. In the age of advanced globalization, unless you consider the soft-power impact of your policies, you will end up destroying your reputation.

There’s a saying that perception is reality. But it’s not the whole reality, is it? Yet soft power determines how hard power is perceived. The most obvious example is the fact that the UK, which is admired because of its soft power, isn’t perceived as a threat despite being known to possess nuclear warheads.

You coined the term “nation branding.” Thirty years later, what do you think about that concept?



Fashion: Model Kate Moss with designer Alexander McQueen (1998)

I’ve become skeptical. The term seems to suggest that some marketing technique exists that will allow you simply to change a country’s image. That’s not the case. If products are good, their brand image will eventually be favorable as well. The same applies to countries. If a country wants to improve its reputation in the world, it should concentrate on what it’s doing, on its concrete actions – and not on what it says about itself. There is no shortcut or secret path to higher status. Reputation derives from a reservoir of ideas, products and political realities. That reservoir must continue to flow; it must never run dry. ■



TV series: “Downton Abbey” (2010)



Football: David Beckham (1996)

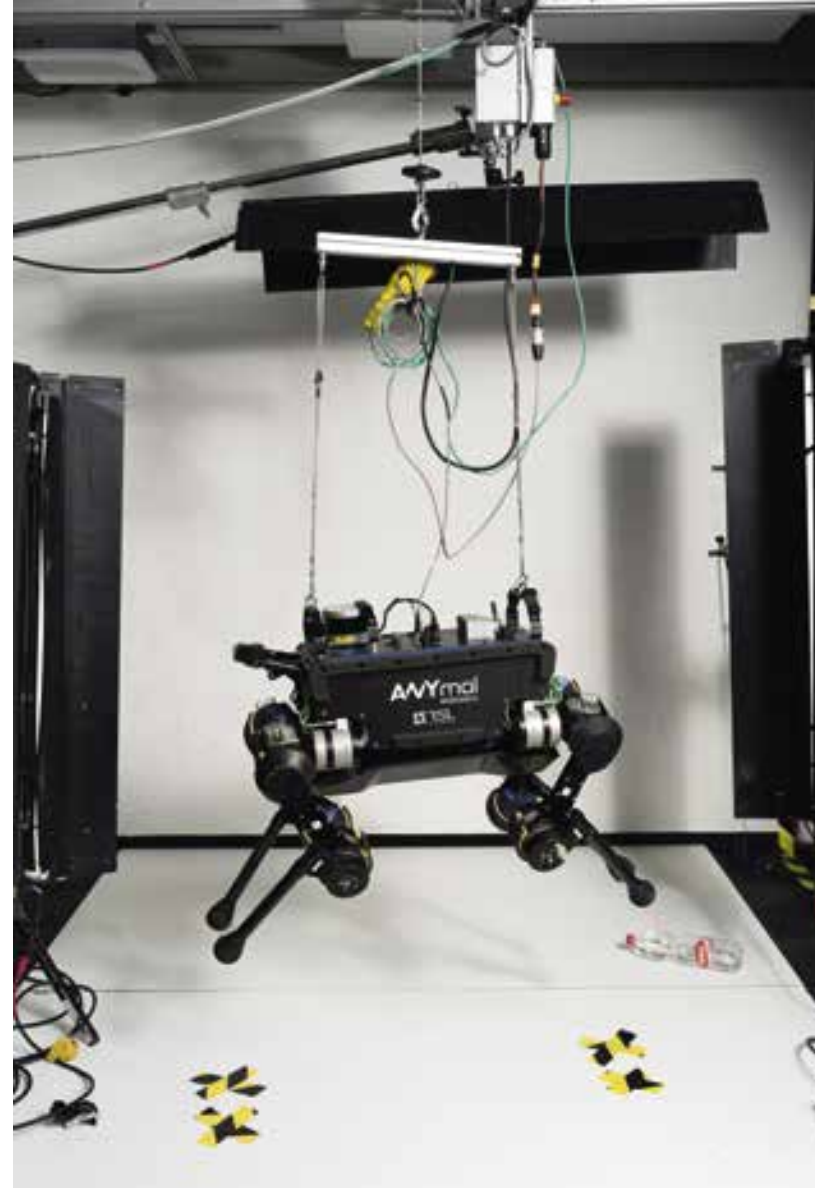


Simon Anholt (58) has worked with more than 50 national and city governments as an independent policy advisor. A British citizen, he coined the term “nation branding” and created the Good Country Index.

Art: Damien Hirst with two anatomical sculptures (1995)



A global leader in robotics research: ANYmal, the walking robot from ETH Zurich.



“We don’t need to build an entire car”

JOËL MESOT, President of ETH Zurich, on the secret to SWITZERLAND’S success as a research center, the progress in terms of transferring knowledge within industry and the most important ingredient for every career: confidence.

Interview Simon Brunner and Michael Krobath

Professor Mesot, Switzerland topped the renowned Global Innovation Index in 2019 for the ninth year in a row. What is the secret to the country’s success as an education and research center? There are several reasons for its success. One of our chief advantages is our balanced and transparent education system, which includes universities, universities of applied sciences and the dual education system. As researchers, we need good professionals in order to build and operate our complex systems. Another factor is the traditional strength of basic research, as is collaboration with industry. Finally, the success is also due to the country’s openness, which allows us to recruit the world’s most talented people.

How stable is this formula? Do you see risks to Switzerland’s progressive character? The dual education system aside, every aspect is feeling pressure at the moment. I’m most concerned about the risk of isolationism. Knowledge requires networking with the world. If we become less open as a result of political decisions, then we’re really harming our own interests. In 2014, Switzerland was temporarily excluded from the EU’s Horizon 2020 research program. The exclusion of the country again from the European framework program for research would not be good for Switzerland’s competition prospects.

Critics of genetic engineering, climate skeptics, opponents of the theory of evolution – do you believe there is increasing hostility toward science? The fact that citizens and the media are looking critically at technological progress is, on the one hand, positive and an expression of a lively democracy. We need to have a discussion about how we handle Big Data and artificial intelligence. But there are some worrying trends – for example, the few, albeit very loud voices attempting to cast doubt on the scientific facts regarding man-made climate change.

What impact has China’s rise had on Switzerland as a research center? China’s ambition to be the leading nation when it comes to technology has, of course, had an effect on science. But, in general, I view competition as positive,

because it forces us to improve our way of thinking and our processes. Furthermore, Switzerland has benefited from a free trade agreement with China since 2014.

For decades the top universities in the US were the biggest competitors for the ETH. Is there now a shift toward Asia? Let’s not forget that the elite universities in English-speaking countries – including the UK – continue to top and dominate the international rankings. But China is catching up. For example, China now publishes more scientific publications than the US. We do need to put this into context in terms of quality, however.

And to what extent are new learning opportunities competing with traditional universities? A university education is increasingly becoming a global commodity. The digital transformation is also altering the way we convey knowledge, and new private providers are entering the expanding global education market as a result. The big question that’s driving everything is which skills best prepare students for the working world? Especially as the working world is fundamentally changing and turning education into a lifelong task. Of course, this is a question for traditional universities like the ETH as well.

What’s the answer? We believe that engineers and scientists will need a solid foundation in math in the future as well, and this is now increasingly taking the form of computational thinking and scientific approaches to large volumes of data. In addition, with our targeted offerings we are also promoting an interdisciplinary approach, critical-creative thinking and entrepreneurial activities. We are currently carrying out our second Student Project House – a project that creates space for students to develop their own experiments. There is also ETH week, which is held each year and during which students from all 16 of the university’s departments work on globally relevant topics, such as energy, nutrition and mobility.

Switzerland is one of the most coveted destinations in Europe for students. In 2018, foreigners accounted for about 37 percent of the students at the ETH.

Is the country’s reputation for giving priority to Swiss nationals or having a quota system a threat in this respect? I would respond by saying that the ETH Zurich already gives priority to Swiss nationals, who make up more than 80 percent of the students in bachelor programs. I would like to emphasize that every Swiss citizen with a university entrance qualification (known as a matura) may study at the ETH. There is no quota system and our student fees are very modest. It is an egalitarian system and a very Swiss one. That is something I am proud of. And I’ve benefited from it myself, as I was the first in my family to study at university. The ETH is very international at the master’s level and especially at the doctoral level, where more than 70 percent of our students are foreign.

The principal activity of an ETH president is ensuring the transfer of knowledge from research into the economy. The ETH wasn’t very good at this for a long time. We’ve caught up. For a long time, our start-ups didn’t have the funds to make big leaps – the 50 or 80 million needed to grow properly. I have the sense that this is changing now. Last year alone, more than half a billion Swiss francs in venture capital were invested in the canton of Zurich, and GetYourGuide was the first ETH spin-off to achieve unicorn status – i.e. a valuation of more than one billion US dollars. Increasingly, it is paying off



Joël Mesot (55) has been president of the ETH Zurich since 2019, which is the best university in Continental Europe, according to international rankings. Before that, he served as the director of the Paul Scherrer Institute for ten years. Mesot spent several years as a researcher in France and the US and has won several science prizes for his work.

to give students more space to develop their own ideas and turn them into a product. Now, there are some 25 new spin-offs each year.

Speaking of start-ups, in what areas can a small country like Switzerland have the most success?

Our greatest opportunity lies in niche products. Metaphorically speaking, we don't need to build an entire car like Germany, the US or Japan. We can focus on those parts that offer the greatest added value. And in the future, this added value will be at the intersection of several disciplines. We see this at the ETH, where departmental boundaries are becoming more fluid.

You were a successful physicist yourself. What is the most important property for being successful as a researcher and contributing to progress?

In addition to specialized knowledge, you also need to have confidence. In my first job after receiving my doctorate I had an idea that I presented to a world famous physicist. His response? "That won't work!" When I told my doctoral advisor, he said: "Joël, if you say it will work, then it will work. You just need to be convinced of this yourself." So I went ahead as I had planned – and it turned out just as I had expected. I tell this story to new students to give them courage (*laughs*).

Credit Suisse supports the ETH Zurich and donated seven million Swiss francs to set up a robotics professorship in 2018.

“Start thinking about the future in your mid-40s”



Staying employable longer: Singapore citizen Mohamad Mohsin Khan (74) installs aircraft parts.

Living longer also means working longer. In ♥ SINGAPORE, more than 40 percent of people aged 65 to 69 work, twice as many as the OECD average. CHAM HUI FONG, how is this possible?

Interview Michael Krobath

The share of people in Singapore aged 65 to 69 who work has risen from 24 percent in 2006 to 40 percent now – even though the retirement age remains 62. How has the island city managed to do this? The legislative process was the key to success. In 2006, a committee made up of representatives of the government, employers and trade unions worked together to encourage companies to retain or reintegrate employees past retirement age. This effort culminated in the introduction of the Retirement and Re-employment Act in 2012, where companies are obligated to offer re-employment at age 62 until 65 if workers meet the eligibility criteria. In 2017, this obligation was expanded to employees up to age 67.

What incentives are used to encourage companies to employ older employees? First, there's the Special Employment Credit, a wage offset scheme that compensates employers for up to 3 percent of the monthly wages of the workers they continue to employ. There is also a subsidy program, which offers every company up to 425,000 Singapore dollars [editor's note: around 300,000 Swiss francs] to implement an age management system, redesign workspaces and processes, and implement flexible work arrangements. Since mid-2016, more than 1,750 companies have taken advantage of this program, with some 20,000 employees benefiting.

And how are employees motivated to work past retirement age? Through programs to reduce wage disparities, training and development programs, and opportunities to try

working at potential new employers for a day or two to see if they like it. And, of course, the salary is an incentive, too. Most employees want to remain financially independent and do meaningful work. Many appreciate that they can continue to work.

What are the employment preferences of older workers?

Understandably, they generally would like to have the option to gradually reduce their level of work. A survey found that 86 percent prefer to transition into partial retirement before retiring fully, and a third would like to have reduced responsibilities at work.

In what fields are older people employed?

A majority of workers over 65 are in blue-collar jobs, such as cleaners, machine operators or sales personnel. But there are many university graduates who choose to work longer, too.

When should people start to think about preparing for a longer career?

It makes sense to start reflecting on your future plans in your mid-40s. And companies should engage their workers in structured career planning sessions so they can take timely action to equip workers with the skills needed for future jobs.



Cham Hui Fong (51) is the Assistant Secretary General of the National Trades Union Congress (NTUC) and was a member of the committee that developed the Retirement and Re-employment Act.



USA

Two squabbling parties, one happy marriage:
She is a Republican and a former advisor to both
Presidents Bush; he is a Democrat and a former
advisor to President Clinton. What can the polarized
United States learn from MARY MATALIN and
JAMES CARVILLE?

Interview Michael Kroboth

“We



A divided nation: The kickoff of Democratic Senator Cory Booker's presidential campaign in Newark on April 13, 2019 (left);
Trump supporters celebrate Independence Day in Washington, D.C. on July 4, 2019.



Photos: Mark Peterson/Redux/laif (2)

disagree
about
everything”

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Politico once described you as the “odd couple” of American politics. What’s the number-one thing you disagree on at the moment?

James Carville In national politics? Almost everything. I can’t think of anything we agree on. We have very distinct and very different views of the current occupant of the White House.

Mary Matalin “Odd couple”?! Not really. That applies to only a small portion of our marriage. Long before we got married we had worked against each other on several political campaigns. Back then we saw the world very differently – and we still do today. But luckily there are any number of topics to discuss besides politics.

So the differences between your value systems don’t cause tension in your day-to-day lives?

Matalin They might, if our family were a democracy. But it’s a “Mom-ocracy.” Or as we say in the Carville home, “When Mama ain’t happy, ain’t nobody happy.” James hates confrontation and refuses

to argue about political issues. We have little interest, time or energy for what passes as political dialogue in today’s tumultuous climate.

Carville Last night our whole family watched a football game together. This weekend our daughter got married. We generally avoid politics for the most part. It’s not like I don’t talk about politics at all. I teach a class at the university, and every day I have about 20 conversations about politics. Just not with my wife.

In a bestselling book about your relationship, you say that the 2003 Iraq War caused some heated arguments between the two of you. What do you think of the current policies of the Trump administration?

Matalin What President Trump has managed to accomplish in his short tenure is nothing short of astounding. In the past three years there has been tremendous progress for real people living real lives, most of which he accomplished with little, if any, help from his own party and massive obstruction from the media and out-of-control bureaucrats in Washington. His policies have ushered in the highest employment among African Americans, Hispanics and women in our history. He has massively reduced economic regulatory strangleholds and reestablished the US as a world leader.

Carville I don’t like Trump’s policies. Take foreign policy: We now have difficult relations with China and Iran and close relations with North Korea and Russia, and that’s a strategic error. And we also have a terrible relationship with Western Europe. The one thing that probably upsets me more than anything is the decline of the United States’ role in NATO. The alliance has been in place for a long time – we can’t simply discard it. But unfortunately we seem to be doing that.

In the 1970s, the American political scientist Robert Dahl wrote, “To a European accustomed to the sound and fury of clashing ideologies, American party battles seem tame and uninteresting.”

When we look at today’s angry political climate, we can’t help but ask:

What happened? Why has this changed?

Carville I think there are three reasons: As educated people move to the cities and metropolitan areas, rural areas tend



Mary Matalin (second from right) with Vice President Dick Cheney (right) in the White House bunker on 9/11.

James Carville managed Bill Clinton’s presidential campaign in 1992.



to feel neglected or even threatened by the increasingly powerful urban centers. So they’re banding together politically and making their voices heard, loud and clear. The second reason we’re so divided is that we have such a proliferation of defamation sources on social media. And it’s well known that people tend to believe only the sources of information that validate their views of the world.

And the third reason?

Carville The nature of the population is changing as the country becomes less Caucasian. Certain people feel threatened by that. So the big question is this: Do we view America as a place, a country that was basically shaped by European immigrants and their descendants? Or do we view it as an idea that came out of the Enlightenment? Which is the true America? There’s a deep conflict about that question. Personally, I think it’s an idiotic debate. We’re all Americans.

Matalin Differences of opinion are crucial for a thriving democracy. Throughout American history, there have always been vehement economic, religious and regional disputes, which have also figured prominently in the thinking of great figures like Madison, Hamilton, Adams and Jefferson.

There was negative campaigning even in Cicero’s time.

What can people learn from our marriage? Respect for people who disagree with you politically.

Today the major impediment to continued democratic progress is something very different, namely the increasing diminution of free speech and the silencing of disparate voices by the liberal mainstream, through harassment, humiliation, employment threats and a biased press.

So is this polarization nothing new? Matalin What's new is the introduction of information-age tools, which have increased the velocity and ferocity and distribution of public discourse. The cloak of anonymity provided by AI platforms has made possible the elevation and prominence of bottom-feeding, ill-informed, angry dystopian malcontents. The internet presents myriad opportunities for progress that can improve people's lives – particularly the lives of the underprivileged – but we need to learn how to apply time-honored ethical rules to this new world. Europe and the United States have a serious and critical responsibility to apply ethical standards to the tools of artificial intelligence.

When you were both working in the White House, the consensus was that positive messages are more effective than negative ones. Why has negative campaigning become so important? Matalin There has always been negative campaigning, even in Cicero's time. James did a great analysis comparing Cicero's campaigns with today's. In politics, fear is a greater motivator than love, but in real life, love triumphs. People may respond politically to negative incentives, but they prefer to lead their lives harmoniously.

Political strategists Mary Matalin (66) and James Carville (74) have been married for 26 years and have two adult daughters. Mary Matalin worked for US President George H.W. Bush and his son George W. Bush, as well as for the younger Bush's vice president, Dick Cheney. James Carville was a close advisor to Bill Clinton and coined the famous slogan "It's the economy, stupid!" The book "All's Fair: Love, War, and Running for President" about their special relationship was a bestseller. Matalin and Carville chose to be questioned separately for this interview.



Could Republicans and Democrats learn anything from your marriage across party lines?

Matalin Yes. Have more children, stay focused on the long game, pray with purpose, drink more bourbon!

Carville I don't know if we have a larger message here, but I think the big message is to respect people who disagree with you politically.

You've advised several presidents. Which one has impressed you the most?

Carville Bill Clinton, because he treated everyone with respect. He gave everybody the impression that he respected who they were and what they did. He did everything in his power to unite the country – and not to divide it.

Matalin I have been honored and humbled to serve a number of exceptional political and policy leaders: George H. W. Bush literally lived a life predicated on duty, honor, country; he revered and propagated loyalty, friendship and compassion. Vice President Dick Cheney is a man of impeccable integrity; he has an unprecedented grasp of the breadth and depth of multiple subjects, and he is unflinchingly fair and uncommonly kind.

James, you coined the famous phrase that became a kind of campaign slogan for Bill Clinton in 1992: "It's the economy, stupid!" If you had to choose a slogan for the 2020 campaign, what would it be?

Carville "It's the country, stupid!" We have to act like a country again, not like two warring tribes. You also have to respect people who disagree with you. Many of the disagreements we have are just about not liking people on the other side.

And you, Mary? In one sentence?

Matalin Keep America great!

If Clinton or George W. Bush were in office today, would you advise them to lead by Twitter?

Matalin Absolutely. I love President Trump's workaround to a biased press and an insular federal government.

Carville No. I don't think the Democrats need to be more like Donald Trump to beat him. They should be profoundly different, not just in policies, but in personality and their view of the world.

I think that most Americans are nice and get along with each other. And I also believe that most people want to get back to a nicer political culture.

What will it take for the "divided states of America" to become the United States of America once again?

Carville Generational change. And if somebody comes and convinces people that America is not just a place, but an idea, I think people would like that. We'd stop making that ridiculous distinction between "real" and "less real" Americans. Matalin If we want to come together again, we'll need five more years of deregulation, decentralization and measurable, results-oriented policies. We also need more and mandatory civics and history teaching in our schools. And not least, we need a revitalization of the principles and ideals that shaped the founding of the United States as a nation of laws, not men.

What question about your unusual marriage have you always wanted to answer, but have never been asked?

Matalin Where did the notion of continuously peaceful marriage come from? Why are marital disputes so much harder than political ones?

Carville People always ask about our political differences, but never about cultural ones. My wife grew up on the South Side of Chicago, in a family of industrial workers. I'm a son of the segregated South. That difference is at least as interesting as our political differences. We had to work to adjust to these cultural differences and learn to be considerate of each other. I'm sure the same thing is true in your country. The culture in Zurich is different from the culture in Geneva. We now live in the South, in New Orleans. It takes some effort to live in a different culture. And my wife has done that brilliantly. ■

“There is enormous potential there”

Few countries have been as consistent in their efforts to transition to a low-carbon, renewables-driven economy as [CHILE](#). The country has become a world leader for solar power. [CRISTIÁN GONZÁLEZ VELOSO](#), how can we make the most of the sun’s power?

Interview Andreas Fink

Nowhere in the world is solar radiation stronger: photovoltaic plants in the Atacama Desert in northern Chile.

How did the astonishing energy revolution in Chile come about?

Our most important industry, mining, long required an absolutely dependable supply of power around the clock – and only conventional power plants were able to deliver that. Then, in 2013, the government adopted environmental regulations that favored renewable energies. In 2016, half of the country’s new energy projects were dedicated to renewables, growing to 100 percent in 2017. Two-thirds of those were based on wind and, especially, solar.

The Atacama, the driest desert in the world, is the perfect location for producing solar power.

Yes, there is enormous potential there. Because the desert lies at 2,500 meters above sea level, the solar radiation intensity is especially strong. It’s not only the higher intensity that makes the solar cells deliver more electricity. The higher elevation keeps them from getting as hot as they would in Southern Europe or Africa and thus enables them to be more efficient. A new study puts the total potential of renewable energies in Chile – including wind, hydroelectric, biomass, geothermal and tidal energy – at 1850 gigawatt hours per year. And solar is capable of delivering another 1800 gigawatt hours.

That is around 18 times as much as South America’s largest hydroelectric plant, Itaipú Dam on the Brazil-Paraguay border, produces in a year. And that is possible even though the sun only produces electricity between 8 am and 6 pm? Well, that will change soon. In 2020, South America’s first thermosolar plant will go into operation in the Atacama Desert. Cerro Dominador uses hundreds of giant mirrors to reflect the sun’s rays onto a receiver at the top of a 265-meter-high tower. The receiver contains a huge tank filled with molten salt, which heats up to such a degree that it continues to drive steam turbines through the night. This technology is the ideal, cost-effective complement to conventional solar panels, which only operate during daylight hours.

The mining industry in the north of Chile consumes around 35 percent of the country's total electricity. But the country's central region, which includes the region of the capital, Santiago, and is home to 90 percent of the Chilean population, consumes the most electricity. How can this cheap power from the desert be distributed to these people?

That is the most important challenge in our mountainous country, which is over 4,000 kilometers long but rarely more than 200 kilometers wide. Photovoltaic plants can go up in just a few months' time while it takes a lot longer to build high-voltage transmission lines over great distances.

What are Chile's goals for expanding its renewables portfolio?

At the 2015 UN Climate Change Conference, Chile made a commitment to reduce emissions of greenhouse gases by 30 percent by 2030, based on 2007 levels. Chile already derives 20 percent of its electric power from renewables – 9 percent from solar. Energy producers have agreed on a plan for moving away from fossil fuels and so far have taken two of the country's 28 coal power plants out of operation. Chile plans to reduce total emissions from coal-powered plants by one-fifth by 2024. But it is also a question of markets. Here in Chile, both power generation and distribution are privately run and receive no state subsidies.

So, Chile could also export the world's cheapest green power.

That is our great aim. Brazil's hydro-power plants and our solar plants could supply enough power to cover the needs of all of southern South America – cost-effectively and completely climate-neutrally. ■



Cristián González Veloso (49) is deputy director of Chile's Solar Committee, a government agency tasked with promoting the development of solar energy.

“A Brazilian staple”

◆ BRAZIL The success of the Brazilian flip-flops brand Havaianas is a lesson in how to build a global brand in an emerging market. GUILLAUME PROU, how do you make rubber flip-flops into a cult object?

Interview Sebastián Fest



Havaianas flip-flops embody our longing for summer.

Long before they became an international sensation, Havaianas were a fundamental part of the Brazilian wardrobe. How did it all start? The first Havaianas were produced in 1962, and they quickly became a staple for Brazilians – even officially! In 1980, when the government drew up a list of household items and their price controls in an effort to fight inflation, Havaianas were included right alongside beans and rice. Until 1994, we pretty much sold only one product: traditional flip-flop sandals with a white footbed and four color options for the straps and outsole. That was it. Some people who were tired of the white footbed started to personalize their rubber sandals – and that gave rise to a second model, called Top, which hit the market in 1994.

When did the plan come about to grow Havaianas into a global brand? It started with the “Brazil” model, which we designed especially for football fans for the 1998 World Cup in France, with a small Brazilian flag on the strap. The Brazilian team lost in the finals, but Havaianas won the world. The “Brazil” became a sort of symbol for the Brazilian way of life, and the brand was in all the cool shops in Europe's big cities.

Today, more than 500 different models of Havaianas sandals as well as a complete line of swimwear and accessories are available in over 60 different countries. How did such a simple everyday object from a developing country manage to achieve such iconic status around the world?

I think it was the balanced combination of comfort and style on the one hand and positive associations in the minds of consumers on the other. Havaianas were born on Brazil's beaches. So they're a legitimate symbol of summer, Samba and a zest for life. That authenticity gives us a lot of material for distinguishing ourselves from the competition.

The brand has two sides: On the one hand, many of the products are mass merchandise, available at supermarkets and even kiosks. On the other, certain items are only available in high-end boutiques – at far higher prices. Is that part of your strategy? Yes. For me, that is the essence of Havaianas. I don't think any other fashion or footwear brand is as flexible in its distribution and customer base. I think that universal appeal is just part of Havaianas' DNA. Our products are quality products, but they are also simple. So they appeal to a broad range of consumers.

It's a bit ironic that a product that is so deeply identified with Brazil has a non-Brazilian name. Yes, the name “Havaianas” means “Hawaiian” in Portuguese. And it gets even better: The first Havaianas were inspired by Japanese “zori” sandals, which had soles made of rice straw. That's why the texture of Havaianas' rubber soles resembles grains of rice. ■



Guillaume Prou (44) is president of the EMEA region for the Brazilian footwear group Alpargatas, which became renowned for its Havaianas brand sandals.

“ We seek to be the West in the East and the East in the West”

Australia's economy has been growing for 28 years: the Sydney skyline.



"Are we Asians yet?" Australia is home to an ethnically and culturally mixed population of 25 million.



No industrialized Western nation has experienced economic growth for as long as ♥ AUSTRALIA, and none has ties to Asia that are as close. Geostrategist KEVIN RUDD, former Prime Minister of Australia, explains what the West can learn from Australia.

Interview Michael Krobath

The Australian economy has been growing for 28 years – something that has never happened before in a Western industrialized country. How do you explain this unprecedented economic progress? For decades now, immigrants have been flowing into the country, and as a result our country is younger than most other Western countries. The percentage of workforce participation is also increasing, thanks to such successful reforms as longer paid parental leave. Our productivity has grown because we provide sufficient protection for workers as well as sufficient flexibility for employers. At the same time, we are seeing continued investment in new plants and equipment and technology.

We're in a period of great instability.

Those are all reasonable measures, but what makes Australia unique? Back in the '80s and '90s, previous Australian Labor governments undertook far-reaching economic reforms to internationalize the Australian economy. They reduced protectionism to virtually zero. And on top of that, the financial sector was internationalized and also deregulated.

Despite this openness, the financial crisis had little impact on the Australian economy. Why not?

The financial crisis really didn't affect us. We combated it with targeted and temporary fiscal and monetary policy stimulus and intervention. The volume of the intervention was enormous, about 5.5 percent of GDP, but it was spread over those two critical years in 2008 and 2009. And then we exited quickly and did so without any significant degrading of Australia's overall net debt position. And, as you know, that's enabled us to preserve growth when most other countries in the world went into recession.

Now the boom seems to be coming to an end. Do you see areas of domestic or economic policy where progress is still possible under the current circumstances?

Yes. Australia has a population of 25 million – in a country the size of the United States. We face constant challenges in terms of laying out our fundamental economic infrastructure, including our national broadband network, along with roads and bridges. This requires strong political leadership. The vast distances and sometimes sparse populations mean that very few private corporations can

turn that sort of infrastructure into a fully commercial operation.

The magazine *Australian Foreign Affairs* recently had the headline: "Are we Asians yet?" How would you answer that question?

With all due respect to that journal, I think that's a false question. We need to start by looking at the term "Asian." What is Asia? Is it China? Japan? Korea? Indonesia? Malaysia? India? Asia is extremely diverse – politically, ethnically and culturally.

Does the term "Asia" cloud our thinking here?

The term originated out of European geopolitical convenience and basically just means "east of Europe." It's more of a term of geography rather than a combined national or ethnic consciousness in this part of the world. Be that as it may, Australians have a greater presence in Asia than people from any Western European nation. Most Asian countries have huge Australian expatriate communities, and Australia is very well integrated institutionally. There are very few Asian institutions that Australia is not a member of. I think, in terms of national consciousness, we see ourselves as part of Asia. But Australia also sees itself as part of the West.

You grew up on a farm and went on to earn a degree in Chinese studies. How did that come about?

I think it was the product of an early lack of interest in Australian animal husbandry... For my father and grandfather, the big career decision was: beef cattle or dairy cattle? ▶

The challenge is to maintain a balanced relationship with China and the United States.

You weren't particularly inspired by either one?

No. Luckily, I soon discovered that there must be other things to do. I just began reading a lot of books given to me by my mother. She never really went to high school, much less university, but it was my mother who sparked my interest in world affairs. And in the '70s, that naturally included the emergence of China onto the world stage.

You are probably one of the few top Western politicians who speaks fluent Mandarin and spent several years living in China. What do you know about China that other Western politicians might miss? I'm wary of giving other politicians advice, but as a sinologist who has focused on China most of my life, I can say this: We would be well advised to learn to see China through the lens of the local people themselves. How does China view the world? How does it see its future – on a national, regional or global level? I think there's a danger in the West of various forms of strategic projection, where we simply assume that China would think and act in the way in which we think and act. That is not the case.

Progress in understanding China is slow in the West, although China is quickly becoming more important for all of us: Is time running out?

Unfortunately, yes. For too long, Westerners have looked at China primarily through the lens of the visual arts, instead of engaging with the country seriously, understanding its history, understanding its philosophy, understanding its literature, understanding its world view. Here I have to make a distinction: In Europe the level

of knowledge is still very thin, while the situation in the US is gradually improving. The Australian take on China is somewhat more sophisticated, because we seek to be the West in the East and the East in the West.

Do you see any progress in China understanding the West?

Yes. This is aided by the fact that there are now probably three million Chinese students who have studied in the United States since 1978 and are back in China. A number of them are in corporations and a number of them are in government and can implement their understanding of what makes the West tick. China sees the differences between the US and Europe. It sees those differences as being quite large and seeks to work those differences to its advantage as well.

What would you say to the people who feel irritated by or even afraid of China's rapid ascendancy to global power? Feel less and read more. That would be useful. Fear usually prevails in the absence of knowledge, and the study of China requires significant intellectual effort – it takes five years of intense study just to learn the language. It would be in Europe's own best interests to deepen its knowledge of China. Because everything is changing – for everyone.

What do you mean by that?

The reality is that the rise of China is an event of historical proportions for the whole world. Although growth has recently slowed somewhat in China, within the next decade China will surpass the United States as the world's largest economy. This will be the first time since

King George III sat on the throne of England (1760 to 1820) that a non-Western, non-democratic, non-English-speaking country is holding this position. Let's not forget that for more than 200 years, much of the conceptual framework for understanding international politics and economics has come out of the English-speaking West, first from London, and then from Washington.

And now that's about to change.

Yes. We're in a period of great instability as a result. The rise of China – a one-party state – as the largest economy in the world presents a real and fundamental challenge to what we would describe as universal Western values anchored in universal human rights, democracy and the rule of law. And we cannot run away from those differences. We've got to deal with them, confront them and assert our own values.

That's the political side, but there is an economic side as well.

Precisely. We're also dealing with a vibrant Chinese economy which is alive in the product market, in the services markets, in finance, in innovation and technology, where we would be foolish not to engage. Now change can be very threatening, and change can also open up brand new opportunities as well. On the one hand, the West must be unapologetic about our Western political traditions. And on the other hand, we must balance that with our economic engagement. This is a fundamental challenge for all of us. Australia, which is physically located in the Asian hemisphere, has had to manage this dual tension for decades longer than either our European or, for that matter, American cousins.

What can less-populous countries like Australia or Switzerland do in the face of this renaissance of power politics?

The challenge is to maintain a balanced relationship with China and the United States, recognizing the central role that the United States continues to play in the preservation of the global security order as well as the key role of the West in underpinning notions of universal human rights, democracy and the rule of law. The governments in Bern and Canberra are smart enough to know that there can't just be a binary existential choice between China and the United States.

The smaller the country, the greater its interest in multilateralism?

For small to medium-size countries, such as Switzerland and Australia, the bottom line is this: We depend more than the great powers on a functioning, robust, multilateral, rules-based order to protect our own national interests. Nevertheless, some people will criticize the effectiveness of the order. I'm always asking the reverse question: If it disappeared tomorrow, and we're back to the law of the jungle, how would we survive? In the case of smaller countries, the answer would probably be: not very well.

All in all, you seem to be pretty optimistic about the West. Do you think liberal democracy has a chance in Asia in the long term?

You'd be surprised. In East Asia, democracy is still the norm. Japan's a democracy. Malaysia's a democracy. South Korea's a democracy. The Philippines is a democracy. Indonesia's a democracy. And, of course, India's a democracy. In other words, China is the exception rather than the rule in this part of the world.

How will the region develop politically?

That remains to be seen. So what I say to our friends in the West is: East Asia has adopted and gained from a lot of Western institutions and ideas over time, but it

is still fundamentally anchored in religious traditions. The West should be objective enough to understand that a number of grounds for optimism in the East are in fact derived from some borrowings from the West. Certainly East Asian societies have somewhat stronger social cohesion than in Western countries. But that shouldn't stop the West from recognizing that its core values are important. That's why I say that we shouldn't despair about our future. Let's just keep moving forward with our progressive project! ■

Kevin Rudd (62) was Prime Minister of Australia from 2007 to 2010 and in 2013. He has a degree in Chinese studies and became president of the Asia Society Policy Institute in New York in 2015. The think tank was founded in 1956 to promote mutual understanding between people and cultures in Asia and the rest of the world.

Credit Suisse is a member of the Asia Society Switzerland.

“Quite lonely, ...

Computer scientists are in high demand. Some of the world’s best IT experts come from ♥ RUSSIA. What do you think makes the country so successful, PROFESSOR SHALYTO?

Interview Mary Dejevsky



Meeting of the minds: 2017 ICPC World Finals in Rapid City, United States.

... quite complex
individuals”

Professor Shalyto, a Russian team once again won the most recent International Collegiate Programming Contest (ICPC), which is the top international programming competition. This was the eighth Russian win in a row. How does the country produce so many world-class computer programmers?

For one thing, we have always valued the natural sciences highly, and math instruction in schools has traditionally been rigorous. It is based on a deep understanding of the subject, not just rote memorization. Furthermore, the competition system extends far down into the school system. There are championships for computer programming, as there are for math, for pupils from an early age. These nationwide contests promote competition and have proved a reliable way for the universities to identify gifted individuals.

And that’s enough for a global leadership role?

Of course, this also requires a state that provides enough money because it wants to have top universities. And it requires freedom. In my department, here in St Petersburg, we nurture our winners, and give them the freedom to do exactly what they want, without imposing particular teaching or publishing obligations. These people can be quite lonely. And many of them are quite complex individuals. We can’t pay them like Google does, but we can offer good working conditions, and we look after them.

Does funding for universities come solely from the state?

We also have additional funding, mainly through scholarships, from companies that want to recruit programmers from our ranks. These companies range from giants like China’s Huawei at the top end to much smaller but internationally renowned concerns, such as JetBrains, at the other. We also receive one percent of the turnover – turnover, not profit – of some of the companies we provide research for.

UNESCO puts the overall percentage of women involved in science and research at 29 percent, but in Russia it is 41 percent. Is that true for IT students as well? Unfortunately, no. We used to be able to count the number of women students in

our department on one hand. In the past few years, though, the number has been increasing to the point where 20 percent of new students are women. But it is my dream that all the women would stay on and become professors, teaching the next generation.

How can Russia keep up in the global competition for talent?

We do our best to nurture our ICPC winners. They value this and the freedom we give them. In a complete change from the old Soviet days, they are also entirely free to travel and take post-graduate degrees or internships or jobs elsewhere. They gain useful experience and mostly they return. In this respect, I should perhaps say a thank-you to President Trump. It is not as easy as it used to be for our students to study in the United States, and it is even harder for them to find jobs there when they graduate. Before, many didn’t come back. That is changing. ■



Anatoly Shalyto (71) is a professor and leading researcher in the renowned Faculty of Information Technology and Programming at ITMO University in St. Petersburg, which has won the International Collegiate Programming Contest seven times in the last fifteen years.

“The first time I heard Mozart,

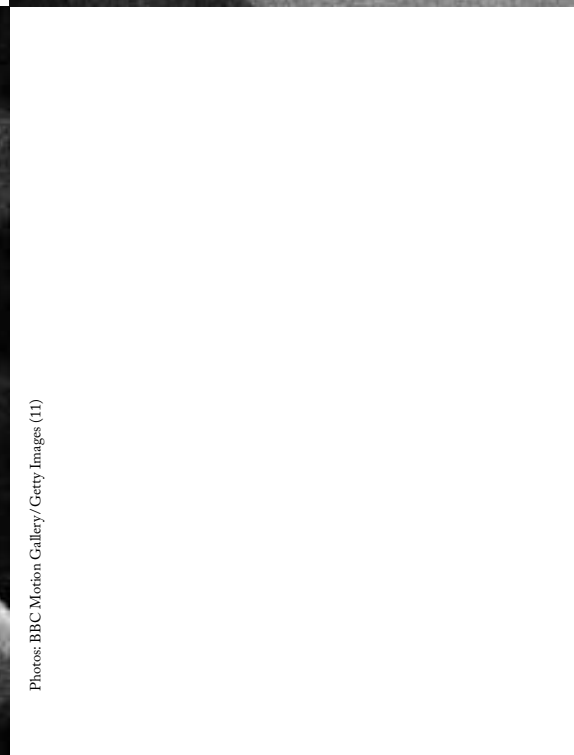


I was moved to tears.”



Classical music is booming in [♥ CHINA](#), the number of orchestras is growing rapidly and 50 million children are learning to play an instrument. This boom is due in large part to the efforts of one man. Clear the stage for [MAESTRO YU](#).

Interview Simon Brunner



Photos: BBC Motion Gallery/Getty Images (11)



A

Long Yu (55) is often described as “the most influential person in China’s classical music scene” and as “China’s Herbert von Karajan.” Among many other awards, the conductor from Shanghai has received the Order of Merit of the Federal Republic of Germany, and he is a Chevalier (Knight) in the French Legion of Honor.

Credit Suisse has supported the Beijing Music Festival as a Founding Sponsor since 1999.

Acclaimed British conductor Sir Simon Rattle predicted during his 2005 tour of East Asia that “the future of classical music is in China.” Long Yu, since that time, your nation has indeed become a center for classical music. What has made this growth possible?

Four institutions have been mainly responsible. It started with the Beijing Music Festival, which I founded as a nonprofit organization in 1998. The festival has brought the best international musicians and conductors from the West to China and has hosted phenomenal world premieres. It is now among the world’s leading classical music events. Credit Suisse was a founding sponsor, by the way, which has contributed to the company’s excellent reputation in China.

And what are the other flagship institutions? The China Philharmonic Orchestra emerged from the Beijing Music Festival. The Guangzhou Symphony Orchestra and the Shanghai Symphony Orchestra are also very important.

You direct these orchestras as well, and the Shanghai Symphony Orchestra gave a brilliant performance at the 2019 Lucerne

Festival. Is there any historical precedent for the current classical music boom in China?

Absolutely. Classical music has a rich history in China. The Shanghai Symphony Orchestra is already 140 years old, for example. European immigrants have influenced it significantly over the past century. The legendary Italian conductor Mario Paci directed it for 23 years, beginning in 1919, and was largely responsible for classical music’s first wave of popularity in Asia. The symphony orchestra then fell back into obscurity until we revived it.

How did you find your way to classical music?

I come from a musical family, but I grew up during the Cultural Revolution. At that time, almost everything was prohibited, even Mozart and Beethoven. Only Chinese traditional music was permitted. When the country opened up in 1976, after Mao’s death, we drank up everything new – our thirst for knowledge was insatiable. When I was twelve years old, I heard Mozart for the first time on the radio, and I was moved to tears. I remember it was Symphony No. 40. But I wasn’t interested only in music. While I was studying at the Conservatory, we would ride our bicycles to the nearby university in our free time and sit in on seminars about Hegel and Freud. It was a wonderful time!

You later studied at the University of the Arts in Berlin. Most Chinese students were drawn to America, but I wanted to go to the birthplace of classical music: Europe.

And unlike most Chinese emigrants, you returned to China in the 1990s. Back then everyone was happy to find a job abroad. No one returned home voluntarily. I am not superstitious, but I had a feeling – I recognized the possibility of establishing classical music in China. When I returned, there were only 15 or so orchestras. Today, there are 64. I’m incredibly proud of what we have achieved.

In the meantime, there are supposedly 50 million children in China who play a musical instrument – an incredible pool of talent.

I’ve heard that number, too, but I’ve never counted (*laughs*). Of course, only a tiny fraction of them will become musicians, but hopefully they will all become music lovers who will attend concerts and listen to classical music.

The audiences at classical concerts in China are said to be younger than in the West. Can you confirm that? No, it just seems that way because we Asians look so young (*laughs*). Seriously though, the fact that they’re mostly under 50 has to do with the Cultural Revolution, as I mentioned. The older generation simply didn’t have the opportunity to get to know classical music.

China has top orchestras and conductors and fantastic composers today. With all this success, where do you still see potential for growth? I hope that the younger generation will be creative. Even beyond music. I think, in a high-tech world, the winners are the ones who can come up with new ideas. That requires open-mindedness and a strong imagination. That is exactly what you learn through the music; it only exists in our minds, after all. We should foster creativity more, also in the schools.

You are known as a great bridge-builder between East and West, and you received the prestigious Global Citizen Award in 2015 for your efforts here. Can classical music make the world a better place?

I’m no politician, and I’m skeptical of grand ideas like saving the world. But I think musical exchange can promote understanding between the cultures. “The Five Elements,” by the Chinese composer Qigang Chen, is part of my repertoire, and I played it in Lucerne as well. The five elements are central to our philosophy. They are wood, fire, earth, metal and water. These elements can build each other up: wood fuels fire, ash enriches the earth with nutrients, the earth produces metal and so forth.

Or the elements can destroy each other. So fire consumes wood, wood soaks up water, water corrodes metal, metal leaches minerals from the earth, and earth extinguishes fire. This is how I see the world today: together, we can achieve the unimaginable – or we can obliterate everything. This is what I want to convey to the audience.

Is there anything typically Chinese about your method of conducting? I have small eyes and I like Chinese food (*laughs*).

And that can be heard in the concert hall? I’m joking. I don’t like this question because China is at least as culturally diverse as Europe. As a Swiss person, you don’t want to be lumped together with the French and the British either, right? We’re all people – that’s the only thing that counts! ■

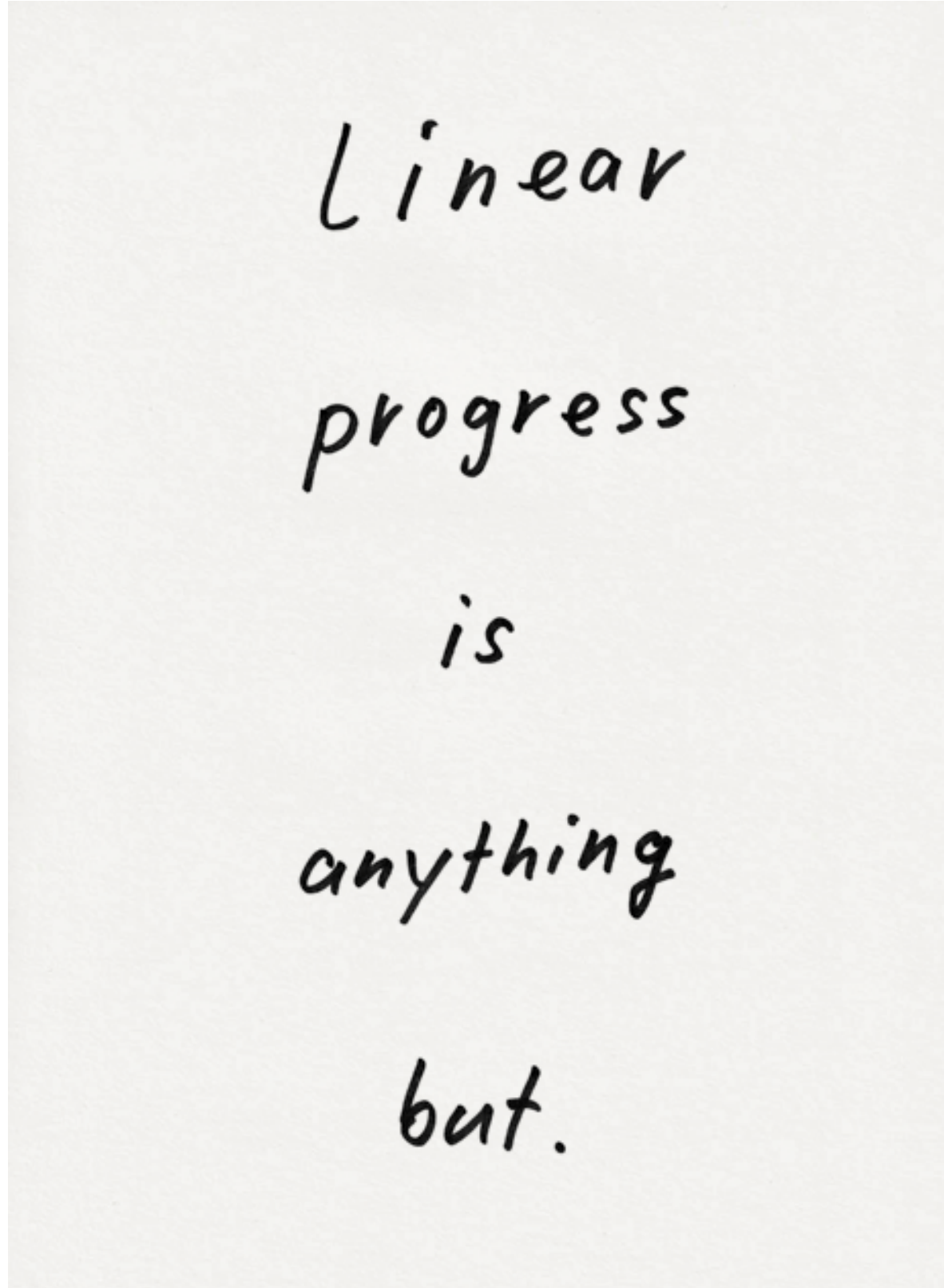
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Beni Bischof is an award-winning artist from eastern Switzerland. His aim is to bring humor to art, and he sees himself as part of the court-jester tradition. His stylistic devices are trenchant drawings and absurd collages.



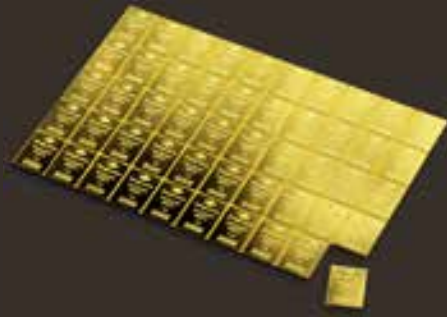
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