

RealLeaders™

INSPIRE THE FUTURE

www.real-leaders.com

*"Why is the most
intelligent species
destroying
our planet?"*

JANE GOODALL

ON HER 85TH BIRTHDAY

CLIMATE CHANGES EVERYTHING

WHAT YOU NEED
TO KNOW ABOUT
THE RISKS AND
OPPORTUNITIES

+

**10 Solutions
to Reverse
Global Warming**



WE SUPPORT

FOR SALE PLANET EARTH

This one-of-a-kind property is the only inhabitable planet in the galaxy. Earth is a distressed property, suffering from centuries of mismanagement and deferred maintenance. This presents an excellent opportunity for a well capitalized, competent management team to step in and turn this property around.





OPPORTUNITY ZONES

Planet Earth may be too big a project for you, but SVN Offices are located in 200 markets where they are working alongside clients to build strong sustainable communities.

For further information contact info@svn.com



©2019 SVN INTERNATIONAL CORP. All Rights Reserved. SVN and the SVN COMMERCIAL REAL ESTATE ADVISORS logos are registered service marks of SVNIC. All SVN® offices are independently owned and operated.

33 Arch Street, 17th Floor | Boston, MA 02110 | info@svn.com

CONTENTS



Page 44: An underwater museum highlights the interaction between art and the environment.

SPECIAL FEATURE

34/ 10 Solutions to Reverse Global Warming

We don't have a planet B, so why are we screwing this one up? Here are some solutions.



LEADERSHIP

18/ Jane Goodall and Greta Thunberg

When head and heart are in harmony, human potential is huge. Life lessons from an 85-year old environmental veteran and a 16-year-old activist.



PROFILES

54/ Kissinger on Kissinger

The legendary political advisor reflects on a career of diplomacy, grand strategy, and leadership.



BUSINESS

90/ 5 Social Entrepreneurs Changing Lives for the Better

These companies have disrupted the status quo and are driving large-scale change.



CEO SUCCESS

94/ Managers Push, Leaders Inspire

"Service always implies caring," says former Ritz-Carlton president, Horst Schulze.



30 / Social Impact

The world's religions have the potential to unify people around the climate crisis.



32 / Money

Consumers may start taking the climate crisis seriously when their premiums go up.



44 / Environment

Ocean-saving art lies beneath the waves at the world's first underwater museum.



46 / Community

Five world-changing entrepreneurs share their best ideas.



72 / Big Picture

Vantage point is everything. These photographs tell an untold story.



On The Cover

Jane Goodall photographed by Michael Collopy. Collopy has gained worldwide recognition for his portraits of public figures, including Nelson Mandela, George Clooney, Jessica Alba, 39 Nobel peace laureates, and 6 American presidents. He has also worked with Frank Sinatra and Quincy Jones. One of his portraits was chosen as the official Vatican picture for Mother Teresa's canonization.

www.MichaelCollopyPhotography.com

✉ 10 / READER'S VOICE

↺ 12 / REPORT BACK

☑ 14 / EVENTS

👤 16 / INSPIRE THE FUTURE

🔧 26 / CHANGEMAKERS

⚙️ 50 / OPPORTUNITIES

👛 56 / GIFTS FOR GOOD

👁️ 58 / MENTAL HEALTH

☰ 68 / GOOD READS

↕️ 70 / DESTINATIONS

📡 84 / SMART TECH

🎯 86 / INNOVATION

👤 88 / YOUNG REAL LEADERS

📝 89 / OPINION

🗣️ 100 / COMMON GROUND

💬 102 / THE LAST WORD

6 / Ever Wonder Why / Climate Crisis or Human Crisis?

Today we have an historic opportunity to transform the relationship with ourselves, with each other, and our ecosystem.

8 / Learning to Listen / Earth's Call

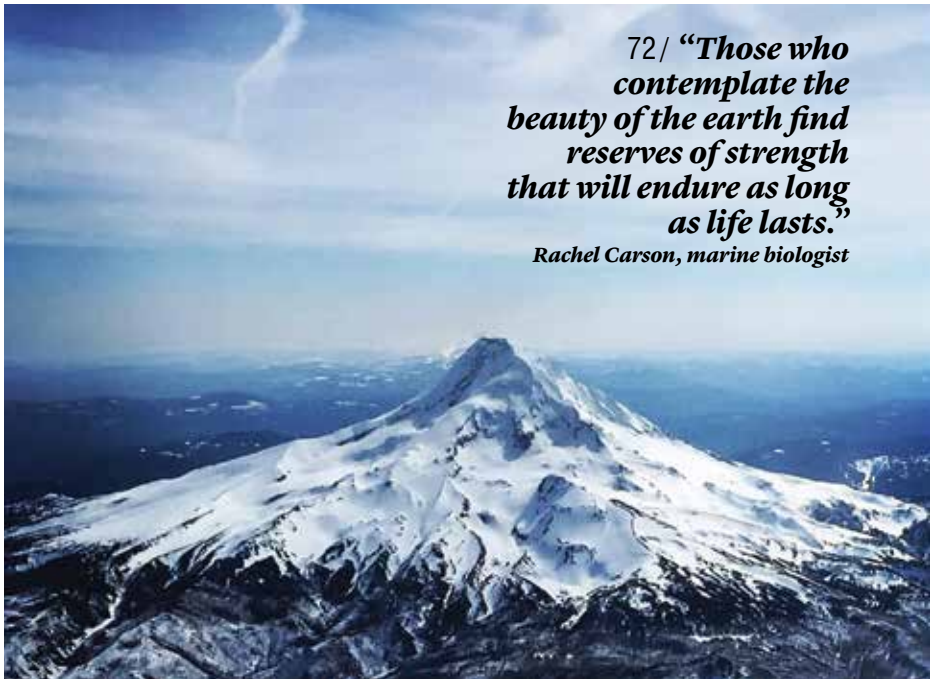
Open yourself to the wisdom of others, and realize that you are not powerless to create big change.



64 / Personal Development

Powerful lessons in the art of conversation — from Queen Elizabeth II and Ronald Reagan.

MICHAEL WILSON



72 / *"Those who contemplate the beauty of the earth find reserves of strength that will endure as long as life lasts."*

Rachel Carson, marine biologist

CLIMATE CRISIS OR HUMAN CRISIS?



“Sometimes it is not enough that we do our best; we must do what is required.” — Sir Winston Churchill

Do you ever wonder why we choose behaviors that jeopardize our survival?

Jane Goodall challenges us to answer the question: “How is it that the most intelligent species on the planet is destroying it?” It’s not as if we can move to another inhabitable planet. We have found nothing in the universe that compares to Earth.

But if we are so intelligent, why do we also harm ourselves and each other for no good reason? Think about some of the ways we damage ourselves and others, from war and suicide to obesity and addiction.

Now imagine what would happen if we chose to change those behaviors. Is it any wonder that we treat our home (Planet Earth) no better than we treat ourselves and each other?

While putting this issue together, it occurred to me that the climate crisis could be the best thing that ever happened to our species. For real. Because to solve the climate crisis, we must also resolve the human crisis. Our species will need to evolve if we are to thrive.

Today we have an historic opportunity to transform our relationship with ourselves, with each other, and with our ecosystem. To embrace and develop our most admirable human qualities like respect, love, service, compassion, wisdom, empathy, kindness, and care. It’s time to choose these qualities above all others — in our politicians, companies, employees, friends, and most importantly, in our leaders.

Israeli statesman Abba Eban observed that “Men and nations behave wisely once they have exhausted all other alternatives.”

For example, we let the Nazis take over most of Europe and decided to enter the war only after the disastrous Pearl Harbor attack decimated the American Navy.

We respond best to disasters, not to dangers. We are now getting regular reports of the worst (insert hurricane, fire, flood, storm here) disaster in recorded history, so we could be just one major disaster away from the climate crisis being elevated to the Climate Disaster or the Climate War (the first war that united humanity). When that happens in Manhattan, Miami, or DC, finally “men will behave wisely” — and hopefully it will not be too little, too late. If half of our government leaders were mothers, would we be more protective of our children and grandchildren, and take immediate action? Imagine what would happen if the world put the same total commitment and sacrifice behind reversing the climate crisis as the global commitment we experienced in World War II.

Do you have any doubt that we can solve this before it cascades out of control? Will our children and grandchildren celebrate or curse us for the choices we make today?

This era will go down in history either with people failing to act in time to prevent predictable climate-driven catastrophes or the turning point for humanity when we all came together to reverse the greatest threat our civilization has ever faced.

If we succeed in doing the latter, we will evolve into a collaborative, conscious species. A species worth saving. This is the future that inspires me to act. How about you?

Mark Van Ness, Founder
Mark@Real-Leaders.com

For more inspiring stories, join us on social media:



@Real_Leaders



@RealLeadersMagazine



@Real_Leaders



@Real-Leaders



@RealLeadersMagazine

We're Looking For Business Unusual

The RealLeaders 100 is the first ranking of positive impact companies across the globe. The RealLeaders 100 ranks the top companies leveraging the engine of capitalism for greater profit and greater good.

Are You One of Them?

APPLY OR NOMINATE NOW:
www.Real-Leaders.com/Real-Leaders-100

FOUNDERS

RealLeaders 100



LEARNING TO LISTEN



“Any fool can know. The point is to understand.”
— Albert Einstein

Meeting Jane Goodall on her 85th birthday was a defining moment for me. It dispelled once and for all the myth that you become less valuable as you age, and that only younger generations have all the answers.

Most indigenous cultures and stories throughout history show that the wisdom of elders is something to cherish. Goodall’s message (on page 18) is modern-day wisdom we shouldn’t ignore. She has chosen not to retire at a comfortable age, but rather align herself with a cause for life, giving her unique insights into how we should be thinking about our planet. Unless we, too, intend walking barefoot through the jungle for decades and traveling for 300 days of the year, we should just take her word for it.

There are two stages in life when solutions to problems seem easy: First as a child, when the complexities around an issue seem simply ridiculous, and then again in old age, when the complexities seem ridiculously simple.

For the sake of our future, let’s learn to listen to the wisdom around us.

Grant Schreiber, Founding Editor
Grant@Real-Leaders.com



Julie Van Ness joined renowned cellist Michael Fitzpatrick at his recent Earth’s Call event, which inspired a wide spectrum of Earth’s responders.



Grant Schreiber spoke with environmentalist Jane Goodall at her 85th birthday in Los Angeles, where she told guests that chimpanzees are like us – just nicer.

STEVE COHN

EARTH’S CALL



“As for the future, your task is not to foresee it, but to enable it.”
— Antoine De Saint Exupery

I recently attended a special inaugural event in Aspen, Colorado, titled, “Earth’s Call” which focused on the climate crisis. The vision for this event originated from Michael Fitzpatrick, a renowned cellist, whom I met many years ago. Michael had just performed for the Dalai Lama, deep inside a beautiful cave, and felt the earth’s vibrations were calling on him to proactively respond.

Years later, with the support of many, the “Earth’s Call” event took shape and brought with it a wide spectrum of Earth’s responders. While listening to experts and key participants, I was humbled at how little I actually knew about this topic. I was initially paralyzed in my thinking and felt helpless at the enormity of the problem. I believed there wasn’t anything significant that anyone, least of all me, could do about it. Wow, was I ever wrong!

I walked away understanding that collective action is the key; countries, businesses, communities, and even individuals — each having a vital role to play in creating positive change. This edition is dedicated to the future of our planet. You will see various ideas and solutions which will hopefully inspire your thinking and get you to respond, too.

Julie Van Ness, President
Julie@Real-Leaders.com



HARVESTSUMMIT

JOIN US
FOR AN
INNOVATION
FIELD TRIP
LIKE NO
OTHER

17-18 OCT

**SONOMA COUNTY
CALIFORNIA**

- A curated and intimate event with 50+ thought-provoking speakers
- Cross-industry c-suite leaders
- Innovation insights
- Cross-pollination of big ideas
- Stunning experience in wine country
- Real conversations with business impact

HARVESTSUMMIT.COM @HARVESTSUMMIT



READER'S VOICE

"I'm passionate about community service and giving back. Honestly, nothing makes me happier! But I'm also interested in leadership, organizational development, productivity, and personal success. Real Leaders brings together my areas of interest, offering insight from a diverse range of experts who illustrate how doing well professionally and doing good for others are not mutually exclusive."

SALLY PETERS

Portland, OR

"I enjoyed my edition of Real Leaders magazine featuring Paul Polman on the cover. While Unilever's sustainability efforts are well known, it was refreshing to understand how one man's vision for a better world has managed to permeate a company of that size. It is truly a case of 'leadership starts at the top,' and I was impressed by Polman's broad outlook in running a company. He refers to Bretton Woods and the Paris riots as considerations for his business planning — not your average CEO!"

DAN LAWRENCE

Oxford, UK

Be the first to receive Real Leaders each quarter.
Subscribe at:
Real-Leaders.com/Subscribe

"Real Leaders has become a regular feature in my reading list. Combined with other, more 'newsy' type magazines, I enjoy the bigger picture and philosophical approach your magazine takes toward some issues."

LAURA KEHOE

Pasadena, TX

"Many issues that were made to seem trivial in the past have become mainstream business opportunities. I am delighted that Real Leaders has grasped this opportunity and offered entrepreneurs a business plan for the future."

TAMARA LEE

Sacramento, CA

"A good mentor always works with a degree of selflessness, even when it becomes uncomfortable at times. I enjoy the tough topics your magazine tackles, as well the discomfort zone it creates."

KYE SEGAL

Chicago, IL

"As someone always wanting to widen my knowledge on business, I have found your magazine to focus on stories that I have not seen elsewhere. Congratulations on a product that stimulates new ways of thinking around old problems."

JAMES DE LOUVAIN

Paris, France



Editor in Chief
Mark Van Ness

Founding Editor
Grant Schreiber

President
Julie Van Ness

Director of Digital Media
Kevin Edwards

Digital Media Coordinator
Noah Willerford

Head Office
St. Thomas, U.S. Virgin Islands

U.S. Office
Portland, Oregon, USA

Distribution Network
Barnes & Noble, Hudson, Whole Foods,
Nobel Peace Prize Summit, United Nations
Global Compact, World Economic Forum, YPO,
Sustainable Business Conferences,
Social Capital Conferences.

Event Partners
Singularity University, Sustainable Brands,
YPO, Concordia, Big Path Capital, We First,
Global Ethical Finance Forum, Opportunity
Collaboration, Global Female Leaders
Summit, Impact Entrepreneurs, Conscious
Capitalism, SOCAP, Green Sports Alliance,
Transitioning to Green, National Association
of Women Business Owners, Net Impact,
Dream Change, Ethical Corporation.

Contact us
editorial@real-leaders.com
www.real-leaders.com

Real Leaders is the registered trademark of Real Leaders Inc., a registered B Corporation. © Real Leaders™ All rights reserved. No part of this publication may be reproduced, stored in a retrieval system or transmitted in any form without the prior permission of the publisher. The views and opinions expressed in Real Leaders are not necessarily those of the publisher. The individuals, companies, products and services featured in this publication are in no way endorsed by Real Leaders. ISSN 2222-3479





GLOBAL SUMMIT

Create the Future

August 19-21, 2019 | San Francisco

June 1-3, 2020 | Los Angeles

Register today:

su.org/real-leaders





REPORT BACK



Seen Abroad

An avid reader of *Real Leaders*, Michelle Cribbs can't do without her magazine, even while on vacation. On a recent trip to The Maldives in the Indian Ocean, she read about the *Real Leaders* 100 Top Impact Companies. Business may be the last thing on your mind when you're traveling, but we've created *Real Leaders* to feel like a vacation — from business as usual.

www.Real-Leaders.com/Subscribe



Leading the Field

The *Real Leaders* team recently attended a variety of leadership events that help to #InspireTheFuture. From top, clockwise: Kevin Edwards, director of digital media (left), with singer Patti LaBelle and Noah Willerford, digital media coordinator. Eleven-year-old Raife Schreiber interviews singer and actress Skylar Stecker at WE Day. President of Rescue Agency, Jeffrey Jordan (center), accepts the winners trophy for the *Real Leaders* 100 Top Impact Companies Award.



Did you know we're on Instagram? Download the app and search for "real_leaders"

Are You Being Wowed Every Friday?

If you haven't already signed up to receive our FREE weekly *Wow! Words of Wisdom* email, you should. These Friday morning emails are the perfect way to inspire your weekend and plan your Monday conquests! To receive your free, weekly dose of inspiration, sign up here:

www.Real-Leaders.com/Free-Subscription



JAMIE MCCARTHY / GETTY IMAGES

CITIZEN TACKLES THE OPIOID CRISIS — AND WINS

Real Leaders has committed to an ongoing series of stories that highlight solutions around the opioid crisis. We have decided to focus on the unsung heroes — ordinary citizens who decide to take action. Marybeth Cichoki is one such person. She has experienced firsthand the struggle of living with someone battling opioid addiction, losing her youngest son, Matt, to opioids after his seven-year battle. Cichoki realized something had to be done to prevent further untimely deaths. Her determination has resulted in her taking on the pharmaceutical industry.

"Watching families bankrupt their savings while Big Pharma raked in billions in revenue... I felt like David taking on Goliath," she says. She joined forces with legislators in Delaware and collaborated to create the Opioid Impact Fee Bill, which will hold the pharmaceutical industry accountable, and add a fee onto every pill coming into pharmacies in Delaware. The bill passed both the Senate and House by a majority vote. She is pictured here with John Carney, Governor of Delaware, at the signing ceremony.



Subscribe and get
25% DISCOUNT!
Use code "impact25"
at checkout.

**LEADERSHIP STORIES
THAT WILL INSPIRE
YOU INTO
INNOVATIVE
ACTION**



SUBSCRIBE HERE

www.real-leaders.com/subscribe





EVENTS

Meet like-minded people and discover new opportunities in 2019

Singularity University Global Summit

August 19-21, 2019 | San Francisco
www.su.org/summits

WE Day

September 19, 2019 | Toronto
September 25, 2019 | New York
October 16, 2019 | Atlantic
October 22, 2019 | Alberta
October 30, 2019 | Manitoba
November 13, 2019 | Ottawa
November 19, 2019 | Vancouver
www.we.org



74th Session of The U.N. General Assembly

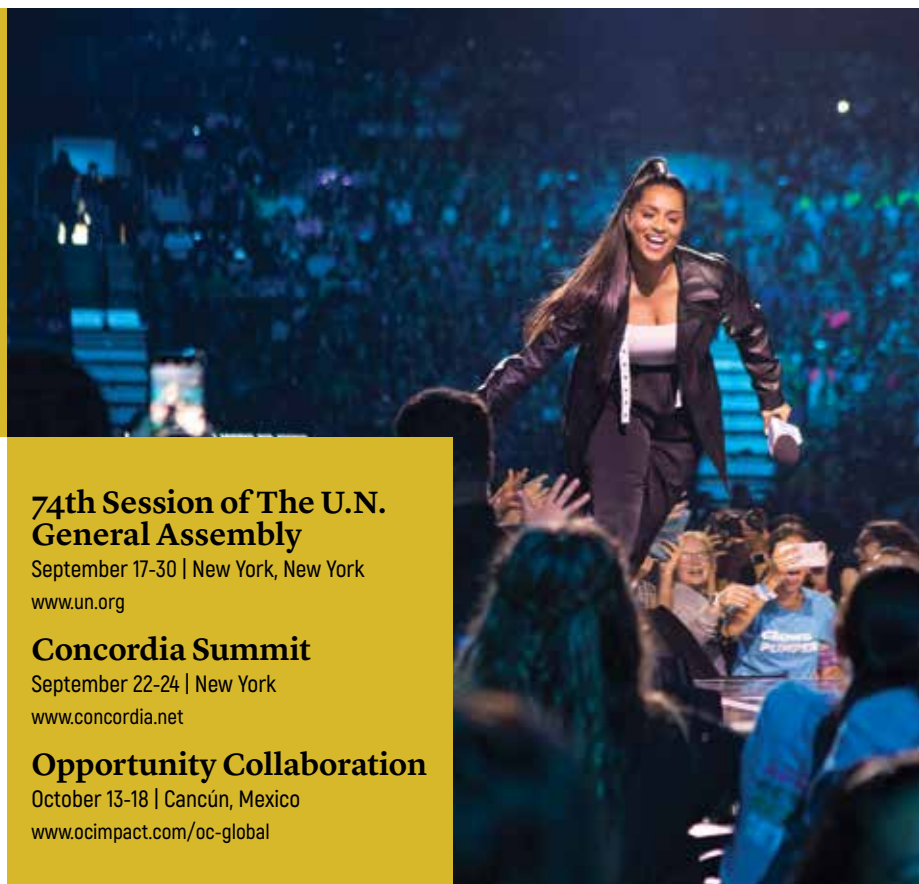
September 17-30 | New York, New York
www.un.org

Concordia Summit

September 22-24 | New York
www.concordia.net

Opportunity Collaboration

October 13-18 | Cancún, Mexico
www.ocimpact.com/oc-global



HARVEST SUMMIT / WE DAY / CONCORDIA / GETTY IMAGES



Conference Opportunities

Real Leaders partners with some of the world's leading conferences around the world. Contact us to explore collaboration opportunities and to learn more:
Julie@Real-Leaders.com

National Women's Business Conference 2019

October 13-15 | Jacksonville, Florida
www.nawbo.org/events

Harvest Summit

October 17-18 | Sonoma County, California
www.HarvestSummit.com

SOCAP

October 22-25 | San Francisco
www.SocialCapitalMarkets.net

Net Impact Conference

October 24-26 | Detroit
www.NetImpact.org





Leaders recognize problems.



We recognize leaders.



#InspireTheFuture

Take a photo of yourself with this magazine and be featured on our Instagram!

Tag: @real_leaders



INSPIRE THE FUTURE

YOU'RE NEVER TOO YOUNG TO BE AN ENTREPRENEUR

At age 14, Jenk Oz is the youngest CEO in Britain. When he was 8 years old, he created iCookKid, a website that covers art, technology, and science for children. Not only is Oz an entrepreneur with \$63,000 in revenue, but he also acts in West End theatre productions and records his own music. His online business is aimed at 8- to 15-year-olds, a business he started to prove that the web and social media can be a safe place for kids.

As a teenager, he now recognizes that keeping young people entertained and engaged is important. Every morning after the weekend, teachers would ask, "So what did everyone do this weekend?" Oz would always have done something completely different from everyone else — a musical or a dance competition instead of a football or rugby match. Eventually, classmates wanted to join him over the weekend, and that's when he realized that Generation Z was an untapped market, ripe for his business idea.

www.iCoolKid.com

“It's a place for young people to hang out and never get bored.”

Jenk Oz

A HEAD FOR HEIGHTS AND NERVES OF STEEL

Ukrainian-born Antonina Vyshyvanova is a regular sight at cliff-diving competitions around the world. The 21-year-old started diving at age 19 and is now ranked 6th overall in the World Series. She stops at plummeting off anything higher than 72 feet and says if she wasn't a professional diver, she'd be a business woman instead.

When Vyshyvanova gets to that stage, she'll mean serious business in whatever she chooses. "Nothing," she answers, when asked what scares a cliff diver. "I want to be a leader. I like to be the best, and I like it when people trust me," says the athlete, now based in Shenzhen, China. She has already outperformed her coaching father and has a goal for 2019 to become one of the six strongest women in cliff diving worldwide.



“Nothing scares me, but I’m also a dreamer and a normal person.”

Antonina Vyshyvanova

JANE

GOODALL AT 85

WHAT ANIMALS CAN TEACH US ABOUT LEADERSHIP

By Grant Schreiber


**Why the much-loved scientist's mission and message is
resonating today with people of all ages**

Twenty-six-year-old Jane Goodall desperately tried to keep up with the chimpanzee she'd affectionately named David Greybeard. The thick undergrowth of the Gombe Stream Reserve in Tanzania pulled at her clothing and slowed her down. The chimpanzee's sleek body hair allowed him to slip through the tangled branches with ease, and he disappeared into the bushes ahead.

Being accepted into a group of wild chimpanzees was thought to be impossible at the time, but Goodall had all the patience in the world. Two years before, in 1960, when she left her native England, she was told she'd never get close to them unless she was very well hidden. But on this day, her tenacity was about to change her life and inspire millions more well into the next millennium.

Goodall walked into a clearing to find David Greybeard waiting, looking

GUSTAVO CABALLERO/GETTY IMAGES

A portrait of Jane Goodall, an elderly woman with white hair, smiling warmly. She is wearing a black turtleneck sweater under a red shawl with gold elephant patterns. Her hands are clasped in front of her. The background is a lush green garden.

**"IF WE ALL TRY AND
GROW THE HUMAN
SPIRIT BY SAYING, 'YES,
I CAN. YES, I WILL,'
THEN TOGETHER WE
CAN SAVE OUR PLANET
FROM THE DOOM THAT
SEEMS TO HANG OVER
US EVERY DAY. IF WE
ALL GET TOGETHER
NOW, THAT IS HOPE."**

JANE GOODALL

back as if expecting her. Spotting a bright red palm nut that she knew chimpanzees loved, she offered it to him. The chimp took it, dropped it on the ground, and turned away.

"Then, he turned around," recalls Goodall, "looked directly into my eyes, and reached out to grab my hand. He very gently squeezed my fingers, which is how chimpanzees reassure each other. At that moment, the two of us communicated in a language that almost certainly predates words. He didn't want the palm nut, but he understood my motivation in giving it to him. At that moment I made a commitment: I would spend the rest of my life trying to understand and protect these extraordinary beings, who are more like us than any other living creature."

At age 85, Goodall has made good on her lifelong commitment to helping protect natural resources and raise awareness around the inherent intelligence of the animal kingdom, from which she thinks we can learn much. To celebrate her birthday in April, she assembled friends, donors, and supporters in Los Angeles to demonstrate that her commitment to the mission is still strong.

"If it starts to rain," she explains at the open-air venue, as clouds loom, "just hunker down like a chimp and wait for it to stop. We should all be grateful for this life-giving water in such a dry part of the world." There's a ripple of laughter through the well-heeled guests, who quickly consider the disastrous outcome of water on their designer suits and dresses, versus the natural protection afforded by

chimpanzee fur.

Goodall still travels an astonishing 300 days of the year to promote her work, and while she no longer endures harsh African weather or stays up all night to observe nocturnal primates, she speaks to me well past midnight.

"Every single individual makes a difference every single day," she tells me. "We can choose what sort of difference we're going to make."

In the 1960s, Goodall's colleagues were desperately trying to turn the study of chimpanzees into hard science. Many professors told her it was wrong to give chimps a name, to talk about them having a personality or an ability to solve problems. These attributes, they exclaimed, were unique to humans.

"Unfortunately for those professors, I had this amazing teacher when I was a child," says Goodall, "who taught me they were wrong — my dog, Rusty. We are not the only beings on the planet capable of thinking and resolving things outside of our bubble. Emotions, such as happiness, sadness, fear, and despair are all part of the animal kingdom, too."

Goodall points out that it's now been proven that many animals are highly intelligent, more-so than humans. "Yet, to have myself taken seriously by my peers, I had to earn my Ph.D. and learn to think like a scientist, which I did," she says. "Then, I wrote about my observations in a way that allowed other scientists to tear them apart."

JANE'S FIVE REASONS FOR HOPE

1

YOUNG
PEOPLE

The youth understand problems and feel empowered to take action. When we listen to their voices, they are changing the world. The young people in Roots and Shoots are changing the world right now — planting trees, raising money for earthquake victims and volunteering in shelters for animals and soup kitchens. We need to allow them to do what they feel passionate about.

2

OUR
AMAZING
INTELLECT

We are coming up with ways to create a cleaner, greener energy. We are coming up with ideas to lead lives in greater harmony with nature. We are thinking of ways to lead lives that leave a lighter ecological footprint. We are increasingly making choices which consider future generations.

3

INDOMITABLE
HUMAN
SPIRIT

Some people tackle the impossible. Icons such as Nelson Mandela and Martin Luther King have accomplished what seemed impossible and didn't give up. But, these types of people are all around us — people who have received a bad deal in society, but somehow push through. Every single one of us has the indomitable human spirit inside, but so many people don't seem to realize this, and don't let it grow or nurture.

4

CONNECTIVITY

For the first time in human history, we can bring everyone together around the world who cares about an issue. It's now possible for our voices to be heard. These voices give people strength and make them realize that they're not alone.

5

THE
RESILIENCE
OF NATURE

Places we have destroyed can come back if we give nature a chance.

Goodall's advocacy for the environment is not only aimed at the converted. A few years ago, she addressed 700 lawyers — people who help design legal systems that embody our world view and upon which Western civilization is based. In this world, she notes, chimpanzees are treated much the same as stones, timber, and dirt, not something precious or valuable. If Goodall's observations from the past 60 years are accurate, she argues, then we should make efforts to change the law, and the way we relate to the natural world. It should instead be considered as something precious and sacred, not something to exploit.

Take the humble, microscopic phytoplankton in our oceans as an example. We have no empathy for this organism, yet it supplies 50 to 70 percent of our oxygen. It's

Kingdom. People who grew up together and played together once, killed each other. It made me realize how similar chimps are to humans."

There's one big difference that Goodall thinks separates us from chimps and other animals — the explosive development of our intellect.

"Throughout evolution, we've inherited these aggressive tendencies," she says. "But unlike animals who act on the spur of the moment, we can think about it and consider our reaction first before acting because of this intellect. How many of us have said: 'Oh, I could kill him!' in a moment of rage? Yet, we don't, because we can't all go around acting how we feel. We've largely learned to control our aggressive instincts, but there are still parts of society that incite aggression and hatred. In humans, this has moved from simple territorial aggression to something more sinister."

Today, human intellect has developed to the point where we are capable of destroying ourselves in an afternoon. The United States recently pledged \$1.7 trillion



HUGO VAN LAWICK

Above: Young researcher Jane Goodall, with baby chimpanzee Flint at Gombe Stream Research Center in Tanzania, 1970s. **Right:** Goodall always travels with a stuffed animal named Mr. H to remind her of the 'indomitable human spirit.'



treated with total disregard, despite the growing risks of rising CO₂ levels in our atmosphere. If we don't start acting according to what's true, according to science and biology, then we're surely not going to succeed in anything.

Goodall's work tells us as much about other species as it does about ourselves, and her work has sometimes revealed startling facts. "For a long time, I felt chimpanzees were like us, just nicer," says Goodall. "Look at some of the despicable human behavior we see around us. Then, I realized to my shock and horror that chimps have a dark and brutal side, too."

Goodall observed that male primates are very territorial and patrol the boundaries of their domain. If they encounter a stranger from a neighboring community, they will attack and kill. "This was a real shock," she recalls. "A large community of chimpanzees I once studied separated and moved apart, yet still remained within the same territory they once all shared. It resulted in a four year 'civil war,' where the males of the larger community systematically attacked and killed the males, females, and juveniles of the smaller community. Consider that America had a civil war, and so did the United



MICHEL PORRO/GETTY IMAGES

toward modernizing its nuclear arsenal, which in turn has reignited a global arms race.

“No chimpanzee could create a nuclear weapon,” Goodall points out. “We’ve created rockets that can reach Mars. We’ve all seen the photographs of the surface of Mars, yet who really wants to live there? Not if you look at those photos! So here we are, the most intellectual creature to ever walk the planet, destroying our home. Polluting our oceans, destroying the rainforests, gradually exterminating one species after another. Why are the most intelligent species destroying our planet? We have this amazing brain, but there seems to be a disconnect between it and the human heart — love and compassion. Only when our head works in harmony with our heart will we attain true human potential. And that human potential is huge.”

In Greenland, Goodall stood with an Alaskan Inuit called Uncle, who pointed to a glacial shelf that once stood two miles high, but now barely reaches 100 yards in height. Huge chunks of ice broke off and crashed into rushing rivers of the purest water, created when the planet first formed. Billions of gallons of water are flowing into our oceans, changing the acidic alkaline balance.

Global warming in Greenland has resulted in enormous swarms of mosquitoes destroying the caribou, on which the Inuit have depended for food and clothing for 11,000 years. What’s needed now from real leaders is to make clear to others that it’s these fundamental moral insights that make us human. There’s an urgency now to create an awareness of the preciousness of life, and to find ways to use law and morality to constrain our behavior.

When Goodall left Africa to travel the world and spread her message on the plight of chimpanzees, she became aware of even more significant problems. “I learned about the chemicals used in agriculture, businesses, and households draining away to pollute land, rivers, and oceans. I learned about the reckless burning of fossil fuels and the intensive, inhumane farming of animals on a massive scale. Billions of animals kept in horrible conditions, for which we need to grow grain. Grain farming entails cutting down forests for arable land, then using massive amounts of fossil fuel to move the grain from the farms to animals. Then, moving the animals from farms to the meat on our tables. Vast quantities of water are needed for this ongoing cycle of turning vegetable protein into animal protein.

“A little-known fact is that flatulence from cows and pigs is a more damaging greenhouse gas than CO₂,” emphasizes Goodall. “Even if you don’t care about animal cruelty or the environment, you’ll maybe care about the antibiotics that animals are fed to keep them alive in cruel conditions.

These medications end up in our bodies, where they cause bacteria to become resistant to existing drugs. People are now dying from a scratch on their finger.”

An old Native American adage says that we haven’t inherited the planet from our parents, we’ve borrowed it from our children. Goodall is blunter. “We’re not borrowing our children’s future, we’re stealing it,” she says. “We’re stealing it because we’re caught up in a materialistic society where money has become a god. We no longer consider enough money for a good life, enough. We’re always

seeking more and are caught up in a mindset of waste. People wear an outfit once, then buy another.”

Realizing that the future looked grim unless the next generation starts thinking differently, in 1991 Goodall founded Roots and Shoots for young people.

“Our message to children is that every single one of us matters,” says Goodall. “Each of us has a role to play, even if we don’t know what it is yet.”

Now in more than 50 countries, the movement touches the lives of more than 150,000 and empowers young people to become leaders who will make the right choices to build a better world. Children lead local change through service while developing the skills and traits of compassionate leaders. The benefits of starting young become more evident when, later in life, participants of Roots and Shoots find themselves in positions of real power. The Minister of Wildlife in Tanzania was involved in Roots and Shoots in primary school and now stands up against the country’s president, who is not very sympathetic to the environment. The Minister of the Environment in the Democratic Republic of Congo is also a former member.

“We’re developing a human family,” says Goodall. “We may have different skin colors,

different cultures, and religions, but if we cut ourselves, our blood is all the same. If we weep, our tears are the same. When something makes us laugh, we all feel that wonderful, happy feeling inside. There’s no way that we can measure the value of inspiration at Roots and Shoots because it’s impossible to measure the future impact of what we’re creating. At some point, every famous person in history was just a normal individual making a choice. We all have that potential. There are so many extraordinary people out there who will not become well known,” concludes Goodall. “People are quietly saving animal species, improving the lives of millions, and risking their lives to help those who suffer. The planet changes for the better each time we pass a moral test.” **RL**



**“WE MAY HAVE
DIFFERENT
SKIN COLORS,
DIFFERENT
CULTURES AND
RELIGIONS,
BUT IF WE CUT
OURSELVES, OUR
BLOOD IS ALL
THE SAME. IF
WE WEEP, OUR
TEARS ARE THE
SAME.”**



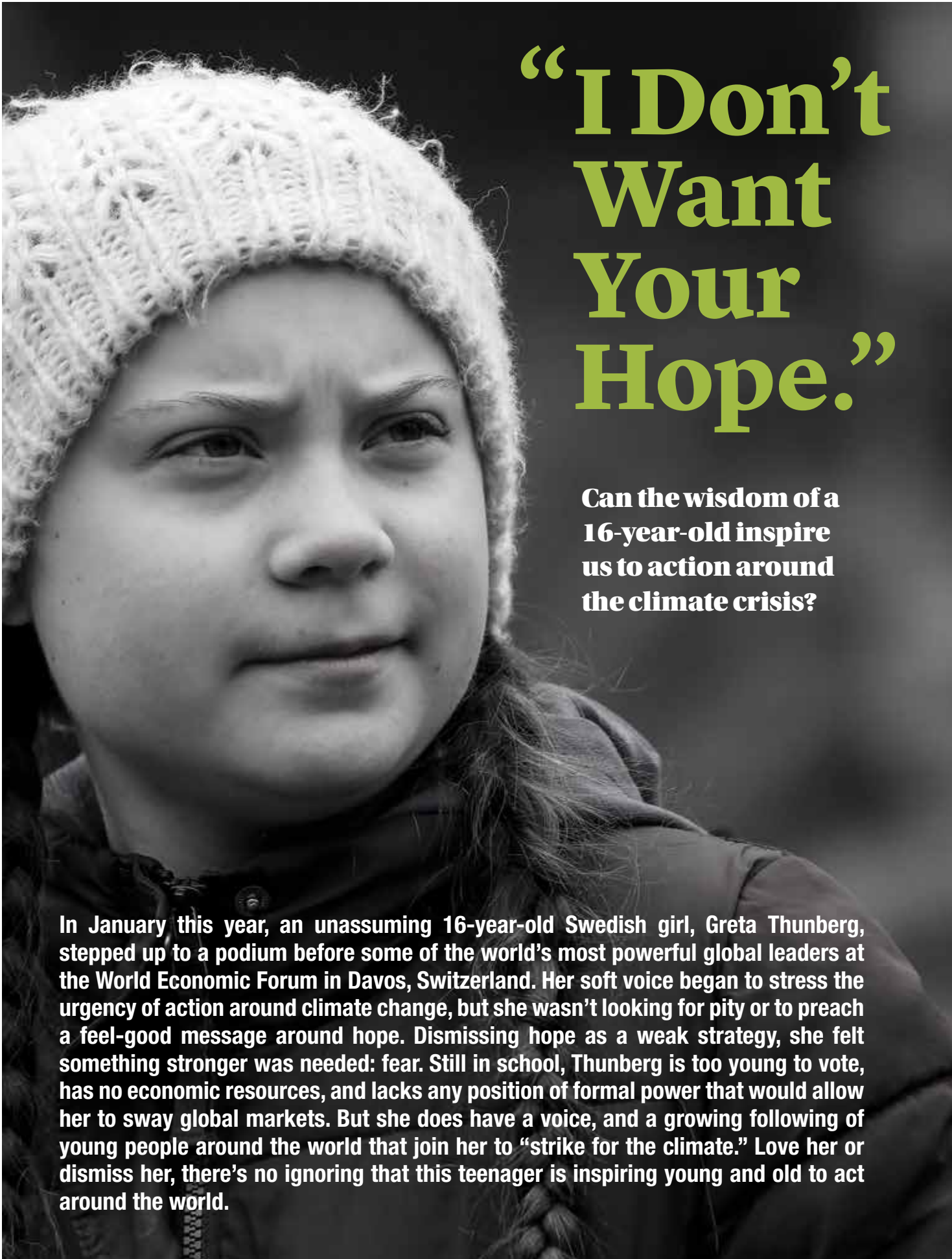
She blazed the trail. The next steps are up to us.

We are a global community conservation organization that advances the vision and work of Dr. Jane Goodall. By protecting chimpanzees and inspiring people to conserve the natural world we all share, we improve the lives of people, animals and the environment.

Everything is connected—everyone can make a difference.

 the Jane Goodall Institute

Learn more at janegoodall.org



“I Don’t Want Your Hope.”

**Can the wisdom of a
16-year-old inspire
us to action around
the climate crisis?**

In January this year, an unassuming 16-year-old Swedish girl, Greta Thunberg, stepped up to a podium before some of the world’s most powerful global leaders at the World Economic Forum in Davos, Switzerland. Her soft voice began to stress the urgency of action around climate change, but she wasn’t looking for pity or to preach a feel-good message around hope. Dismissing hope as a weak strategy, she felt something stronger was needed: fear. Still in school, Thunberg is too young to vote, has no economic resources, and lacks any position of formal power that would allow her to sway global markets. But she does have a voice, and a growing following of young people around the world that join her to “strike for the climate.” Love her or dismiss her, there’s no ignoring that this teenager is inspiring young and old to act around the world.



By Greta Thunberg

According to the Intergovernmental Panel on Climate Change (IPCC) we are less than 12 years away from not being able to undo our mistakes. In that time, unprecedented changes in all aspects of society need to have taken place — including a reduction of our CO₂ emissions by at least 50 percent. And please note that those numbers do not include the aspect of equity, which is absolutely necessary to make the Paris Agreement work on a global scale. Nor does it include tipping points or feedback loops such as the extremely powerful methane gas being released from the thawing arctic permafrost.

At places like the World Economic Forum in Davos, people like to tell success stories. But their financial success has come with an unthinkable price-tag. On climate change, we have to acknowledge that we have failed. All political movements in their present form have failed, and the media has failed to create broad public awareness. But homo sapiens has not yet failed.

Yes, we are failing but there is still time to turn everything around. We can still fix this. We still have everything in our own hands. But unless we recognize the overall failures of our current systems, we most probably don't stand a chance. We are facing a disaster of unspoken suffering for enormous amounts of people. Now is not the time to speak politely or focus on what we

“NOW IS NOT THE TIME TO SPEAK POLITELY OR FOCUS ON WHAT WE CAN OR CANNOT SAY. NOW IS THE TIME TO SPEAK CLEARLY.”

can or cannot say. Now is the time to speak clearly.

Solving the climate crisis is the greatest and most complex challenge that homo sapiens has ever faced. The main solution however, is so simple that even a small child can understand it — we have to stop our emissions of greenhouse gases. Either we do that or we don't. You say that nothing in life is black or white — but that is a lie. A very dangerous lie. Either we prevent a 1.5 degree of warming or we don't. Either we avoid setting off that irreversible chain reaction beyond human control — or we don't. Either we choose to go on as a civilization or we don't. That's about as black or white as it gets. There are no gray areas when it comes to survival.

We all have a choice: We can create transformational action that will safeguard the living conditions for future generations, or we can continue with business as usual and fail. This is up to you and me. Some say that we should not engage in activism. Instead, we should leave everything to our politicians and rather vote for change. But what do we do when there is no political will? What do we do when the politics we need are nowhere in sight?

Just like everywhere else, everyone is talking about money. It seems that money and growth are our only concerns. Because the climate crisis is one that has never before been treated as such, people are simply not aware of the consequences in their everyday lives. People are not aware that there is such a thing as a carbon budget and just how incredibly small that remaining carbon budget is. That needs to change today.

No other current challenge can match the importance of establishing a wide, public awareness and understanding of our rapidly disappearing carbon budget. This should (and must) become the new global currency and the very heart of our future and economics.

We are now at a time in history where everyone with any insight into the climate crisis, that threatens our civilization and the entire biosphere, must speak out — in clear language — no matter how uncomfortable and unprofitable that may be. We must change almost everything in our current societies. The bigger your carbon footprint, the bigger your moral duty. The bigger your platform, the bigger your responsibility.

Adults keep saying, “We owe it to young people to give them hope.” But I don't want your hope. I don't want you to be hopeful. I want you to panic. I want you to feel the fear I feel every day, and then I want you to act. I want you to act as you would in a crisis. I want you to act as if our house is on fire. Because it is. **RL**

Greta Thunberg is a Swedish climate activist.

BILL NYE THE SCIENCE GUY ON CLIMATE ACTION:

**“Let’s go people,
let’s get this done!”**

**THE TV PERSONALITY, SCIENTIST,
AND COMEDIAN WEIGHS IN
ON HOW TO TACKLE CLIMATE
CHANGE AND BECOME RICH AND
FAMOUS ALONG THE WAY. HE’S
NOT JOKING.**

By Grant Schreiber



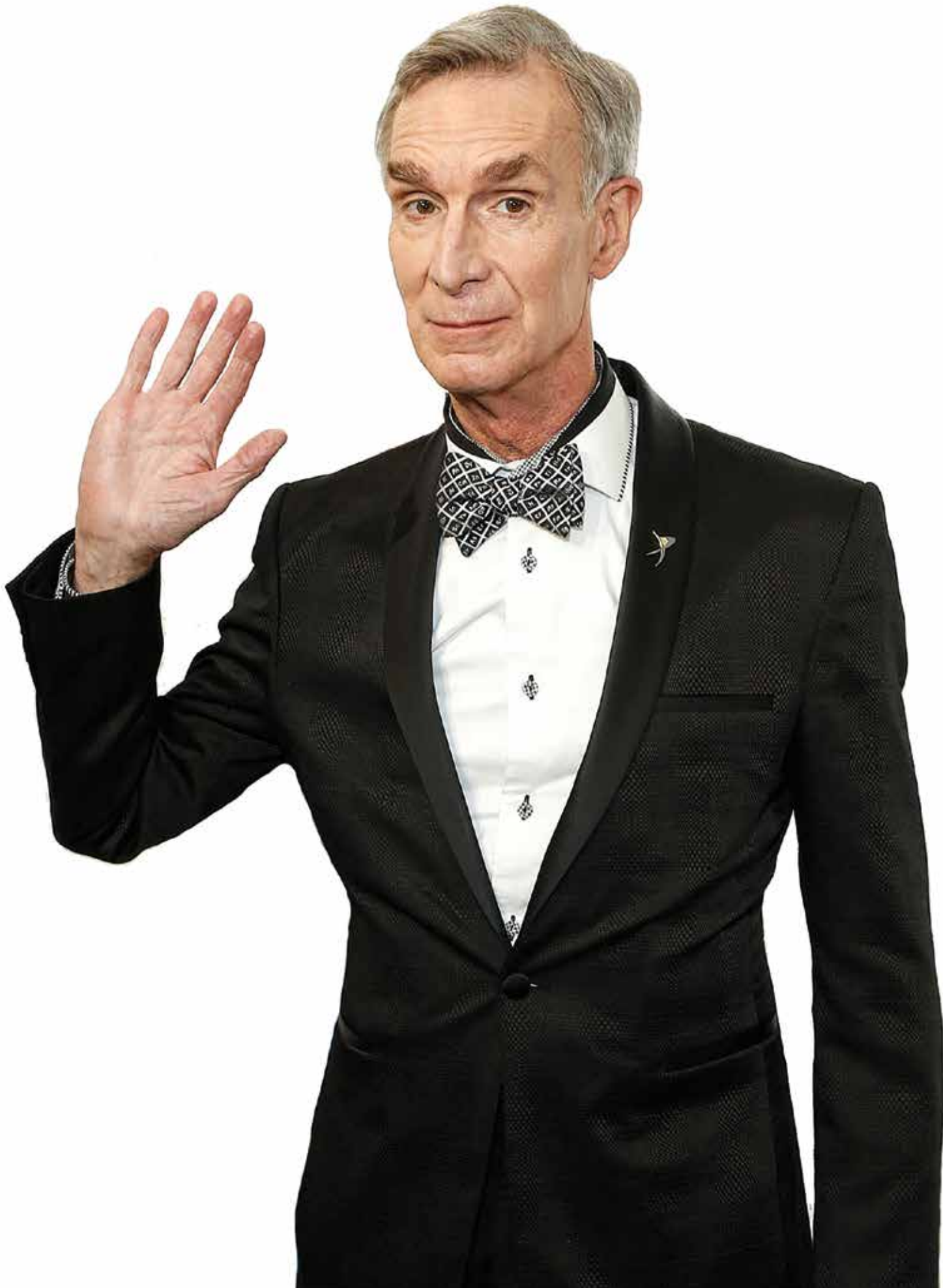
The Planet Is on F*ing Fire!** The former comedian made a video in April that illustrated the extremes some people go to make their point on the climate crisis. In the video, that has since gone viral, Nye sets a plastic globe ablaze.

"I've got an experiment for you," he says. "By the end of this century, if emissions keep rising, the average temperatures on Earth will go up another four to eight degrees. What I'm saying is that the planet is on f***ing fire! There are a lot of things we can use to put it out. Are any of them free? No, of course not – nothing's free you idiots! You're adults now, and this is an actual crisis."

It's not every day that a Boeing mechanical engineer leaves his job to pursue a career in comedy and perform wacky science experiments on television. But that's exactly what Bill Nye did in 1986 after he successfully pitched Seattle's KCTS-TV on an idea for *Bill Nye The Science Guy*, a fast-paced, high-energy children's program that went on to win 19 Emmy Awards. His 2017 Netflix series, *Bill Nye Saves the World*, explores scientific issues that touch our lives, such as the climate crisis, alternative medicine, and video games.

But today, he's touching the lives of 16,000 screaming kids, who are all packed into an indoor arena in Los Angeles at a cause-for-good movement called WE Day. "We love you, Bill!" screams a bunch of teenage girls at the 63-year-old scientist on stage, which resembles more of a rock concert than a juvenile matinee event. Since when did science become so cool?

The climate crisis is no laughing matter, but Nye has managed to open hearts and minds to this vital topic, through light-hearted humor and razor-sharp facts. Wearing his trademark bowtie, he considers my first question: The fact that a space treaty exists to protect planets in outer space from pollution, but that we can't agree to something similar on Earth.



“Yes, we’ve all agreed we won’t screw up the moon or Jupiter — it’s crazy,” he says, pointing to the irony of our collective commitment to protect two barren objects floating in space without life.

But the craziness of adults aside, he thinks the hope for our future lies with the kids of today. “They’re the future,” he says. “Climate change deniers and people that don’t respect the environment don’t appreciate how important the environment is. Not just for our health, but for our economic success. You can’t destroy the environment and stay in business. But, many of those people, like me, are old and will eventually disappear,” he says in typically self-deprecating style.

As upbeat as he is about science leading the way on climate action, Nye reckons that we’ll need a whole team of committed people to help fix the problem: Politicians, political scientists, international relations people, and venture capitalists. “It’s gonna be great,” he says.

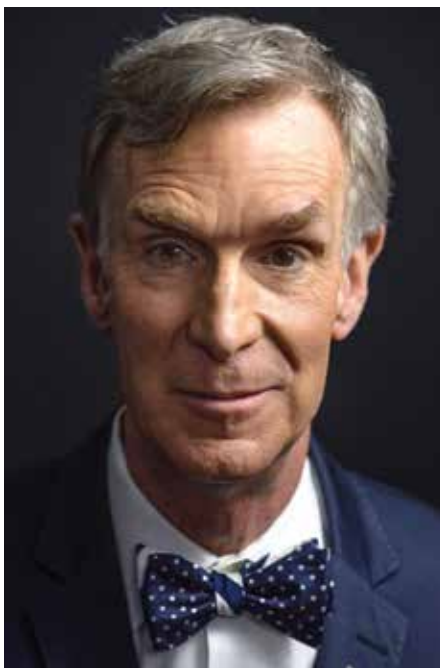
“Today’s climate deniers are funded by the fossil fuel industry — and let’s be honest — we’ve all benefited greatly from fossil fuels the past few centuries. But, it’s time to change, man. Let’s go!”

The problem of climate change is simple to Nye: “We’re putting too much carbon dioxide in the atmosphere too fast. And that’s the big problem — speed.” He spells out three things we should all be aiming for: Renewable electricity, clean water, and access to the Internet for everyone on Earth.

As a child in Washington, DC, Nye attended the first Earth Day in 1970. He rode his bicycle to the Washington Monument and locked it to a flagpole. Here, he heard about the Coyote River in Cleveland, Ohio, catching fire from petroleum pollution and people dying in their sleep from air pollution. The focus in those days was more around pollution, with climate crisis discussions only emerging in the mid-1980s.

“But today, the economic opportunities are huge,” says Nye. “I’m telling you, if we create renewable electricity, we can change the world. There’s enough sunlight, wind energy, tidal energy and geothermal energy to run the whole place!”

As if suddenly switching to a commercial break, Nye decides to pose a challenge to the children of the world.



“YES, WE’VE ALL AGREED WE WON’T SCREW UP THE MOON OR JUPITER — IT’S CRAZY,” HE SAYS, POINTING TO THE IRONY OF OUR COLLECTIVE COMMITMENT TO PROTECT TWO BARREN OBJECTS FLOATING IN SPACE WITHOUT LIFE.

“There’s a specific problem I want you to solve, along with electrical transmission,” he says. “The problem is air transportation. We need a new fuel or a new propulsion system. So let’s go, let’s get that done!” he says with a wave of his hand. “And by the way, whoever figures this out is going to be rich. It’s gonna be cool.”

In the U.S., whole industries are already being driven by renewable energy. In Iowa, which grows much of the world’s popcorn, 25 percent of electricity comes from the wind, competing head-to-head with natural gas and other fossil fuels. Nye’s solution for nuclear energy is to keep it in place and invest in research that shows how to dispose of the waste safely. “Let’s just say the nuclear industry has been a little clumsy,” he says. “Three Mile Island blew up, the cooling system at Fukushima in Japan was below ground level and flooded ... We can do better than that. Right now, nuclear power is the most expensive electricity in the United States. That’s not how it was sold to us; it should have been the cheapest.”

His parting words are for the young people of the world: “Everything we do affects every one of us, regardless of where we live in the world. We all share the same air. Every person is responsible for his or her actions, and what you do is under your control. The goal is to leave the world a better place than you found it. Not so easy to do, but something to think about every day. So, go people, get out there, and change the world!” **RL**

REAL INSIGHT /

Humor is sometimes a great weapon. Many people think the only way to approach a serious problem is with a serious message. Nye, a scientist-comedian, has proven that tackling life-threatening climate issues with humor can work. As a leader, think of how making light of a situation may get your team to laugh, lighten up, and be encouraged to focus on a solution — by seeing the ridiculousness of a situation. Laughter is the best medicine, the old adage goes; it relaxes your body and mind, triggers feel-good endorphins, and diffuses anger — all the ingredients needed to help create meaningful solutions.



The 5th Industrial Revolution Is Here.

Join Leading Donors, Investors and Brand Executives in
Accelerating Impact to Achieve the United Nations Global Goals.



THE HUMAN ELEMENT

Connecting Great Leaders and Best Practices

Partnering with Leaders Who Care® in purpose-driven organizations through our leading edge executive search services, and Diversity & Inclusion consulting practice.



COLLABORATION CAPITAL

SDG Circle and Omniwin Deal Services

By helping launch UN events, the SDG5 Global Alliance, Blockchain for Impact and more, the SDG Circle creates relational context for strategic alliances.



DONOR ADVISORY SERVICES

The SDG Impact Fund, a 501(c)3 Independent DAF

The DAF with which we partner facilitates match donations, MRI investing, amplification, and a world-class collaborative community of the like-minded working to achieve the SDGs.



GOOD EXCHANGE CAMPAIGNS

Unlock Brand Donations Through Consumer Engagement

We work with global brands to utilize the Good Exchange methodology to “unlock” funding for the SDGs from inline operating budgets by achieving brand KPIs while increasing Brand Warmth.



SOCIAL IMPACT RAFFLES

Creating Global Gamification Initiatives for the SDGs

Through strategic partnerships, we are advancing global, frontier tech-enhanced gamification and contest initiatives around the 17 SDGs to unlock millions of dollars of new impact grants.



TOKENIZATION SERVICES

Facilitating Smart Tokenization Strategy

We offer services to accelerate the development, integration and promotion of market-leading digitalization initiatives through a global network of independent but affiliated partners.



5th ELEMENT GROUP

www.5thelement.group

How do you persuade people to tackle climate change? Not talking about it — at least at first — might be the way to go.

In an increasingly polarized world, where many people stick firmly to beliefs rooted in their politics, presenting new facts and scientific evidence rarely changes minds, says George Marshall, an expert on the psychology of climate change with Oxford-based Climate Outreach, a think tank that aims to boost public engagement on climate change.

Around the world, more powerful hurricanes, together with worsening droughts, floods, and wildfires, are claiming lives and causing hundreds of billions of dollars in losses each year. But those realities are doing little to drive action on a problem that remains far down the worry list for most people, if it makes the list at all.

“The biggest problem is that the majority of people do not think or talk about climate change,” Marshall notes at a recent meeting in Oxford, England, on improving communication about climate change, particularly with faith communities.

So how do you get people to think about — and react to — climate threats? Research done with faith groups offers some insights, Marshall says. Interacting constructively with anyone on climate change has to begin by finding common ground, from concern about their children’s future to a gut feeling that wasting things is wrong.


Religion makes that task easier. “Faith is something we have in common that can bridge political divides,” Marshall says. Most people of faith — conservative or liberal, right- or left-wing — believe in loving and caring for one another, feeling gratitude for what they have, living moderately, avoiding greed and waste, and taking collective responsibility



**YOUR FAITH, BELIEF SYSTEM, AND VALUES, CAN
CREATE MASSIVE ENVIRONMENTAL CHANGE WHEN
SMALL IMPROVEMENTS TO A PRACTICE OR ATTITUDE
ARE MULTIPLIED BY BILLIONS OF FOLLOWERS.**

TO GET PEOPLE TO GO GREEN, NEVER START WITH CLIMATE CHANGE

By Laurie Goering



**“FAITH IS SOMETHING
WE HAVE IN COMMON
THAT CAN BRIDGE
POLITICAL DIVIDES.”**

**GEORGE MARSHALL,
CLIMATE OUTREACH**

GETTY IMAGES

and action, Marshall points out, all of which are good starting points for talking about climate change.

Who initiates the conversation is also important. Climate activists hoped Pope Francis’s 2015 *Laudato Si’* encyclical on *Care for Our Common Home* might spark a new wave of climate action. But a study by Yale University showed no significant increase in conversations about climate change — at least among those polled — after it was released.

While statements by senior religious leaders can influence their followers, what is more effective is a one-on-one conversation with a like-minded person, Marshall says. Using the right words also makes a difference. People of faith feel far more comfortable talking about responsibility, respect,

duty, and restoration than a “low-carbon lifestyle.”

“No one wants to be low, and no one cares about carbon,” Marshall says. Advocating climate justice for the poor and vulnerable is another big turnoff for many, and ineffective in persuading them to act on the problem. With political and religious conservatives, it is often better to portray the issue as “enabling people to fulfill their potential and stand on their own two feet,” he says.

When Living the Change, an international effort launched in 2017 to promote “a journey to sustainable living” among faith groups, asks members to pledge to eat less meat and adopt more sustainable energy and transport methods, “the word climate change is not even in there,” says its

director Caroline Bader.

A focus on cutting waste — including food — can work well with groups across the political spectrum, many of whom see throwing away resources as poor stewardship, Marshall says. The best way to get people to act is to help them feel part of a journey others are setting out on, one that may be hard but will bring rewards in the end, he says. Most people are motivated by shared values and identity, he says. “That’s what we need to tap into. The right starting point for engagement is never climate change,” Marshall emphasizes. **RL**

Laurie Goering edits the Thomson Reuters Foundation’s news website on the humanitarian and development impacts of climate change.



A COMMON ATTITUDE TO THE CLIMATE CRISIS IS THAT IT “DOESN’T AFFECT ME.” BUT YOU MAY END UP PAYING FOR IT PERSONALLY — THROUGH INCREASED INSURANCE PREMIUMS AND AN OVERALL RISE IN INDUSTRY COSTS. A TYPICAL HOME LOAN IS 15-30 YEARS ...CAN YOU AFFORD TO IGNORE THIS FUTURE FINANCIAL RISK?

INSURANCE AND THE FINANCIAL RISKS OF CLIMATE CHANGE

By Laurie Goering

From homeowners facing higher flood insurance premiums to investors putting money into coal-fired power plants, financial risks related to climate change are growing, analysts say. But working out how a switch to lower-carbon train travel could affect an airline or what an insurance firm should do to weather more flood claims is neither clear nor simple.

Help may be at hand, however, from guides published in February to assess financial risks from the physical threats of climate change, as well as the risks and opportunities of a global transition away from fossil fuels.

“What is the exposure financial institutions have to natural catastrophes? I don’t think that question traditionally has been asked,” says Greg Lowe, global head

“SOMEONE IS GOING TO PAY FOR THIS. HOW IT GETS DISTRIBUTED THROUGH THE FINANCIAL SYSTEM IS THE QUESTION.”

GREG LOWE, AON

of resilience and sustainability for Aon, a London-based insurance and risk firm.

“For disasters, there’s always been an assumption we have insurance for that,” says Lowe, whose firm contributed to the reports by ClimateWise, an initiative of the University of Cambridge Institute for Sustainability Leadership that aims to better disclose and respond to climate-related insurance risks.

With those risks growing — particularly as heat-trapping emissions continue to rise — traditional methods of dealing with them may not be enough as the world tracks toward 2 degrees Celsius or more of global warming, the twin reports warn. “If indeed people think we’re headed on that path (past 2C), it’s going to be a hugely difficult task for the financial system to manage,” Lowe predicts.

Over the next 30 years, the risks from heatwaves, storm surges, and floods will increase substantially because of warming already underway, the physical threats report notes. That could lead to higher flood insurance premiums and people more often made homeless by

floods, as well as greater investment by cities and towns in flood defenses. Trusting that homeowners understand changing flood risks and will respond adequately to them “is probably a generous assumption,” Lowe says.

But even for those who do grasp the shift, simply boosting insurance coverage is unlikely to be an answer, he says. “I don’t think buying more insurance is a politically or financially sustainable thing to do,” he says. “Even with insurance, this is still a tremendous hardship on people if they are out of their homes. Rather, there should be honest discussions about who foots the bill for the growing risk and damage,” he suggests.

“Someone is going to pay for this. How that gets distributed through the financial system is the question,” he adds.

The new reports aim to demonstrate that it’s possible to start taking a more precise look at the risks and their financial impacts, and to give experts tools to do that, says Bronwyn Claire, senior program manager for ClimateWise.

For instance, they could explore how changes in transport demand between trains and planes or a carbon tax that is influencing fuel prices might affect an airport in Germany. The guides could also help investors spot opportunities, she adds. **RL**

Laurie Goering edits the Thomson Reuters Foundation’s news website on the humanitarian and development impacts of

How Are Investors and Lenders Responding?

ClimateWise is a global network of leading insurers, reinsurers, brokers and industry service providers who share a commitment to reduce the impact of climate change on the insurance industry and society. “Climate risk is a major societal risk, with an intergenerational quality that goes beyond traditional business strategy, decision and reporting horizons,” according to Russell Picot, Board Chair of HSBC Bank (UK) Pension Scheme. The physical impacts of climate change are direct and indirect, spreading through sectors, countries and value chains. While initial events are often localized, damaging or destroying real assets such as homes or infrastructure, their implications can spread across countries, markets and business value chains, creating knock-on effects that cascade through sectors. For example, the disruption

caused by the Thai floods of 2011 resulted in the global price of computer hard drives doubling. But, there are some positives to how the industry has responded to the climate crisis:

- **Better Building Codes.** Legislation is changing in some countries to specify that buildings must be designed and constructed to withstand all but the most extreme weather conditions.
- **Location, location location.** Investors and lenders manage their exposure to risk with strategic location decisions (which region, country and continent). Responsible climate management and policies will attract more investment and lower premiums.



- **Increased Cooperation.** Climate issues are an opportunity for investors and lenders to work with insurers and governments to encourage the uptake of adaptation measures.
- **Data Collection.** The collection of good climate data by the insurance sector can corroborate the data collected by scientists.
- **Good Competition.** Insurance companies that take climate risks seriously can create a race for competitive advantage, building a more resilient financial system and promoting best practice.

Source: Cambridge Institute for Sustainability Leadership (CISL). (2019). Physical Risk Framework: Understanding the Impacts of Climate Change on Real Estate Lending and Investment Portfolios.

ANDRZEJ WOJCIK



MELTING

The Arctic is one of the world's most vulnerable areas to warming temperatures. Over the past 40 years, Arctic sea ice is estimated to have declined by 40 percent. Even if the world met its most ambitious climate change goals, winter temperatures in the Arctic would rise by up to 9 F by the year 2050. These rises in temperature would cause worldwide sea-level rise, damaging property, impacting coastal economies, and displacing families.

Source: United Nations Environment Programme

HEATING

Drought is considered one of the most far-reaching natural disasters, bringing short- and long-term economic and social losses to millions of people worldwide. A lack of water threatens people's livelihoods and fuels migration — which in turn creates social and political crisis.

Source: United Nations Convention to Combat Desertification

SOLUTIONS TO REVERSE GLOBAL WARMING

THE AGE OF DISCOVERY IS OVER AND THE RESULTS ARE IN. THEY SHOW, WITHOUT ANY DOUBT, THAT WE INDEED ONLY HAVE ONE PLANET. THERE IS NO PLANET B, SO WHY ARE WE SCREWING IT UP? HERE, WE OUTLINE THE PROBLEMS AND OFFER SOME SOLUTIONS.

By Grant Schreiber



THE PROBLEMS



In the past 50 years, the human population has doubled, the global economy has grown nearly 4-fold, and global trade has grown 10-fold, together driving up the demands for energy and materials. Keeping pace with this staggering growth is a corresponding increase in carbon dioxide (CO₂) emissions from human activities, which according to the World Resources Institute are now higher than at any point in history. In fact, data reveals that global CO₂ emissions are 150 times higher today than they were in 1850.

The daily race to feed, clothe, heat and cool a global population of 7.5 billion people produces enormous amounts of CO₂, the effects of which are mostly invisible to consumers — who don't realize the collective impact of billions of small purchases and lifestyle decisions when multiplied on a global level.

Each day in India, 1,000 more cars appear on that country's roads, adding to the smog and adversely affecting human health. Each day at Delhi's National Institute for Tuberculosis and Respiratory Disease, 1,000 people line up to be treated for lung problems. "Everybody in India is a smoker," says Dr. Arvind Kumar, a prominent chest surgeon, "simply by breathing the polluted air each day."

A United Nations report released in May warns that 1 million plant and animal species are on the verge of extinction, which will have a drastic effect on human survival. The report, compiled by experts across the world has linked the loss of animals and plants to human activity, especially since the rise of the industrial revolution in the mid-1850s, which has seen global temperatures rise around 2.2 degrees Fahrenheit above pre-industrial levels. Warming oceans will result in the collapse of the commercial fishing industry, and increased CO₂ levels mean less oxygen to breathe. And

who doesn't like breathing, right? Rising sea levels threaten whole island nation-states that are being forced to relocate or face submersion.

Robert Watson, who served as chairman for the U.N. report, says the decline in biodiversity around the world is eroding "the foundations of our economies, livelihoods, food security, health, and quality of life worldwide." Even if you're a climate-change denier, this should make you sit up and take notice. "We care about nature," continues Watson, "but we care about human well-being, and we need to link it to this; that's the crucial thing. Otherwise, we're going to look like a bunch of tree-huggers."

Humans extract 60 billion tons from nature each year to satisfy worldwide demand for crops, fish, minerals, and other goods, the authors of the report note. They conclude that this harvest is unsustainable. A CBS poll in April found that 60 percent of Americans think the environment will be worse for the next generation. Known as a country that prides itself on living the American Dream and giving the next generation a better life, it's difficult to comprehend why climate matters are not higher on the agenda.

Part of the solution is for people to see more of themselves in the issues and not assume that the problem is too big to make a difference. Leaving it to politicians and professionals isn't a solution either;

Climate Change and Economic Equality

New research shows that global warming has already affected the economies of nations around the world. It has hit some places — mostly in the tropics — harder than others. And the countries that have paid the highest price tend to be those least responsible for causing the problem, emitting much less carbon dioxide per capita over past decades than richer countries.

Source: Proceedings of the National Academy of Sciences of the United States of America (PNAS)

while they are good at talking numbers, it's ordinary consumers who are creating these shocking numbers to begin with.

The cost to humanity is not just a loss of animals and plants — there's a financial price tag too. A study on melting Arctic ice and permafrost published in *Nature Communications* estimates that \$70 trillion may be added to the overall cost of climate change — from reflective white ice being replaced with heat absorbing, darker oceans, and heat-trapping methane released from permafrost that has been frozen for thousands of years. To put this cost into perspective, the global GDP for 2016 was \$76 trillion. The additional cost from melting Arctic ice will add 4 to 6 percent to the total cost of climate change — estimated to reach \$1.39 trillion by 2030 if emissions are not cut in accordance with the goals of the 2015 Paris Agreement, where countries from around the world acknowledged that it was crucial to act on the climate crisis, and pledged to reduce greenhouse gas pollution.

Perhaps the silver lining to all this is an observation by Kevin Schaefer, a co-author of the study, who works at the National Snow and Ice Data Centre in Colorado. "We are already experiencing the impacts and costs of climate change," he says. "Shifting to a low-carbon economy is the biggest business opportunity of the 21st century, and the countries that shift first will be the winners. As an American, I'd love to see it happen here first."

"SHIFTING TO A LOW-CARBON ECONOMY IS THE BIGGEST BUSINESS OPPORTUNITY OF THE 21ST CENTURY, AND THE COUNTRIES THAT SHIFT FIRST WILL BE THE WINNERS. AS AN AMERICAN, I'D LOVE TO SEE IT HAPPEN HERE FIRST." — KEVIN SCHAEFER



THE CLIMATE IS A THREAT TO U.S. NATIONAL SECURITY ACCORDING TO THE NSA

According to a recent U.S. National Intelligence report, global environmental and ecological degradation, as well as climate change, are likely to fuel competition for resources, economic distress, and social discontent through 2019 and beyond. Climate hazards such as extreme weather, higher temperatures, droughts, floods, wildfires, storms, sea level rise, soil degradation, and acidifying oceans are intensifying, threatening infrastructure, health, water and food security.

Irreversible damage to ecosystems and habitats will undermine the economic benefits they provide. Diminishing Arctic sea ice may increase competition — particularly with Russia and China — over access to sea routes and natural resources. Warmer temperatures and diminishing sea ice are reducing the high cost and risks of some commercial activities and are attracting new players to this resource-rich region. In 2018, the minimum sea ice extent in the Arctic was 25 percent below the 30-year average from 1980 to 2010.

Source: Daniel R. Coats, Director of National Intelligence / 2019 Worldwide Threat Assessment of the U.S. Intelligence Community

THE SOLUTIONS

By Katharine Wilkinson

Humanity has faced urgent threats in the past, but never one as all-encompassing and existential as the climate crisis. The conditions of Earth's atmosphere today haven't been seen for roughly 3 million years; humans have never lived on a planet like this. Changes are coming faster than most scientists have predicted — and society needs to change even faster to turn the tide. It's a daunting task.

Faced with this seemingly impossible challenge, Project Drawdown set out to

discover the world's most viable solutions. Our team conducted a ground-breaking, global assessment of practices and technologies that are already in hand, or very nearly so. These 100 solutions range from buildings and cities to ecosystems and food, from electricity to materials to transport; they even include human rights. Some stop greenhouse gas emissions from going up, and others bring carbon back home through the power of photosynthesis. Both are critical.

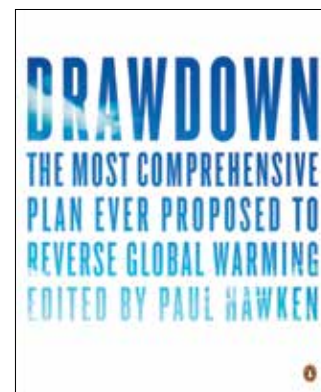


Science, innovation, and creative thinking will turn problems into opportunities.

In the Project Drawdown analysis, we see an incredible mosaic of solutions, with benefits that go beyond stemming emissions to improving health, creating jobs, and shoring up resilience. We also see roles for every individual and institution on the planet. Climate leadership comes in many forms: Households, cities, companies, social movements and national governments. We need many more pioneers stepping up to lead. It's a magnificent thing to be alive in a moment that matters as much as this one. Here are 10 solutions that can help us rise to meet the challenge.

“Changes are coming faster than most scientists have predicted — and society needs to change even faster.”

Katharine Wilkinson



From the book *Drawdown: The Most Comprehensive Plan Ever Proposed to Reverse Global Warming*, edited by Paul Hawken. The book includes 100 ways to reverse global warming, of which we have listed 10 here.

www.Drawdown.org

10

SOLUTIONS TO REVERSE GLOBAL WARMING

01

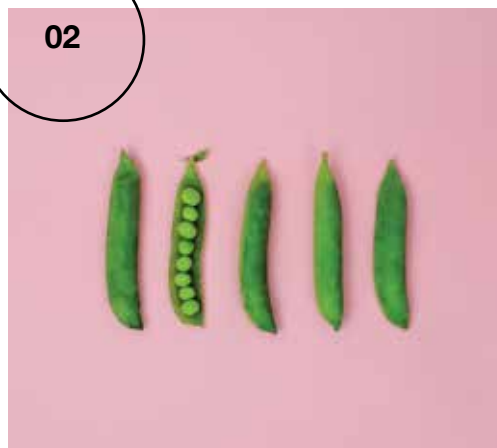


ROOFTOP SOLAR

The first rooftop solar array appeared in 1884 in New York City. At that time, solar panels were made of selenium. They worked, but were inefficient. Today, photovoltaic (PV) panels use thin wafers of silicon crystal. As photons strike them, they knock electrons loose and produce an electrical circuit. These subatomic particles are the only moving parts in a solar panel, which requires no fuel and produces clean electricity. Rooftop solar is spreading as the cost of panels falls, driven by incentives to accelerate growth, economies of scale in manufacturing, and advances in PV technology. Rooftop panels can put electricity generation in the hands of households, communities, and businesses, not just big utilities. They can also leapfrog the need for large-scale, centralized power grids, and accelerate access to affordable, renewable electricity — a powerful means of addressing poverty.

Check out: www.SolarSister.org

02



A PLANT-RICH DIET

If cattle were their own nation, they would be the world's third-largest producer of heat-trapping emissions. Why? Because cows belch the potent greenhouse gas methane as they digest their food, and because clearing land for grazing or growing feed is a leading cause of deforestation. Shifting to a diet rich in plants is a powerful climate solution, and one we can act on immediately. It could reduce the emissions created from raising livestock — currently 15 percent or more globally.

What's good for the planet is also good for us. Beyond climate impacts, plant-rich diets also tend to be healthier, leading to lower rates of chronic disease. According to a study from Oxford, business-as-usual food emissions could be reduced by as much as 70 percent through adopting a vegan diet and 63 percent for a vegetarian diet, which includes cheese, milk, and eggs. \$1 trillion in annual health-care costs and lost productivity could be saved.

Check out: www.wri.org

GETTY IMAGES



REDUCING FOOD WASTE

A third of the food we produce does not make it from farm to fork. That uneaten food squanders a whole host of resources – seeds, water, energy, land, fertilizer, hours of labor and financial capital. It also generates greenhouse gases at every stage – including methane when organic matter lands in the rubbish bin. The food we waste is responsible for roughly 8 percent of global emissions.

In higher-income regions, food is largely wasted by choice. Retailers and consumers reject food based on bumps, bruises, and coloring, or simply order, buy, and serve too much. In places where income is lower and infrastructure is weak, food loss is typically unintended – resulting, for example, from poor storage facilities. Across the board, reducing food waste and loss can improve food security and relieve hunger.

Check out: www.ApeelSciences.com

03

04



SMART HIGHWAYS

Look at the average highway and “smart” is probably not the word that comes to mind. Asphalt, traffic, pollution, accidents – highways seem to be the epitome of unsustainable. But efforts are underway to change that, leveraging imagination, technology, and design to reduce emissions and improve safety. Highways have seen very little innovation since their inception. As vehicles go electric and autonomous, can highways evolve and become smart, too?

Early answers are emerging on 18 miles of highway southwest of Atlanta, Georgia. A nonprofit, called The Ray, aims to morph this stretch of road into a positive social and environmental force – the world’s first sustainable highway. Electric vehicles can “fuel up” for free at a solar charging station. Lights are powered by a patch of road comprised of PV panels. The Ray is even growing perennial wheat, called Kernza, on the road’s right-of-way, producing food while sequestering carbon. Smart highways are nascent, but look poised to pave the way forward.

Check out: www.WattWayByColas.com

Electric vehicles are not only transforming the daily commute, but also high-end motor racing. Formula E is a class of motorsport that uses only electric-powered cars and was developed in 2011 as a means to demonstrate the potential of sustainable mobility to help create a better, cleaner (faster) world.



FIA FORMULA E

05

TOP 10 GLOBAL WARMING SOLUTIONS BY RANK

Total atmospheric CO₂ reduction in gigatons (1 billion metric tons)

1. Refrigerant Management	89.74	6. Educating Girls	5148
2. Wind Turbines (Onshore)	84.60	7. Family Planning	5148
3. Reduced Food Waste	70.53	8. Solar Farms	36.90
4. Plant-Rich Diet	66.11	9. Silvopasture	31.19
5. Tropical Forests	61.23	10. Rooftop Solar	24.60

Source: www.drawdown.org

ELECTRIC VEHICLES

There are more than 1 billion cars on the road today, a major source of emissions. Shifting cars from "gas to grid" – that is, to electricity as their fuel – can make mobility dramatically more sustainable and reduce harmful air pollution. Of course, where that electricity comes from matters. All electric vehicles (EVs) have an emissions advantage, but those powered by renewables are the real solution, with 95 percent lower emissions than standard cars. Luckily, that is where electricity generation is headed.

While EVs are currently more expensive to purchase, they are cheaper to drive. Their cost will continue to drop in the coming years, as technology improves and production scales. With both charging infrastructure and battery range expanding, EV appeal continues to grow. But cars are not the only electric means of transportation. E-bikes are actually the fastest growing alternative to fuel vehicles in the world.

Check out: www.NewFlyer.com



GETTY IMAGES

06

WALKABLE CITIES

Walkable cities prioritize two feet over four wheels through careful planning and design. They minimize the need to use a car and make the choice to forego driving desirable, which can reduce greenhouse gas emissions. According to the Urban Land Institute, in more compact places ideal for walking, people drive 20 to 40 percent less. Walkable cities can be created from scratch or retrofitted from sprawl, reintegrating spaces for home, work, and play.

Walkable trips are not simply those with a manageable distance from point A to point B – perhaps a ten- to fifteen-minute journey on foot. They have "walk appeal," thanks to a density of fellow pedestrians, a mix of land and real estate uses, and key elements, such as safe crossings and wide, shaded, well-lit sidewalks. All the better if spaces are beautiful. Walkability can improve health, stimulate the local economy, and make urban spaces more usable for all.

Check out: www.cnu.org



IBUKU SHARMA SPRINGS

PLANT MORE BAMBOO

Humans have found more than 1,000 uses for bamboo, including food, paper, furniture, bicycles, boats, baskets, fabric, charcoal, biofuels, animal feed, and almost every aspect of buildings from frame to floor to shingles. Addressing global warming is another way we can put it to use. Through photosynthesis, bamboo rapidly sequesters carbon, taking it out of the air faster than almost any other plant.

Just a grass, bamboo has the compressive strength of concrete and the tensile strength of steel – which means it can be used in place of those high-emissions materials. It reaches its full height in one growing season, at which time it can be harvested for pulp or allowed to grow to maturity over four to eight years. After being cut, bamboo re-sprouts and grows again. What's more, it can thrive on inhospitable degraded lands, restoring soil and storing carbon.

Check out: www.DesignBoom.com

EDUCATING GIRLS

Securing the rights of women and girls can have a positive impact on the atmosphere, comparable to wind turbines, solar panels, or forests. How so? When girls and women have access to high-quality education, as well as reproductive health care, they have more agency and can make different choices for their lives. Those choices often include marrying later and having fewer children.

The decisions individuals make add up. Across the world and over time, they influence how many human beings live on this planet and eat, move, build, produce, consume, and waste – all of which generates emissions. To be sure, those emissions are not generated equally. The affluent produce far more than the poor, and bear greatest responsibility for action. A fundamental right for all, education also shores up resilience and equips girls and women to navigate a climate-changing world.

Check out: www.RoomToRead.org



SPENCER PLATT/GETTY IMAGES



MONTY RAKUSEN/GETTY IMAGES

09

HOUSEHOLD RECYCLING

The old adage, “reduce, reuse, recycle,” still holds true. Consumption and waste at the individual level contribute to climate change. The best thing to do is stem them upstream – forgoing a purchase or repairing an item. At the very least, the value locked up in “trash” can be reclaimed. Recycling is one means to do that.

In high-income countries, paper, plastic, glass, and metal comprise more than 50 percent of the household waste stream – all prime candidates for recycling. Recycling can reduce emissions because producing new products from recovered materials often saves energy. Forging recycled aluminum products, for example, uses 95 percent less energy than creating them from virgin materials. Pair recycling with composting, and what households send to the landfill can shrink considerably. Check out: www.RecycleAcrossAmerica.org

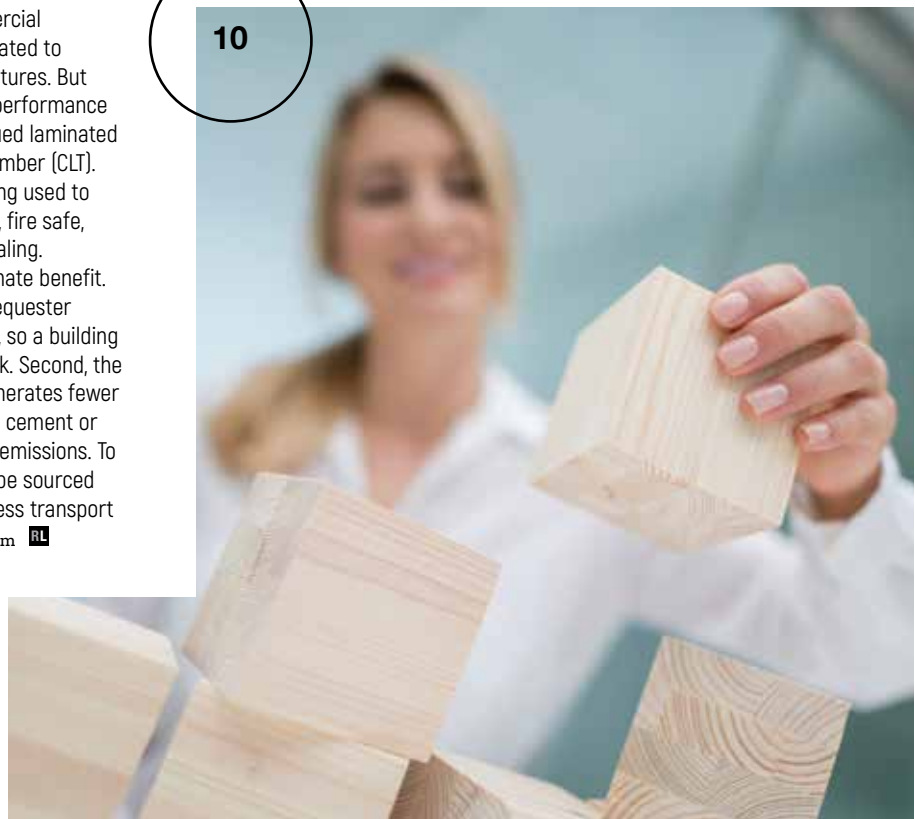
BUILD WITH WOOD

With the Industrial Revolution, steel and concrete became the main materials for commercial construction. Wood use declined, relegated to single-family homes and low-rise structures. But that is beginning to change with high-performance “mass timber” technologies, namely glued laminated timber (glulam) and cross-laminated timber (CLT). In cities around the world, they are being used to construct tall buildings that are strong, fire safe, quick to put up, and aesthetically appealing.


Building with wood has a double climate benefit. First, as trees grow, they absorb and sequester carbon. Dry wood is 50 percent carbon, so a building can become a longstanding carbon sink. Second, the process of producing glulam or CLT generates fewer greenhouse gases than manufacturing cement or steel, each roughly 5 percent of global emissions. To be a true climate solution, wood must be sourced through sustainable forestry, and the less transport the better. Check out: www.metsawood.com **RL**

Katharine Wilkinson is an author, strategist, and teacher, transforming how we see and relate to the earth. She is vice president of communication & engagement at Project Drawdown.

10



GETTY IMAGES

A man with a beard and short hair, wearing a black polo shirt and black shorts, stands on a beach. The beach is covered in a large amount of plastic waste, including bags, bottles, and other debris. In the background, there is a body of water and a clear blue sky with some clouds. The man is looking directly at the camera.

“If we can change the way people think about the value of plastic, then that could be the nucleus of motivating people to collect it.”

David Katz

THE PLASTIC TELLER

By Kevin Edwards

PLASTIC BANK DEPOSITS HOPE FOR THOUSANDS WHO MAKE A LIVING COLLECTING PLASTICS.

Imagine you are at a seminar somewhere around the world, and you have a humanity-shifting idea. You know it is a humanity-shifting idea, one that can help end the flow of plastic from entering the ocean and save countless lives. Where would you start?

That's precisely the question David Katz, CEO of Plastic Bank, asked himself when he saw the works of a giant 3D-printer for the first time, which was being used to create a belt out of recycled plastic.

Katz: "How much does the belt sell for?"
Colleague: "\$80."

Katz: "Well, how much does the material cost?"
Colleague: "\$12."

He had a realization at that moment. "I thought, if we can change the way people think about the value of plastic, then that

could be the nucleus of motivating people to collect it," Katz shared on a recent episode of the *Real Leaders Podcast*.

Enter Plastic Bank, the world's largest broker of commodities that redistributes wealth into the hands of the people collecting it. "We redistribute the wealth where it needs to go, which is into the hands of the people collecting it," Katz explains. "We flipped the model where recyclers are making money on the backs of the poor."

The Plastic Teller shared the story of a mother in Haiti who uses Katz's centers to recycle plastic to provide for her kids. Many Haitians make a living by collecting plastic, a practically unlimited income opportunity.

"The money is deposited electronically into her bank account, and now she doesn't worry about going home and getting robbed," says Katz. "We can give her a credit rating – and eventually a loan – without even having a last name," which addresses a major challenge for

refugees and the unbanked.


But how does Katz sustain the business? "We use the plastics, melt it down to a raw material, SC Johnson purchases that material and makes a new bottle, and then you as a consumer, have the opportunity to add to the circular economy," he says. "If every bottle you saw you recognized as actual money, how many do you think would be lying around? When you recognize that bottle equates to money, you think of it differently."

And the best part? "The people doing the collecting get to create a new and better life for themselves," says Katz.

And that's exactly where Plastic Bank is starting to change the perception of plastic. If you had a humanity-shifting idea, one where you can end the flow of plastic from entering the ocean and saving countless lives, where would you start? **RL**

www.PlasticBank.com

Kevin Edwards is the director of digital media at Real Leaders.

An underwater photograph featuring a large, dark, textured sculpture of a man and a woman embracing. The man is on the left, leaning back with his head tilted up, and the woman is on the right, leaning forward with her head resting on his. They are positioned in the lower half of the frame. In the upper left, a person is seen swimming near the surface, their arms outstretched. The water is clear and blue, with sunlight filtering through from above, creating a shimmering effect on the water's surface and the sculpture. A small, yellow and blue fish is visible near the woman's leg.

“We call it a museum for a very important reason. Museums are places of preservation, conservation and education. They’re places where we keep objects of great value to us, where we value them simply for being themselves.”

Jason deCaires Taylor



Over the past few decades, we have lost over 40 percent of our natural coral reefs. Dying coral is a result of warming oceans, which in turn affects weather patterns, causing more powerful tropical storms. A tropical storm from the Gulf Of Mexico can sometimes reach Kansas, so even Midwest farmers should be concerned about dying coral, thousands of miles away. The World Resources Institute projects that 90 percent of coral reefs will be in danger by 2030, and all of them by 2050. Mexican-based artist Jason deCaires Taylor has created a series of underwater sculpture parks, that are recognized among the top 25 Wonders of the World by *National Geographic*.

THE OCEAN-SAVING ART THAT LIES BENEATH

Opposite and above: The Museum aims to demonstrate the interaction between art and environmental science and form part of a complex reef structure for marine life – to colonize and inhabit while increasing biomass on a grand scale. The sculptures are fixed to the seabed and made from specialized materials to promote coral life. The installations occupy an area of more than 1,400 square feet.

Left: Taylor wants to educate the world about the health of the oceans through his art.



JASON DECAIRES TAYLOR

Born in 1974 to an English father and Guyanese mother, Taylor grew up in Europe and Asia, where he spent much of his early childhood exploring the coral reefs of Malaysia. He graduated from the London Institute of Arts in 1998 and went on to become a fully qualified diving instructor and underwater naturalist.

Taylor's artworks are essentially artificial reefs, formed of carefully manufactured sculptures installed at various locations around the world. Each sculpture is created using non-toxic, pH-neutral marine-grade cement, free from harmful pollutants, that become an integral part of the local ecosystem. The cement is highly durable, with a rough texture that encourages coral larvae to attach and thrive.

In this current, heightened atmosphere of global environmental awareness, Taylor's art maintains aesthetics (in a traditional sense) but also adds a conceptual dimension — aiming to raise awareness around the health of the environment. The underwater museums allow visitors to broaden their minds and educate themselves on fields outside of their daily lives. Visitors can experience unforgettable images of worlds beyond their own, in a safe and non-destructive manner. **RL**



5

WORLD-CHANGING ENTREPRENEURS SHARE THEIR BEST IDEAS

A market-based economy is a powerful engine for development, but to be sustainable over time, it needs entrepreneurs to develop a mindset of inclusivity. These five women entrepreneurs demonstrate how this new way of thinking can create prosperity, heal the world, and find deeper meaning along the way.

By Bob Keener

“SUSTAINABILITY MATTERS. THERE ISN'T ONE STEP IN A SUPPLY CHAIN WHERE WE SHOULDN'T BE DOING OUR BEST TO CARE FOR PEOPLE AND PLANET.”

1. KATHERINE JEFFREY / CAUSEGEAR

World-changing entrepreneurial idea.

What if the simple purchase of a tote, t-shirt, pouch, or apron could help free a woman from injustice? With over 70 percent of slavery being female, the need for jobs that support freedom for women has never been greater. CauseGear has designed a business model to address the root cause of slavery and human trafficking: Poverty and the need for sustainable, ethical jobs that empower. Handouts of food, clothing, and

water may help today but won't necessarily change future circumstances. To win the war on poverty, a core issue needs to be addressed: Paying those who make our fashion a living wage. Every purchase helps fund a day of freedom for women crafters.

Impact on the world.

Teaming up with companies to produce branded gear has delivered more than 20,000 days of freedom from slavery and poverty. Their mission is for 1 million people to be made free through self-sustaining jobs. A lifetime guarantee on crafted items promotes the use of fewer, quality items among consumers and a reduction of what gets discarded. Reducing fashion waste may be the most impactful thing we can do to improve the health of our planet.

Best piece of advice for entrepreneurs.

Gather your people, the ones who will journey with you. Receive their encouragement and lean on them. Then, push through the things that you fear the most, move toward your mission, and never, ever think inside the box.

WWW.CAUSEGEAR.COM

“Gather your people, the ones who will journey with you. Receive their encouragement and lean on them.”

BUSINESS HAS THE POWER TO CHANGE LIVES

Founded in 2009, the American Sustainable Business Council (ASBC) is a network of businesses and business associations committed to the triple bottom line: People, Planet, and Profit. They know that sustainable business is good business – and a sustainable economy is good for America. To change public policy, they advocate for legislation that supports sustainability, equity, and justice – from a business perspective. The organization mobilizes business leaders across the nation to help make the business case for sustainability. For business to become sustainable over time, it must include environmental stewardship, shared prosperity and social justice.

www.asbcouncil.org



“RECOGNIZING THE INTERDEPENDENCE OF ALL LIFE, AND ACTING IN SOLIDARITY, IS HOW WE ACHIEVE SUSTAINABILITY.”

2. CHEYENNA WEBER / COOPERATIVE ECONOMICS ALLIANCE NYC

World-changing entrepreneurial idea.

The human species has been thriving through cooperation for thousands of years, but you wouldn't know it from looking at today's business schools or news headlines. Part of this is because of patriarchy. Women are cooperating and still creating solidarity economies, but feminized labor gets erased and discarded as frivolous. Cooperative Economics Alliance of NYC sees women's cooperation around shelter, food, financial services, (and literally every other material need) for what it is: innovation that deserves resources and respect.

Impact on the world.

In just two years, the alliance has trained over 100 New Yorkers in cooperative leadership skills to sustain and grow their enterprises. It has raised more than \$100,000 to provide microgrants to co-ops and urban farms who are ignored by philanthropy and government, yet face challenges in accessing traditional forms of capital. Wanting to reinvent workplace hierarchy, the alliance has structured its management democratically — with an elected board of directors who call the shots and are accountable to all members.

Best piece of advice for entrepreneurs.

Never be afraid to confront patriarchal visions of dominance and power in your own organization. You can have community ownership or a flat structure for staffing, and still find success.

WWW.GOCOOPNYC.COM



“TO KNOW BALANCE, WE MUST TIP THE SCALES AND LOSE OUR BALANCE. SUSTAINABILITY OFFERS A WAY TO RECALIBRATE ECOLOGICAL JUSTICE.”

3. KAREN WEBER / BOSTON GREENFEST

World-changing entrepreneurial idea.

Weber has led a team of dedicated, self-effacing individuals in creating a multicultural environmental music festival that unifies and empowers the community. The annual Boston event provides interactive exhibits, tech innovation, fashion, transportation, art, music, dance, food, fitness, green design, and gardening — all around sustainability and education. By connecting the community with local, regional, and international green-tech entrepreneurs and people from nonprofits, for-profits, and government agencies, the event has become a catalyst for transformation.

Impact on the world.

Hundreds of thousands of people have come together, who may never have spoken, danced, or done business with each other. The festival has led to many creative projects and petitions being started for social causes. The Boston GreenFest platform has promoted numerous eco-entrepreneurs, networks, and innovations. Bottled water was eliminated from events and replaced with mobile water fountains, and over the 11 years of the festival, more than \$1 million has been raised to support the city, local businesses, and artists.

Best piece of advice for entrepreneurs.

Once your idea takes shape, put your best foot forward and stay the course. To the extent possible, be inclusive of people and their ideas. As women, we understand nurture and nature; the triple bottom line is not optional. We have a special responsibility to bring our work to fruition.

WWW.BOSTONGREENFEST.ORG





4. KELLY VLAHAKIS / EARTH FRIENDLY PRODUCTS (ECOS)

World-changing entrepreneurial idea.

ECOS has been making safer cleaning products for 52 years, based on a belief that everyone has the right to buy safer, affordable cleaning agents that don't put health at risk or pollute the environment. Vlahakis believes that companies can make products that are good for people, good for the planet, and good for business. Their plant-powered laundry detergents and cleaners were developed

through "green science" and are transforming the industry.

Impact on the world.

The company is the world's first to achieve the trifecta of sustainable manufacturing: Carbon neutrality, water neutrality, and Platinum Zero Waste certification. By using 100 percent renewable energy, sourcing locally, and shipping regionally from its four facilities across the U.S., ECOS keeps more than 56 million pounds of carbon dioxide out of the atmosphere each year.

Best piece of advice for entrepreneurs.

Finding mentors, especially women who are experienced and who can give you support and guidance, is so important. When you reach out to the right mentor, you'll find no better source of encouragement, knowledge, and inspiration, and that can make all the difference in making your passion a reality.

WWW.ECOS.COM

“SUSTAINABILITY IS NOT JUST ABOUT BETTER INGREDIENTS AND A LIVING WAGE. FAMILY-FRIENDLY BENEFITS WILL CREATE A MORE SUSTAINABLE ECONOMY.”

Bob Keener is deputy director of public relations at The American Sustainable Business Council (ASBC).



5. TRACY GRAZIANI / GRAZIANI MULTIMEDIA

World-changing entrepreneurial idea.

Early in her career, Graziani found herself bouncing back and forth between the nonprofit and for-profit sectors. In each, she found inherent flaws that frustrated her. It wasn't until she finally encountered the concept of triple-bottom-line business that she found a place to align her values and work.

“THE ECONOMIES OF THE PAST WERE BUILT ON THE PRODUCTION OF THINGS. FUTURE PROSPERITY WILL COME FROM THE CULTIVATION AND CARE OF OUR EARTH AND PEOPLE.”

Impact on the world.

Graziani is an active community volunteer for environmental, social justice, and political projects — which keeps her tuned to her values and the needs of others. Realizing the power of inspirational stories, she secured the first TEDx license for Mansfield, Ohio. It brings together people who are passionate about ideas, and ideas can be a powerful thing. Her agency donates at least 10 percent of its services to local nonprofits each year — helping to weave values into company culture.

Best piece of advice for entrepreneurs.

I wish I'd sought out a network of other women CEOs earlier in my entrepreneurial journey. I suspect it was due to imposter syndrome, but I definitely used busyness as an excuse not to. Eventually, I found other women who were incredibly generous with their time and support, and I regret the years I wasted feeling so alone. **RL**

WWW.GRAZIANIMULTIMEDIA.COM

A report by YPO explores the key findings on whether the purpose of business is to have an impact on society beyond profits and wealth.

Earlier this year, YPO completed a *Global Leadership Survey* to share chief executive priorities and compare them with younger generation perspectives. A total of 4,154 respondents participated from across the world. The surprising results show that 9 out of 10 business leaders agree that the purpose of business is to have an impact on society, with the top three concerns for future generations among all respondents being: Lack of quality education, climate change and the overall stability of countries. The primary way that business leaders address these concerns is through their businesses. Here is an overview of the survey findings along with four case studies that show YPO members in action.

Global Leadership Survey 2019

By Mark Van Ness



Profit With Purpose

If there was a call to action

launched into the zeitgeist by the World Economic Forum in Davos in 2018, it was the purpose-before-profit movement, the notion that companies need to deliver a positive contribution to society to ensure their own long-term growth. This idea has garnered a lot of ink and air time in the past year as CEOs have pledged to do more for stakeholders beyond those holding their shares. But, as *Financial Times*' Andrew Edgecliffe-Johnson recently pointed out: "If corporate purpose remains the preserve of a small group of western chief executives on the Davos circuit, it will fall short."

YPO comprises a group of top executives that have achieved an extraordinary level of business success at a young age (by 45 years old) to even be considered for membership. They represent the immediate future of global business and \$9 trillion in annual turnover, not to mention 22 million jobs worldwide.

Ninety-three percent of those

responding to the survey say that business should have a positive impact on society beyond pursuing profits and wealth, a departure for most of these CEOs from previously held views. In fact, three of four respondents acknowledge that their perspective on this priority and their own role in advancing it (serving business and society) has changed over the past five years.

When asked who or what has influenced their views, leading responses are fairly balanced: YPO experience (49 percent), employees (43 percent), colleagues (40 percent), and children (37 percent)...not the media or outside seminars/education programs. Perhaps even more startling, these chief executives now prioritize a broader set of stakeholders beyond shareholders, who now rank fourth most important after employees, customers, and their family.

The areas of concern that are top-of-mind for these ambitious business leaders are big-picture global issues: Climate change (37 percent), lack of quality education (37 percent), peace, justice and

global institutions (30 percent) and availability of work opportunities and economic growth (28 percent).

CEOs are not just paying lip service to address these and other issues; they are taking action. And they are taking action through what they know best and can control—their own businesses and bank accounts—rather than political involvement and action.

They are "ensuring my business makes a positive difference" (57 percent); "creating jobs and prosperity for people" (49 percent); "teaching/mentoring others" (43 percent); "investing in business growth/expansion" (40 percent); and "engaging in personal philanthropy" (40 percent). What is even more heartening, however, is the fact that the younger generation moving into the workforce today—those 18-31 years of age—share the same view that business is a force for good. In a companion survey of this younger cohort—business's future leaders—9 of 10 respondents, again, confirmed that the purpose of business is to have an impact on society, beyond pursuing profits



and wealth. And they agreed on three of the four top areas of concern: Climate change, lack of quality education, and availability of work opportunities, and economic growth.

So, how do we solve these pressing problems? According to both YPO member chief executives and these future leaders, the answer is not government intervention. Indeed, government regulation is seen by both groups as one of the biggest obstacles to making a greater impact through business. Beyond that, the two cohorts divide with the younger respondents taking a darker view. Whereas YPO chief executives point to marketplace obstacles such as taxation, funding and the shortage of labor, future leaders regard corruption as the largest hurdle to business making a greater impact, followed by indifference on the part of today's business leaders.

YPO members are anything but indifferent. They are leading by example and making an impact through profitable solutions to social problems. They are addressing the causes and effects of climate change. They are educating and mentoring tomorrow's workforce. And they are providing meaningful jobs to millions around the world.

www.ypo.org/global-leadership-survey

Mark Van Ness is the founder of Real Leaders.



CASE STUDY 01

The Huge Opportunities and Challenges of Doing Business in India



In Raghav Kanoria's family they start them young. "We're encouraged to look at business early, so from the age of 16, I was part of meetings at various family companies within the Kanoria Foundation," says the current CEO of India Power, a YPO member from Calcutta. "Right after university I worked in our financial company for a few years, which manages almost \$7 billion dollars of funds in India. That brought me insight into a lot of different industries and gave me a good perspective on risk.

There are a lot of opportunities in the power sector," says Kanoria. "It's a \$100 billion business, it's growing fast and we want to be a really substantial part of it." The sheer potential is jaw-dropping. "According to government data, 250 million people still don't have electricity," says Kanoria. "Even among people who have electricity, only a very small proportion have high quality, 24/7 transmission. Outside the cities, many towns and rural areas are completely deprived of power. The expansion opportunities are huge." The real opportunity right now, Kanoria reckons, is in power distribution, rather than generation.

What is Kanoria's advice for those interested in doing business in India? "One key thing if you're looking at any big investment in India is that you should closely evaluate government policy in your sector," he warns. "Government policy is still in a phase of consolidation and you don't want to be caught out. You should also be sure to take a long-term view and get some trusted local partners — this is a very complicated country with a lot of different states containing a lot of different regions which are home to radically different societies."



CASE STUDY 02

Empowering African Women Through Business

In 2012, Patricia Nzolantima, a YPO member from Congo, was selected to join the Young African Leaders Initiative (YALI), a U.S. State Department program aimed at inspiring and supporting African business. It had a major impact on the Kinshasa-based entrepreneur. "2012 is when everything started really," says Nzolantima, 41. "I met Barack Obama, I met John Kerry, I met Hillary Clinton. The program changed everything for me. It opened the door, it pushed me to be better and to do more. In Africa, it's very difficult for women to scale up businesses. I wanted to change that African narrative."

Nzolantima's first company — which she opened in 2008 after a stint at advertising giant McCann — was marketing agency ComunicArt. It was one of the first of its kind in sub-Saharan Africa. But, Nzolantima could see a much bigger barrier to female empowerment on the continent: Money.

Without a credit history, banks are unwilling to extend credit to women or to fund their business ventures: Nzolantima had experienced this herself in her early days in business. Her response to the problem was predictably ambitious. "I wanted to think of a way to help women to be financially independent," she says. "So, we created our own Visa prepaid card for women who aren't 'bankable.' They save their own money into it and show the bank they are making progress and that it can trust them with credit." Her next step is logical — if dauntingly extreme. "I want to open a development bank for women," she says.

CASE STUDY 03

Create Purpose and Business Will Follow



Each year, the World Economic Forum (WEF) invites 100 of world's most promising artists, business leaders and social entrepreneurs to join the World Economic Forum's community of Young Global Leaders (YGL), a community and five-year program that helps them connect and develop as global leaders.

One of this year's nominated leaders was Riad Armanious, a YPO member from Cairo. In 10 years, Armanious was able to transform a small, struggling family business into a regional leader in the pharmaceutical sector. By providing much-needed medicine to people in the most underprivileged places in the world, he was also able to create a powerful purpose-driven business with real social and economic value beyond profit.

Armanious completed his bachelor's degree in pharmacy from Cairo University and an MBA from Harvard Business School. "I decided to come back to Egypt because family was home and because I realized I can have a bigger impact here," he adds. Since he joined EVA Pharma in 2008, he has grown the business twentyfold, despite the difficult political climate in Egypt and in some of the 31 countries where EVA Pharma now operates, including Iraq, Yemen, Libya and Sudan.

"I believe in purpose-driven organizations and creating impact through business," he says. "We make medicine. There is, in my opinion, nothing more rewarding than finding products that improve and save lives." Since aligning company with purpose, he also finds it easier to have conversations with regulators, customers and different stakeholders. "We create patient value first and success follows."

CASE STUDY 04

Steering a Family Business Toward Success

Noni Purnomo, a YPO member from Indonesia, has spent most of her life behind the wheel of her family's transportation business, Blue Bird Group Holding, Indonesia's largest taxi operator. But as any family business owner knows, surviving over the long haul is a delicate balance between family and business interests, with constant attention to strategic planning.

According to YPO member, attorney and former CPA, Brad Franc, of Houston Harbaugh Attorneys, "Less than 30 percent of family businesses survive changing hands between the first and second generations. The rate drops to 10 percent by the third generation and declines to three percent by the fourth generation."

About YPO

YPO is the premier global leadership organization for more than 27,000 chief executives in over 130 countries and the global platform for them to engage, learn and grow. YPO members harness the knowledge, influence and trust of the world's most influential and innovative business leaders to inspire business, personal, family and community impact. Today, YPO member-run companies, diversified among industries and types of businesses, employ more than 22 million people globally and generate \$9 trillion in annual revenues. www.ypo.org

Blue Bird is one of those rare companies that has defined its industry over generations, thanks to Purnomo's leadership, strategic vision and the guiding principles of honesty and integrity instilled in her by her grandmother.

"My grandmother was 44 when she started the company," says Purnomo, who currently serves as Blue Bird's president director. "She was a young widow at that time. Her main objective was to provide a better education for the family. But then she began to have a bigger vision — to have the largest transportation company in Indonesia and provide job opportunities for many."

Purnomo emphasizes her family's core business values of integrity and honesty: "To have sustainable success, we need to continue to build upon our foundation of work and discipline. We are about family values at Blue Bird and we consider every single person who works in our company as part of our big family," she says. She believes her family's business values and long-term vision established by her grandmother, will provide the necessary foundation to project the company into the future. **RL**



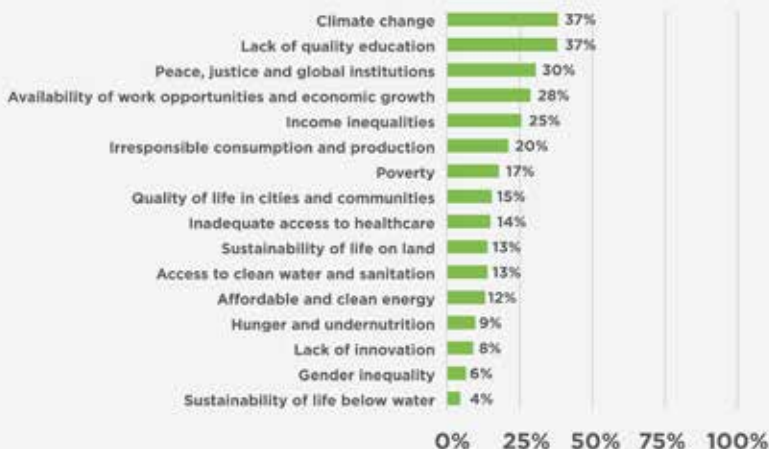
Download the full Global Leadership Survey here:

www.ypo.org/global-leadership-survey



"WHAT AREAS CONCERN YOU MOST FOR OUR FUTURE?"

(2,283 YPO members)



DEFINE YOUR IMPACT

The Giving Fund, a donor advised fund, empowers donors to source and recommend direct investments into social enterprises and funds.



BEYOND MEAT®

The Plant-Based Meat Alternative

A Donor Recommended Custom Investment in

THE GIVING FUND

“Impact investments often offer market rates of return, however BYND went far ‘beyond,’ and is now trading at an average of 30+ times our donor-advised funds’ original investments.”

*Timothy Freundlich,
CEO Impact Assets*

“Given the urgent need to reverse global warming and the business opportunities in doing so, it’s hard to understand why anyone would not invest in solutions today.”

*Mark Van Ness,
founder, Real Leaders*

INVESTORS:

Seth Goldman & Julie Farkas
Real Leaders Fund



IMPACTASSETS

www.impactassets.org

Kissinger on Kissinger: Reflections on Diplomacy, Grand Strategy, and Leadership

This is an excerpt from the book, *Kissinger on Kissinger: Reflections on Diplomacy, Grand Strategy, and Leadership* by Winston Lord, who was Kissinger's special assistant in the Nixon Administration.

By Winston Lord

As National Security Advisor to Richard Nixon, Henry Kissinger transformed America's approach to diplomacy with China, the USSR, Vietnam, and the Middle East, laying the foundations for geopolitics as we know them today. Nearly 50 years later, escalating tensions between the United States, China, and Russia are threatening a swift return to the same diplomatic game of tug-of-war that Kissinger played so masterfully.

The book *Kissinger on Kissinger* is a series of faithfully transcribed interviews conducted by the elder statesman's longtime associate, Winston Lord, which captures Kissinger's thoughts on the specific challenges that he faced during his tenure as NSA, and his general advice on leadership, strategy, and international relations.

Statesmanship requires both the vision of long-range goals and the courage to make the often harrowing decisions to move toward them. On tactics, the choices reaching a president are close calls — otherwise they would be resolved at lower levels. On strategy, as Kissinger has written, there is the much more exacting challenge of dealing with fateful conjecture. When the scope for action is greatest, the knowledge of the terrain is limited or ambiguous. The more is known, the less the room for maneuver. And the more the assessment differs from orthodoxy, the more severe the isolation.

President Nixon reached toward a hostile power without assurance of its response or that of the American public. He risked a dramatic and fruitful summit by ordering major military operations. He vaulted over a rival's military posture to plant the American diplomatic flag in a volatile area. Throughout, a core principle of the president was that, since you pay the same price for half measures, you should adopt bold moves.

Winston Lord: Dr. Kissinger you have had great breadth and depth of experience on the world stage. Essentially you've known every major leader, statesman, and diplomat for decades, in the United States and abroad. You've seen the good, the bad, the successful, and the unsuccessful. As you reflect back, what are the qualities of leadership that you think have been the most important?

Dr. Kissinger: The first thing one has to ask is: What is a leader supposed to do? Any leader has a series of practical problems that obtrude and that circumstances generate, and that I would call the tactical level. Beyond that, he has the task of taking his society from where it is to where it has never been. That's the challenge of leadership, to build arising circumstances into a vision of the future.


With respect to the first task, it depends partly on the domestic structure of the society and partly on a certain tactical skill.

With respect to the leadership part, the qualities most needed are character and courage. Character because the decisions that are really tough are 51-49. The obvious decisions get made in the course of bureaucratic consideration. But when you have a very close call, it means that you have decided to go on one road rather than another. So you need moral strength to make a decision on which, by definition, you can almost not have a majority because you're dealing with unfamiliar terrain. And you need courage to walk alone part of the way.

Now, of course you will say, "How about intelligence?" I would say you need a minimum of intelligence to understand the issues. You can always hire intelligent people, but you cannot hire character.

When you talk about character and having to make the tough decisions, are those decisions made by the great leader by himself, or in consultation with, or sometimes against the grain, of his advisors?

That really depends on personality to a considerable extent. From my study of history, most of the key decisions had a personal component that you can



**“You can always hire
intelligent people,
but you cannot hire
character.”**
– *Henry Kissinger*

say were made by the leader himself. But it's very possible that a leader gains the moral sustenance from a group of friends and advisors whom he really trusts. To some extent, the bureaucratic process can help him, but only to the point of 49 percent, not to the point of 51 percent.

What happens when a decision goes wrong?

Well, if a decision goes really wrong, he has to analyze, first of all, why it went wrong. Because the temptation is to fix what you're doing, to think that a decision goes wrong because you don't achieve what you wanted fast enough. So you try to redouble the effort to speed up the process. Or you discover some specific weakness in the process. But leaders ought to have their mind open to a more fundamental reassessment. That's the first thing you should try to do.

The most courageous and difficult thing is to admit to yourself that you made a wrong judgment here, and then develop the strength and the support to reverse

it. But we were never quite in that position. We had things that did not work, but we did not have a course with which we said, “This direction is wrong.”

Could you talk a little bit about the role of conjecture, the fact that a leader has to act without being certain what's coming down the road? The longer you wait, the surer you are what's coming, but the less flexibility you have at that point.

Much of the web of decisions is based on conjecture. You have to make an assessment that you cannot prove correct when you make it. You will know it only in retrospect. And the more different your assessment is from conventional wisdom, the more isolated you will be.

But as a general proposition, by the time you know all the facts, it is too late to affect them. So the art is to make your judgment at a moment when you have enough facts to be able to interpret what will turn out the correct way, not so soon that you overthrow everything, and not so late that you are stagnating. **RL**



GIFTS FOR GOOD



NOBLE SANDS

SHAPESHIFTING GARMENTS

How Less Is 15x More

Noble Sands is a modern resort apparel brand that operates on the principles of conscious creation, wardrobe longevity, and charitable giving with an inventory packed with good intent. Its signature garment, The Strand Wrap, is a one-sized piece that can be styled over 15 ways — as a coverup, dress, skirt, top, wrap or scarf. Founder, Julie Habelmann, wants to bring awareness to the importance of responsible fashion, while also giving back to various nonprofit organizations on an ongoing basis.

www.NobleSands.com

SOCKS THAT FIGHT POVERTY

Best Foot Forward

Every box of Conscious Step socks purchased plants 20 trees, protects the world's oceans, and conserves 20 rainforest trees — not a bad return for buying three pairs of vegan-certified socks. Manufactured in India where 80 percent of the world's organic cotton is grown, the socks also support small cotton farmers. The founders, financier Prashant Mehta, medical doctor Hassan Ahmad, and industrial designer Adam Long believe that every person can create change — when we make conscious decisions about the products we buy and the impact they have on our planet. www.ConsciousStep.com



CONSCIOUS STEP

TECH DESIGN FROM AFRICA

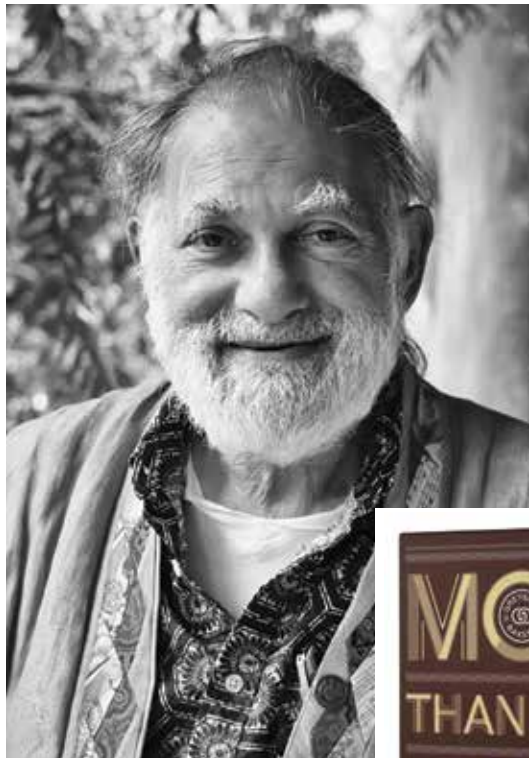
Bead for Good

Charge your phone with these unique USB charging cables that empower female artisans in Kenya. Made with 100 percent up-cycled magazines, no one will accidentally take your cable because every design is one-of-a-kind. The traditional Maasai beading technique provides a wage three times above the Kenyan average, plus health care benefits, and a secondary school education fund for children. Now employing more than 30 women in Kenya, SAWA (meaning "all good" in Kiswahili) has a goal of becoming the largest beading collective in the country.

www.SawaLife.org



SAWA LIFE



GREYSTON



BROWNIE'S FOR GOOD

Baked-in Goodness

Made with Fair Trade cane sugar, cage-free eggs, unbleached flour, and natural flavors, these brownies help employ and empower individuals in-need in New York. For more than 35 years, Greyston Bakery has been changing lives and communities through radical inclusion. Founded by Zen Master Bernie Glassman, who passed away in November 2018, the company is New York's first registered B Corporation. The 35,000 pounds of brownies baked each day focuses on people, planet, and profit.

Glassman's approach was to provide jobs and resources to people who faced barriers to employment, a legacy he instilled in the business that continues today. His simple solution to the unemployment problem was: "If you want a job, we give you a job. No questions asked. We don't hire people to bake brownies, we bake brownies to hire people." The company has assembled a remarkable team of bakers — hiring without interviews, resumes, background checks or applications, based on Glassman's Buddhist tenets of non-judgement and loving action.

www.greyston.org



REBUILDING COMMUNITIES

Consumer Aid

The United Nations Development Programme estimates that up to 60 percent of the population in Haiti lives below the poverty line. Nine years after its devastating earthquake, Haiti still needs your help. There are around 1 million abandoned, orphaned, or *Restaveks* (child slaves) in Haiti.

Providing dignified and sustainable employment to break the cycle of poverty is one of the most effective strategies in helping children at risk. Haiti Made pays higher-than-average wages and prioritizes the hiring of women rescued from human trafficking and young men and women who have transitioned out of the orphan crisis. The crafters, who make vegetable-dyed leather goods, make double the nation's minimum wage, with their income often supporting up to 10 other people at home.

www.HaitiMade.com



HAITI MADE

Noah Nordheimer is the founder and managing partner of Malibu-based All Points North (APN) Capital, a private equity firm that has invested more than \$150 million into the behavioral health and addiction treatment sector over the past five years. He's working to change the narrative and standard of care in behavioral health, wellness, and addiction treatment. His next endeavor is All Points North (APN) Lodge, a new kind of luxury wellness and medical resort nestled in the Colorado mountains. APN Lodge promises to be the most ambitious facility of its kind.

A NEW APPROACH TO RECOVERY: JOY

By Kevin Edwards

Kevin Edwards: *What attracted you to invest in behavioral health and addiction treatment?*

Noah Nordheimer: This journey started with my own. The importance of mental health and addiction treatment hit me many years ago when I became addicted to pain medicine after back surgery. The addiction I dealt with as a young adult shaped me, and so did my road to wellness. I care about the space because I've been there.

When I began to consider investments, I saw facilities coming up short. So I jumped in. Rather than approaching behavioral health and addiction treatment with the typical, "How do we help people while they're within our four walls," I asked, "What does it take to make someone well?"

You strayed from the typical approach to behavioral health. What wasn't working?

It didn't seem logical or beneficial. First, I looked at the silos of care. If patients needed multiple specialties and providers, why was there such distance and communication lags between them? Why not co-locate? Second, why were so many providers stopping short of comprehensive care? I saw loads of facilities saying, "We only do this for patients. You'll need to find someone



ALL POINTS NORTH LODGE



“

WE HAVE A DIFFERENT APPROACH — GETTING OUR CLIENTS OFF DRUGS AND ALCOHOL, BUT ALSO GUIDING THEM TO FIND MEANING AND PURPOSE IN THEIR LIVES.”

NOAH NORDHEIMER

Beacon of Hope: Situated in the heart of the Rocky Mountains, All Points North Lodge looks nothing like the typical rehab center.



else to help with other things, such as primary medical care, housing, jobs, nutrition, and fitness.” When jobs and housing are called “wrap-around services,” it’s infuriating to me. We cannot be so dismissive of someone’s critical needs and their hopes for the future.

You’ve called addiction an epidemic. How widespread is addiction?

In 2017, over 72,000 Americans were killed by drug overdoses. By comparison, the number of Americans killed throughout the Vietnam war was around 58,000, and that was a 15-year war.

Some of the best addiction treatment outcomes in the industry have been achieved at Concerted Care Group. How is this measured?

Beacon Health claims data reported that our Intensive Outpatient Program had one of the lowest emergency room admittance rates in the state. Our electronic health records also showed a 79 percent patient success rate over 12 months. We actually dubbed this program the Awakening at CCG, after seeing patients’ success. The success rate report reflected clean toxicology and social determinants of health like independent living, gainful employment, productivity, and happiness.

What makes the Awakening at CCG program different?

Many of our young adult patients have been in and out of traditional rehabs, but nothing has stuck. We have a different approach — getting them off drugs and alcohol, but also guiding them to find

meaning and purpose in their lives. Our patients spend half the day in traditional treatments and the other half in a service-oriented program, volunteering around the city of Baltimore. Each day, they work on themselves and find value in giving back.

You treat people from various socioeconomic backgrounds, including low-income communities, and have publicly advocated for Medicaid and HUD to become a single entity. Why?

The government tends to allocate resources sparsely and sporadically, even within the same populations. Medicaid and HUD cover the same people. Combining the two would send funds to one agency. We need to be paying providers for care that’s successful, not continuing the current fee-for-service model that consumes

nearly 18 percent of GDP. It would be one thing if that amount of money resulting in the best care in the world, but most evaluations don't even put the United States in the world's top 20 for healthcare.

What are some challenges you've faced?

None of us expected to be defending people's access to care for this long. There's an economic war going on in this country, and the disparity is at a tipping point. Violence, drugs, and hate are all drivers of this. America's healthcare spending is out of control, and taking care away from those desperately in need is not the answer. We spend \$50,000 per year to keep a person in prison for a non-violent crime, yet won't spend \$30,000 per year to get someone off drugs and trained for a job. That's just not going to work.

Are there demographic differences in the world of substance abuse?

It's a disease without socioeconomic boundaries. Surprisingly though, the wealthy experience significantly higher numbers of substance abuse (three times the national average). The pressure to perform is a significant contributor to the problem. Executive-type parents are also more likely to have a substance-abuse problem, given their own pressures. Add to this the number of wealthy people getting addicted to prescribed pain meds, and substance abuse is everywhere.

What's next?

After working on challenging the norms in low- and middle-income treatment, I'm tackling the silos on the other end of the income scale. APN is a luxury health and wellness center that's rejecting rehab stigmas and changing the standard in high-end addiction treatment. Through nutrition and fitness, concierge medical care, and customized coaching approaches, we walk with our guests through every unique step of the journey, staying connected long term. Working to continually focus on "what's right" instead of the typical rear-view model's focus on "what's wrong with you," we are changing the dialogue and guiding our guests in a sustainable recovery. **RL**

www.apnlodge.com

Kevin Edwards is the director of digital media at Real Leaders.



GETTY IMAGES

4 Promising Responses to the Opioid Epidemic

By Amadea Tanner

The dark horsemen of the Apocalypse have come riding into America with the opioid epidemic that is sweeping our nation. Through the development of synthetic opiates, we've been plagued by Fentanyl, the "miracle drug" wreaking the pharmaceutical industry and our cultural reliance upon it. Overdose is now the leading cause of death in those under the age of 50, and opiates are now leading us toward a paradigm shift in our societal wellbeing.

"That old paradigm of opioid addiction and opioid overdose death had an essential characteristic that we've lost — time," says Michael Gray, founder of the Actus Foundation. The organization advocates for addicts and was founded in honor of Gray's daughter, Amanda, who died from an intermittent overdose. Actus seeks solutions to the opioid crisis by eliminating the lethal and highly addictive Fentanyl.

As a synthetic resource, Fentanyl is thousands of times more potent than naturally occurring opiates like heroin. Initially intended for terminal patients, Fentanyl is now advertised as a cure-all for both acute and chronic pain.

Pharmaceutical manufacturers have encouraged doctors to prescribe Fentanyl, which means it poses a threat to intermittent users. For those merely seeking pain or symptom relief, first-time use of Fentanyl can be lethal. "The first time you overdose, you won't live through it. This thing is so deadly that there's no time to help anybody," Gray warns.

Fentanyl already claims over 72,000 lives a year, a number that's increasing so rapidly that opioid death rates have become the reason for a reduced American life expectancy.

A threat this widespread hasn't happened since times of plague or both World Wars. In this time of crisis, real leaders are working to clear America's bloodstream of this nation-wide addiction. Here are examples of those making a difference, whose business models are designed to take on the epidemic.



Sen-Jam Pharmaceuticals

Jim and Jackie Iversen, cofounders of Sen-Jam Pharmaceuticals, remain optimistic about the opioid crisis because they're developing an alternative of their own. Exulta-005 is a non-opioid pain-reliever that reduces withdrawal symptom intensity and duration.

"The symptoms of withdrawal from opioids are so painful that it's very difficult for people to go without it, and leads to a terrible cycle of psychological and physical dependence," says Jackie Iversen. These symptoms include extreme nausea, vomiting, restlessness, night sweats, pain, and intense craving for the drug. It's a grueling process that only gets worse the longer the user stays within the cycle of reliance. That's why the relapse rate for substance use disorders falls between 40 and 60 percent. According to Jim Iversen, it's all too easy to enter this cycle. "Your brain chemistry starts to change within five days of taking an opioid. It doesn't take very long for your mind to start the continuation of craving."

That's why Exulta-005 is such a revolutionary antidote. As Jim explains, "We showed that when you take an opioid with our drug, you require less opioid to get the same level of pain relief from the opioid alone." This is known as opioid sparing. The goal is to use Exulta to get people off opioids entirely because they'll be able to handle the recovery process without falling back into relapse. The Iversen's say Exulta-005 could mark the beginning of a new era of pain management.

www.sen-jam.com

We the Village

Jane Mackey emphasizes that the road to recovery is grueling, not only for those physically enduring the withdrawal symptoms but also for the loved ones supporting them through the journey. It takes a village to bring someone back to sobriety successfully, and that's why her company, We the Village, endeavors to make recovery a healing journey for all involved.

"Recovery can last a lifetime, and so our mission is to connect you and your loved one to the right treatment option for where you are in the recovery cycle," Mackey says. She started the business after helping her now-husband through recovery. She was confronted with the importance of being a positive force in the life of someone battling with addiction and the stigma that comes with it.

We the Village emphasizes the CRAFT methodology: Community Reinforcement and Family Training. "It's been proven extremely effective to behavioral therapy, and it works through friends and family to change the way we behave when we're dealing with our loved one," Mackey says. Following this methodology means working on motivation, working on how to communicate, reinforcing positive habits, and helping change the overall environment to help users avoid negative patterns. Above all, We the Village strives to get everyone with a connection to drug use safely on the journey toward recovery together.

www.WeTheVillage.com

Left: Jim and Jackie Iversen, cofounders of Sen-Jam Pharmaceuticals, believe the painful side effects of opioid withdrawal can be managed with their drug Exulta-005, that balances the innate immune system.

Below: Jane Mackey founded We the Village as an online destination to find answers to addiction recovery, and help others by sharing what they've learned.



WE THE VILLAGE



Left: The Recoverly team, from left: Dr. Hants Williams, head of data science; Huzaifa Al-Nahas, CTO; David Sarabia, founder; Dr. Don Kripke, medical director.

Below: The Stavola family have courageously taken a stand against the opioid and heroin epidemic.

Recoverly

David Sarabia, himself a recovered opioid dependent, is tackling another aspect of this epidemic: Treatment. His company, Recoverly, was conceptualized after he experienced the ineffectiveness of the system firsthand and recognized the need to create a more personalized treatment approach.

Largely unattainable for the average opioid user, treatment has also proven to be habitually ineffective. It advertises a blanket approach because there lies no infrastructure for addressing a problem that is innately different for each individual. Recoverly gathers data from patients who have gone through treatment to understand

what methods have been proven successful, ultimately lowering the cost of treatment. "We want to increase access to care for people," Sarabia says. "Treatment, in general, is costly, so treatment is not really a right in this country, but rather, a privilege." Sarabia hopes Recoverly's efforts will help reverse this. www.RecoverlyHealth.com

Amadea Tanner is a well-traveled writer with a perception for human experiences. Currently studying screenwriting and French at Chapman University in California.

Tigger House Foundation

Tigger House Foundation was founded in 2013 by Lisa Rick and Alex Stavola, in honor of Rick Stavola Jr., aka Tigger, who lost his battle with addiction at the age of 25. The Stavola family, along with Christian Peter (Tigger's sponsor), have courageously taken a stand against the opioid and heroin epidemic. They provide treatment, education, outreach and hope to those serious about recovery.

A notable accomplishment over the past five years has been the establishment of the Tigger Addiction Recovery Program, founded at Monmouth Medical Center, RWJBarnabas, that was expanded and recognized by the State of New Jersey Department of Health and Human Services. Those seeking recovery are now assisted in 14 hospitals throughout New Jersey. A Student Alliance and Law Enforcement Leaders program educates students about addiction. The Christian Peter Mentoring Program is hosted by Christian Peter, president of Competitive Advantages Companies and a former NFL player. Peter shares his stories and experiences and helps businesses understand workplace struggles with productivity from opioid addiction. Tigger Foundation's community outreach program has now reached more than 5,000 people. Within three years, it's vision is to build a sober community campus that offers detox, transitional living, wellness programs, relapse prevention therapy, family support, and vocational training. www.TiggerHouse.org



NOW, THE BEST ADDICTION TREATMENT ISN'T AT A REHAB.

Without a doubt, All Points North (APN) Lodge is home to one of the finest clinical teams in the world. And we have a cutting-edge program for substance abuse treatment and behavioral health. But, we're not a "rehab".

Our Accelerator program coaches C-suite and other execs to reach career and life goals at their peak capability. Our Athletics program equips athletes to perform at their maximum competitive level. Plus, our Health program provides concierge preventative and medical care to those seeking their greatest possible wellness. And instead of a rehab, our Behavioral program was created to help those suffering with mental health or substance abuse move beyond minimal recovery to find a full life of sustainable wellness, accomplishment, and joy. In combining all of these programs under one single roof, APN Lodge addresses every aspect of your health - mental, physical, social, and spiritual. We're not a rehab. We're so much more.

Call us your personal peak performance center.

We believe in you.



ALL POINTS NORTH LODGE
2205 Cordillera Way, Edwards, CO 81632

www.apnlodge.com t. 970.648.4400

[f](#) [i](#) [in](#) [p](#) [t](#) [v](#) [apnlodge](#)

Talking with Queen Elizabeth II Taught Me a Powerful Lesson About the Art of Conversation

Here are three ways to improve the circulation of ideas through useful conversation — and increase the likelihood of successful negotiations at the same time.

By James Rosebush

Over the years, I've had the privilege of conversing with a number of the world's great leaders. These conversations have not only yielded substantial information, but have been instructive on how to have a productive, enjoyable, and

memorable conversation.

Through these talks, I began to see that the delivery of the conversation is as important as the content itself, and that natural curiosity in others is one of the most valuable traits a person can have.

The good news is that this skill can be acquired.

I remember one of my first bosses, a senior corporate executive. I was incredibly frustrated because he had the habit of starting every meeting with at least 10 minutes of small talk before getting down to business. In my inexperience, I thought this was a useless waste of time.

I finally caught the strategy. During the introductory banter, he was building bridges that he could cross when the talk became more specific and detailed — maybe even heated. He was creating mutual trust through his natural curiosity in others.

The Queen of England, clocking in as the world's longest reigning head of state, was to me by far the best purveyor of the art of conversation. Having had the opportunity to talk with her on many occasions over several years, I was flabbergasted at how she had honed the skill to perfection.

"Jim," she would say, "what do you think about



MARY MCCARTNEY/HER MAJESTY QUEEN ELIZABETH II VIA GETTY IMAGES

1

EXTREME SELF-CENTEREDNESS IS CRIPPLING AND CAN RESULT IN THE FAILURE OF EFFECTIVE COMMUNICATION

People don't change their personalities and narcissistic tendencies all that easily. The first step though, is to recognize the price we pay for insufficient interest in others. Lost business deals, failed governmental negotiations, poor personal relationships, and doomed marriages can be costly if we do not at least attempt a sincere level of interest in other people.

Admit the problem is the beginning of the solution. Becoming an outward-facing person with genuine interest in others does not happen overnight, but there are a few key skills that will help move you in the right direction. Becoming more interested in the views of others than in your own opinions makes life more interesting at the most personal level — and more successful when the stakes are bigger.



HULTON ARCHIVE/GETTY IMAGES

the increasing use of computers today?” (After I had arranged for one to be given to her from the American people for her personal use.) “What’s in that drink you’re having tonight? Tell me about it...” commenting on what I had ordered when she took us to dinner at Trader Vic’s in San Francisco.

It could be anything. Trivial or significant. It was, however, always focused on me — as if I were the important one. She never, ever talked about herself or complained about anything. The focus was always on the other person and delivered as if she were really interested in my answers.

George and Barbara Bush had similar skills. They were expert at deflecting attention from themselves. I remember telling her she was doing a great job as First Lady — which was true. I wanted to tell her why I thought so.

She would have nothing of it. She immediately started asking me about my daughters and how they were doing in school. In this case, I had started the conversation about her and she miraculously turned it back to me!

George Bush had these skills as well, and is famous for his prolific letter writing and verbal communicating. Have a look at these letters and you see a person intent on showing interest in his subjects rather than himself.

Have you ever had a conversation and later realized that during the talk no one asked any questions about each other? There is a serious cost when leaders pay little attention to others. If you lack the ability to define the person, it is much harder to negotiate with him or her and conclude with a positive outcome. www.GrowthStrategy.us



Have a question you've always wanted to ask?
Subscribe to our inspirational email where James Rosebush answers your questions on speechmaking each week. Scan the QR link above to sign up.

2

CONDUCT THOROUGH DUE DILIGENCE ON THE OTHER PERSON

Prepare yourself for any discussion, meeting, or negotiation by researching the background and life details of the person with whom you are meeting. If you do not do this, you may be walking in blind to a situation that could waste time for everyone because you are ignorant of what the other person is bringing to the table.

This research is easy to conduct online. Once the meeting starts, you can deploy the information strategically to show that you took the time to learn more about the individual prior to the meeting. When I worked in the White House, we prepared President Ronald Reagan with extensive briefing books about the people with whom he was meeting. We also produced videos illustrating how the other leaders walked, talked, and conducted themselves in various situations.

This brought a high degree of texture to the person being profiled and contributed to the success of many bi-lateral meetings. You may not be the President, but you can utilize the same principles and access a good deal of data about the individuals in your meeting.

3

LET THE QUESTIONS ROLL

When I am meeting someone for the first time, I put my curiosity to work. I usually ask them where they were born and brought up. Do they have siblings? How long have they worked in their current capacity and how did they get into it? People are usually flattered by you asking these questions — if they are sincere.

Ask these questions because you’re genuinely interested in hearing the answers. If you are listening carefully, you can suggest a follow up, and soon you’ll gain their confidence. Most people like to talk about themselves and will not find it difficult to tell you helpful personal stories, if you ask the right way. These insights are indispensable in negotiation.

Presentation Tips for Slow-Talkers and Storytellers

Q WHAT ADVICE DO YOU HAVE FOR TELLING ENGAGING STORIES DURING A SPEECH?

A What a great question. It shows you already know what captures and holds the interest and fascination of any audience. First, your story has to be dramatic enough to grab the attention of the listener, and second, it has to be compact enough to hold them in the palm

of your hand. This means you have to think about and rehearse your story beforehand.

Fit the story in one paragraph. No rambling allowed. If you lose your way or attention, your audience is gone for good. Your story cannot be self-serving but must be purposeful and be related to the theme of your speech. It must support the focus of your speech and illustrate a point. It can be self-deprecating but never self-aggrandizing – that would lose your audience at the outset.

I recently attended a funeral where the first speaker talked more about himself than the person who had died! He did himself and the deceased no favors. The audience will discern and cut through right away. Once you lose your audience, it is tough to get them back. You are on the right track. Think of your story like a picture. Tell it to your spouse or a friend before you inflict it on the audience – just to get feedback. Reagan loved to tell stories. In fact, he was known on Hollywood backlots as too prolific, and he bored just about anyone he came in contact with. By the time Reagan reached the White House, he had learned how to be sparing in his stories and trimmed them down to size. Most importantly – he only used storytelling to make a point.



James Rosebush was a Reagan White House official and is a recognized leader in building and managing corporate, wealth management, and philanthropic organizations. For over 20 years, he has been CEO of an international consulting firm, GrowthStrategy, Inc., advising on management strategies, finance, marketing, and communications.

Q HOW DO YOU RECOMMEND CONTROLLING THE PACE OF A SPEECH? SOMETIMES WHEN I HAVE A SPEECH MEMORIZED, I TEND TO GO TOO FAST RATHER THAN TAKE ADVANTAGE OF POWERFUL PAUSES AND CHANGES IN SPEED.

A A great speech is like a symphony. It should have a buildup and a great ending, and it must leave the audience wanting more. Generally, the faster you speak, the more intelligent you seem to the audience. The human ear can hear 60 percent faster than the tongue can speak.

Don't be a speed demon, but pick up the tone and also vary it. Slow down for emphasis. Repeat a point you think is critical. Think of your speech as it appears on paper. You have paragraphs to frame thoughts and conclude them. Lay out your thesis, and then prove it. Guide your audience through the process. You might say, "And now I am going to tell you the main point of my research" or "listen carefully to what I found through this experience that changed my life."

You can also change the intonation of your voice a bit to not sound monotonous. Always infuse joy and happiness into your focus to convey hope and texture – even though your subject may be a grave one. After all, if you are not enthusiastic about your subject, why would your audience be? Always give your voice energy and urgency. You might force yourself to say, "let me stop right here, and let's think about this point for a minute together" as a way of giving you and your audience a break.

Rhythm is everything. Show that you care that your audience is riding the wave along with you. Be mindful of your audience. I once attended a speech where the speaker could have been presenting to a blank wall, and as a result, got no feedback from the audience at all. You must build a bridge to the audience over which their minds can connect with yours. Make your speed dynamic, but make sure your audience is in the saddle riding with you. **RL**



CALLING HOMEOWNERS ON PLANET EARTH

Ovanova gives \$50 to a non-profit every time a home or building owner takes a phone call to explore the benefits of transitioning to solar energy. \$50 to epic non-profits standing for a better world, like Rainforest Partnership.



ovanova



**RAINFOREST
PARTNERSHIP**

Give First. That's right, your "good exchange" donation will be delivered at the start of your call, no strings attached. We believe in supporting organizations who support people. We believe in leaving the Earth better than we found it. We believe that combining fundraising with raising awareness of solar energy is an effective way to do both at the same time, and we invite you to join us. To sign up a non-profit, visit www.ovanova.co. To support Rainforest Partnership:

SET YOUR CALL TODAY AT OVANOVA.CO/RP

The Power of Forgiveness

By Maria Shriver



KWAKU ALSTON

“THE WEAK CAN NEVER FORGIVE. FORGIVENESS IS THE ATTRIBUTE OF THE STRONG.” — MAHATMA GANDHI

THIS IS A BIG ONE, and my thinking on it has evolved. So take it from me: If you're struggling with forgiveness, be gentle with yourself, because I've learned that forgiveness is a process, and it takes time.

What is forgiveness? It's letting go of a resentment, giving up feeling harmed or damaged. That doesn't mean the harm or damage didn't happen. It means that you're not going to keep revisiting it over and over again, staying

stuck in your resentment of the person who caused the harm. Even if it's you.

I've prayed for help with forgiveness. I've tried to talk myself into it. And often, I've pushed myself to the forgiveness finish line before I was really ready to take the action of actually forgiving, only to find myself right back where I started: Resentful and feeling bad.

So to truly get to the place I wanted to be — which was to be a steady, solid, peaceful, forgiving person — I started with myself.

When I found myself berating myself for choices I made, opportunities I missed, people I misjudged, behaviors I condoned, the whole thing — I stopped. “No more.” I started being kind to myself. Over and over again.

Once I started easing up on myself in this way, I found myself being able to ease up on others. I realized that what I needed, so did they. If I had made mistakes and deserved to be forgiven, so, too, did they. If I had hurt another and could be forgiven and move on, so, too, could they. If I had been critical and judgmental of someone and could be forgiven, so, too, could they.

In other words, if I could let go of my resentments and judgments of myself, I could and should let go of my resentments and judgments of others and just plain move on, instead of staying stuck. I had to give what I was seeking for myself.

Forgiveness is letting go of the need to feel like a victim. Work on it. You'll lighten your load — the load of negativity you carry around. **RL**



Maria Shriver is an American journalist, author, and former First Lady of California. This is an excerpt from her book, I've Been Thinking... Reflections, Prayers, and Meditations for a Meaningful Life. Reprinted with permission from Pamela Dorman Books / Viking, an imprint of Penguin Random House LLC.

Grant Makers · Impact Investors · Social Entrepreneurs · Nonprofits · Academia · CSR · Media · Government



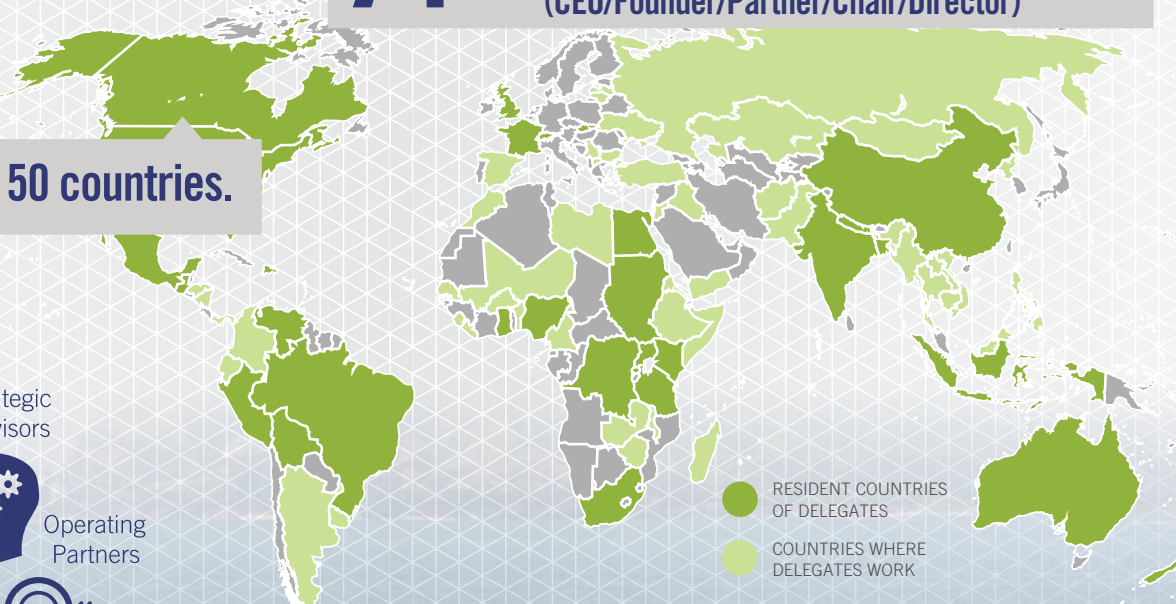
GLOBAL OCTOBER

OCTOBER 13-18 | CANCÚN, MEXICO

BUILDING SUSTAINABLE SOLUTIONS TO POVERTY

74% of Delegates are top executives and decision makers in their organizations. (CEO/Founder/Partner/Chair/Director)

Delegates work in over **50 countries.**



66% of Delegates report **concrete business outcomes** as a result of the collaboration.

See who's coming! Register before July 31st to save \$1000!

Visit www.ocimpact.com



DESTINATIONS

IURII BURIK/GETTY IMAGES

THE NETHERLANDS

Energy Island for Collective Good

Goeree-Overflakkee is an island in the province of South Holland and is proud of its natural beauty. The island has 8 Blue Flags and has won a Quality Coast Platinum Award for sustainable tourism as one of only four top destinations worldwide. Local authorities promote a sustainable way of living among residents and offer them the possibility of a sustainability loan to help achieve their goal of being completely energy-neutral by 2020.

Dubbed “Energy Island” by locals, the 50,000 inhabitants have turned their community into an international field lab for the use of hydrogen as a sustainable energy source, proof that cities can lead innovation too — not only companies. A tidal power station and large-scale solar parks have also demonstrated to future generations that 50,000 people can all agree on their collective future.

www.vvvzeeland.nl



GLOBAL TRAVELER

The Best Way to Lessen Your Travel Footprint

Destinations inevitably involve travel, and choosing your mode of transport will determine how environmentally friendly you are. A study by the journal *Environmental Science and Technology* looked at aviation, car, motorcycle, bus, ship, and rail to ascertain the long-term impact on our climate. Ship and rail were the respective winners for freight and passenger transport, both showing lower average global temperatures over a five-year window. A surprising result was that over a 20- to 50-year period, air travel had a smaller impact on global temperatures per mile traveled than driving a car.

Air travel has an immediate effect on clouds and ozone. However, CO₂ from vehicles spends a longer time in our atmosphere and creates a longer-term impact on our climate. Ultimately, all forms of fossil fuel emission need to be reduced, and travelers should not assume that air travel or driving is a better choice. Travel slow, enjoy the view, and rediscover places in your own backyard — the very places others will travel to see from across the world.

**TRAVEL SLOW, ENJOY THE VIEW, AND
REDISCOVER PLACES IN YOUR OWN BACKYARD
— THE VERY PLACES OTHERS WILL TRAVEL TO
SEE FROM ACROSS THE WORLD.**



PAULA BRONSTEIN/GETTY IMAGES

THE KINGDOM OF BHUTAN

Contributing to Gross National Happiness

This small country, nestled in the Himalayan mountains, is 72 percent covered in forests and places a premium on the sustainability of culture and the environment. A \$65 per person, per night tourism fee is used for social development and the upkeep of the nation's lofty tourism goals. Eco-friendly and socially responsible policies underpin every aspect of tourism in the country, to the extent that they are featured in the *Guinness Book of Records* for their world record for planting trees. In 2015, 100 volunteers planted an amazing 49,672 trees in one hour. The health of Bhutan's environment is one of the critical indicators of the country's famed Gross National Happiness index — that aims to measure the quality of life in more complete terms than the gross national product (GNP) — striking a balance between the spiritual and material. www.Tourism.gov.bt



J.W. ALKER/GETTY IMAGES



REPUBLIC OF PALAU

2019 Earth Award Winner

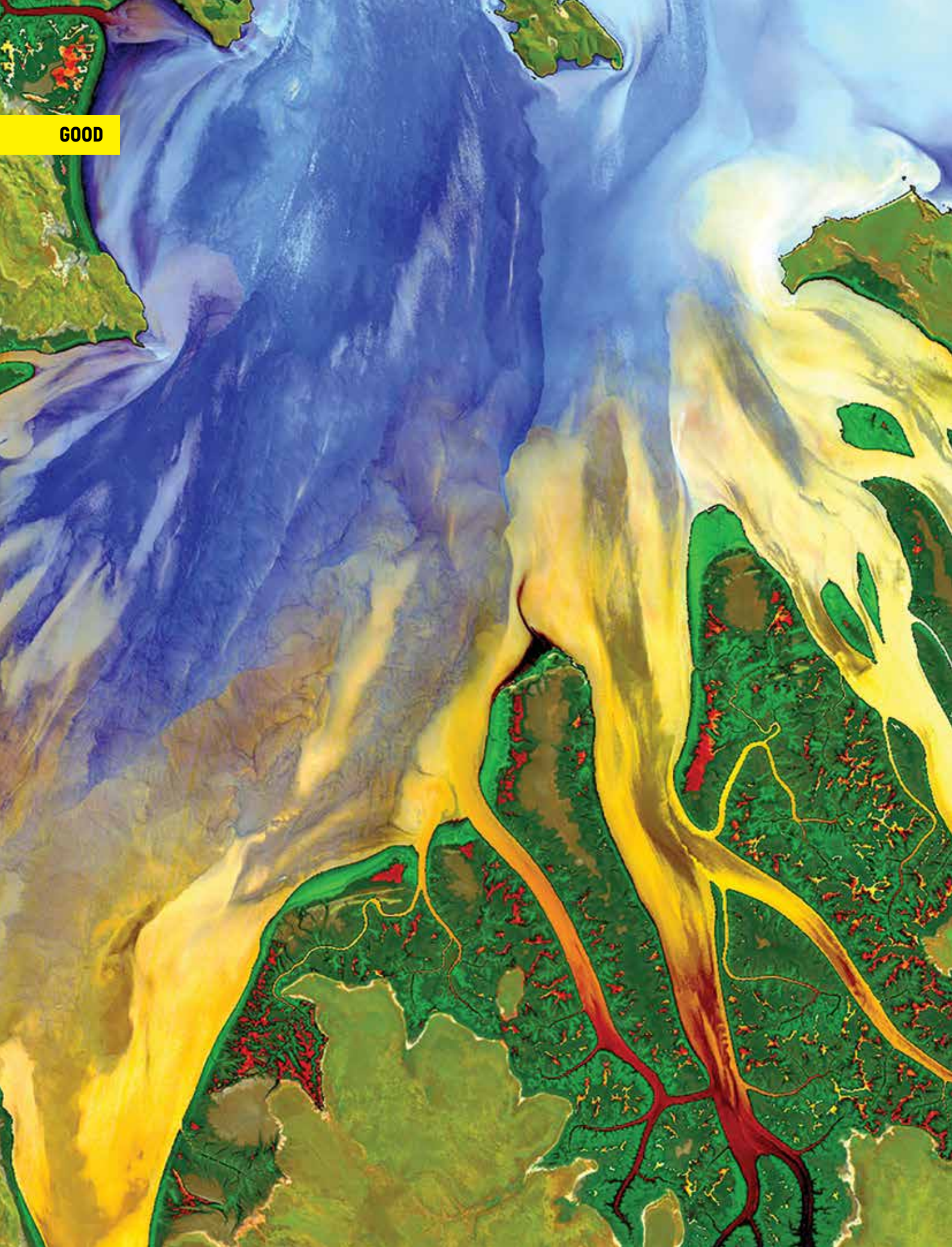
Crowned the top sustainable destination of 2019, this chain of 340 islands in the Pacific Ocean created the world's first shark sanctuary and the world's sixth-largest marine sanctuary. They aim to ban all sales of sunscreens containing toxic chemicals by 2020 as it leads to coral bleaching.

www.PristineParadisePalau.com



Looking for a green destination? The Green Globe app suggests hotels, resorts, meeting venues, and attractions against 40 sustainability criteria.

GOOD



GOOD OR BAD — CAN YOU SPOT THE DIFFERENCE?

These photograph pairings may look vaguely similar, but one is life-giving and the other is deadly. Understanding the bigger picture, especially from afar, is crucial in understanding the effect humans are having on the well-being of our planet.

NASA



Rivers form an important part of our ecosystem. Organic matter such as plants, organic soils, bacteria, and algae flow naturally into the ocean as rivers journey across land. But when storms and flooding occur, these natural components become mixed with land pollutants that were never meant to reach the ocean — fossil fuels, dead animals, pesticides, and other chemicals. The sudden increase in pollutant-laden water in the ocean leads to blooms of bacteria that literally suck the oxygen from the water, creating “dead zones.” Increasingly severe storms and floods caused by human-induced climate change may only seem to affect land, but they threaten our oceans, too.

Opposite: Rich sediment and nutrients flowing out to sea from a Western Australian estuary. The patterns and colors are enhanced with satellite imaging technology.

This page: Polluted water from Hurricane Florence in 2018 spills toxins into the ocean along the South Carolina Coast.



BAD





Forests are a vital part of sustaining life on Earth. They also play a major role in fighting the climate crisis. Forests and trees are the “lungs of the planet” because they absorb carbon dioxide and release oxygen. An equation calculated by *Science Focus* estimates that each human breathes 9.5 tons of air a year, which matches the oxygen produced by eight, 40-foot trees.

The biggest threat to natural forests is agriculture, which converts large areas of forest to farmland and livestock grazing land. A key challenge has become how to feed

a growing global population and improve food security, without destroying forests that help us breathe. A major United Nations report on biodiversity, released in May, has predicted 1 million species at risk of extinction, with the destruction of forests likely having a negative impact on biodiversity, food, and water security and increase the likelihood of social conflict. Governments and organizations are already tackling deforestation, but you can start by planting trees in your neighborhood — even if you live in a concrete jungle.

Opposite: The clearing of rainforests for agricultural use is the biggest risk for losing these natural assets that are millions of years old.

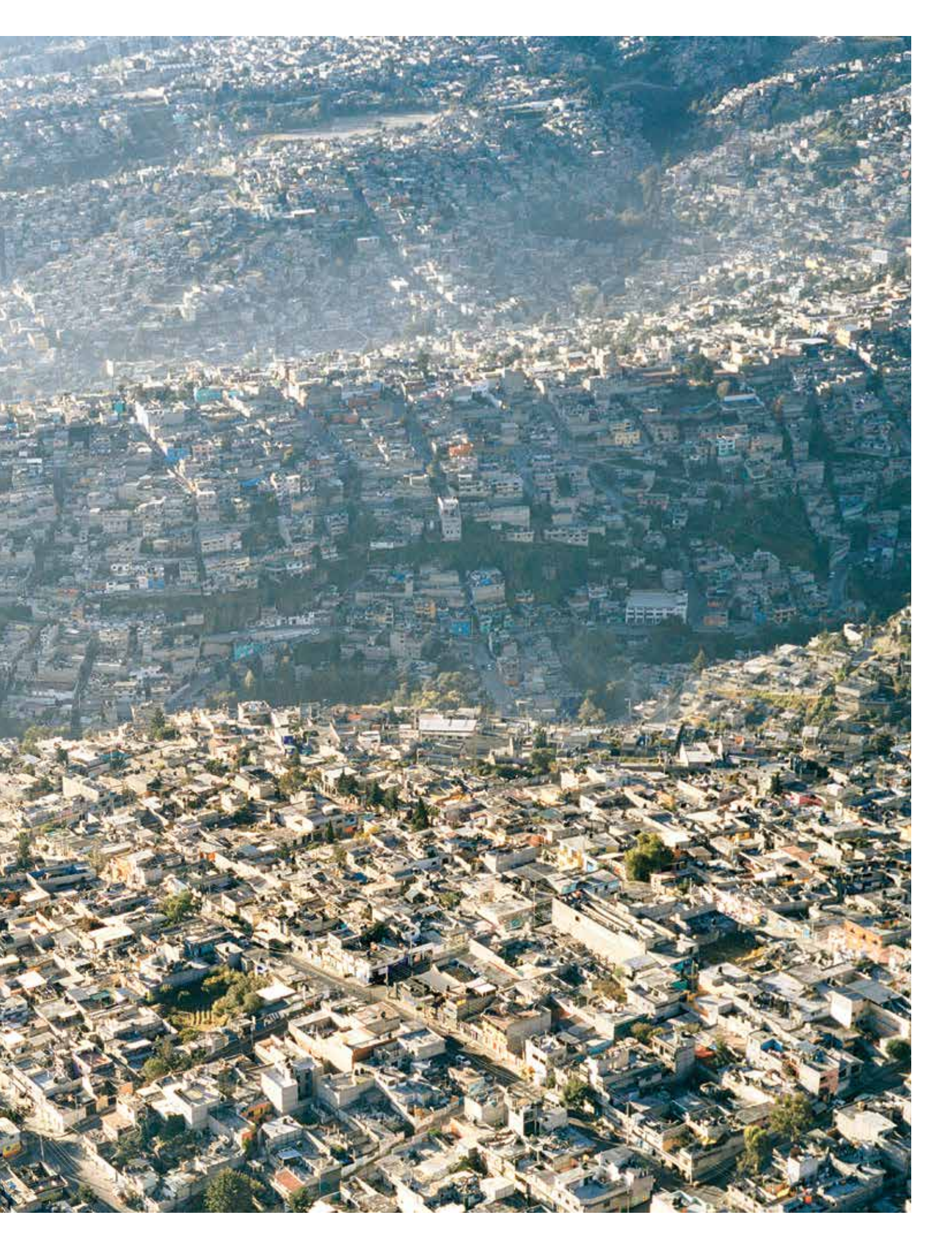
Above: A building in Madrid, Spain, demonstrates that architecture in cities can contribute to a culture of green living, even within dense, urban populations.



OVERDEVELOPMENT OVERPOPULATION OVERSHOOT

Advertising-fueled overconsumption. Crushing poverty. Resource wars. Climate chaos and unraveling ecosystems. An energy sector madly trying to power growth using any means necessary – from splitting atoms to fracking shale to decapitating mountains in search of coal. Every major problem facing humanity is exacerbated by a ballooning human population. So why is the explosive growth of the human family – more than sevenfold since the Industrial Revolution and still expanding rapidly – generally ignored by policy makers and the media? Isn't it time to start speaking out about the equation that matters the most to the future of people and the planet? These photographs from the book *Overdevelopment, Overpopulation, Overshoot* by Global Population Speak Out illustrate the magnitude of the challenge.

Waves of Humanity: Sprawling Mexico City has a population of 20 million and a density of 24,600 people per square mile. The city rolls across the landscape, displacing most of the natural habitat. *Photo: Pablo Lopez Luz.* Humans evolved in wild nature. Only relatively recently in our time on Earth, roughly 10 to 12 millennia ago, did we begin to domesticate other species – and ourselves. That first agricultural revolution set humanity on a trajectory of population growth and settlement-based land use. Increased social organization and the invention of cities went hand in hand to allow development of increasingly complex economic and political systems. In 2008, for the first time in history, the majority of humans on Earth lived in cities. We had become, at least superficially, urban animals.





Trash Wave: Indonesian surfer Dede Surinaya catches a wave in a remote but garbage-covered bay in Java, Indonesia, the world's most populated island.
Photo: Zak Noyle.

These photographs are from the book *Overdevelopment, Overpopulation, Overshoot*, featuring provocative photos from across the globe. Featuring essays from population experts and human rights activists, the book is a series of photo essays illuminating the depth of the damage that human numbers and behavior have caused to the Earth – and which threatens humanity's future. Find the book here:
www.PopulationSpeakOut.org

“Water and air, the two essential fluids on which all life depends, have become global garbage cans.” —
Jacques-Yves Cousteau



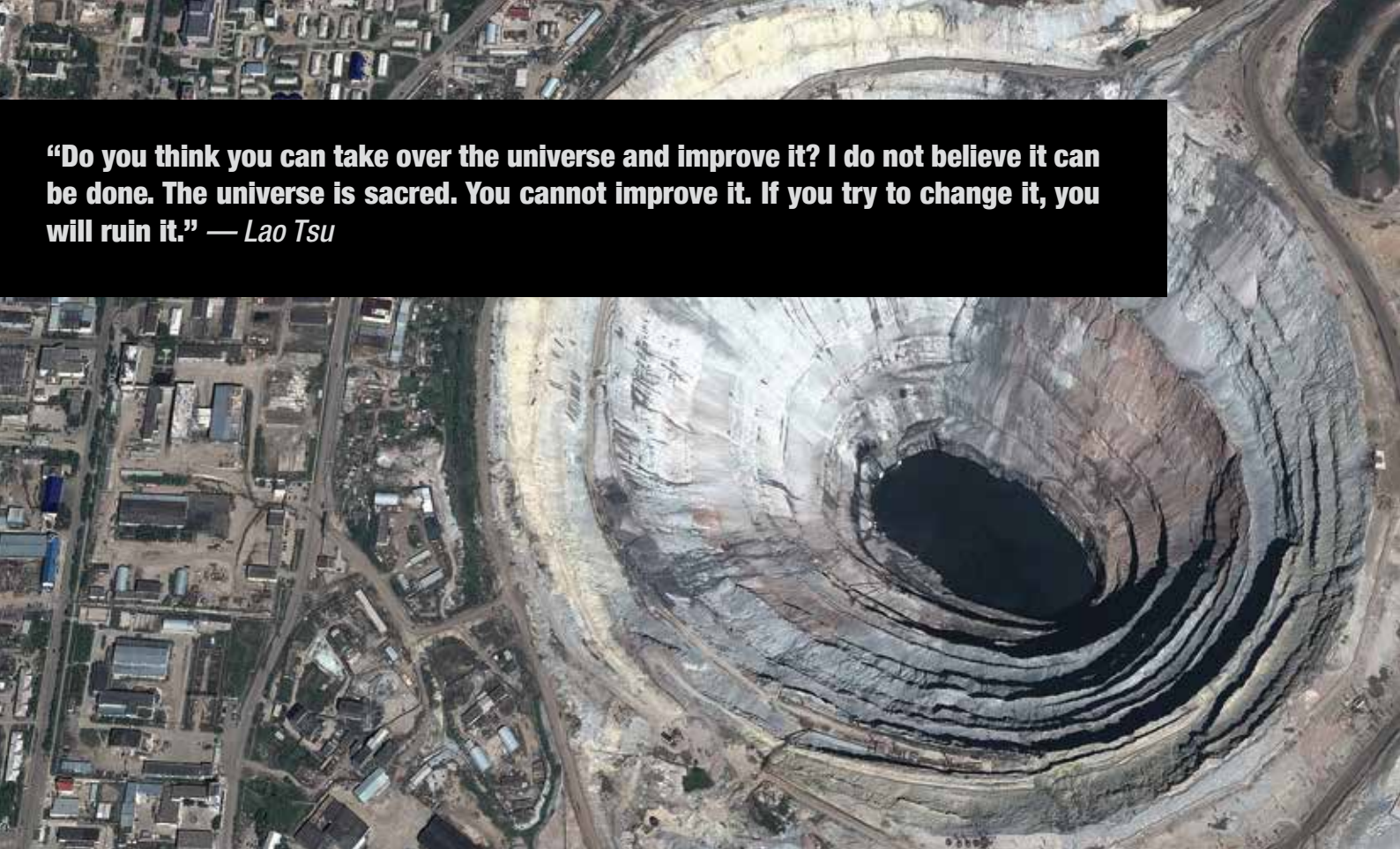
“Human domination over nature is quite simply an illusion, a passing dream by a naive species. It’s an illusion that has cost us much, ensnared us in our own designs, given us a few boasts to make about our courage and genius, but all the same it is an illusion.” — Donald Worster

Dead Elephant: Basketball star Yao Ming comes face to face with a poached elephant in Northern Kenya. *Photo: Kristian Schmidt/Wild Aid.* Humanities burgeoning numbers and selfish behavior now being the cause of the other species’ extinction is the clearest marker that our present course is both unsustainable and unethical.

Even while 95 percent of scientifically described species have yet to be analyzed for their conservation status, the International Union for Conservation of Nature (IUCN), which tracks the status of imperiled species around the globe, lists some 20,000 species that are threatened with extinction. Given the relative paucity of data about various groups of organisms, the actual number of species on the cusp of oblivion is certainly far larger, and numerous scientific studies have noted the accelerating trend of biodiversity loss.

Humanity’s assault on wildlife isn’t new, but 7+ billion people armed with advanced technology – from bottom-scouring trawlers that mine the seas of fish, to endocrine-disrupting chemicals that affect wild species’ reproduction success, to violent poachers decimating elephants for their ivory tusks – are simply more lethal to wildlife now than at any point in human history.

“Do you think you can take over the universe and improve it? I do not believe it can be done. The universe is sacred. You cannot improve it. If you try to change it, you will ruin it.” — *Lao Tsu*



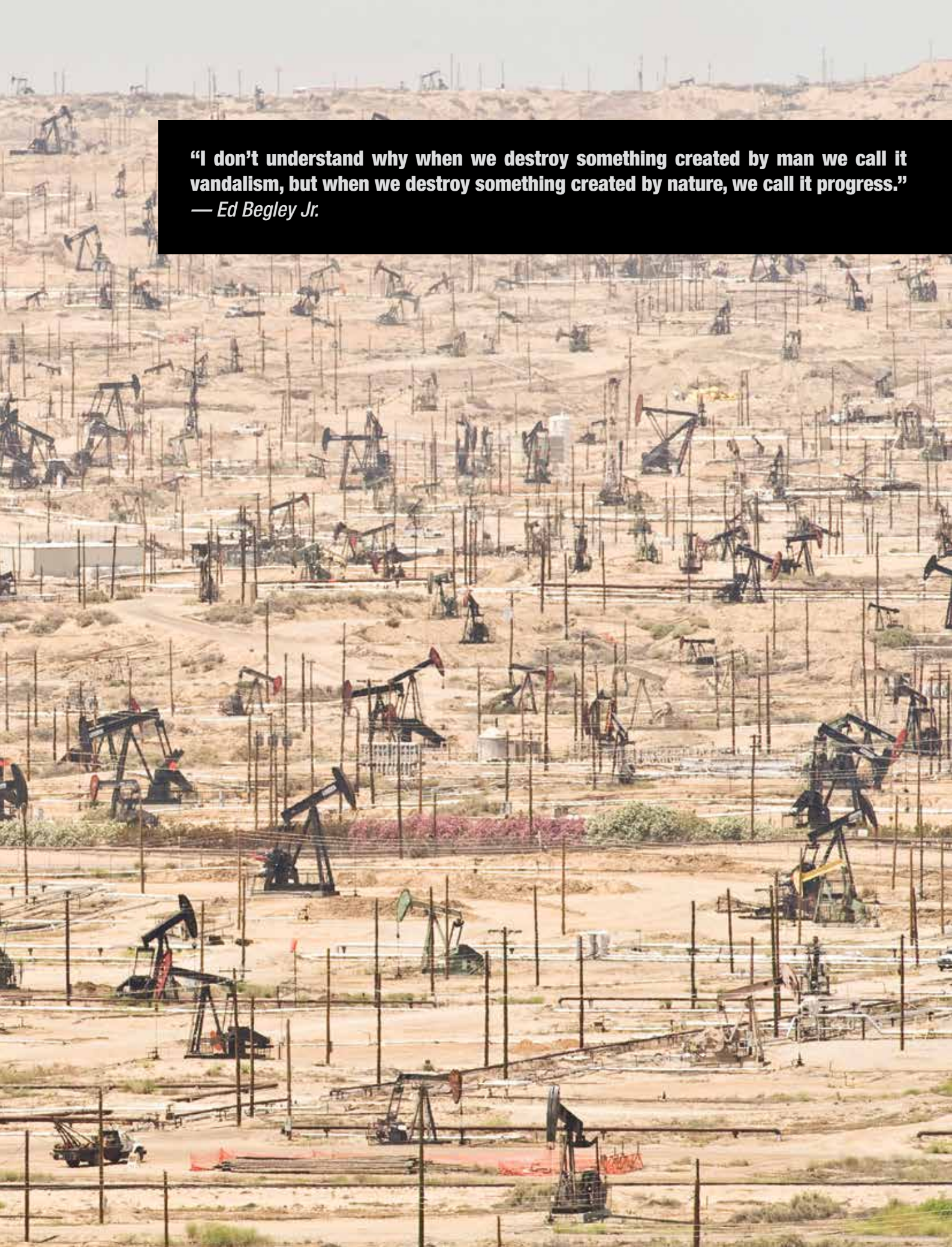
“The island is full of holes and seawater is coming through these, flooding areas that weren’t normally flooded 10 or 15 years ago. There are projections of about 50 years (before the islands disappear). After this, we will be drowned.”

— Paani Laupepe



Opposite, top: Big Hole: The Mir Mine in Russia is the world's largest diamond mine. *Photo: Google Earth/2014 Digital Globe.* **Opposite, below: Child Brides:** Eight-year-old Tahani, with her 27-year-old husband Majed, and her former classmate, Ghada, also eight-years-old, and her husband Hajjah in Yemen, 2010. *Photo: Stephanie Sinclair.* Girls' education, it turns out, has a dramatic bearing on global warming. The difference between a woman with no schooling and one with 12 years of schooling is almost four to five children per woman, according to the Brookings Institution. **Above: Shrinking Island:** One of Earth's most vulnerable nations to climate change, the Maldives Islands are severely threatened by rising sea levels. *Photo: Peter Essick.* **Next page: Oil Wells:** Depleting oil fields are yet another symptom of ecological overshoot; Kern River Oil Field, California. *Photo: Mark Gamba/Corbis.*



A wide-angle, high-angle photograph of an oil field in a desert. The landscape is arid and sandy, with numerous pumpjacks (oil pumps) scattered across the terrain. The pumpjacks are mostly black and red, and their long, thin poles extend into the air. In the background, a range of low, hilly mountains is visible under a clear sky. The overall scene depicts a large-scale industrial operation in a natural, undeveloped environment.

“I don’t understand why when we destroy something created by man we call it vandalism, but when we destroy something created by nature, we call it progress.”
— *Ed Begley Jr.*

SMART TECH

SEE OCEAN PROBLEMS FIRSTHAND

A Solution for That Sinking Feeling

Half the problem with raising awareness around the plight of the oceans is that it's mostly invisible. Beyond admiring a sunset over the sea or enjoying a day on the beach, not many people get to see life underwater — in oceans that make up 75 percent of our planet.

Now, you can drive around the ocean in the EGO electric compact submarine to see what you've been missing. South Korean company Raonhaje has created a craft that requires minimal training and no certification, or driver's license. Two floating hulls remain on the surface while a connected cabin sits below the waterline. The underwater compartment is accessed through a trapdoor and ladder on the vehicle's topside, and large, round windows beneath the surface are made from aquarium-grade acrylic to withstand water pressure — for admiring the wonders of the deep. Cruising around at a top speed of 4 mph on a 10-hour charge, you can admire the underwater scenery quickly and safely. www.EgoSubmarine.com



EGO SUBMARINE

DIAMONDS IN THE DUST

Urban Mining Creates Low-Carbon Jewelry

Today's landfills contain more rare earth metals than in all known natural reserves in the world. Yet, only 1 percent of these metals are recycled, according to the World Economic Forum. Urban mining refineries such as BlueOak are on the rise, extracting discarded precious metals from landfills at a tenth of the energy usage of traditional mining houses.

Consider the shocking fact that 1 ton of cell phones contains as much gold as 70 tons of gold ore, according to the United Nations University, and that the electronic waste capital of the world, Guiyu in China, receives 4,000 tons of e-waste every hour. Waste processing sites have become the new mines, and mining precious metals from discarded computers has never been more attractive. It's also preventing toxic materials from reaching landfills. www.BlueOakResources.com



ROBERT KNESCHKE



EONEF

POWERING DISASTER AREAS

Flying High on Innovation

The next time you see balloons floating above a disaster area, you may find French entrepreneurs Cédric Tomissi and Julie Dautel (pictured above) in the area. The pair founded EONEF in 2016, a company that rapidly deploys solar balloons above regions devastated by natural disasters or conflict, to keep telecommunications active and eyes in the sky to assist rescuers in their efforts.

The young couple's combined qualifications in industrial engineering and fine art produced a creative answer to emergency response gear, that typically involves tons of equipment

being airlifted to areas of need.

The aerial energy platforms are filled with helium and covered with lightweight photovoltaic panels that power onboard connectivity systems. The anchor cable transfers solar power to a land-based battery to power lighting and cooking appliances.

Jean-Laurent Bonnafé, CEO of the world's 8th largest bank, BNP Paribas, a former engineer himself, was so impressed with the simplicity of the idea that he has decided to mentor the two creators.

Twitter: @EONEF_aerostat



"A positive mindset means always bouncing back, getting up and continuing to move forward."

— Julie Dautel

“Profits are in no way inconsistent with purpose – in fact, profits and purpose are inextricably linked.”

Larry Fink

A 5th Industrial Revolution?

(What It Is and Why It matters)

By Pratik Gauri and Jim Van Eerden



JANAKANARACEDHARMA/GETTY IMAGES

responsible for the effects of it. Indeed, some of the captains of the 4th Revolution surmise that some of the new technologies have the capacity to be an Orwellian “enemy of the people.” Of course, there is good and bad in any realistic view of our shared future. We want to focus here on five Beacons of Hope that can be clearly seen and are worth noting.

The leading light, what we will call the first and signal beacon to all the others, is the rise of the 5th Industrial Revolution. In contrast to trends in the 4th Revolution toward de-humanization, technology and innovation best practices are being bent back toward the service of humanity by champions of the 5th.

Forbes contributor Lawrence Wintermeyer highlighted this recently with reference to the impact of the 4th Industrial Revolution on the fintech markets. “Most of the conferences I attend focus on the next big tech thing and what it can do,” Wintermeyer observed, “often to the exclusion of the impact this technology

N

OBEL LAUREATE and former U.S. Vice President Al Gore left us with a nagging question following our conversation with him at last year’s Nobel Peace

Prize Forum on Climate Change in Oslo. “Will our children ask us why we didn’t act?” He paused. “Or will they ask us how we found the courage and rallied the resources to rise up and change?”

Vice President Mr. Gore, of course, like the writer of *Game of Thrones*, is focused on the looming global climate crisis and is frustrated about making much ado about nothing while neglecting a catastrophic problem that confronts us.

But this is connected to a still larger

issue that is illustrated by the march of the successive Industrial Revolutions that the modern world has witnessed. Each has intensified the risks of de-humanizing economic progress, to the point that we now face an existential threat in both environmental and humanitarian terms.

The advance of the 4th Industrial Revolution (robotics, AI, AR, VR, and the like) has produced a developing scenario in which the service of humanity seems too often eclipsed by the momentum of technology and commerce. This problem has become so acute that some of the lead innovators of the 4th Industrial Revolution have begun to relinquish intellectual property into the public domain so they will not be held

will have on society. I'm most often asked what the next smart money tech trend is. I'm happy to report that it's not blockchain, bitcoin, or AI. It's humanity."

In the 5th Industrial Revolution, humans and machines will dance together, metaphorically. This year at Davos, an event sponsored by *Forbes*, MIT, and Tata promoted the theme: "Blockchain + AI + Humans = Magic!" This equation may seem impossible, but it can (and will) prove true. AI will help increase human labor productivity. Blockchain will help give access to banking (and intangible forms of capital connected to a person's quiddity) to the unbanked. Robots will help humans align ROI with purpose. But all this will require intentionality and moral clarity.

That points to the second Beacon, which is an unprecedented connection of business to purpose.

Ironically, at a time when capitalism is derided more than ever within some circles, business has emerged as the world's most powerful and active force for doing good. Consumers are demanding it, and many businesses are responding. The sustainability-minded brands are winning market share!

Larry Fink, CEO of investment titan Blackrock, wrote an open letter to CEOs that reflects a new emerging standard in this regard. In the widely-circulated document, he wrote: "Purpose is not the sole pursuit of profits but the animating force for achieving them. Profits are in no way inconsistent with purpose – in fact, profits and purpose are inextricably linked." These sentiments (and executives aligned with them) are on the rise.

The third Beacon of Hope is the increasing prominence of the United Nations Sustainable Development Goals (referred to as SDGs or the Global Goals). The SDGs provide history's first universal matrix to achieve a flourishing future. Adopted by the heads of governments from 193 UN member states, the SDG framework addresses the key physical facets of life in our global village – social, environmental, and economic.

According to the United Nations Conference on Trade and Development (UNCTAD) *World Investment Report 2014*, an estimated annual investment of \$3.9 trillion will be required to achieve the SDGs. Currently, this translates to an estimated \$2.5 trillion gap per year to finance the global goals targets. But the good news is that businesses are rallying. This is evident in advancing Public-Private

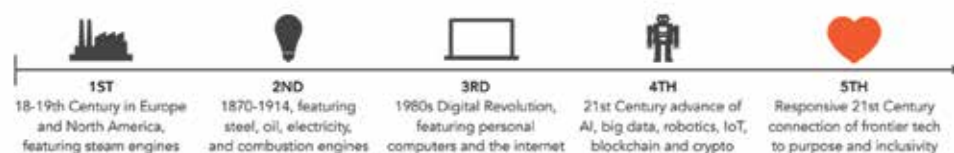
Partnerships (called PPPs) that are gaining momentum as a model for sustainable impact initiatives.

One way to fund this gap is by targeting private capital that would require businesses to be SDG-aligned. Beyond investing, corporations will need to think outside the box to engage the more than \$2 trillion in brand marketing budgets to help advance the common good.

One example, gaining global attention, is the Good Exchange model. A Good Exchange is a marketing framework where a brand engages its consumers with a content activation that unlocks a donation to a cause that matters to both brand and consumer. The consumers become the media beacons for brand/cause-connected content, so that a growing portion of brand funds can flow to cause, rather than to their media intermediaries.

These kinds of "omniwin" models, when supported by clear and compelling case study data, are changing the traditional marketing mix at many companies, and producing unprecedented PPP opportunities.

INDUSTRIAL REVOLUTIONS



An Overview of the Industrial Revolutions, from 5th Element Group PBC

The fourth Beacon sits at the center of the SDG framework as the fulcrum to lifting all the others: SDG #5 is about the empowerment of women and girls worldwide. It's been said there's no hope for achieving the global goals unless SDG 5 is central to the agenda. If women and girls are empowered to lead, all of the other SDGs will rise.

Open platform movements like The SDG 5 Global Alliance have been created to promote inspirational and aspirational examples of women leading the way. The 5th Industrial Revolution will be powered by SDG 5: The innate instincts and the intuitively unique strategic voice of women in leadership. Businesses, through best practice in hiring, development and support, will be essential facilitators.

The fifth Beacon of Hope is that these kinds of cross-sector, SDG-aligned movements are going global, and becoming increasingly democratized.

SDG-aligned leadership is emerging in countries such as India, which is experiencing an historically unparalleled demographic of young people with a keen desire for a better

world. Forward-thinking companies are taking note. Tech leader IBM, for example, is recruiting 200,000 girls into STEM learning programs in India to help change the gender imbalance in that sector. The 100-year-old Tata Trusts, the philanthropic arm of the powerful Indian Tata conglomerate, is spearheading the response to the water and sanitation crisis in the country through unprecedented PPP campaigns.


Likewise, new crowd-funding platforms are reflecting the global and increasingly democratized nature of the global goals. The People's Prize, funded with an initial grant from the U.S.-based Semnani Family Foundation, was just announced at the Skoll World Forum in Oxford – a new SDG-focused social entrepreneurship prize offering hundreds of thousands of dollars to ventures demonstrating to people around the world why their project should be funded to scale. This is just one example of a prize selection process that moves beyond traditional "black box" judging panels, pushing decision-making between prize applicants to an emerging class of micro-

donors. It's an encouraging trend.

Leading executives have recognized that a company's stakeholders are more than just its shareholders: They are also employees, customers, and more broadly the people and planet impacted by their work in the world.

What is your Return On Value (ROV) when measured in these terms?

The challenges are clear, but so are the opportunities. We can create a new socio-economic era that closes historic gaps and engages the "bottom billion" in creating quantum leaps for humanity and a better planet.

The world needs a 5th Industrial Revolution to flower like a new Renaissance Age. It will be marked by unprecedented creativity and a sense of shared common purpose, as we work to turn progress and profits toward purpose and inclusivity. **Are you a part of it?** 

www.5thElementGroup

Pratik Gauri has been voted one of India's top purpose leaders and is a Global Shaper for the World Economic Forum. Jim Van Erden is co-founder and president of the 5th Element Group PBC.

Lessons in Leadership: Student and President Swap Roles for a Day

By Emily Stern

A biomedical engineering student at Widener University had the experience of a lifetime in April when she assumed the role of president.

Senior Gabrielle Gehron was selected to swap places with Widener's president, Dr. Julie Wollman, following a competitive application and interview process. The annual spring exercise is known as "President for a Day" and is an innovative example of the university's commitment to leadership training.

"One of the biggest things that Dr. Wollman tries to convey to people, and something that I

definitely was trying to convey during President for a Day, was just to be open to listening to other people's perspectives," says Gehron. "Being able to hear things from her perspective and from the perspective of the leaders around her was just so incredible."

Gehron is no stranger to taking on leadership positions. She currently serves as president of Widener's Biomedical Engineering Society, but says getting a glimpse

into the inner workings of a university was a unique experience. "It was just so enlightening because I saw that if there's an issue that students are struggling with, the administration is probably trying to find a solution to that problem."

Wollman also appreciated the chance to trade in her presidential role for a student immersion experience. Dressed in jeans and a t-shirt, she attended Gehron's senior project meeting – testing an artificial intelligence-feeding assistance robot,

followed by dinner with Gehron's friends at a local pizzeria.

"President for a Day is a unique experience that allows me to see Widener classrooms and services from a student perspective," Wollman says. "I got to hear what is on the minds of Gabbi's classmates and friends and witness their commitment to their education firsthand."

In Gehron's case, that commitment has paid

off. She graduated from Widener in May with both a bachelor's degree and a master's degree, which she earned in four years. Wollman, meanwhile, looks forward to swapping her power suit for jeans again, for one day next year. **RL**

REAL INSIGHT /
Rigid hierarchy in a company may give the structure and comfort a business leader needs to get things done, but turning this equation on its head may reveal some interesting solutions and fresh ways of looking at old problems.



A Smart View on Innovation and Legislation

By Rao Mulpuri

On Earth Day, New York City launched a plan to significantly curb buildings' greenhouse gas emissions by targeting glass skyscrapers. The City enacted a law requiring large buildings to reduce emissions or face millions in fines.

And Mayor de Blasio wants to go even further, stating, "We will introduce legislation to ban the glass and steel skyscrapers that have contributed so much to global warming. They have no place in our city or on our Earth anymore."

I have some thoughts about this as the CEO of View, a technology company that is transforming buildings to improve people's health and wellness while reducing energy consumption.

In the late 1800s, New York City was home to more than 150,000 working horses. Every year, the horses produced more than 100,000 tons of manure. It piled up in the streets and became a major environmental crisis.

The first International Urban Planning Conference in New York, disbanded without a solution. Meanwhile, inventors were building the automobile, which replaced horses completely and solved the problem much better than anyone imagined.

The Current Glass Building Crisis

We spend 90 percent of our time inside buildings. We've replaced the sun's natural light with artificial lighting, the sound of the wind and the rustle of leaves with the hum of electricity and the tapping of keyboards. But when we get disconnected from the outdoors, we go crazy. There is a lot of science to prove this.

As a materials scientist, I find glass to be magical. It provides shelter and protection, but we can still connect to the outdoors. When we walk into a space with windows and daylight, it feels good.

I appreciate why environmentalists see glass as an enemy. Glass skyscrapers trap heat like a greenhouse, and they use big air conditioning

systems to pull the heat out. The more glass you design with, the bigger this issue. And people still aren't connected to the outdoors. A study by Urban Green Council showed that 59 percent of NYC windows are covered by blinds.

A Technology-Based Solution

Just as we didn't get to the car by making a better horse, incremental solutions such as smaller windows or motorized shades aren't the answer either.


There's a better way — windows that automatically change their tint, eliminating shades entirely while keeping floor-to-ceiling glass, and maintaining outdoor views 100 percent of the time. Smart glass transforms energy consumption and quality of life.

Smart glass improves a building's energy efficiency by up to 20 percent. Moreover, people can work comfortably sitting close to the windows, increasing the tenant's usable space and significantly lowering the environmental footprint per person. What if we can eliminate the need for one out of 10 buildings?

A recent study at Cornell University, showed that smart glass reduces people's eye strain by 51 percent, headaches by 63 percent, and drowsiness by 56 percent — dramatically improving employee health and productivity.

Smart Glass Isn't Just an Idea

Over a decade of development and \$2 billion of investment later, View's smart glass is in 500 buildings totaling 50 million square feet of space. In New York alone, our smart glass is being installed in buildings owned by The Durst Organization, GFP Real Estate, Regeneron Pharmaceuticals in Tarrytown, Tompkins Financial in Ithaca, and the Delta Terminal at LaGuardia, to name a few.

We have a unique opportunity to improve people's quality of life while also benefiting the environment. I am happy to join the dialogue in any city about how we can achieve this ambitious goal.  www.view.com



GETTY IMAGES



Rao Mulpuri is CEO of View, a company that has developed ground-breaking technologies and the first commercial-scale dynamic glass product.

The Skoll Foundation, founded by Internet entrepreneur and film producer Jeff Skoll, drives large-scale change by investing in and celebrating social entrepreneurs and the innovators who help them solve the world's most pressing problems. Each year, the Skoll Awards for Social Entrepreneurship recognize organizations that disrupt the status quo and drive sustainable large-scale change. "These brave entrepreneurs are on the frontlines of solving the world's most pressing problems," says Skoll. "Each social entrepreneur may have a distinct approach, but they all share a relentless pursuit of impact and the desire to create a more just world."

5 SOCIAL ENTREPRENEURS CHANGING LIVES FOR THE BETTER

By Grant Schreiber

01 **Problem: Online Sexual Abuse of Children**

The Internet has proven fertile ground for exploitation. Reported child sexual abuse content in the United States alone has grown seven-fold since 2011, according to the National Sex Offender Public Registry. In the dark corners of the web, online marketplaces cultivate dedicated communities that normalize abuse, create demand for new abuse, and groom new abusers. Law enforcement lacks capacity and up-to-date tools to identify perpetrators and victims, and many of the tech companies built on user-generated content have failed to root out abuse on their platforms.

Solution: Tech Tools and Algorithms

Thorn builds tech tools to defend children from sexual abuse. Its Spotlight tool combines publicly available classified ad and online forum data with smart algorithms to help law enforcement identify an average of eight child sex trafficking victims every day.

CEO Julie Cordua (pictured above), has helped grow the organization from inception in 2012, using her marketing background from (RED), where she helped establish the brand as one of the most successful cause marketing initiatives in history, delivering more than \$160 million to fight HIV/AIDS across Africa. Thorn cofounders Ashton Kutcher (right) and Demi Moore had learned about the issue of child sex trafficking from a documentary highlighting what was happening to children in Cambodia. They describe it as a moment where you learn something about the world that you can't unknow. As they learned more, they realized that it was as prolific a problem in the United States as it is abroad. They work to speed up the identification of children featured in sexually abusive material, with law enforcement in every U.S. state, and with more than 30 countries that now use their tools.



JOHN SCIULLI/GETTY IMAGES FOR GLG



CHRIS JACKSON/GETTY IMAGES

02 *Problem:* Africa's Broken Pharmaceutical Supply Chain

The drug supply chain in Africa is broken. Pharmacies struggle to keep life-saving and life-sustaining medicines in stock. Often patients are forced to pay prices — padded by middlemen — three times what they would in a Western country for the same drugs. Meanwhile, non-communicable diseases like cancer, diabetes, and hypertension — which generally require daily medications at the time of diagnosis — are becoming the biggest burden on African healthcare systems. While disease rates rise, drugs fail to get into the hands of those who need them most.

Solution: Partner with competitors

Gregory Rockson cofounded mPharma, which formed partnerships with major drug manufacturers — including Novartis, Bayer, and Pfizer — and now manages a network of providers throughout Ghana, Nigeria, Zambia, and Zimbabwe. Many pharmacies in its network, such as the Red Cross in Zimbabwe, have managed to eliminate stockouts. The company also works with clinics to conduct community health screenings and signs patients up for its innovative drug financing — an interest-free micropayment plan.

Growing up in Ghana and suffering from thoracic scoliosis, Rockson saw firsthand the frustrations of his parents trying to secure the medicines he needed, with pharmacies experiencing frequent stockouts and charging high and fluctuating prices. mPharma's innovation is to take ownership of the supply chain, eliminate inefficiencies, and introduce price controls.



YURI ARCURI/GETTY IMAGES



GETTY IMAGES

03 *Problem:* Deadly Counterfeit Drugs

While the global economic impacts of counterfeiting are costly, the human toll is staggering. Counterfeit drugs kill an estimated one million people every year, according to Interpol. Counterfeit agricultural products hinder productivity and keep smallholder farmers in poverty, decreasing food security and potentially worsening famines. Weak, uneven regulation and oversight have allowed this fraudulent market to develop while consumers absorb the cost.

Solution: Authenticity Codes

mPedigree has created a unique product identification marker that consumers use to determine authenticity. They simply scratch off the label and evaluate a code within seconds, using a mobile phone camera or text message. Empowered consumers in Africa, South Asia, and the Middle East know immediately if they have counterfeit goods—not after they've entered diabetic shock or seen their crops fail. President of mPedigree, Bright Simons, has developed partnerships for the social enterprise across three continents with governments, Fortune 500 companies, and activists to safeguard human health and food security through their technology.



04 **Problem:** High Youth Unemployment in South Africa

South Africa has one of the highest youth unemployment rates in the world. The legacy of apartheid along with rapid globalization has left many young people geographically removed from job opportunities. A lack of information, skills, networks, and social capital leave these young people discouraged and excluded. According to *The Economist's Pocket World in Figures*, it's estimated that 40 percent of this generation will never secure a stable job, despite a large investment in skills training by South Africa's government and private sector. Employers struggle to find work-ready candidates and lack the ability to effectively evaluate young job seekers.

Solution: Combine Business and Social Cause

Harambee Youth Employment Accelerator, founded by Nicola Galombik (above), builds scalable solutions for the youth labor market across the formal and informal economy. Galombik served as a leader in several anti-apartheid organizations and developed policy for Nelson Mandela's first government, giving her unique insights into the interconnected nature of business and social cause. The result? Both the public and private sectors now see Harambee as experts in the dynamics of the South African labor market. The government has begun to see the value of youth-focused solutions, while businesses have begun to see value in a population that has long been invisible to them.



CINDY ORD/GETTY IMAGES FOR GIRLBOSS MEDIA

05 **Problem:** Fast-Rising Mental Illness

One in four people across the globe will struggle with mental illness at some point in their lives, according to the World Health Organization, and nearly two-thirds will never seek help from a health professional. Suicide claims nearly 50,000 lives in the United States alone each year—more than twice the toll of homicides. In the past two decades, suicide rates have increased by nearly 30 percent across all demographics. Young adults have seen an increase of major depression by 47 percent since 2013.

Solution: Text Me

Nancy Lublin (above), launched Crisis Text Line in 2013, after identifying the need to create rapid-response crisis counseling. She did this by leveraging big data and the dominant communication medium of today—text messaging. Crisis Text Line reaches underserved demographics, especially the young and those from rural and low-income areas. People in crisis text 741741, and a trained crisis counselor responds within minutes, 24/7, to help assess the risk, deescalate the situation, and develop a plan for continued safety.

Innovation has always been a part of Lublin. At age 23, she turned a \$5,000 inheritance into Dress for Success, a global entity that provides interview suits and career development training to women in need. Today, Dress for Success helps women reclaim their destinies in almost 150 cities in 22 countries. **RL**

Grant Schreiber is the founding editor of Real Leaders.



||||| **REAL PROBLEMS** |||||

“There really weren’t paradigms for how to scale a social enterprise.”



||||| **CAREER JOURNEYS** |||||

“All of those things lead to a lightbulb idea, I left my job because, hey, maybe I could do better.”



||||| **LEADERSHIP LESSONS** |||||

“Celebrate your rejections, you’re going to get a lot of them.”

R L P

REAL LEADERS PODCAST



**THIS IS THEIR STORY.
THIS IS YOUR PODCAST.**

Listen to them all at
real-leaders.com/podcast

IN HIS DEBUT BOOK, COFOUNDER AND FORMER PRESIDENT OF THE RITZ-CARLTON HOTEL COMPANY AND MOGUL IN THE SERVICE WORLD, HORST SCHULZE, OFFERS A TIMELY MESSAGE ON LEADERSHIP. HERE HE DISTILLS SOME OF THE PRINCIPLES THAT GUIDED HIM THROUGH SIX DECADES OF SUCCESS — LESSONS THAT CAN PROPEL ANYONE ON THE PATH TOWARD EXCELLENCE BY CARING FOR PEOPLE ABOVE PROFITS.

MANAGERS PUSH, LEADERS INSPIRE

By Horst Schulze

Organizational leaders all over the world instinctively assume that many of their employees are reluctant donkeys who need a shove from behind, while only a minority are motivated to get moving on their own initiative. The leaders might not put it this bluntly, of course. But deep down inside, it's how they're thinking. They assume this is just the burden of leadership. Thankfully, we've gotten past the days of snarling slave drivers with whips.

Methods to raise productivity have gotten more nuanced in our time. But is this really the best we can do? Who will do a better job: the employee who "has to" because the boss is breathing down his neck or the employee who wants to do the job? Obviously, it would be the latter.

Once you or I take an employee on board, it is our job to lead them to want to be connected to the overall goal. As more people, from the lowest

ranks to the highest, understand customer desires and want to meet them efficiently, our overall success will swell — and our personal heartburn will lessen.

What I Believe

I believe we were all made with two fundamental desires: (1) purpose and (2) relationship. We're not designed to flounder aimlessly through life. We're hardwired to want to do something of value. It may be anything from painting a picture to building a toolshed to flying to the moon.

We've been programmed to seek to achieve in some area so we can look back with pride



Born to Serve

At age five, Schulze dreamed of working in a hotel, something shocking and foreign to everyone in his small German town. When he was 14, he left his family and moved 80 miles away to a hotel apprenticeship program where he started as a dishwasher. He worked his way into jobs at five-star hotels and during his legendary tenure at Ritz-Carlton, he cofounded the company in its current form in 1983, catapulting its growth to ten times more hotels.

Here, he established the service standards that became world-famous.

"The instant I say 'customer service,' business leaders nod their heads in agreement," says Schulze. "But I fully believe the term is not well understood. If you think customer service is merely a desk in the back corner of the store... you have sorely shortchanged the concept."

“ Service always implies caring. If we settle for lesser goals — meeting the budget, for example, or safeguarding our jobs in a tough economy — we will miss the most important work.”

Horst Schulze



and say, “I did that.” Along the way, we crave relationships with other human beings. We want to connect, to talk, to be heard, to interact, to gain new ideas, to help another person, and, yes, even to love. The task of any business leader is to accept these two realities and channel them into his or her work. I like what James Autry, former president of the Meredith Corporation (publisher of a dozen or more national magazines), wrote in one of his books: “Business, like art and science, has been revealed and conceived through the intellect and imagination of people, and it develops or declines because of the intellect and imagination of people.”

In fact, there is no business; there are only people. Business exists only among people and for people. Seems simple enough, and it applies to every aspect of business, but not enough business people seem to get it. Reading the economic forecasts and the indicators and the ratios and the rates of this or that, someone from another planet might actually believe that there really are invisible hands at work in the marketplace.

It's easy to forget what the measurements are measuring. Every number — from productivity rates to salaries — is just a device contrived by people to measure the results of the enterprise of other people. For managers, the most important job is not measurement but motivation. And you can't motivate numbers. That last sentence deserves to be put in bold type and capital letters. We who lead businesses and organizations are not in the numbers game! We're in the people game — dealing with customers, employees, colleagues, owners, and all the rest for the best possible outcomes.

If you don't believe people have a bedrock yearning for purpose and relationship, then you may turn into something very dark — an exploiter of people. Your days, weeks, months, and years become one power play after another, taking advantage of every chance you get to extract talent and money for your own benefit. People quickly come to distrust you. Their opportunities to blossom, to be excellent in what they do, are squeezed time and again. They begin to shrivel on the inside, or else they run away to a healthier environment. I will go so far as to draw this distinction: Managers push; leaders inspire.

If you are just shoving and watchdogging and reprimanding your employees, don't call yourself a leader. Stop and ask yourself how you can change to be an inspiration to those in your charge.



How to Succeed by Caring for People

Horst Schulze is cofounder and former president of the Ritz-Carlton Hotel Company. This article is an excerpt from his new book, *Excellence Wins: A No-Nonsense Guide to Becoming the Best in a World of Compromise*.

Known as the “Leader in Luxury,” Schulze argues that customer service is the most overlooked and undervalued secret to becoming the best in any field. It was Schulze who put into practice Ritz-Carlton's iconic mission statement, “Ladies and gentlemen serving ladies and gentlemen.” www.zondervan.com

Beyond Pep Talk

Inspiring employees to have a positive attitude about their work does not, however, mean resorting to rah-rah language and euphemisms. In fact, such verbiage can work against us, causing cynicism.

You may remember your high school days of reading George Orwell's famous novel *1984*, with its newspeak vocabulary of terms such as joycamp — in actuality, a grim forced-labor camp.

Here are just a few examples from today's organizational jargon:

“We're a team!” That is, of course, a very good idea — if the team members are unified around a common objective. A football team exists for a greater purpose than just wearing special uniforms and high-fiving each other. Its whole point is to cross the goal line and get into the end zone more times than the opponent. Each player has a role to play in helping make that happen. A team also lives by certain rules. They have to show up for practices at the appointed times. They have to memorize the playbook. They have to do what the coach requires.

Bosses who flippantly roll out the “team speech” without an underlying objective or set of expectations that everyone understands and embraces are just wasting their breath. Have you ever wondered why people choose to retire? Too many times it is because they've spent a lifetime working but never sensing that their effort contributed to anything meaningful. They just spent their time at work occupying a function. And

now they're eager to get out of that box.

"You're all associates!" This is the new upgrade term for employees. My question is, "Associated to what?" Does the person have any sense of being tied into something larger, integrated into a cause or goal? If not, it won't matter what their clip-on name tag says. I can't tell you how many times I've consulted at a company where everyone was called an "associate" and randomly asked, "So, what's the objective of this company? What are you associated to?" — only to get blank stares. People couldn't frame any kind of coherent response. They had no idea.

"We're a family!" The term family is a very precious, deeply emotional word. It brings up feelings of love, safety, caring, protection, enrichment, identity, and heritage. Even if someone's family of origin was not the healthiest, they still carry within their hearts a notion of what they wish their home had been like. For a workplace to call itself a family is to stake a lofty claim. It means the people here truly care about each other, look out for one another's interests, seek to develop one another's talents, and believe the best about their coworkers. Until this is a reality, the word is not suitable. When companies hold summer picnics and Christmas parties, they are making headway at creating a sense of belonging. That is a good start, and much more can be done to encourage a true family setting.

When I was growing up in Germany, a man named Wilhelm Furtwängler was arguably the greatest symphony conductor of the century. His Berlin Philharmonic was incredible. He bravely stayed in Germany through almost all of World War II, giving the Nazis fits because he wouldn't endorse their vile ideology. He refused to give the Nazi salute or to sign his letters "Heil Hitler!" like everyone else. The Reich would like to have gotten rid of him, but they didn't dare, because his music was so revered.

Years later, I saw a television interview of an American musician who, after the war ended, rushed to Germany to get hired in this man's orchestra. He was asked to describe the experience.

"Let me recall the first day," he replied. "I was standing in the back of the rehearsal hall studying my score, since I was due to join the next set. But I could not concentrate; I realized I had never heard music like that. It went to a level I didn't think was humanly possible. It gave me chills. I looked closer and saw that it was not an assistant conducting the rehearsal; it was Furtwängler."

Horst's 6 Humble Pie Tactics

1/ Never try to laugh off a customer's problem or crack a joke.
2/ If you get a complaint, own it immediately.
3/ Don't say "they" or "them"; instead, say "I."
4/ Ask for forgiveness. Go ahead and spit out the words: "Please forgive me."

“Great leaders hold great expectations, which they will not compromise.”

5/ Don't appeal to the policy manual, as in, "Well, our guidelines say that..."
6/ Don't try to parade your expertise, as in, "Well, the reason this happened is because the system is set up to recognize certain signals and blah blah blah..."

This musician did not cross the ocean from America to Germany for a paycheck. It was all for the soaring thrill of excellence.

Great leaders hold great expectations, which they will not compromise. But this does not deter their followers. Yes, the followers may sigh sometimes and say it's hard to please the leader, but in their hearts they know it is worth the effort. They, too, want to be the best. And they want their family and friends to admire them as a result.

It Pays Off

Not long ago, I attended a grand reopening for a hotel in Bali, Indonesia, that used to be a Ritz-Carlton. Now the owners had asked Capella to come in and manage it instead. There was a massive reception with hundreds of important people present — politicians, village leaders, tour operators, travel agents, you name it. I was invited to give a little speech about our dreams for the future of this establishment. Afterward, a shy, young Indonesian waited around to talk to me. "Do you have a minute, Mr. Schulze? I know you are a very busy man."

"Yes, of course you can talk to me," I replied.

"Mr. Schulze, I was a banquet waiter when you opened this hotel as a Ritz-Carlton," he began. "I was at the orientation you did, standing at the back and listening carefully. And after you left, I came up and took the flipcharts you had drawn. I went home and studied

them again. I can still repeat every word you said. Now I am the general manager of a hotel in Ubud [one of Bali's most famous tourist destinations], up in the mountains. I just want to thank you."

What a fulfilling moment for me. It made my day — or even more so, it made my year. As I reflected later, I thought back to how that first maître d' had inspired me as a teenager to care for guests. Now history was repeating itself.

I had learned not to focus on the dollars, but to focus instead on the things that make the dollars. Whenever I do an orientation, I always pray that at least one person will "get it" — that they'll take what I've said and internalize it and then go out and apply it for their future. In this case, that prayer was answered.

Inspiring employees is vital to an organization's success. And sometimes it bears more fruit than we could ever imagine. **RL**



CHAYA PRUEK/GETTY IMAGES

3 Lies About Plastic That Make the Problem Worse (and what you can do about it now)

When plastic was invented in 1907 the world didn't quite understand the environmental impact. Fast-forward more than a century and the substance has accumulated dramatically in our landfills, and more alarmingly, in the Great Pacific Garbage Patch. Here, scientists estimate that 80,000 tons of floating plastic debris converge, three times the size of France – from large objects to microscopic particles. Rick Perez, founder of Avangard Innovative, dispels some myths around plastic recycling. His revolutionary tracking device measures data on company waste and reports on where hidden green assets lie. Waste and recycling have always been regarded as the same thing, but Perez says recyclables are a commodity that must be integrated into our balance sheets.

Lie #1

Since China and India stopped buying our recyclables there's no more market — it must go to landfills, we have no choice.

The Reality

These countries have always offered an easy solution for our waste, but there are still markets in the U.S., Mexico, and Canada that offer alternatives. New cost structures need to be put in place, but the markets exist.

The Solution

Make the cost of sorting, recycling and returning plastics to the supply chain an attractive financial option. When the cheapest option for exporting plastics is blocked by a trade war, seek local partners wanting to price their service at Indian and Chinese levels – effectively capturing a new market.

Lie #2

It's impossible to recycle plastic film.

The Reality

"Absolutely not true," says Perez. This has more to do with industry laziness than technical limitations. Most recycling and sorting facilities don't have the proper machines to avoid plastic film clogging the mechanisms. The problem has more to do with companies not investing in the correct equipment.

The Solution

Avangard Innovative is building the world's largest facility to process plastic film, that will use 75 percent less energy than producing with raw materials. The secret to processing plastic film is to capture it before it reaches the sorting centers. Overhauling the current way plastic is collected and sorted, from the curbside and industrial facilities, is key.

Lie #3

Bio-degradable plastic is the solution.

The Reality

Think that bio-degradable plastics are better for the environment? They're not. All plastics are bio-degradable – but their timing is different. "Is a bio-degradable plastic cup that takes 250 years, (instead of 500 years) to degrade really better," says Perez. Bio-degradable plastics contaminate current recycling streams and cannot be recycled, so we're adding more problems to the recycling process.

The Solution

Separating bio-degradable plastics from other plastics will allow it to be recycled. The manufacturers of polymers need to create plastics that are designed and manufactured to be recycled. Designers must have recycling in mind when they choose product materials.



"There is no reason whatsoever for even one pound of good, sorted plastic to go into any landfill or ocean." — Rick Perez

www.AvangardInnovative.com

THIS IS WHY RECYCLING IS CRUCIAL. HOW LONG WILL YOUR SINGLE-USE PLASTIC BE AROUND?



Plastic Bag

20 years



Coffee Cup

30 years



Plastic Straws

200 years



6-Pack Plastic Rings

400 years



Plastic Water Bottle

450 years



Coffee Pod

450 years



Plastic Cup

500 years



Disposable Diaper

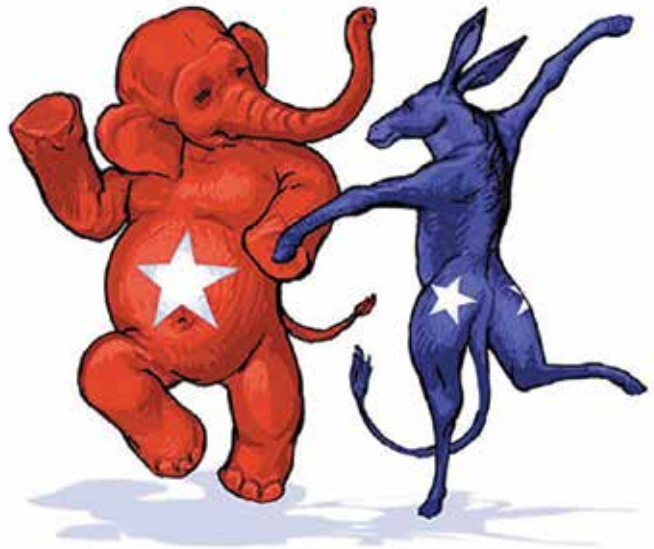
500 years

FINDING COMMON GROUND

WE THE PEOPLE

PUTTING THE "UNITED" BACK IN "STATES"

How did we get to this? A country that has managed to politicize and polarize almost every issue out there: Climate, healthcare, immigration, the economy, and guns. Even forest fires! Today, the very act of even debating bipartisanship suggests a certain political bias. In the scramble for party-political dominance and amid the noise, we've managed to find some legislation and individuals looking to find some common ground. >>



By Jaime Buerger

YOU SHOULD BE CONSUMING MORE NEWS, NOT LESS

COFOUNDER AND CEO OF SOLUTIONS JOURNALISM NETWORK, DAVID BORNSTEIN, ON HOW REPORTING ON STORIES THROUGH A PROBLEM-SOLVING LENS CAN LEAD TO A BETTER SOCIETY FOR ALL. IT'S NOT ENOUGH TO SIMPLY LAY OUT THE FACTS OF A PROBLEM: SOCIETY WILL ONLY MOVE FORWARD IF WE'RE EXPOSED TO WHAT IS WORKING IN COMMUNITIES.

Jaime Buerger: *Negative news still dominates most headlines. Why do you think that is, and what impact does that negativity have on audiences?*

David Bornstein: Most news is reacting to something that is problematic, and it still seems to be job one in journalism to identify problems and where society is falling short, whether through scandal, malfeasance, corruption or negligence. As we used to say, the problems scream and the solutions whisper.

How do you keep solutions stories from veering into the territory of advocacy? For example, gun-rights.

The main thing is to report on lots of different ways communities are reducing violence, [whether] by making it harder for certain types of people to get guns, or by policing approaches that use epidemiological tactics to try to anticipate where and when gun violence is going to occur, and head it off at the pass. The point is not to advocate for any one approach, but to look at all the options, and to associate options with the evidence.

Journalists should not be in the business of picking winners, but we should be in the business of furnishing as many options as possible, so people can deliberate with all the information they need.

We're living through a time of profound division and partisanship. Do you think solutions journalism has the potential to bring people together for a common cause?

First of all, people have to learn how to talk to each other. We commissioned an article last year called *Complicating the Narratives*, which really looked at how journalists, or anybody, can listen and interview differently in order to develop a deeper understanding of people with whom they disagree. Those are skills that many people lack, including many journalists who end up, through the course of normal interviewing and reporting, pushing people into their corners.

When we shift the focus to local problem-solving, it's amazing how much more trust and agreement and common ground people can find. **RL**

www.Nationswell.com

Jaime Buerger is editor-at-large at Nationswell.



Entertainment for Change

Entertainment for Change (EFC), a non-profit organization founded in college by Jade Zaroff, educates and engages emerging performance artists to develop work that is inspired by the 17 United Nations Sustainable Development Goals. The team has created and recorded a catchy music video and social media-based dance challenge to help raise awareness of the SDGs. An artist, producer, entrepreneur, proactive “doer,” and changemaker, Zaroff is on a mission to create content with purpose. She previously

founded annual Earth Day events, produced and acted in a web series on climate change. “We need young people to care,” she says. “I strive to provide a positive community that activates artists to use their creative talents and gifts for good.” ^{RL}
www.EntertainmentForChange.com





John Maxwell has sold more than 30 million books in 50 languages and has been identified as the #1 leader in business by the American Management Association. He is the recipient of the Mother Teresa Prize for Global Peace and Leadership and speaks to Fortune 500 companies, presidents of nations, and many of the world's top business leaders. This is an excerpt from his new book, *Leadershift: 11 Essential Changes Every Leader Must Embrace*.

BECOME A LEADER OTHERS WANT TO FOLLOW

So much has changed since I first began teaching about leadership. Once upon a time, leadership wasn't the buzzword it is today. In fact, when I first started teaching about leadership, everyone else was talking about management.

Management was all about titles, stability, and positional authority. Leadership is different — it's about influence, adaptability, and moral authority. Managers are given responsibility; leaders earn respect. I want to talk to you today about how leaders earn that respect.

I want to talk about developing moral authority as a leader.

You see, moral authority is a weightiness, a sense of wisdom and experience that encourages other people to put their trust in you. A leader with moral authority is someone who has turned time into an ally — over time, a leader with moral authority has proven to be consistently competent, have consistent character, and shown consistent courage.

There's a common theme in that sentence — consistency.

I talk a lot about consistency because it's been the key to my leadership success. In fact, it's one of the things that surprises me most about leadership. If you do the right things the right way for the right reasons when you're young, it often goes unnoticed by the world at large.

But do that over decades? You'll get more credit than you think you deserve. I've been consistent in my personal growth, my teaching, my character, my thinking, my writing — and because of that, I've been able to stay in the game for over 40 years. I call it layered living. The benefits and gains from year to year work together to produce a life of leadership that others want to learn from.

That's the funny thing about the leadershift to moral authority — in a fast-forward world, where we face daily change and disruption, our people are looking for a leader who can provide stability. It is the task of the leader to be flexible enough to change while being trustworthy enough to provide hope. Flexibility and trust are achieved through consistency.

To go back to my earlier point, there are three areas where leaders must become consistent if they wish to earn moral authority:

Competence: This is the ability to lead well. Making smart decisions, knowing your people, understanding your field, and committing to personal growth are all examples of competence. Leaders who demonstrate that they know what they're doing — and that they learn from their mistakes — establish themselves as a leader worth following.



"It is the task of the leader to be flexible enough to change while being trustworthy enough to provide hope."

Courage: This is moving forward in the face of fear. A well-known adage states that courage is not the absence of fear, but the presence of mind to act when afraid.

Every leader needs courage to make hard decisions, needed changes, and cast vision.

Character: This is being bigger on the inside than the outside. Leaders of character know that who they are is more than what they achieve. Character is a commitment to continual growth in the areas of integrity, authenticity, humility, and love.

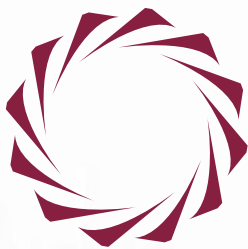
When I was in my early 30s, I decided to do five things to make myself a better leader: Always put people first; live to make a difference, not to make money; be myself, but be my best self possible; express gratitude — reject entitlement; and be willing to be misunderstood and lonely for the right reasons.

I made the commitment to live out those five things, not because I saw them as means to an end, but because I felt they were simply the right things to do. I've worked hard to follow those guidelines for the last 40 years, and I've been blessed to see a great return on that decision.

In the end, you don't get to grant yourself moral authority. Only others can do that. But you can strive for it — and you should. In a shifting world, leaders with moral authority become a foundation for others to build upon.

It's a leadershift worth making. **RM**

www.JohnMaxwell.com



CONCORDIA

ANNUAL SUMMIT

September 22-24, 2019

New York, New York

Join the largest and most inclusive nonpartisan forum alongside the U.N. General Assembly. Bringing together decision-makers in the public, private, and nonprofit sectors, the 2019 Annual Summit will advance critical global discussions and transform conversations into action.

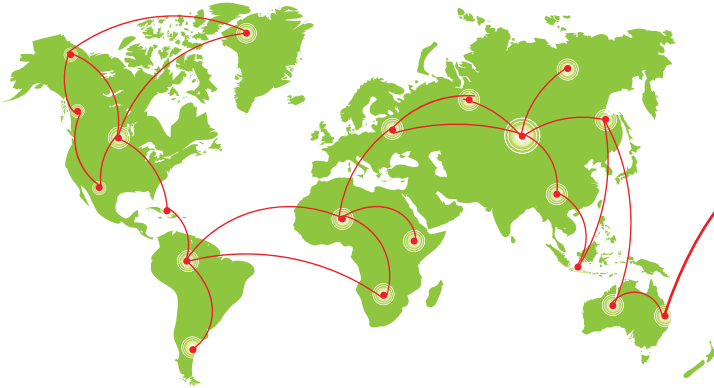
Learn how you can get involved at:

www.concordia.net

JOIN *REAL LEADERS* FOR THE GLOBAL GOALS AND CHANGE THE WORLD!

Decide which global goals you care about
and take action to Inspire the Future!

Contact us at info@real-leaders.com



THE GLOBAL GOALS
For Sustainable Development

Imagine what can happen when citizens, CEOs, customers,
organizations, and governments all focus on common goals.

Subscribe to *Real Leaders*
and discover leaders who
support the United Nations 17
Sustainable Development Goals.
www.real-leaders.com/subscribe



1 NO POVERTY
836 million people still live in extreme poverty and one in five people in developing regions live on less than US\$1.25 per day.



2 NO HUNGER
One in nine people in the world today (795 million) are undernourished. 66 million primary school children attend classes hungry.



3 GOOD HEALTH AND WELL-BEING
17,000 fewer children die each day than in 1990, but more than 6 million children still die before their fifth birthday each year.



4 QUALITY EDUCATION
An estimated 50% of out-of-school children of primary school age live in conflict-affected areas.



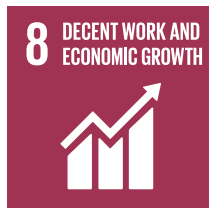
5 GENDER EQUALITY
In 46 countries, women now hold more than 30% of seats in national parliament.



6 CLEAN WATER AND SANITATION
At least 1.8 billion people globally use a source of drinking water that is fecally contaminated.



7 AFFORDABLE AND CLEAN ENERGY
One in five people lack access to electricity. Three billion people rely on wood, coal, charcoal or animal waste for cooking and heating.



8 DECENT WORK AND ECONOMIC GROWTH
470 million jobs are needed globally for new entrants to the labor market between 2016 and 2030.



9 INDUSTRY, INNOVATION AND INFRASTRUCTURE
In developing countries, 30% of agricultural production undergoes industrial processing. In high-income countries, 98% is processed.



10 REDUCED INEQUALITIES
Income inequality increased by 11% in developing countries between 1990 and 2010. This is a threat to long-term social and economic development.



11 SUSTAINABLE CITIES AND COMMUNITIES
Half of humanity – 3.5 billion people – live in cities today. By 2030, 60% of the world's population will live in urban areas.



12 RESPONSIBLE CONSUMPTION AND PRODUCTION
Each year, an estimated one-third of all food produced – worth around USD1 trillion – ends up rotting in bins.



13 CLIMATE ACTION
From 1880 to 2012, the average global temperature increased by 33.5°F. For each one degree of temperature increase, grain yields decline by about 5%.



14 LIFE BELOW WATER
Over three billion people depend on marine and coastal biodiversity for their livelihoods. Oceans contain 97% of the Earth's water.



15 LIFE ON LAND
23 hectares of arable land per minute are lost to drought and desertification – 12 million hectares per year – where 20 million tons of grain could have been grown.



16 PEACE, JUSTICE AND STRONG INSTITUTIONS
Among the institutions most affected by corruption are the judiciary and police. Corruption, bribery, theft and tax evasion cost US\$1.26 trillion for developing countries per year.



17 PARTNERSHIPS FOR THE GOALS
Over 4 billion people do not use the Internet, and 90% of them are from the developing world. 30% of the world's youth are digital natives, active online for at least five years.



RealLeaders

Throughout this edition of *Real Leaders* you'll notice colorful squares – each representing one of the Sustainable Development Goals put forward by the United Nations. We have matched stories to a goal, to demonstrate how these goals can be applied to entrepreneurship.