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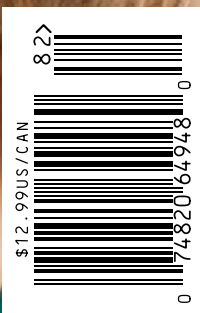
**THE DECADE  
OF WOMEN  
HAS BEGUN**

# SARA BLAKELY

**LEARN FROM  
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**"EVERYBODY HAS A  
MULTIMILLION-DOLLAR  
IDEA INSIDE."**

Sara Blakely



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“You can make money and do good at the same time. But do you believe it enough to act on it?”

Sung-Joo Kim

← Page 21: Sung-Joo Kim, the CEO of Sungjoo Group in Korea runs a global fashion empire that believes in creative capitalism. Her motto is “Succeed to serve, not serve to succeed.”

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## WHY WORRY ABOUT SAVING THE PLANET?



**Do you ever wonder why** some people put so much energy into trying to “save the planet”? The planet has survived several mass extinctions, meteor strikes, ice ages and worse. Earth is likely to survive long after humans have made the planet uninhabitable for our species, so why aren’t we all working to preserve the delicate ecosystem and collaborative global community we need to thrive on Earth?

Believe it or not, millions of people around the world are working together to do just that by 2030. Yes, by 2030!

In 2000, for the first time in human history, a 15-year plan (Millennium Development Goals) for the world was launched and incredible strides were made. Child mortality was cut in half, 21 million lives were saved and about 500 million people were lifted out of extreme poverty!

Then in 2015, the 17 Global Goals for Sustainable Development (AKA Sustainable Development Goals or SDGs) plan was kicked off with millions of people collaborating on strategies to make meaningful progress by 2030. When you first glance at the 17 goals on the opposite page, it’s natural to think they are unrealistic. How can we expect to end hunger, for example? One could argue that it’s hard to imagine why there are hungry people on Earth today, when

there is actually a surplus of food on the planet and a great deal of it wasted. We have not made feeding everyone a priority, but when we decide something is important, we accomplish amazing things. That is why the Global Goals are so valuable. But these goals are not just for NGOs, government agencies and citizen activists. Many farsighted business leaders have realized that the businesses that contribute the most value toward solving these 17 great challenges will also generate the most value for their stakeholders and be richly rewarded. Trillions of dollars will be made over the next decade to address these important issues. Billions more people will be able to contribute to the global economy and bring innovative solutions to the challenges we face.

*Real Leaders* is partnering with committed organizations to help show the opportunities and progress toward each of the 17 Global Goals. These are the people and organizations who are doing well by doing good. We believe that they are the ones we should all be celebrating and emulating. Without them, humanity will remain on a dangerous path that none of us want for our children and grandchildren. The media floods us with stories of those who mislead, deceive and distract. We will continue to focus completely on the real leaders who are having a positive impact in ways that matter. These leaders bring out the best in us and inspire the future.

Never before in human history have so many individuals been connected in a way to quickly change human history for the better. How would you like to participate and enhance your life by leading in your own way toward one of the Goals?

*Real Leaders* looks for stories of unexpected leadership and innovation that inspires us. We hope these real leaders also inspire you to find new ways to Inspire The Future.

**Mark Van Ness, Founder**

[Mark@Real-Leaders.com](mailto:Mark@Real-Leaders.com)

### Investing For Impact.

*Real Leaders* is an advocate for social entrepreneurship and far-sighted leadership, investing for positive impact and amplifying the stories of ordinary people doing extraordinary things. Here are a few examples:



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

Choose one of the 17 Goals that you care most about and take action to Inspire The Future!

Tell us how at [info@real-leaders.com](mailto:info@real-leaders.com)



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<p><b>1 NO POVERTY</b></p>	<p><b>2 NO HUNGER</b></p>	<p><b>3 GOOD HEALTH AND WELL-BEING</b></p>	<p><b>4 QUALITY EDUCATION</b></p>	<p><b>5 GENDER EQUALITY</b></p>	<p><b>6 CLEAN WATER AND SANITATION</b></p>
<p>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.</p>	<p>One in nine people in the world today (795 million) are undernourished. 66 million primary school children attend classes hungry.</p>	<p>17,000 fewer children die each day than in 1990, but more than 6 million children still die before their fifth birthday each year.</p>	<p>An estimated 50% of out-of-school children of primary school age live in conflict-affected areas.</p>	<p>In 46 countries, women now hold more than 30% of seats in national parliament.</p>	<p>At least 1.8 billion people globally use a source of drinking water that is fecally contaminated.</p>
<p><b>7 AFFORDABLE AND CLEAN ENERGY</b></p>	<p><b>8 DECENT WORK AND ECONOMIC GROWTH</b></p>	<p><b>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</b></p>	<p><b>10 REDUCED INEQUALITIES</b></p>	<p><b>11 SUSTAINABLE CITIES AND COMMUNITIES</b></p>	<p><b>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</b></p>
<p>One in five people lack access to electricity. Three billion people rely on wood, coal, charcoal or animal waste for cooking and heating.</p>	<p>470 million jobs are needed globally for new entrants to the labor market between 2016 and 2030.</p>	<p>In developing countries, 30% of agricultural production undergoes industrial processing. In high-income countries, 98% is processed.</p>	<p>Income inequality increased by 11% in developing countries between 1990 and 2010. This is a threat to long-term social and economic development.</p>	<p>Half of humanity – 3.5 billion people – live in cities today. By 2030, 60% of the world's population will live in urban areas.</p>	<p>Each year, an estimated one-third of all food produced – worth around USD1 trillion – ends up rotting in bins.</p>
<p><b>13 CLIMATE ACTION</b></p>	<p><b>14 LIFE BELOW WATER</b></p>	<p><b>15 LIFE ON LAND</b></p>	<p><b>16 PEACE, JUSTICE AND STRONG INSTITUTIONS</b></p>	<p><b>17 PARTNERSHIPS FOR THE GOALS</b></p>	
<p>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%.</p>	<p>Over three billion people depend on marine and coastal biodiversity for their livelihoods. Oceans contain 97% of the Earth's water</p>	<p>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.</p>	<p>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.</p>	<p>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.</p>	



**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.

## CAN A MAN BE A FEMINIST?



**“Men are from Earth, women are from Earth. Deal with it.”**  
- **George Carlin**

I've never been called a feminist, but I think it's a title I'd like. I believe you should be confident in who you are and not subscribe to tired, old stereotypes around gender and labels. Some of the strongest and brightest people I have met are women. Men should not feel threatened by campaigns that promote women in business, such as the Decade Of Women that launched at the United Nations in March. After all, we've already enjoyed a Millennium of Men. Feminism is about acknowledging that there is a historical imbalance in the way men and women have been treated, and that it needs to be corrected. It's not about depriving one group at the expense of another - it's more about activating the other 50% of human potential. And it's not just a woman's issue either; men have an important role to play in sending out the message that real men don't hurt, rape or abuse women. My favorite advice as a parent is: If you talk to your daughter about safety, talk to your son about consent.

**Grant Schreiber, Editor**  
[Grant@Real-Leaders.com](mailto:Grant@Real-Leaders.com)



With Sheryl Sandberg, COO of Facebook.

## YOUTH LEADERSHIP IS ON FIRE!



**“Never interrupt someone doing what you said couldn't be done.”**  
- **Amelia Earhart**

The impetus for the powerful youth movement we are currently seeing has emerged from the sheer volume of injustice that millions of youth have witnessed across the globe - within the social, political, environmental and gender realm. Young people have decided not to wait around “hoping” that adults will do the right thing. Instead, they have chosen to become dynamic activists and use their massive social media influence to unleash large-scale marches, digital campaigns and school walkouts to create change. They sense that strategic mobilization and dedicated persistence will eventually achieve progress. We should be encouraged that the next generation of leaders are not waiting passively, expecting someone else to solve our problems. They are stepping up and showing the world what real leaders do when faced with hardship. Let's learn from these passionate young activists and encourage them, as they develop their art of farsighted leadership and #InspireTheFuture.

**Julie Van Ness, President**  
[Julie@Real-Leaders.com](mailto:Julie@Real-Leaders.com)



With Muhammad Yunus, Founder of Grameen Bank and pioneer of microcredit and microfinance.

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**Real  
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## READER'S VOICE

**“Real Leaders stands for an ethos I’ve championed for decades: that companies can achieve both business impact and social impact. The magazine’s provocative profiles and compelling resources provide critical insights to inspire and support future leaders to take big, bold actions for a better world.”**

**CAROL CONE**

CEO, Carol Cone ON PURPOSE, New York

**“Real Leaders moves us beyond the traditional paradigm of leadership as being simply “management.” Its focus on leaders of today that address the social and environmental issues facing our world and exemplifies how servant leadership has the power to create and drive change. The magazine underscores the fact that through serving the world, and others first, leaders and business alike can create real results – by promoting ingenuity and purpose in those they influence.”**

**MICHELLE GROOVER**

Information Technology Professional, Atlanta GA

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**“I love the alternate solutions the magazine suggests for everyday work and play. The magazine has made me think twice about my business decisions and how I choose to spend my pay check.”**

**JONATHAN WALKER**

Los Angeles

**“In a world of fake news, posing and filtered selfies, Real Leaders feels very real to me. Authentic people share adventurous journeys of personal growth like Mexican filmmaker Guillermo del Toro would shoot them: “When you eliminate one of the two sides of life and death from the equation, it’s a pamphlet. But when you take into account the dark to tell the light, it’s reality.”**

**PINO BETHENCOURT GALLAGHER**

Madrid, Spain

**“The mix of celebrities and well-known business personalities in Real Leaders, alongside ordinary citizens, is inspiring. It demonstrates how anyone can create positive change in the world – you don’t have to wait until you become famous! My go-to read when other news gets me down.”**

**LIAM WILLIAMS**

Michigan



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# REPORT BACK



## Our Best Stories of All Time.

The numbers are in! We've just been handed a report on our most-read, shared and liked stories from the past eight years. It's impossible to predict what leadership stories will fire our readers imaginations and get them to #InspireTheFuture, but they are always guaranteed to surprise. Here are the top five,:

**1. Desmond Tutu: God is Not a Christian. Nor a Jew, Muslim, Hindu...** Original story: [goo.gl/AyBgYq](http://goo.gl/AyBgYq)

**2. This Should Scare You More Than Terrorism: The Opioid Epidemic.** Original story: [goo.gl/cfh79y](http://goo.gl/cfh79y)

**3. George Clooney Admits to Spying on Sudan.** Original story: [goo.gl/aaMduJ](http://goo.gl/aaMduJ)

**4. 'Made in Ethiopia' Now Means Luxury.** Original story: [goo.gl/4LAq9a](http://goo.gl/4LAq9a)

**5. Why is Donald Trump so Popular?** Original story: [goo.gl/J6zS3V](http://goo.gl/J6zS3V)



## The Annual Real Leaders 100 list

was released in January and the response was phenomenal. Mixing celebrities, world leaders, teenagers and entrepreneurs from around the globe in one list is always guaranteed to raise some eyebrows. But then again, *Real Leaders* discovered many years ago that you don't need to be a CEO to lead. Some of the brightest ideas we've seen are from young people who've never been to college or business school; they followed a passion that was sparked by a desire to solve a social problem. It will take diverse thought from young and old, and different world-views, to tackle the many issues we see around us today.



Did you know we're on Apple News? Download the app and search for "Real Leaders"

## Real Leaders on the go

In case you didn't already know, your favorite magazine is now available at Barnes & Noble, Whole Foods and Hudson newsstands in airports across the United States. It's the perfect inspiration at 30,000 feet or, if you prefer, you can download the digital edition here: [goo.gl/QMzL3m](http://goo.gl/QMzL3m)



# HONORED FOR SOCIAL IMPACT

*Real Leaders* founder, Mark Van Ness, has received an award at the The Media For Social Impact Summit held at the United Nations. This invitation-only event brings together representatives of leading media companies, advertising firms and creative agencies with highlevel United Nations representatives. The goal is to highlight the power of media to drive social change and to strategize campaigns

around pressing global issues. Organized by the United Nations Office for Partnerships & PUBLIC Foundation, the summit highlights innovative social campaigns and honors the brightest minds in media. Since launching 8 years ago, *Real Leaders* has pioneered a new approach to media; one that proactively offers solutions, rather than dwelling on the problems.



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 June 3-5 | Berlin, Germany  
[www.globalfemaleleaders.com](http://www.globalfemaleleaders.com)  
 Save 300 Euros with code: GFL18RL

**Sustainable Brands - Vancouver**  
 June 4-7 | Vancouver, Canada  
[www.events.sustainablebrands.com](http://www.events.sustainablebrands.com)  
 Save 20% with code: RealLeaders



**Exponential Finance**  
 June 6-8 | New York, United States,  
[www.su.org](http://www.su.org)

**GlobalMindED**  
 June 9-11 | Denver, United States  
[www.globalminded.org](http://www.globalminded.org)  
 Save 50% with code: 2018GMED-50PERCENTOFF-REALLEADERS-MEMBERS

**Green Sports Alliance Summit**  
 June 26-27 | Atlanta, GA United States  
[www.greensportsalliance.org](http://www.greensportsalliance.org)

**Impact Capitalism Summit**  
 July 18-19 | Nantucket, United States  
[www.impactcapitalismne.com](http://www.impactcapitalismne.com)



**SU Global Summit**  
 August 20 - 22 | San Francisco, CA United States | [www.su.org](http://www.su.org)  
 Save 10% with code GS18RL.

**Bloomberg's Sustainable Business Summit**  
 September 13 | [www.about.bna.com](http://www.about.bna.com)

**National Women's Business Conference 2018**  
 September 23-25 | Spokane, United States | [www.nawbo.org](http://www.nawbo.org)

**Conscious Capitalism CEO Summit**  
 October 9 -11 | Texas, United States | [www.ceosummit.consciouscapitalism.org](http://www.ceosummit.consciouscapitalism.org)





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— Mark Muckerheide,  
Former Director of Corporate Responsibility, Target Corporation

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

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# INSPIRE THE FUTURE

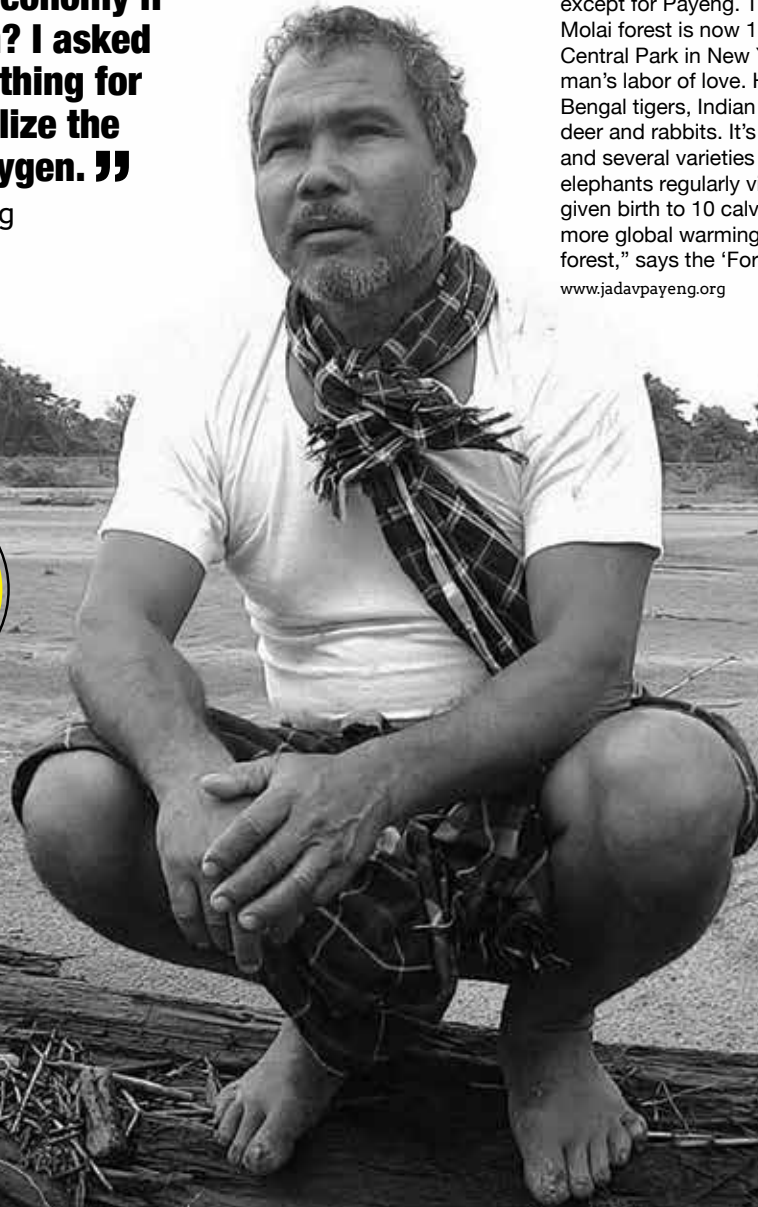
**“In Paris, I asked the Economic Forum for Climate Change why they emphasize the word ‘economy’ so much. What value is the economy if there is no oxygen? I asked them to stop breathing for 2 minutes to realize the importance of oxygen.”**

Jadav Payeng

## BUILD A JUNGLE

IN 1979, JADAV PAYENG, THEN 16, joined a forestation project in the Golaghat district of India, in the hope of preventing flooding along a desolate sandbank. The project was abandoned after five years and everyone left, except for Payeng. Thirty-seven years later, Molai forest is now 1,360 acres - larger than Central Park in New York - the result of one man's labor of love. His forest now houses Bengal tigers, Indian rhinoceros, and over 100 deer and rabbits. It's also home to monkeys and several varieties of birds. A herd of 100 elephants regularly visits the forest and have given birth to 10 calves in recent years. "No more global warming if everyone plants a forest," says the 'Forest Man of India.'

[www.jadavpayeng.org](http://www.jadavpayeng.org)



“Never ignore your instinct – you can always push harder. I get inspired when I think about people who have pushed their bodies to the limit.”

Rachel Atherton

MYTH  
BUSTER  
(GIRLS CAN'T  
RACE BIKES)

## GOING DOWNHILL. FAST.

“My schoolmates said girls couldn’t ride bikes,” says 14-times downhill world champion Rachel Atherton. Atherton began riding BMX at the age of 8 and mountain biking at the age of 11. “I didn’t really have female role models growing up,” she explains. “I lived in the middle of nowhere. There was no social media or Internet. Now when I meet other sportswomen, or read about them, it really does inspire me and I think ‘If they can do it I can do it!’” She’s never forgotten the advantage of having two big brothers who encouraged her to race with them. “Now I want to repay that,” she says. “If I can make it easier for one girl to sign up for a race that would be awesome. I want to show them that if you just get on your bike and ride in the woods, like I did, you might end up on top of the world.” [www.trekfactoryracingdh.com](http://www.trekfactoryracingdh.com)

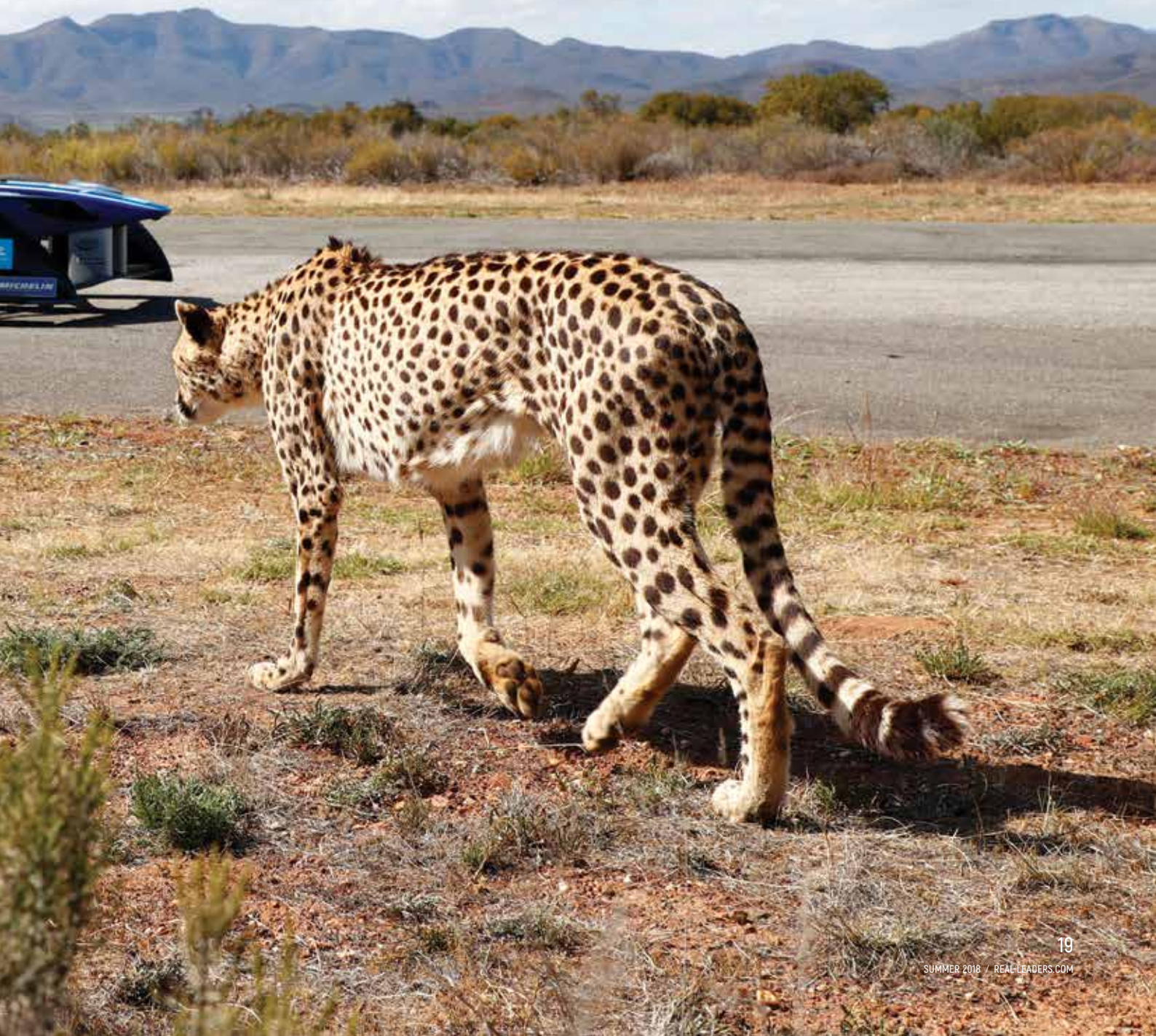


# CHEETAH CHALLENGES FORMULA E RACE CAR

Formula E recently went wild – in a race against a cheetah to highlight the impact of climate change on this endangered species.



The fully-electric Formula E racing car took a walk on the wild side, lining-up against a cheetah in a head-to-head race to highlight the impact of climate change on a species increasingly under threat. Both sleek and agile machines, on four legs and four wheels, they sat side-by-side on a landing strip in a remote part of the Western Cape on the southern tip of Africa, to determine which was quicker off the mark in a drag race. The world's fastest land animal and the Formula E car both reach speeds of 62mph in approximately 3 seconds. There are now just 7,000 cheetahs remaining in the wild. The species is wide-ranging and sparsely distributed and needs large landscapes to survive, making it particularly vulnerable to habitat loss and fragmentation - threats that are exacerbated by a changing climate. Alejandro Agag, Founder & CEO of Formula E, said: "We knew the similarities in performance between the Formula E car and a cheetah, so we were curious to see the outcome. But, what's even more important is to determine the outcome for the future, not only for us, but for the cheetah and other animals with which we share our planet. We only have one planet and we must address the issues we currently face at the source. Electric cars can play a key role in reducing CO2 emissions worldwide. So, who won? You'll need to watch the video to find out: [goo.gl/w7Ce8s](http://goo.gl/w7Ce8s)





# GIFTS FOR GOOD



## NOW HEAR THIS

### Changing Lives Through The Power of Music.

LSTN Sound Co. is on a mission to change lives through the power of music. For every headphone or speaker sold, proceeds are donated to their nonprofit partner, Starkey Hearing Foundation, that provides hearing aids to people in need around the world. The company has helped more than 25,000 people globally, giving hearing-impaired kids the gift of hearing music for the very first time. Finding a social impact partner for your business can help promote the Sustainable Development Goals.

[www.lstnsound.co](http://www.lstnsound.co) / [Sustainable Development Goal #17: Partnerships For The Goals.](#)

## GREEN PLASTIC

### Lego Creates Plant-based Bricks.

Lego's botanical elements such as leaves, bushes and trees will soon be made from plant-based plastic sourced from sugarcane. It's the first step in their ambitious commitment to make all Lego bricks from sustainable materials, according to Tim Brooks, Vice President of Environmental Responsibility at Lego. The new bricks are being made from polyethylene, a soft, durable and flexible plastic, based on sugar-cane material. They are technically identical to those produced using conventional plastic, and children and parents will not notice any difference. The Lego Group has partnered with WWF to support and build demand for sustainably sourced plastic. [www.lego.com](http://www.lego.com) / [Sustainable Development Goal #12: Responsible Consumption and Production.](#)



## DIGITAL ELEPHANTS

### \$7 Helps Protect an Elephant in The Wild For a Month.

London-based Space for Giants has created a digital herd of elephants that will travel across global billboards, raising awareness around the 55 elephants killed each day. Create your own digital elephant and join the march. [www.marchforgiants.org](http://www.marchforgiants.org) / [Sustainable Development Goal #15: Life On Land.](#)

## POWERFUL E-BIKES

### An Affordable Tesla.

Know someone with a bike? Now you can buy them just the wheel for their next birthday. The Copenhagen Wheel transforms any bike into an electric bike, providing 10-20 times more power to the rider. The red hub is easily installed on any regular bike, transforming it instantly into an affordable electric bike, while a smartphone app acts as the rider's digital key, activating and controlling the wheel. Invented at the Massachusetts Institute of Technology (MIT) and developed in Cambridge, Massachusetts, the wheel could fill the gap between unfriendly, fossil-fueled mobility and exhausting, manual pedaling. The battery-powered motor delivers speeds of up to 13 mph and covers a distances of 31 miles with one battery charge.

[www.superpedestrian.com](http://www.superpedestrian.com) / [Sustainable Development Goal #7: Affordable and Clean Energy.](#)



## CHIEF VISIONARY OFFICER

### Premium Brands That Give Back.

After refusing an arranged marriage in favor of starting a business, Sung-Joo Kim has built Korean-based companies Sungjoo Group and MCM Holdings into cutting-edge fashion brands that span the globe. She collaborates with celebrities and musicians to create awareness around environmental issues and believes in giving back a share of profits to society.

[www.sungjoogroup.com](http://www.sungjoogroup.com) / [Sustainable Development Goal #12: Responsible Consumption and Production](#)



## DRESSING VEGAN

### The Most Animal-Friendly Shoe.

The PETA USA youth organization has honored Germany's largest shoe manufacturer for its commitment to producing fashion without animal components. Birkenstock received the "Most Vegan-Friendly Shoe Company 2017 Award," highly regarded throughout the global vegan community. Vegan fashion still faces the prejudice of being unfashionable, but CEO Oliver Reichert, reckons they have proven the opposite – that vegan fashion can be animal friendly and trendy.

[www.birkenstock.com](http://www.birkenstock.com) / [Sustainable Development Goal #12: Responsible Consumption and Production.](#)



## REUSABLE COOL

### Disrupting Hydration.

Reusable glass bottles are rapidly becoming the water container of choice among the sustainably chic. Make drinking water beautiful and support Water For People - helping the 2.1 billion without access to safe water. [www.be-hip.com](http://www.be-hip.com) / [Sustainable Development Goal #6: Clean Water and Sanitation.](#)

## Tomorrow's successful businesses will be those that are shaped by the interconnection between traditional sectors and new technology.

Many of the solutions to the United Nations Sustainable Development Goals (SDGs) can be described as at the “edge of markets,” meaning they require collaboration across fields of expertise. To use the example of Tesla: Elon Musk used IT and energy storage technology that was outside the realm of the auto industry to create new vehicles (and a new driving experience). A new approach to global economics is needed which will allow humanity, as economist Kate Raworth describes, to “thrive in balance.” We will only succeed in building a regenerative future if we push forward together and take collective responsibility. Here are some examples of innovation in the fashion industry.

# 8 Fashion Solutions FOR 8 FASHION PROBLEMS

By *Sustainia*

Based in Copenhagen, Denmark, Sustainia accelerates sustainable development in companies, industries and cities through international partnerships. Their online platform, Global Opportunity Explorer, showcases the most innovative solutions, market opportunities and cities and is rooted in more than five years of research involving 18,000 business leaders and 17 expert panels. [www.explorer.sustainia](http://www.explorer.sustainia)



### 01 Wetsuit Made From Sustainably Sourced Natural Rubber

To find a substitute for neoprene, Patagonia partnered with Yulex, a manufacturer of specialty natural rubber produced using environmentally and socially responsible manufacturing practices. The outcome is a wetsuit made of 85% natural rubber sourced from rubber trees grown in Guatemala. Not only is this rubber made from a renewable resource, it also has better elasticity and is softer than neoprene.

**Why you should care:**

There are approximately 35 million surfers around the world, and a \$120 million annual market for wetsuit sales, creating significant environmental and financial opportunities for these type of wetsuits.



### 02 3D-Printed Shoe Made from Plastic Ocean Waste

Environmental organization Parley for the Oceans have partnered with German sports brand Adidas to create an innovative and sustainable shoe. The upper part of the trainer is made entirely of yarns and filaments from reclaimed ocean waste: reclaimed – and often illegal – gillnets and plastic collected from beaches on the Maldives. The shoes are brought to life using 3D-printing technology.

**Why you should care:**

Launched at COP21, the concept shoe brought attention to the issues of plastic pollution and illegal fishing activity in the oceans, demonstrating how industry and environmental organizations can work together to create new sustainable materials and products.



### 03 Leasing Jeans For a Circular Fashion Industry

By retaining ownership of the raw materials, Mud Jeans makes the process of recycling a given. After a year of leasing a pair of jeans or a hoodie, customers have the option of keeping it, switching it for a new model, or sending it back for reuse or recycling. Once recovered, Mud Jeans sells the used clothing as vintage items, or recycles the fabrics into new products.

**Why you should care:**

Jeans are very water-intensive to produce, requiring around 7,000 liters per pair to manufacture. According to Mud Jeans, 135 million kilograms of cotton are thrown out as waste or burned each year in the Netherlands alone.

## 04 Upcycling Old Blankets Into New Coats

Dutch company, Wintervacht, designs and makes coats from 30- to 40-year-old blankets, which are handpicked and sourced from local sorting facilities. Their coats require no new textiles in the production process. The pockets of the coats are lined with recycled vintage curtains.

### Why you should care:

Upcycling pre-used fabrics in production saves energy, chemicals, water and raw materials, and encourages circular consumption behaviors.



## 05 Boots Designed For Disassembly

Timberland was one of the first mainstream fashion companies to build recycling and cradle-to-cradle thinking into their collections. The Design for Disassembly (DFD) boots are highly recyclable and the company encourages buyers to return the boots once worn.

### Why you should care:

Incorporating recycled materials, using organic cotton and eliminating the use of PVC plastics help the environment. Timberland has saved approximately 500 metric tons of carbon with its switch to DFD Earthkeepers boots.



## 06 Sweatshirt Guaranteed to Last 30 Years

Menswear brand Tom Cridland has launched the 30 Year Sweatshirt, which is designed and made to last longer than almost anything you own. If the garment requires any mending during its lifetime, the company will repair it free of charge.

### Why you should care:

This idea challenges fashion norms. Instead of low quality, throw-away items, the sweatshirts are designed to last.



## 07 Upcycling Makes Old Jewelry Shine

Lumoi create eclectic, sustainable jewelry from unwanted materials. They redesign the otherwise "undesirable" materials into new objects of beauty.

### Why you should care:

Upcycling fashion accessories prevents materials from entering landfills. The UK alone could reduce its reliance on raw materials, including rare earth materials, by up to 20% by 2020.



## 08 Incentivizing Sustainable Supply Chain Investments

The IFC, a part of the World Bank, and Levi Strauss & Co. have joined forces under the Global Trade Supplier Finance program to offer low-cost loans to garment suppliers in developing countries. This helps them upgrade their facilities and make their production processes more sustainable.

### Why you should care:

The program supports investment in better working conditions for the many low-skilled workers in the garment industry. In this industry, access to low-cost financing is an advantage for suppliers, who are in constant competition with each other.



THE LOVE OF FOOTBALL  
HELPED YOUNG SERBIAN  
LJUBOMIR MORAVAC  
RECOVER FROM THE LOSS OF  
HIS ARM IN A ROAD ACCIDENT.  
IT ENDED HIS PROMISING  
CAREER AS A GOALKEEPER,  
BUT HE'S FOUND A NEW WAY  
TO STAY IN THE GAME

# I LOST MY ARM. BUT I'M STILL PART OF FOOTBALL

“I survived the  
accident, and this is the  
privilege that drives me  
to think positively.”

Ljubomir Moravac



**For Ljubomir Moravac**, football has been an immense healing force that has helped him deal with the aftermath of tragedy. The 21-year-old from Serbia was setting out on a career as a goalkeeper with Slovenian club NK Maribor when he was involved in a road accident in 2016 that cost two teammates their lives, and left him facing the future without part of his left arm. His story exemplifies how disability, religion, sexuality, ethnicity and social background are no barrier to playing and enjoying sport – if you have the will. After the

accident, Moravac's world was changed dramatically, but football gave him the mental discipline and positive outlook to survive the ordeal. "I needed to adjust to this new life," he says. "It's not as hard as some people think. You simply need to be strong enough." And innovative enough it seems - Moravac is now a referee and still firmly part of the game he loves. Refusing self-pity, Moravac realized, "That I still had my whole life in front of me, and the possibility to create something out of it." [www.EqualGame.com](http://www.EqualGame.com)

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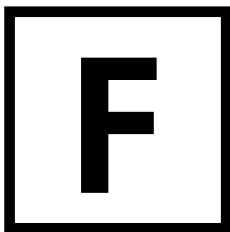
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# SARA BLAKELY: HOW TO THINK LIKE A SELF-MADE BILLIONAIRE

After many setbacks and failures, the Spanx founder created a billion-dollar company on a whim - cutting the legs off her underwear. As part of her book, *Getting There: A Book of Mentors*, New York author Gillian Zoe Segal spoke with Blakely about her courage and perseverance.



**For as long as I can remember,**

I wanted to be a trial attorney. All my decisions were made with that goal in mind. It was my father's profession and, as a child, I used to beg to watch him in court. During closing arguments, he'd take me out of school and I'd sit there all day,

taking notes on different jury members. I loved every minute of it.

I debated in high school and continued in college where I also majored in legal communications. Eventually, the time came for me to take the LSAT, and I did horribly. I'm a terrible test taker. My reading comprehension is not great, and I have trouble focusing for long periods of time. Doing so poorly on the test was beyond devastating, but I scraped myself up off the floor, enrolled in an

LSAT prep course, studied my ass off, and took the test again.

I did one point worse.

Traumatized, I wondered, What is the universe trying to tell me? - 'cause that's kind of how I look at things. In my mind the universe was now telling me to drive to Disney World and audition for the role of Goofy. That is literally how I responded to my defeat. But they only audition people for the character roles every once in a while, so in the meantime I got a job at Epcot.

When I finally tried out to be Goofy, they said I was too short to wear the costume and made me a chipmunk instead. I didn't actually end up playing the chipmunk. The way Disney worked was that you had to stay where you were initially employed for a period of time before you were allowed to transfer positions. So I continued to wear my brown polyester "space suit" and put people on Epcot rides. I had to walk on a moving sidewalk for eight hours a day and say, "Hi, welcome to Disney, watch your step please." I'd see school friends, and they'd look at my big Mickey Mouse name tag, and be, like, "Sara? Sara Blakely? Is that you?" I'd sheepishly say, "Yeah, just get on the ride." After three months of this, I'd had my fill of "the happiest place on earth" and decided to return home and live with my mom.

Still without much direction, I got a job at a local company selling fax machines door-to-door. It was the kind of place that would hire anyone with a pulse. On my first day they handed me a phone book and said, "Here are your four zip codes, get out there and sell."

There was no list of accounts that were likely to buy from me. I had to 100 percent drum up my own leads. I would wake up in the morning and drive around cold-calling from eight until five. Most doors were slammed in my face. I saw my

## MY BEST ADVICE

SARA EXPLAINS HER LIFE-LONG DESIRE TO HELP WOMEN, HER COMMITMENT TO THE GIVING PLEDGE AND WHY SHE HAS NO EXIT PLAN.

### How did you become involved in The Giving Pledge?

One day I got a call from Bill Gates asking if I'd have dinner with him in Miami. When you get that kind of call, you don't usually say no. He wanted to discuss the Giving Pledge, an idea I'd heard of but never considered as part of my business or legacy. Basically, Bill wanted me to pledge the majority of my wealth to philanthropy, in the hope that it would help address society's most pressing problems. The world's wealthiest individuals and families had already been invited to commit more than half their wealth to the Giving Pledge and it was not a difficult decision for me. I said yes.

I have so much gratitude for being a woman in America. I never lose sight that I was born in the right country, at the right time. And, I never lose sight of the fact that there are millions of women around the world who are not dealt the same deck of cards upon their birth. It's for those women that I made this pledge.

### How have you introduced these ideas into Spanx and what effect is it having?

At Spanx, philanthropy is part of our culture. I believe in sharing the opportunity to give back directly with the people who have helped me earn the right to do so in the first place.



We have a rotating philanthropy board made up of employees. Each board is allocated a portion of the company's profits to give away. They volunteer their time to research and determine who receives the money. Employees get to make surprise visits to organizations with checks in hand (and also witness the tears firsthand).

I am committed to the belief that we would all be in a much better place if half the human race (women) were empowered to prosper, invent, be educated, start their own businesses, run for office – essentially be given the chance to soar! I pledge to invest in women because I believe it offers one of the greatest returns on investment. While many of the world's natural resources are being depleted, one is waiting to be unleashed – women.

### What advice do you have for aspiring CEOs and who inspires you?

I represent the everyday person and I'm proof that digging deep and believing in yourself can deliver results. I didn't go to Harvard. I didn't raise \$40 million dollars. I sold fax machines door-to-door for seven years. I hope my story gets people thinking, "Why not me?" I've spent time with Richard Branson and I admire how he brings out the best in everyone. He's very focused on making the world a better place while having fun along the way. It's something I can relate to. Growing up, I was always inventing games and found fun an important ingredient in pushing people to do things they didn't think possible. It's a great formula that people will naturally gravitate towards.

### What's next?

I'm sometimes asked what my next challenge will be and if I'll ever get bored. I have three children under the age of ten, so no one should worry about me being bored. I hired a CEO at Spanx to free me up to focus on the things I do best: inventing, selling, marketing and dreaming up the next big idea. When I started Spanx I didn't have a strategy or even a business plan. People would ask me what my exit strategy was. I would laugh and say, "to exit a room and look good!" This was when I realized that I was in business for more than just profit. I was also in business to significantly improve how millions of women looked and felt about themselves. I still don't have an exit strategy.

business card ripped up at least once a week, and I even had a few police escorts out of buildings. It wasn't long before I grew immune to the word "no" and even found my situation amusing, I realized that I can find humor in almost anything and, needing some sort of creative outlet, I began to dabble in stand-up comedy at night.

I think recreationally, if that makes any sense. I'll sit on the couch and three hours will go by when I'm lost in thought. What I've realized is that I'm a visualizer. It's not meditation, and I don't do it for any set period of time – it's just sort of been a part of my existence, like a long-standing hobby. During my fax-selling stint, I would spend much of my free time trying to figure out what I really wanted out of life and what my strengths were. I knew I was good at selling and that I eventually wanted to be self-employed. I thought, Instead of fax machines, I'd love to sell something that I created and actually care about. I became very specific with my visualizations and even wrote in my journal that I wanted to start a business that could run on its own whether I was physically present or not.

One day, after about seven years of selling fax machines, something fortuitous happened. In the hopes of looking better in my fitted white pants, I cut the feet out of a pair

of pantyhose and substituted them for my underwear. This allowed me to benefit from the slimming effects of the pantyhose's "control top" while allowing my feet to go bare in my cute sandals. The moment I saw how good my butt looked, I was like, "Thank you, God, this is my opportunity!" I would create a unique type of body shapewear, something that would be thin, comfortable, and invisible under clothes but would still perform the magic of a girdle. It was the business I had been mentally laying the groundwork for all this time.

For the first full year I kept my idea a secret from anyone who could not directly help to move it forward. That was my gut instinct at the time, but it's now one of the best pieces of advice I have to give. Ideas are the most vulnerable at the moment you have them; that's also the time people are most inclined to run around seeking validation from everyone they know. Discouraging remarks will likely take you off course. You'll either end up deflated or spend your time defending your idea instead of going for it. I worked on Spanx until I felt I had enough of myself invested that I wouldn't turn back regardless of what I heard. Everyone in my life knew I was pursuing an "idea" (I had to tell them something because I went to the Georgia Tech library

almost every night and weekend to work on it), but they had no clue what it was. When I finally sat my friends and family down and said, “Okay, it’s footless pantyhose!” they thought I was joking and laughed hysterically. Out of love, I heard things like “Well, honey, if it’s a good idea why haven’t the big guys done it?” and “Even if it does turn out to be a good idea, the big guys will knock you off right away.” I told them, “You may be right, but I’ve just spent a year researching this, patenting it, naming it, and creating the package. I’m already on my path and I’m not getting off now.” I’m pretty positive that if I had told my friends and family about Spanx early on I’d still be selling fax machines.

The problem was that even those who could help Spanx advance were discouraging. I couldn’t move forward without a prototype, and I needed a factory to produce one. I began by calling the local mills but, without exception, they either laughed at me or explained that it was a dumb idea that would never sell. So I decided to draw on a lesson I learned during my cold-calling days: Face-to-face makes a huge difference. I took a week off work and drove around North Carolina popping by many of the same mills that had already rejected me via phone. I would literally sit in their lobby and wait to speak to either the founder or owner. I usually got about five minutes to make my pitch but, once again, no one was interested.

About two to three weeks after this unfruitful trip, a mill owner in Charlotte called and said, “Sara, I’ve decided to help make your crazy idea.” When I asked him why he had the change of heart, he replied, “I

**“My father wanted us to try everything and feel free to push the envelope. His attitude taught me to define failure as not trying something I want to do – instead of not achieving the right outcome.”**

### Sara’s Pearl

I’ve been through a lot of trauma in my life. Most of it stemming from the unexpected tragic deaths of people I love and the very painful divorce of my parents when I was sixteen. Just before my dad left home, he handed me Dr. Wayne Dyer’s ten-tape series, *How to Be a No-Limit Person* and said, “I wish someone had given this to me when I was your age.” I now tell people that one of the most important things they can do for themselves and their children is to listen to that series. Society constantly assaults us with negative imagery and messages. You have to go out of your way to view things in a positive light. People go to chiropractors to align their backs, but it’s also important to align your thinking from time to time. Listening to *How to Be a No-Limit Person* is my method. It has been emotionally encouraging, gotten me through the toughest of times, and framed my thinking in a way that helped lead to the success of Spanx.

have three daughters.” I think he was both won over by my passion and had developed a soft spot in his heart from imagining his daughters in my shoes one day.

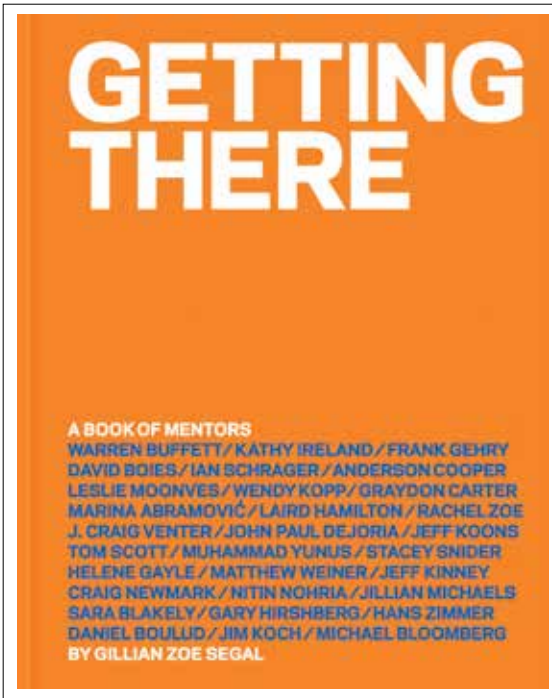
My own father also played an important role in my success. When my brother and I were growing up, he would encourage us to fail. We’d sit around the dinner table and he’d ask, “What did you guys fail at this week?” If we had nothing to tell him, he’d be disappointed. The logic seems counterintuitive, but it worked beautifully. He knew that many people become paralyzed by the fear of failure. They’re constantly afraid of what others will think if they don’t do a great job and, as a result, take no risks. My father wanted us to try everything and feel free to push the envelope. His attitude taught me to define failure as not trying something I want to do – instead of not achieving the right outcome.

I believe that defeat is life’s way of nudging you and letting you know you’re off course. There’s always some sort of hidden opportunity or lesson in each episode – a chance to build your character. Spanx wouldn’t exist if I had aced the LSAT.

From cold-calling I learned that you have about 15 seconds to capture someone’s attention – but if you can make them smile or laugh, you get an extra 15 to 30. When I invented Spanx, I didn’t have the money to grab people’s attention the conventional way: through advertising. I needed to somehow inspire people to want to talk about pantyhose, one of the world’s most boring topics. By infusing humor wherever I could (from naming it Spanx to writing “We’ve got your butt covered!” on the package), I ended up turning my product into something people love to joke about, and it has been referenced everywhere from *The Oprah Winfrey Show* to *Sex and the City*.

I can’t tell you how many women come up to me and say something like “I’ve been cutting the feet out of my pantyhose for years. Why didn’t I end up being the Spanx girl?” The reason is that a good idea is just a starting point. Everybody has them all day long; everybody has a multimillion-dollar idea inside. Edison said, “Genius is one percent inspiration and 99% perspiration.” The same holds true for innovation, invention, and entrepreneurialism. The combination of not being fazed by the word “no,” tinkering with comedy, visualizing the product, and not being afraid of failure was critical for the success of Spanx. I was prepared to persevere for this opportunity.

# READING LIST



## Getting There

By Gillian Zoe Segal

Published by Abrams Image

“ I like the style of how *Getting There* was written, it makes me feel like all the people interviewed are friends of mine and I was having a drink by the pool; talking with them and getting their “secret to success.” I have learned over the years that the path to success is reached faster when someone shows their journey (and what worked) without me doing lots of guess work. Matthew Weiner the creator of the TV show *Mad Men* was my favorite because I have a few film ideas and projects and it keeps showing me that if your dreams are big enough no one and nothing can stop you – unless you stop yourself. ”  
– Herb Palmer Jr.

“ Every leader should read this book, even if you’ve only been doing this a while. There are good tips throughout the book and interesting life events and stories of how to make it happen. Some of the stories were really sad, but success is looked at differently by different people. I liked the comment about losing your way and readjusting your compass. The best comment was by Warren Buffet: “You can always tell someone to go to hell tomorrow.” I didn’t wait until tomorrow – I bought five books and gave four of them to upcoming leaders. ”  
– Stephanie Foster

The path to success is rarely easy or direct, and good mentors are hard to find. In *Getting There*, thirty leaders in diverse fields share their secrets to navigating the rocky road to the top. In an honest, direct, and engaging way, these role models describe the obstacles they faced, the setbacks they endured, and the vital lessons they learned. They dispense not only essential and practical career advice, but also priceless wisdom applicable to life in general. *Getting There* is for everyone – from students contemplating their futures to the vast majority of us facing challenges or seeking to reach our potential. Many of her subjects emphasize the importance of not allowing rejection or the fear of failure to deter you. They believe that if you don’t take risks you will never get anywhere.

<http://tinyurl.com/GettingThereBook>



Born in Montreal, Gillian Zoe Segal has lived in Manhattan since she was eight years old. She received a Bachelor of Arts from the University of Michigan and a law degree from the Benjamin N. Cardozo School of Law. She is also a photographer. After completing this book and hearing so many people she admired describe their own trajectories in an honest, human, and identifiable way, she felt confident saying that no one sails through life without encountering some rough waters. No matter who you are.

### What motivated you to compile this book and what struck you the most?

I used to imagine that highly successful people were practically born that way—that they either had a meteoric rise to the top or, at the very least, enjoyed a smooth, steady climb along a primrose path. Although I grew to realize that this is not true, I was still continually taken aback by the singular stories the subjects of this book told me – the obstacles they overcame, the setbacks they endured, and the defining moments (sometimes even in childhood) that infused them with the tenacity and strength they needed to prevail. I thought about how this book would help everyone from students just starting to contemplate their futures to those well into a successful career – and especially my daughter, Sage. I couldn’t wait to incorporate the lessons my subjects imparted into my parenting, and hoped that one day Sage would be happy to have this compendium of wisdom at her fingertips – a series of unguarded, intimate pep talks from some of the world’s most influential and inspirational figures. It wasn’t until I was halfway through the project, however, that I understood what was truly motivating me. They say that people teach what they need to learn.

### Did you reflect on your own journey when speaking to these leaders?

My own career trajectory began with a plan to follow an explicit, linear path that culminated at a distinct destination – but as I entered my early twenties, the path became quite circuitous. Like most parents, mine wanted my three brothers and I to grow up to be successful. In our household, success was pretty much defined by two things: wealth and being your own boss. Since a career was viewed as a means to financial autonomy, we were discouraged from pursuing things we enjoyed, but rather something that was likely to lead to a large income. Instead, we were urged to go to law school. I reasoned that, while it was certainly quite specific, this wasn’t a bad plan. After all, who wouldn’t want to be rich and independent? I contemplated different ways to make my fortune but nothing either drew me in or seemed like the right fit. A turning point occurred when, shortly after taking the bar exam, I read a commencement address given by the cartoonist Cathy Guisewite: “Take the classes, the friends, and the family that have inspired the most in you. Save them in your permanent memory and make a backup disk. When you remember what you love, you will remember who you are. If you remember who you are, you can do anything.”



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# AFRICA'S FIRST CONTEMPORARY ART GALLERY IS RECYCLED

*By Grant Schreiber*

9 INDUSTRY, INNOVATION  
AND INFRASTRUCTURE



There is an increasing pressure on designers and architects to create buildings that fall within the natural capacity of the planet. This means a close look at operational efficiency and sustainability. Think of a building as you would a tree - it also draws from resources around it to thrive. How well these resources are managed will determine its health and longevity.



## 6 BEST SUSTAINABLE BUILDING PRACTICES

With the effects of climate change growing more clear, conflicts around the need for resources, and the financial volatility that stems from both, how best should we approach construction?

### 1. Regulate Temperature With The Earth And Sun.

Solar and geothermal energy can create heating and cooling without help from the electricity grid.

### 2. Harvest Rainwater.

Gravity and a catchment tank is all that's needed for non-drinkable water usage.

### 3. Generate Power From Renewables.

Invest in decentralized power on your property: wind, solar, hydro and geothermal.

### 4. Harvest Gray Water For Growing Food.

Plants love the water from your waste outlets.

### 5. Treat Sewage Locally.

Black water can be used for irrigation and as fertilizer.

### 6. Build With Recycled Materials.

Before buying new materials, see what's on-site first. Get creative.

Against the backdrop of majestic Table Mountain, a new post-modern structure has appeared in the Waterfront district of Cape Town. After years of remodeling, the new Zeitz MOCAA contemporary art museum has opened to visitors from around the world. The first of its kind in Africa, many have called it Africa's answer to the Tate Modern in London; also converted from a harsh industrial building into a thriving cultural center. The \$50 million project turned the 100-year-old, former grain silo, into a modern cathedral by slicing away the insides of the 116 concrete storage tubes, creating a dramatic space in which to showcase artwork from across Africa. The continent is renowned for being resourceful, and recycling an old building into a symbol of environmental hope is par for the course. As the old saying goes: "Out of Africa, always something new."

"We were excited by the opportunity to unlock this formerly dead structure and transform it into somewhere for people to see and enjoy the most incredible artworks from the continent of Africa," says Thomas Heatherwick of London-based Heatherwick Studios. Heatherwick has designed



Thirty-three year-old Cape Town artist, Athi-Patra Ruga, works with playful visual imagery drawn from a diverse range of cultural references. These are not limited to a specific biology, ancestral origin, or geographical location, but form a strange hybrid world between a dream and reality. In *Night of The Long Knives* (above) and *Miss Azania 2019* (opposite) he mixes costume, performance and photography to parody the traumas of the last 200 years of colonial African history by creating a utopian scene that borders on the absurd. The hyper-fantasy nature of his work creates an almost comical detachment, that masks a harsher (cynical) social commentary behind the theatrics.

ATHI-PATRA RUGA

soulful and interesting places around the world, and looks first at how to embrace and celebrate the complexities and problems of a new build. He also prioritizes those with the greatest positive social impact.

One of these impacts is the fact that it didn't use any additional land space to build. A less obvious, yet symbolic fact, is that the silo is built on reclaimed land from the sea - a result of expanding the city footprint in the 1930s and 1940s.

Hollowing out the inside of the silo and working with existing concrete tubes, the architects created a natural ventilation flow, keeping the interior cool on hot summer days. The 18-inch thick concrete walls add to the thermal insulation and were strong enough to allow the creative cutting away on the inside. On the outside, the most eye-catching feature of this recycled building is the combination of futuristic, dark glazing with raw industrial concrete. You might be forgiven for thinking the captain's cabin from *Star Trek* lies behind

these giant, curved windows that gaze out across the mountain and sea, but they also have a practical purpose. The angled geometrics of the frame break up incoming light and lessen direct sun by up to 50%, aided by high-performance, coated glass that reduces the need for air conditioning.

Cape Town is currently experiencing the worst drought in 135 years and severe water restrictions are in place for residents. A major challenge for the tourism and leisure industry has been how to cater for the hundreds of thousands of visitors to a city voted number one in Africa for business tourism events and regularly voted a top tourist destination. Watching tourism dollars dry up, like the rapidly depleting dams around them, will add more stress to a local economy already suffering from rising food prices and citizens restricted to 50 quarts of water per person, per day.

For a solution, the museum looked towards the ocean, situated 150-feet away. A desalination plant was built to convert seawater into usable water for restrooms, cleaning and other non-drinkable uses. Low-flow faucets further reduce consumption.

While a beacon of sustainability, the new museum also sees itself as a symbol of research, education and cultural enrichment for Africa. It’s a dramatic counterpoint to the negative perceptions many people have of the continent. An “access for all” program ensures that no one is ever turned away from the museum from an inability to afford admission. Chief Curator of the museum, Mark Coetzee, has the view that everyone has the right to cultural participation. “Access to the artefact’s that represent Africa’s diverse cultures, is deeply rooted in human rights,” he says.

[www.zeitzmocaa.museum](http://www.zeitzmocaa.museum)



MARK WILLIAMS



ATHI-PATRA RUGA

# THIS IS WHAT FAST FASHION LOOKS LIKE

**Clothing is part** of the complex communication between humans. It expresses our class, our religious affiliation, our occupation and gender identity. Every day, we express who we are to the world – just by getting dressed.

Libby Oliver is a Canadian artist behind an ongoing portrait series called *Soft Shells*. Each photo captures a different person with their entire wardrobe wrapped around them. For Oliver, fashion is interesting because it has so much cultural, social, environmental and self-identity tied up in it. The photos are an expression of our modern lives and are a play on our constant search for identity and the role of consumerism. To quote Brad Pitt in the movie *Fight Club*: "The things you own end up owning you." We have all become consumer machines and can't help accumulating stuff - while at the same time praising a minimalist way of life. Not too long ago, consumers kept a garment for an average of three years. Now, with the rise of fast fashion, buying more for less means garments make their way to the trash after just a few wears. Fast fashion has decreased the number of wears from 50 to 5 and the average lifespan of a garment has dropped from 365 days to 35. Don't forget that more shopping results in more boxes, bags, tissue paper and plastic - some difficult to recycle. One statistic reveals that most Americans only wear 20% of what's in their closet on a regular basis. The daily 'uniform' of Steve Jobs - black turtleneck and jeans - and Mark Zuckerberg wearing the same gray T-shirt everyday, may be a solution. After all, both amassed billions of dollars without looking trendy. Asked why his outfits never changed Zuckerberg said: "I really want to clear my life so that I have to make as few decisions as possible about anything, except how to best serve this community."

[www.chewonthisart.com](http://www.chewonthisart.com)



WE ONLY WEAR ABOUT 20% OF WHAT'S IN OUR CLOSETS ON A REGULAR BASIS. ABOUT 85% OF UNWANTED CLOTHING GOES STRAIGHT TO LANDFILL. FAST FASHION HAS DECREASED THE AVERAGE NUMBER OF WEARS FOR A GARMENT FROM 50 TO 5, AND THE AVERAGE LIFECYCLE FROM 365 DAYS TO 35. WAITING ON A PURCHASE, TRYING SECOND-HAND, SKIPPING ON THE PACKAGING AND KNOWING WHERE OUR CLOTHES ARE GOING AND WHERE THEY COME FROM ARE CHANGES WE CAN ALL MAKE TO REDUCE WASTE.





# COMPETING IN AN ERA OF DISRUPTION

*By Simon Preston and Matthew Rich-Tolsma*

**WHY COLLABORATION MATTERS.** 'Disrupt or be disrupted' seems to be the business mantra of today. This succinctly conveys the prize for those businesses that can maintain their competitive advantage in the midst of uncertain, volatile, complex and ambiguous times. The companies that can bring innovative products and services to market fast can reap great rewards, while those that cannot stand to lose everything (think Kodak vs. Apple or Blockbuster vs. Netflix). More and more businesses are waking up to the reality of disruptive risk; all around the world, and in every conceivable sector, smart businesses are increasingly obsessed with the question of whether or not they are truly resilient enough to be 'Amazon-proof.' We believe that improved collaboration is essential to approaching this challenge and is a key to competitive advantage in this age of disruption.



## WE ARE OPERATING IN THE 'AGE OF ACCELERATIONS'

(Friedman, 2016)

The combination of accelerating technological innovation with the complex and diverse mosaic of contemporary culture and environmental pressures are interplaying to create an unprecedented level of discontinuous change. **This acceleration of uncertainty has probably moved beyond our capacity as human beings to process. We cannot make sense of it individually or collectively (Teller, 2016). This has profound implications for how we develop organizational capability and evolve strategy.**

Yet dialing back our 'business as usual' habits and practices is extremely challenging when the assumptions which underpin them are constantly being reinforced through our media, education, and even our family and friends - even millennials are not exempt from this conditioning. From a young age, and in almost every national culture, we are disciplined into maintaining a sort of disempowering and infantilizing 'parent-child' dynamic with authority, not only at home and school, but in the workplace as well. In order to truly collaborate we need to understand what it takes to shift this into a more 'adult to adult' way of relating. The implications for successfully competing in this 'age of accelerations' may be summarized in four simple (but not easy to implement) organizational qualities:

### 1. GREATER CURIOSITY

Characterized by scanning and engagement beyond the boundaries of our sectors or regions - in the 21st century it's no longer sufficient to be a professional leader in our current industries and regions. In order to win, business leaders must be externally engaged and curious beyond the beliefs and borders that may have provided security in the past.

### 2. GREATER AGILITY

Characterized by a fast speed of reaction to new situations. Conventional hierarchical organization, focused on efficiency and consistency, often struggle to keep pace with the rate of innovation that more nimble players bring to the table.

### 3. GREATER ADAPTABILITY

Characterized by rapid and iterative experimentation with new solutions to meet emerging needs. In many ways this is the secret of the most rapidly growing business successes in the 21st century. Consider Google, where their subsidiary 'X' focuses explicitly on crashing projects (Teller, 2016), or consider Elon Musk's long list of failures.

### 4. GREATER RESILIENCE

Characterized by resilient approaches to cashflow, systems security, organizational culture, and a reduced reliance on key individuals.

In our understanding, the concept of collaboration essentially encapsulates these four qualities. Competitive advantage, the relevance of what we do and how we do it, probably has a shorter-shelf life than we think; **we must learn to collaborate more effectively in order to stay ahead of the game.**

We will briefly highlight our thinking around how developing the quality of collaboration in an organization can better prepare businesses to cope with disruptive risk. There is no 'plug and play' solution for making this shift, rather there are key areas of focus which, if engaged with sufficient persistence, will yield results.

## PURPOSE, TRUST, AND COHERENCE AS CORE PRINCIPLES COLLABORATING AROUND PURPOSE

Why do we do what we do? How do the people in our organizations make sense of what our organizations are doing? How do the people who work in our organizations connect their work to what the business is trying to accomplish?

Many organizations have, at some point or another, developed a vision or mission statement. Very often these are irrelevant documents divorced from the experience of those in the organization. More often they are filed away and forgotten, and sometimes they are frequently refreshed. True engagement in purpose is much more challenging than the CEO-team simply going through an ongoing process of iterating vision or mission and working out how to engage the broader community. **Purpose is not merely a set of norms which can be used to focus employees, rather it is a call to participation.** In particular more attention must be paid to the measurement of outcomes. In the context of purpose, outcomes are often reflected in the storytelling of key stakeholders. **How do customers talk about what we do and why we do it? How do our staff talk about what the business does and why they work there, not just with customers and suppliers but also informally with family and friends.** If we were to plot these stories would we get a random scatter-graph or a cluster? What sense would we make of it? The more alignment there is in storytelling the better the building of connection to purpose. At the same time leaders need to be constantly on the lookout for a conspiracy of convergence. **There is a real danger of complacency and a risk of missing opportunities when there is a lack of diversity of opinion.** This sort


of groupthink can paralyze creative discussion around purpose and mission. The strength of connection to purpose is one of the factors that distinguishes highly successful endeavors. It unlocks energy from people and strengthens resilience when times are very challenging. People hang in there for a cause they care about.

### **BUILDING A FOUNDATION OF TRUST**

Trust is the oxygen of teamwork and collaboration. **Most CEOs grasp the obvious fact that people are more willing to be vulnerable and share differences of opinion on important issues when trust levels in a group are high, and less when they are not** (Lencioni, 2002). Despite this, most CEOs pay very little attention to how they are building trust within teams and across the organization. In order to build trust it is critical that people have enough time to dedicate to being together, have informal conversations, get to know each other, and have shared experiences beyond the constraints of reporting relationships. Trust-

**“The strength of connection to purpose is one of the factors that distinguishes highly successful endeavors.”**





**“Dynamic steering is powered by the ability to learn fast from experiences, especially mistakes, all of which are enabled by a high quality of collaborative conversation.”**

building is much more than just hanging out and having fun – it’s a conscious practice of bringing our full presence and attention to being with each other, and having both the courage to speak out and the humility and compassion to truly listen. Without attention to this, work becomes dehumanized and transactional and the potential for agility, adaptability, and resilience is greatly reduced.

**The value of common purpose increases exponentially with strong bonds of trust.** A lot can be achieved within a group that has high purpose and high trust.

#### **ORGANIZING OURSELVES COHERENTLY**

How can we create organizational structures which are easy to understand, while also allowing sufficient space for the kind of chaotic, experimental messiness required by an age of accelerations?

When it comes to building greater coherence with collaborations the goal must be to keep our formal organization as simple as the complexity of the situation permits. In the established core revenue-generating parts of the business we must seek to release complexity and create teams with clear and measurable accountabilities. This



fits broadly into the established norms of organizing for efficient replication. In more emergent parts of a business there is likely to be less agreement within a CEO-team on what's unfolding, due to higher levels of ambiguity and uncertainty. **The goal here is to set up teams with relevant expertise from across the organization to tackle these opportunities in a manner which is clearly distinct from the core business.**

A CEO- team needs to set up and sponsor this activity, crucially with no competition about ownership amongst C-suite Directors or preconceived ideas on where it might fit in the organization until its relevance to the future of the business is established. Too often CEO teams want to shoehorn a new activity prematurely into their existing structures, or if they set up a discrete team, it is often disabled by territorial interests.

**Sponsoring projects and setting up teams that are experimenting with new activities has become a core competence of high-functioning CEO teams.** This enables the core business to stay focused, while liberating the right mix of expertise to focus on new opportunities.

Often organizations are described as machines or organisms (or some other metaphor) but organizations are none of these. Rather, they are groups of individuals moving forward into an uncertain future with some sense of shared purpose. In order to organize in a coherent way leaders need to build a capacity to pay attention to the many local interactions – the dance of gesture and response – that takes place between these people each day.

**Seeing our organization as a community within which there are a series of interlocking sub-communities is a far more pragmatic way to look at an organization.**

The CEO-team is a central hub which serves the larger community by using their broad insight to help to provide the right information that enables other teams to respond rapidly to problems. McChrystal (2015) calls this a 'team of teams' approach as a way to describe how organizations might organize in a more collaborative way.

## WE CAN'T MAP THE ROUTE FROM WHERE WE ARE TODAY

In an environment of increasing uncertainty and discontinuous change we cannot map the route from where we are today to the fulfillment of our mission. However attached we may be to specific strategies, rapidly changing circumstances will significantly impact their relevance. **We should see strategy as a constant cycle of experimentation and learning. This means looking for all of the possible ways in which one might be able to 'crash' a project before it becomes too resource intensive.**

When, through rigorous cycles of experimentation there is sufficient evidence that a strategy looks promising (despite repeated attempts to probe its weaknesses), then treat it as a core business activity, back it hard, and manage it for scale. Many of today's core business activities will lose their relevance and, for established businesses, spotting when that will happen is vital. **Focus on new sources of growth before other players become aware of the terminal decline in your sector, and goes into free-fall.** In order to steer ourselves dynamically through this challenging landscape we need to build our capacity to update on the fly and understand the context-specific nature of the strategies we choose.

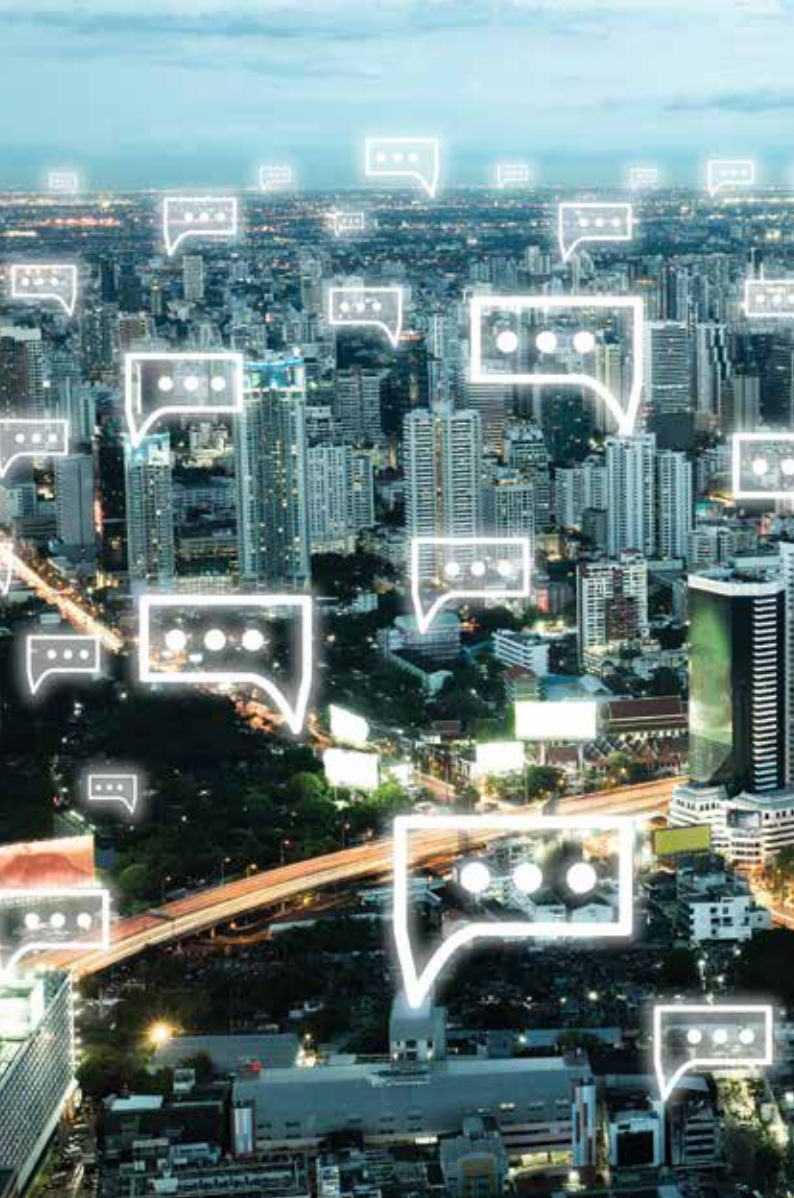
**Dynamic steering is powered by the ability to learn fast from experiences, especially mistakes, all of which are enabled by a high quality of collaborative conversation.** However, the CEO team needs to have an especially acute awareness about the twin perils of people not having the courage to speak truth to power, and the CEO team only hearing what they want to hear; what psychologists refer to as cognitive dissonance. No CEO team can eliminate the information distortion caused by the political realities of speaking truth to power and cognitive dissonance.

Fast and effective learning from experiences requires attention to the procedures in an organization and how this translates into the transparency of information. For example Matthew Syed (2015) compares the procedures used in the aviation industry (with the black box) with the considerably weaker approaches used in health care. If those working in large organizations can learn quickly and creatively from their experiences, while developing their capacity to appreciate context, then it is likely that other aspects of their approach to collaboration will thrive as well.

## STRIVE FOR COMPLETE TRANSPARENCY OF INFORMATION

It's essential to share information openly across all parts of an organization, learn fast from experiences and allow agile and flexible responses to situations. **Hierarchies work by funneling information upwards from a large number of people to a smaller number at the pinnacle of the pyramid. While this is useful for centralizing control in the case of straightforward tasks, it's far too cumbersome in the age of disruptions.** In the past, CEO teams would think about who needed to know what. In rapidly changing and uncertain times it's almost impossible to know this. For people to take the initiative and collaborate across an organization, they need shared context and a real-time transparency of information.





## INVESTING IN PEOPLE AND CULTURE

### LEADING FROM THE TOP

The shift to real collaborative work must start with the CEO team, since they set the tone for the business as a whole. They can role-model change to employees through their habits. **This requires an openness to being challenged – when old habits recur and new, good habits are struggling to take root.** The habits and practices of the CEO team (which support good collaboration) can be extended to the whole management group. This mash-up of traditional hierarchy will allow people to move toward a natural, collaborative conversation. This will allow nodes of trust and common purpose to emerge across the management group.

### BUILD SHARED CONTEXT

Building a sense of shared context is not a once-off task. It requires constant conversation and recalibration. Much like purpose, this strategy requires participation, not instruction. **In our experience, this requires the management group to gather for 1-2 days every six months to work together on issues such as mission, strategy, and deepening personal connections.** It's important for building shared context and is best supported by monthly peer learning groups. These groups should be mixed by hierarchy, role and geography

### DEVELOP A COLLABORATION CHARTER

Once you have a deeper understanding of what collaboration means, it can be useful to distill your own Collaboration Charter, outlining the behaviors and values of the new collaboration. A Collaboration Charter can become a powerful place to locate a company's values.

### ATTRACT AND RETAIN TALENT

Consistently recruit for attitude and a connection to your mission. It's not just about being amiable either. People should participate passionately bringing a sense of energy and urgency to the work. **Equally, people who undermine the culture cannot be allowed to remain. Leaders will become more resolute and decisive on this issue once they have committed to a collaborative culture.** To retain talent, people need new opportunities and this should be supported by a strong internal coaching culture. Training people in peer-to-peer coaching and encouraging people to voluntarily seek out a coach places the responsibility for growth where it belongs - with the individual – not the line manager or HR.



**Simon Preston** is the Founder and CEO of RISE Beyond, where he attracts great people, builds strong teams and evolves great strategies. He founded RISE to equip groups to more effectively rise to their greatest challenges – business, social or environmental. He champions smarter collaboration and believes this is a core capability for humanity to rise to the challenges of the UN Sustainable Development Goals.

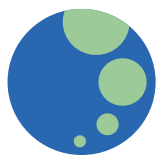
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**“When scientists give me the stark facts on the damage we’ve done to our planet and what we stand to lose by 2050, it bothers me that the general public has no idea of the severity. If they did, it would cause wide-scale, global panic.”**

# FABIEN COUSTEAU: LEADING LIKE OUR LIVES DEPEND ON IT

BY THE TIME FABIEN COUSTEAU HAD ASSUMED THE SELF-BESTOWED TITLE OF GUARDIAN OF THE OCEANS, FROM HIS FATHER JEAN-MICHEL AND GRANDFATHER JACQUES, HE FELT NO PRESSURE TO CONTINUE THE FAMILY LEGACY – IT WAS ALREADY SOMETHING HE WANTED TO DO.



**Growing up** in a somewhat unusual family and experiencing firsthand the thrill of discovery and adventure in unexplored parts of the ocean, the young Cousteau followed the teaching of his parents – do what makes you passionate in life. “The ocean just happened to be it,” says Cousteau, blissfully unaware of the sea salt that has been running through his veins since birth.

Diving since the age of four and accompanying his family on ocean-going expeditions since age seven, he recalls being confused by the movie *Jaws* that he once saw on a cruise ship as a young boy. “The shark was nothing like the real ones with which I had swum. I was intrigued by the disconnect between what I knew sharks to be and this murderous monster on the screen.” Cousteau would prefer to watch a thriller called *‘The Life and Death Struggle of a Mantis Shrimp and Octopus,’* but agrees that it might not perform very well at the box office.

Since 2014, he’s been leading a unique project called Mission 31 – taking people to the world’s last remaining undersea marine laboratory, Aquarius, (now defunct) situated 65 feet down and nine nautical miles off the Florida Keys. Like astronauts in space, the goal was to spend 31 days living and working underwater. Jacques Cousteau had already built the first underwater habitats in the Red Sea, back in 1963. He dubbed the inhabitants ‘oceanauts’ and wanted to see if humans could live underwater for extended periods.

Mission 31 was in honor of his grandfather and lasted one symbolic day longer than the 1960s missions. “I wanted to see if the general public was still interested in ocean exploration, decades after my grandfather first ignited a fascination with life underwater,” he explains.

The answer was a resounding ‘yes.’ The mission garnered 34 billion media impressions, and more than 100,000 students spoke to the mission crew from a live feed in their classrooms. It wasn’t just the social media frenzy that worked; three years of scientific research was squeezed into 31 days with Cousteau and his crew each racking up 10-12 hours of diving each



day. The month-long event attracted attention to the destruction of marine populations and put a spotlight on conservation efforts. With some fish populations at 10% of what they were 50 years ago, the 21st Century Cousteau knows that change will only happen if you appeal to people's emotions and by raising awareness through impressive stunts.

With two generations of self-motivated, conservationists behind him, Cousteau is not happy to sit back and wait for someone else to fix a problem. Seeing the concern and urgency in his father and grandfather's work for our life support system – the oceans – and seeing the adverse effects of humanity on this fragile ecosystem, he has become proactive. "I firmly believe that you lead by example. How can you not take decisive action when you see firsthand what may happen to ourselves and our children in the future?"

"People protect what they love,' my grandfather always told me. 'They love what they understand, and they understand what they're taught.'" It's a philosophy Cousteau has adopted for the Fabien Cousteau Ocean Learning Centre, which aims to build a sustainable business model around sponsorship, global fishing communities, student education and filmmaking; keeping the plight of our oceans firmly in the news.

"Everyone's getting excited about a future Mars mission, but 95% of our oceans remain unexplored. The ocean is the perfect place to prepare for space missions – how the body reacts to extreme environments, isolation and weightlessness. Before we head off to colonize alien planets, we should cherish the ecosystems and life we have here first. I love the possibilities of space exploration, but why try and recreate a habitable environment on Mars when we still have

Fabien Cousteau (center) with his father, Jean-Michel and sister, Céline. Jean-Michel founded the Ocean Futures Society in 1999, a marine conservation and education organization. He also advocates for a world free of nuclear weapons. Céline is a documentary film producer, explorer and designer, who founded CauseCentric Productions. She also started a non-profit organization: The Céline Cousteau Film Fellowship.

99% of Earth's surface to be explored?"

Other frustrations he hears are commonly-held beliefs that "Greenpeace will take care of it," or "There must be an NGO for that?" After all, why should business care, especially if you work in a bank in Nebraska or construction in Texas, 1,000 miles from any ocean? "Every business has been living on credit," explains Cousteau. "We've been taking, taking, taking from our natural resources bank account, without realizing that we're going bankrupt. Many executives may be surprised to discover just how reliant their company is on the oceans – weather patterns, rainfall and disruptions to ocean-faring supply chains.

The spreadsheet a CEO stares at doesn't include the impact business is having on our planet. The real cost of goods and services can only be calculated when you add the cost to our aquatic ecosystem or the environment in general. "The companies who start down this road early, will be the ones who reap the biggest benefits in the future," predicts Cousteau.

It can be disheartening to realize the scale of an environmental problem, and exhausting to hear the many arguments for and against change. Cousteau reckons our current bucket of problems is made up of individual drops, and we should confront them as such – one drop at a time. "Our ancestors sometimes had it right in the first place," he laughs, "We should revisit our history books for answers to some of our current problems, instead of repeating our mistakes. Near the end of his life, in 1997, my grandfather said he wished he had three more lifetimes to continue his work on ocean advocacy and education. Two generations later, I hope to help fulfill this wish in some way."

"There's a certain degree of anxiety that gets me out of bed in the morning. When scientists give me the stark facts on the damage we've done to our planet and what we stand to lose by 2050, it bothers me that the general public has no idea of the severity. If they did, it would cause wide-scale, global panic. Staring into my five-year-old's eyes each day is my antidote – each generation has a choice and hope begins anew.

Cousteau is dismissive of climate change deniers and wonders why we should still be entertaining the 2% viewpoint that thinks it's worth debating. "Even if deniers were eventually proven right, what have we to lose by acting now? If we don't act, we stand to lose a lot; if we do act, the worst case scenario is gaining from those actions – innovation, scientific knowledge and a sense of wellbeing that we all came together for a common cause.

[www.fabiencousteau.com](http://www.fabiencousteau.com)

# The Plastic Alternatives



## 1. CARBON DIOXIDE AND SUGAR

As plastics tend to be made using fossil fuels, the search for alternatives is part of the journey towards a more sustainable future. Currently, 4% of global oil production goes into plastic, but scientists are exploring ways to bring oils down to zero. A sugar and carbon dioxide-based substitute for the plastic polycarbonate (used for spectacle lenses, DVDs and greenhouses) has been developed by a team at the University of Bath. Not only does their method bypass fossil fuels, but the resulting material is transparent, strong and biodegradable.



## 2. AGAR

Easily extracted by boiling red algae, agar is used to make confectionery in Japan. In a project called Agar Plasticity, the Tokyo-based design collective AMAM suggested that this gelatinous substance could be a viable plastic alternative. By heating agar, pouring it into molds and then freezing it, the team was able to make a selection of plastic-lite products and packaging (the picture shows a protective sheet for plant pots made using agar 'plastic'). The designers are now looking to partner with industry to enable them to access the scientific and technical know-how needed to take this idea to the next level.



## 3. EDIBLE PACKAGING

Food and drink packaging is going to require a huge overhaul if we are to solve the plastic problem. One viable option might be to replace packaging with alternatives that are just as edible as the products they contain. An example is 'Ooho!' from Skipping Rocks Lab, an edible sphere of water made from seaweed extract that you can pop into your mouth (above). The US Department of Agriculture, meanwhile, has developed a replacement for the thin plastic films used in food packaging, made from casein, a milk protein. Not only are these films biodegradable, sustainable and edible, they are also better than plastic at preventing food spoilage.

## 4. FUNGI

The bulk of a mushroom is a mass of underground filaments called the mycelium. By growing this on agricultural waste, New York company Ecovative Design is creating a new plastic alternative. The result can be formed in molds, and create food packaging or even a piece of furniture. Once the mold is filled with the dense mass of mycelia filaments, it's heat-treated to kill off the fungi, leaving a product that is durable and also totally biodegradable.



## 5. CHICKEN FEATHERS

Enormous quantities of feathers are produced as a by-product of the poultry industry. They are generally treated as waste. However, despite their soft and fluffy structure, feathers are composed almost entirely of keratin, a tough protein also found in animal hooves and horns. This means that in theory they could be used as strong, structurally sound, natural replacements for regular plastics. Researchers at the University of Nebraska-Lincoln have attempted to harness this potential by pounding feathers into a fine powder, then mixing it with chemicals to make the keratin molecules bind together.



The winners of this year's YPO Social Engagement Network (SEN) Awards are as varied by sector, as they are united by design. From magazines, to clean energy, to interfaith social enterprises, these three winners are connected by their dedication to leading innovative, globally significant businesses, actively solving some of the world's greatest problems.

# 3 OUTSTANDING SOCIAL CHAMPIONS

## WHAT ARE THE SEN AWARDS?

More and more companies are pledging to achieve social goals in addition to business goals. This growing community no longer accepts profit as a company's sole mission. Each year, YPOs Social Engagement Network (SEN) recognizes companies for initiatives that bring measurable positive humanitarian, environmental and social impact to their communities and the global society at large.

“A PLACE FOR CHARITIES TO CONVENE UNDER ONE ROOF TO SHARE RESOURCES AND MAXIMIZE THEIR POTENTIAL AND EFFICIENCY.”



PHILANTHROPY AWARD

MAURICE OSTRO / COLLABORATION HOUSE / WWW.OSTRO.COM

Bringing multiple charities and social enterprises together under one roof to maximize their potential and efficiency, Collaboration House focuses on facilitating creative solutions through the cross-fertilization of ideas between experts working in similar sectors. “As an entrepreneur, I have experienced countless, under-resourced, disjointed charities requesting funding, many with overlapping objectives,” says Maurice, explaining the organization's roots. Based in London, England, UK, – one of the world's greatest multifaith and culturally diverse cities – Collaboration House is an ecosystem for organizations to deliver greater impact by enhancing relationships – not only between faiths, but in communities at large. **“I'm a firm believer in the importance of building bridges between people of different backgrounds,” he explains. “More and more lately, violent extremists use the pretense of a victim narrative to terrorize innocent people;** we need to eliminate any justification for such a narrative and create societal bonds that cannot be torn apart. It's this fundamental belief that drives my philanthropic endeavors.”

“WE DIDN'T START BY ASKING HOW TO ADDRESS A VILLAGE OR CITY, BUT RATHER AN ENTIRE NATION.”



SUSTAINABILITY & ENVIRONMENT AWARD

YARIV COHEN / IGNITE POWER / WWW.IGNITE.SOLAR

Yariv's company, Ignite Power, is the fastest-growing Pan African rural distribution and financing platform, transforming African economies by lifting them out of poverty through wide-scale deployment of clean energy. Ignite, which started life as a YPO project, has connected close to 500,000 rural and base-of-the-pyramid people to power, with more plugging in every day. **“Our goal is to reach 100% access to clean power – a resource all people should enjoy without consideration.”** Yariv, who together with his wife Angela Homsy, has been on the impact journey for more than a decade, calls their work “a couple's journey” and is committed to building an innovative model to solve a host of problems – lack of local knowledge, access to capital, outdated models and governance issues – that all plague the continent. “We have built a truly sustainable business, with solid returns for all stakeholders and partners along our value chains,” says Yariv. **“Without this focus on shared value and risk-adjusted returns, no environmental impact can truly address the challenges ahead.”**

## WHAT IS YPO?

The Young Presidents' Organization (YPO) is the premier leadership organization of chief executives in the world.

It's a global platform for chief executives to engage, learn and grow. 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. The organization empowers more than 25,000 members in more than 130 countries, diversified among industries and types of businesses. Altogether, YPO member-run companies employ 16 million people and generate USD6 trillion in annual revenues.

[www.ypo.org](http://www.ypo.org)



**“EVERYONE CAN LEAD IN SOME MEANINGFUL WAY – YOU DON’T HAVE TO BE IN A POSITION OF AUTHORITY OR HAVE ANYONE ANOINT YOU A LEADER.”**



**INCLUSIVE BUSINESS & COMMUNITY AWARD**

MARK VAN NESS / REAL LEADERS / [WWW.REAL-LEADERS.COM](http://WWW.REAL-LEADERS.COM)

Mark Van Ness is one of the original architects of SEN and co-creator of *Real Leaders* magazine - that influences leaders in 135 countries and is distributed to 25,000 chief executive's. The magazine is featured at events globally and is the only magazine aligning its stories with the United Nations Sustainable Development Goals. **“Our mission is: ‘Inspiring better leaders for a better world,’”** summarizes Mark. “By sharing stories about leaders who are doing well by doing good, we have contributed millions of dollars in value to YPO members and influenced the leaders who create our world and control our economy.” Mark’s goal, to add community leadership to the DNA of YPO, is celebrated with this award, proving that business and YPOers can thrive by being a powerful force for good. “Ours is not a typical charity,” says Mark, “it is true philanthropy.”

In addition to being distributed in 135 countries, *Real Leaders* is now available at Hudson newsstands, Barnes & Noble, Whole Foods and Amazon stores. A certified B Corporation and signatory to the United Nations Sustainable Development Goals (SDGs), the magazine subscribes to the highest standards of transparency, accountability and performance. And while the original concept was to focus on CEOs sharing best practices for building businesses that serve society, as the magazine has developed, so too, has its approach.

**“The more we dug into the magazine and researched “real leaders,”**

**the more we found all of these people who were not CEOs that were doing amazing things.”**

Ten years from now, success will have less to do with quarterly earnings and more to do creating sustainable value while positively impacting the world.” In April 2018, Mark is launching a live pilot series for social entrepreneurs and impact investors at a Social Capital event (a seed conference for early-stage investors in social enterprises) in San Francisco, California. Based on the ABC TV series, *Shark Tank* – but with entrepreneurs that are making a difference – the idea is to match purpose-driven businesses with purpose-driven investors. Following the initial event, a second has been designed for the judges to hear pitches based on each of the UN’s 17 SDGs.

**“I call it ‘edutainment,’”** says Mark. **“It’s an entertaining way of showing entrepreneurs how impact investors view things differently from other investors. On the flip side, it teaches investors how to find and fund entrepreneurs.”**

“One of the benefits of taking on YPO leadership roles is you have no authority,” says Mark. “The only way you can lead in the organization is to inspire people to embrace whatever your mission is. The reality is, if we all integrated this concept into other areas of our lives – personal and professional – it would get us a lot farther than by being a ‘powerful’ or ‘forceful’ leader. If you can leave your ego at the door and ask, ‘What am I trying to accomplish?’ then ask, ‘How can I best help facilitate it?’ you won’t have to convince anyone to do anything – people who are inspired by your mission will become the leaders of it.”



# SMART TECH

## ENERGY ROCKS

**The Otarky rocking chair**, by Israeli designer Igor Gitelstain features a linear electricity generator in the feet of the chair – ball bearings and magnets within a coil conductor. As you rock back and forth, the ball bearings roll to convert the kinetic energy into electricity. The mechanics are hidden within the elegant, polished metal feet that also feature a plug at the back. You can now charge your electronic device while rocking. The rocking chair has been around for ages but this kind of innovation is what is needed to help keep ahead of our looming energy crisis. Gitelstain wanted to design and develop an idea with a long-term appeal, one that will still be relevant far into the future.

“In choosing this topic, I’ve tried to avoid looking for a sophisticated solution for a non-important problem,” he says. “I chose to focus on energy. Like many others, I believe that the world will change in the near future. Energy will become a precious commodity, much more than fresh water, fuel and clean breathable air.”

[www.shenkar.ac.il](http://www.shenkar.ac.il)



## GOING BALLISTIC

### **Armored Protection Backpacks for Students, Travelers and First Responders.**

In 2016 there were 385 mass shootings in which four or more people were injured or killed in the U.S., according to the Gun Violence Archive as of February 2017. According to the FBI’s study of active shooter incidents between 2000 - 2013, there has been a dramatic rise in shooter events – from seven in 2000 to over 200 in 2012. Meret recently collaborated with Angel Amor, a leader in ballistic armor technology, to develop a consumer daypack and reengineer their first responder bags to include lightweight, armored ballistic protection. Weighing no more than a typical daypack, their new commuter backpack can withstand multiple rounds, defending the vital chest area and potentially saving your life, all while carrying your laptop and personal items. “It sounds extreme,” says Scott Decker, President of Meret, “but why wouldn’t you want the added protection if you’re already carrying a backpack?” [www.meretusa.com](http://www.meretusa.com)



## LIQUID LEATHER

### The Rise of The Biofabrication Age.

Zoa is the world's first biofabricated leather brand, made by Modern Meadow, a company producing new materials that will have a lighter footprint on the planet. By partnering with some of the world's most cherished consumer brands, Chief Creative Officer, Suzanne Lee (pictured below) and her team, aim to bring new life to the material world. Zoa is grown in a lab using nature's essential protein, collagen, and completely without animal derivatives. Supple, durable and flexible in form, Zoa leather (inset below) opens up new possibilities in design and manufacturing not possible with traditional leather. The company's diverse team numbers over 70 people – with expertise in molecular biology, material science, engineering and design. They edit DNA to produce collagen, the most abundant protein in the animal kingdom. The resulting leather is no longer restricted to the size of an animal and uses less water, energy and chemicals. In the near future, your shoes, furniture and airline seats may all be grown in a lab.

[www.modernmeadow.com](http://www.modernmeadow.com)



## STONE PAPER

### The End of Paper is Near.

Getting stoned has a new meaning. Dutch startup, On The Rocks, has developed a paper made from stone waste. The mineral-based paper doesn't have wood pulp fibers, resulting in a super-smooth writing surface, and if you knock your coffee over your notebook - it's waterproof too. Normal paper can only be recycled around seven times, but stonepaper can be recycled infinitely. Besides being a great conversation starter, it makes you want to put your device down and start writing again. [www.paperontherocks.com](http://www.paperontherocks.com)





# HOW TO COMPLETE A TREE-ATHLON

**A 15,000 calorie diet, 100-pound log and 62-mile shark-infested water swim**

Endurance athlete Ross Edgley doesn't like to raise awareness around the environment by nurturing it, but by tackling it head-on.

From climbing a rope the height of Mount Everest to running a marathon while pulling a MINI, Ross Edgley is no stranger to extremes.

But the 32-year-old's latest challenge is one he has billed his toughest yet, swimming over 62 miles in jellyfish and shark-infested waters between the Caribbean Islands of Martinique and St Lucia – while pulling a 100-pound log. “About a year ago I did a triathlon carrying a tree on the island of Nevis to raise awareness of its eco-friendly project to become the first carbon-neutral island by 2020,” he explains. “I called it the world's first Tree-athlon! People seemed to like it.”

So, he set out on a similar venture across the English Channel only for red tape to get in his way. Told by authorities that he needed to be registered as a vessel to carry a tree, his response was, “how do I become one?” to which they hung up on him. The Caribbean red tape was easier to tackle, and so the idea was born.

In all, Edgley swam a total of 64 miles in the challenge, over a period of 31 hours and 24 minutes in two separate swims. At one point, he swam solidly for three hours without getting anywhere, so strong was the current he was facing.

There were magical moments of being accompanied by a dolphin for three miles, to flying fish soaring above the log he carried, to a time when he feared he was being chased by a shark.

[www.RossEdgley.com](http://www.RossEdgley.com)

Edgley likes to joke that he is the first Strongman swimmer – doing extreme feats to raise awareness around the environment.



## STATE OF THE NATIONS



**“Leadership is not about the next election, it’s about the next generation.”**  
**- Simon Sinek”**

After attending more than a dozen events at the invitation of our conference partners, I’ve come to realize what I enjoy most – learning new things from people who come from different backgrounds. There’s something magical about a room full of individuals who don’t know each other. Many are from different continents and span different generations, but the unifying theme is always the same – a desire to create a better world. We may have different ideas on how to achieve this lofty goal, but the underlying sentiment is always that we respect each other and have a right to share our opinions (however diverse they may be). I’d like to invite you to join me at one of our upcoming partner events. How we conduct business is changing fast and some of the world’s brightest and innovative minds attend these events. Forget boring business seminars; listening and engaging with leaders who have shown success with social impact can change your life, and make your business more profitable. Can you afford not to?

**Jesse Pyrch**  
[Jesse@Real-Leaders.com](mailto:Jesse@Real-Leaders.com)



# 3 Decisions That Will Define Your Life.

By *Mark Van Ness*

It's been 28 years since Julie Farkas and Seth Goldman made one of the most important decisions of their lives; to marry each other. In time, they chose careers they loved that were fulfilling: Julie creating and running programs focused on economic and racial equity and Seth as a social entrepreneur, both agreeing to take the risk of entrepreneurship with the co-founding of Honest Tea a few years later. The mission was to create great-tasting, healthy, organic beverages. In 2011, Honest Tea was acquired by The Coca-Cola Company, becoming the first organic and Fair Trade brand in the world's largest beverage distribution system. Today, Honest Tea is the nation's top selling ready-to-drink organic bottled tea and carried in more than 140,000 outlets in the United States. Over the years Julie and Seth have identified the three decisions we all make that have the greatest influence on our success and happiness. Here is some of the timeless wisdom they recently shared with me.

## WHO YOU CHOOSE AS A LIFE PARTNER

**It's critical to find someone who shares your values, who you respect intellectually and professionally. That person should be a partner in every way.** Entrepreneurs usually have a certain tolerance for risk, but if their partner doesn't share that same tolerance, then you may end up with an unsuccessful home life. There are many examples of entrepreneurs who have successful companies, yet unsuccessful family lives. We're fortunate to be aligned around the goals and vision for our careers, and most importantly, a willingness to venture into the unknown. Having a male and female opinion on the branding of Honest Tea has been invaluable - after all, our product is sold to both. It's interesting how many consumer-driven companies are led by male teams, and yet their customer base is at least 50% women.

## WHAT WORK YOU DO

There is one thing we always warn people about: Don't become good at something you don't like doing. At business school, recruiters may present you with an amazing career opportunity - a fantastic job in a big city. They will try and convince you that this is crucial for your next big opportunity in life. The danger of taking this job, is that you may actually do well at it; at the expense of something you may really be passionate about.

Julie's father was the son of immigrants who wanted him to become an engineer, because that was the practical thing for an immigrant child to do. He became a television producer instead, and he didn't want his children to do things just because they were practical either. He wanted his children to follow their passions. And that's the advice we gave our sons. **It's advice we'd give to any 18-year-old: Develop a passion for things and then follow them and make a life and career from it.** Then



you'll enjoy what you do every day.

If you've earned the capital to invest, remember these same principles. There are many investment advisors that will place your money with companies that are not aligned with your values. Instead, make investments that are sound AND create social good in the world, and avoid investing in practices and impact that go against your values. We make some of our impact investments through our Donor Advised Fund at ImpactAssets, and whether you're passionate about finding a cure for Parkinson's disease or wanting to promote vegetarian alternatives to meat, options now exist to align your investments with your personal values.

## WHERE YOU CHOOSE TO LIVE

**We chose a location with a strong sense of community.** There's a park at the back of our house which is a gathering place and our children were lucky enough to walk to school. Everyone walked, and so we got to know all our neighbors too. We made a commitment to invest back into our community by supporting the local schools and leading efforts to plant more than 200 trees in our neighborhood. One of the lessons we've learned with work is to make sure you have a short commute. So much of your life can be spent in traffic. It's unproductive for your health, your family and your social life. It helps us spend more time with our family, which is far more enjoyable than traffic.

[www.HonestTea.com](http://www.HonestTea.com) / [www.ImpactAssets.com](http://www.ImpactAssets.com)

# HOW STEVE WOZNIAK AND STEVE JOBS STARTED A REVOLUTION

THE COFOUNDER OF APPLE EXPLAINS HOW HE THINKS A MIXTURE OF CURIOSITY, CREATIVITY AND LEADERSHIP CAN CREATE TRUE GENIUS.



I was known as an artist and an architect, because architecture is about art really. I was known for the way I connected chips with wires. Nobody was ever going to see the invisible work I was doing, except another engineer who also knew how to connect chips with wires, yet look where it led. Great art can lead to the world we have today.

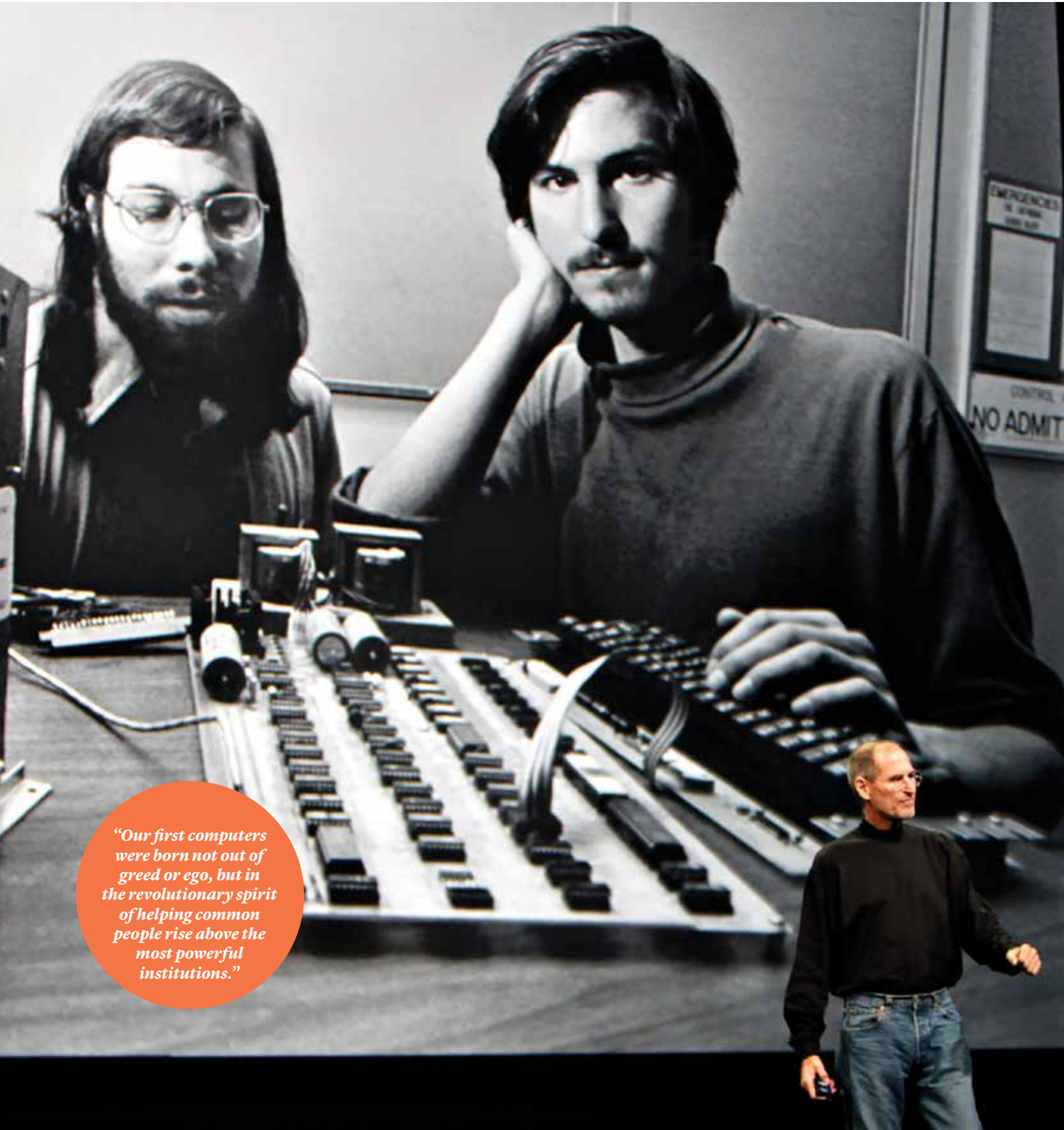
In the early days, if you had a computer it was a god. It was something that made your company successful. It automatically made you better, because only the big companies, and of course the military, had them. At that time, you would almost bow down to them. There was a sense that if you ever got to see a computer, it would make your life amazing. It was hard back then to find information about how they worked, or how they were made.

We're all born curious and want to explore things we don't know about. We want to find out how they work. This is just built into us. We've been taught that education is key to our success, and I believe that strongly. I was brought up with very strong educational values. But, there are many people, especially successful people, who question whether the formal education they received at school led them to where they are today.

Steve Jobs unveils Apple's touch-screen tablet device in 2010, against a backdrop of himself and cofounder, Steve Wozniak in the startup years.



BLOOMBERG VIA GETTY IMAGES



*"Our first computers were born not out of greed or ego, but in the revolutionary spirit of helping common people rise above the most powerful institutions."*

When I was designing computers I was one of those rare, bright people at school who thought the teachers were smart too. Usually people who are bright, like Steve Jobs was, would say, "Oh my God, the teachers were so dumb!" However, the definition of intelligence in school, where you learn what it means to be intelligent, is usually having all the right answers on your desk; having all the answers that are the same as everyone else. These are answers that aren't your own, but given or read to you.

If you're trying to be like everyone else with your answers, then you're a follower. You're looking for the leaders, and you're going to follow them to get the right answers. Well, that's not true intelligence.

When we're in school there are many types of people, different kinds of learners. Different things motivate people. We're always looking for one formula that will apply to everyone, which is very hard to come up with.

Someday I think we might have computers like humans, who act the same as human teachers, that really look at students' eyes, their faces and expressions; will know things and talk to you like a friend.

A lot of people when I was at school were memorizing history facts about how people used to do things, how you might run the country one day if you ever had to, all based on how things had been done in the past. Learning how things have been done in the past is not really reasoning, it's not really creating. You're still a follower.

I was shy at school, and when you're shy, you're not very good at expressing things that are emotional. I did science and math, as you might have guessed, and was very good at it. You learn a lot of facts but these facts are actually rules – rules on how to calculate solutions to simple problems and also for some of the most complex solutions on our planet – such as the allocation of resources.

The noted heroes we have in mathematics and science are known for discovering new things that weren't known before. The Newton's and the Einstein's of the world thought out the box; they didn't come up with

the same solutions as people before. For some reason their heads went in a new direction. That's creativity and leadership – thinking different and coming up with new solutions that are useful to people.

I didn't encounter any books on computers when I was growing up. I just started teaching myself and thought this was something fun to know. I didn't do it for grades either, this was a completely internal process which I did for myself. I didn't even tell anyone, such as my parents, brothers or friends at school. I knew that computers were going to be the most important thing in my life. This was a science I loved, even though I couldn't get books on it. I knew this was going to be the most important thing in my life, and when you put this idea deep into your core, it stays with you for life. I was self-taught, no lessons, no books.

Can shyness lead to leadership? It worked in my case, because I became independent. You solve problems on your own, you work on your own, you don't look for other people's answers. If you have a good idea and it means a lot to you, and you're motivated, you can work alone and you don't need to worry about other people telling you you're wrong or that it's not done a certain way. I'm a non-conflict person and I never argue, I just walk away.

In high school I got to a point where I could design almost all the small computers that existed in about two days, so I was very advanced by the time I met Steve Jobs. By the time I left school there was a counter-culture in the San Francisco area that allowed people to think they could live life differently. Steve grew up in relative poverty but always aspired to run a big company, which of course is Apple today. I stood out because of my computer designs, yet the two of us still had time to have fun and play pranks. Steve became more serious later on when he took charge of the big developments that arose in his work. I recall how we used to laugh and laugh at the pranks we'd play on the principal at school and I'm still grateful for those memories of him. We used to talk about the

latest electronics, read books on new science and discuss Bob Dylan's lyrics for clues on how people should behave and treat each other. Steve was acutely interested in the latest computer parts, that I hadn't even got to play with yet. He'd wonder if one of these might lead to a device that would allow people to share a computer. He was always thinking about something that someone would consider buying. He was always questioning and searching and he was usually thinking one level above the rest of us. I would show him a computer chip that did something at a certain speed and he would immediately start exploring the potential. He'd say, "Maybe this means we can use it to make a certain calculation faster or draw a picture on a screen." He was usually one level higher in reality than the engineers, because he saw the potential of what things might become.

We were told by professors from Stanford that technology was going to change life for humanity, that microprocessors were the key to making computers affordable to the masses. Yes, the first ones were cheap, but they didn't do anything. So I sat down and built the computer I'd always wanted. Something with software that could solve real-world problems. My colleagues and I spoke about making the "little engineer" of a company more important than the CFO, because they'd eventually be solving all the problems with technology.

I gave away all my schematics and designs for free at the time, because they were going to help society. Steve saw my formula for the personal computer – a small number of affordable chips on one little electronics board that allowed you to type on a keyboard and watch the results on a display, and said: "Steve, it's time for us to have our own company. We may lose money, but that's OK because we'll be doing something we really want to do." So, with no money and no business experience, we set out to start a revolution.

This story is based on a speech Wozniak gave in Singapore in 2012.

# CHANGE THE FACE OF LEADERSHIP STARTING NOW

**She Should Run** is working to get 250,000 women to run for office by 2030 because equal representation in politics shouldn't wait 100 years.

✓ 250,000  
BY 2030  
#250KBY2030

START YOUR JOURNEY TODAY AT [SHESHOULDRUN.ORG/TAKEACTION](https://sheshouldrun.org/takeaction)



[SHESHOULDRUN.ORG](https://sheshouldrun.org)

**“I never realized a person could walk through life without knowing their physical self. But photography can change that. It lets a child see themselves and their world through different eyes.”**

Babita Patel

## CHILDREN TURN THE LENS ON THEMSELVES AND DISCOVER THEY ARE EQUAL



Above: Photographed by Shamael, age 13, 8th grade during a K100 India workshop. The assignment was to photograph the spirit of his teachers – the girls.

Below: Street children splash around in clean ground water in the fields of Titanyen, Haiti. They were delighted to discover that water can be clear, not only muddy brown.

**Babita Patel has documented** the lack of access to clean drinking water in the slums of Haiti, photographed men in maximum-security prisons and once followed a ballet dancer-turned-US Marine around for the day. This is a typical working day for the New Yorker, who decided to give up her job promoting Fortune 500 companies at an advertising agency and travel the world capturing visual stories instead. A spiritual awakening during a trip to Tibet, Nepal and India in 2007 convinced her that telling the stories of unheard voices was more rewarding.

She's quick to point out that this is different from photo-journalism; it's less about scandalous drama and more about telling the positive side of people's lives. She splits her time equally between the U.S. and the rest of the world, believing that wisdom she discovers in far-flung destinations has relevance back home. "Imagine the insights of a woman in Ethiopia being heard by a legislator in Washington," she explains. "It has the potential to change laws, behavior and perception."

After photographing a group of Haitian kids six

17 PARTNERSHIPS FOR THE GOALS



Right: During KIOO Brooklyn, Ajradha teaches her student, Jaden, how to photograph his favorite physical feature about himself.

Below: An inmate inside Sing Sing Correctional Facility, New York just before his college graduation for a degree he earned while serving his sentence. Patel is working on a book about the cradle-to-prison pipeline in the US.

Below, right: Patel at a gallery show in NYC, photographed by James Song. The show featured photographs by students of the KIOO India workshop and Patel's travels through India.

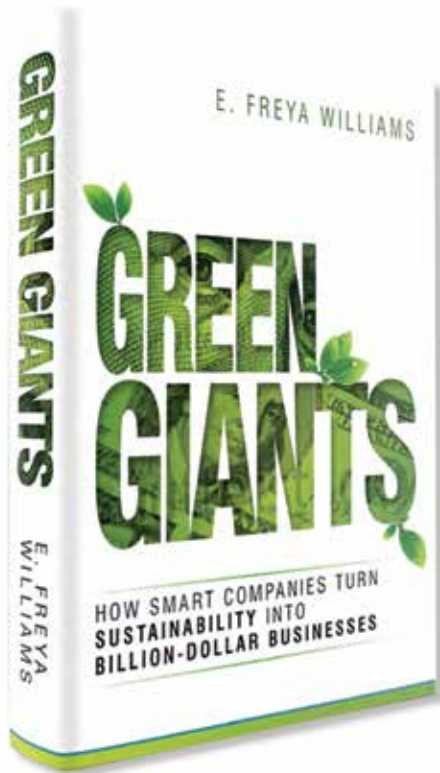


years ago, Patel was shocked to discover that a 10-year old boy didn't recognize himself when shown the photo - he'd never seen his reflection before. It sparked an idea - why not switch roles and give kids the camera? Patel founded KIOO Project with the belief that gaining self-confidence through the arts can change the trajectory of a child's life. Her non-profit teaches photography to girls, who then teach the boys. With a tagline "We picture equality," the project aims to flip traditional gender norms. The students' work is then shown in galleries across the world and provokes awareness and

debate around little-known social issues. "Sometimes we just don't 'see' people," says Patel. "Once you meet someone from the 'other' side, your mind becomes open to new possibilities." With "Partnerships For The Goals" being one of the 17 UN Sustainable Development Goals, she is keen to introduce diverse people to each other from across the world, in the hope that new partnerships and social impact will result.

To host an event, workshop or gallery show worldwide contact: [smile@KIOOproject.org](mailto:smile@KIOOproject.org) / [www.kiooproject.org](http://www.kiooproject.org). To work with Patel as a humanitarian photographer, contact: [babita@spicy-indian.com](mailto:babita@spicy-indian.com) / [www.spicy-indian.com](http://www.spicy-indian.com)

# READING LIST



## Green Giants: How Smart Companies Turn Sustainability into Billion-dollar Businesses

“ I defy you to read this fascinating, inspiring book and not have your wheels start spinning with ideas about how to transform your own business or organization. Back in the 90s our bosses assigned us “The Art of War” as required reading; this is THAT book for this decade. The author gives us a cast of compelling characters who, with courage, vision, tenacity, and a bit of lunacy, succeed at doing well by doing good, upending and transforming huge sectors and industries. Williams certainly proves her case - that sustainability is just good business - with solid studies and insights. This book made me want to get up on Monday and really, really get to work. ” - Ben Gilding

“ The debate is over. Business can contribute to the greatest challenges facing society, and deliver profitable growth while doing so. Indeed, it must. This book provides important evidence that it can be done. It should be required reading for any business leader wishing to lead companies that will prosper for the long-term. ” - Kees Kruythoff, President, Unilever North America

“ Hugely informative and eminently readable - about the sneakers we wear, the burritos we eat, the cars we drive, all of them produced either because people wanted to do the right thing or saw the earning potential in doing the right thing. Gives you hope for the future. ” - Tomo Delaney

Green Giants examines nine companies that are merging social responsibility with wild profitability – and reveals the six factors responsible for their success. This new breed of billion-dollar businesses proves it’s possible to achieve enormous success while implementing sustainable principles that help consumers live better lives. Ranging from start-ups to business lines incubated within major multinationals, these companies collectively represent over \$60 billion in revenue. What’s more, many command wider profit margins and are growing faster than their conventional counterparts. Packed with eye-opening research, exclusive interviews, and enlightening examples from Chipotle, Toyota, Unilever, Tesla, General Electric, and more, Green Giants serves as a blueprint for sustainable success that anyone can follow.



Freya Williams has a mission to help move sustainable business, behaviors and brands into the mainstream. A communications and business strategist, she has advised organizations including Coca Cola, Unilever, the United Nations, SAP, Tetra Pak, The Economist, Waste Management, Kraft and many others on how to incorporate sustainability, responsibility and social good into their brands. A native Brit, Freya has lived in the U.S. since 2000.

**Has the concept of sustainability moved away from its “grassroots” and alternative image?**

A decade ago, sustainability and anything green were all the rage in business until skepticism about the cost to profits got it shunted aside to the CSR department. Today, a new generation of green 2.0 companies have learned from the mistakes of their predecessors and are proving the skeptics wrong by converting sustainability into billion dollar brands. Natura, Chipotle, the Toyota Prius and Tesla Motors (as well as IKEA, Whole Foods, Unilever, GE’s Ecomagination and Nike Flyknit) each earn more than \$1 billion in annual revenue from a product or service with sustainability or social good at its core – not kale, but everything from airplane engines to shoes to cars and much more.

**These are not alternative companies catering to the granola set and trying to compete with the big boys. These are the big boys that every other company is now trying to compete with.**

**What are some of the strategies these companies have adopted?**

There are six factors or traits that “Green Giants” have in common that account for their uncommon success and that set them apart from the first generation of green companies and their cautionary tales:

1. Iconoclastic leadership, marked by an inner sense of conviction, the courage to stand up and change things, commitment, and a constructive contrarian streak.
2. Disruptive innovation, marked by embracing counterintuitive ideas, engaging problem solvers, and striving to make products better, not just greener.
3. A higher purpose – like Unilever’s “To make sustainable living commonplace” and Chipotle’s “Food with Integrity” – which, paradoxically, spurs profits.
4. Built in, not bolted on – that is, integrating sustainability into core business strategy and structures, including governance and cost.
5. Achieving mainstream appeal by seeking to satisfy the needs or desires of wide-ranging customers, rather than targeting a small niche of true green believers.
6. A new behavioral contract, putting buzzwords like transparency, responsibility, and collaboration into action, through consistent behavior, to build their brand.



Dr. Martin Luther King Jr leads the march from Selma to Montgomery. 1965. *Photo by Flip Schulke.*

# 50 ANNIVERSARY

ALL PHOTOGRAPHS COURTESY OF GETTY IMAGES



**IT'S BEEN 50 YEARS SINCE DR. MARTIN LUTHER KING JR. WAS ASSASSINATED. AS PEOPLE ONCE AGAIN TAKE TO THE STREETS TO HIGHLIGHT SOCIAL INJUSTICE AND ATROCITIES ACROSS THE COUNTRY, WE ASK: IS HIS DREAM STILL RELEVANT TODAY?**

*By Ashley Woods and Ulf Larsson*



On April 16, 1963, 100 years after the Emancipation Act, as violence unfolded on the streets of Birmingham, Martin Luther King, Jr. composed a letter from his jail cell.

## A Right to Freedom

Dr. Martin Luther King, Jr.'s nonviolent struggle for rights and freedoms

Dr. Martin Luther King Jr. was assassinated in Memphis, Tennessee (U.S.), exactly fifty years ago, on April 4, 1968, an event that sent shock waves reverberating around the world. It was, as described at that year's Nobel Ceremony in Oslo, a "bitter year for human rights" and "one of the most grievous losses ever suffered by the world's champions of peace and goodwill."

Dr. King, had been awarded the Nobel Peace Prize in 1964 for his nonviolent campaign for equal rights. The 1968 Nobel Peace Prize was presented to René Cassin for his work on drafting the Universal Declaration of Human Rights adopted by the United Nations General Assembly on December 10, 1948. Eleanor Roosevelt, who oversaw the writing of this milestone document had died a few years earlier and therefore could not share in the prize. The declaration presents 30 articles, each of which explains what rights we have as human beings regardless of "race, color,

sex, language, religion, political or other opinion, national or social origin, property, birth or other status." Importantly, Article 1 states that "all human beings are born free and equal in dignity and rights".

It was Dr. King's dream that his children would one day "live in a nation where they will not be judged by the color of their skin but by the content of their character." That dream was rooted in his own experiences as a child growing up under "Jim Crow Laws": a system of racial apartheid that dominated the American South for three quarters of a century, beginning in the 1890s. The laws affected almost every aspect of daily life, mandating segregation of schools, parks, libraries, drinking fountains, restrooms, buses, trains, and restaurants. "Whites Only" and "Colored" signs were constant reminders of the enforced racial order. Those who refused to abide by these laws were arrested, or worse, 'lynched' by white extremist groups such as the Ku Klux Klan.

Martin Luther King, Jr., was born Michael King, Jr. on January 29, 1929, in Atlanta, Georgia (U.S.) and grew up in an area of the city reserved for people of color. His father, Michael King, Sr. (later Martin Luther King, Sr.) was a respected Baptist minister and community leader. His mother Alberta Williams King made it a point, early on in Martin's life, to explain how young, healthy Africans were brought to the United States as slaves, and the ongoing realities of discrimination and segregation.

"You are as good as anyone," his mother Alberta said, but Martin didn't really understand until the day he went to school at age six. His best friend, a white boy that he had known and played with since age three, was told by his father to no longer play with him. "How could I love a race of people who hated me and who had been responsible for breaking me up with one of my best childhood friends?" Martin asked himself for a long time.

At fourteen years old Martin participated in, and won, an oratorical contest with an essay entitled *The Negro and the*

*Constitution* in which he said, "If freedom is good for any it is good for all." After receiving the prize, Martin took a bus home and unconsciously sat at the front, which was normally reserved for white people. The bus driver quickly reprimanded him. Martin recalls this incident as the angriest moment of his life!

At age 15 Martin entered Morehouse College, a historically all-male African American college established in 1867. It was during his time as a student at Morehouse that Martin would have his "first frank discussion on race" and where he would discover Henry David Thoreau's essay on *Civil Disobedience* published in 1849, which tells the story of the author's willingness to go to jail, rather than pay taxes to a government that supported slavery.

"I became convinced that non-cooperation with evil is as much a moral obligation as is cooperation with good," said Dr. King.

Someone else who had an indelible impact on Dr. King's beliefs and actions was the Indian activist Mahatma Gandhi, who, using nonviolent civil

**“I became convinced that non-cooperation with evil is as much a moral obligation as is cooperation with good.”**

disobedience led India to independence from British rule in 1947. He was particularly moved by Gandhi's 240 mile march from his ashram (religious retreat) to the coastal town of Dandi on the Arabian Sea. There, Gandhi and his supporters made salt from seawater, thereby breaking the British law that had established a monopoly on salt manufacturing.

"There is no way to peace, peace is the only way," said Mohandas K. Gandhi (1869-1948).

Dr. King would put Gandhi's technique of non-violence to good use in America's own civil rights struggle. Starting in 1955 in Montgomery, Alabama he successfully led a massive bus boycott after civil rights activist Rosa Parks had refused to give up her bus seat reserved for whites. Later on in Birmingham, a place he described as "where human rights had been trampled on for so long and fear and oppression were as thick in its atmosphere as the smog from its factories," Dr. King was arrested and put into solitary confinement for leading a protest. From his cell he wrote a letter outlining that: "Injustice anywhere is a threat to justice everywhere."

While many nations in Africa, including Ghana (1957), had achieved independence from their former European colonial masters, the time had come for African Americans to be given full and equal rights – not only to sit at the front of a bus and attend integrated schools – but also the right to voice their opinions politically.

"Something within has reminded the Negro of his birthright of freedom, and something without has

Eleanor Roosevelt oversaw the writing of the Universal Declaration of Human Rights, adopted by the United Nations General Assembly on December 10, 1948. *Photo by Fotosearch.*





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Left: Dr. Martin Luther King, Jr. hugs his wife Coretta during a news conference following the announcement that he had been awarded the Nobel Peace Prize.

Opposite King giving his "I Have a Dream" speech to a huge crowd gathered in Washington D.C. during the 'March on Washington for Jobs & Freedom' (aka the Freedom March).  
*Photo by Francis Miller.*

Below: King plays with his son Dexter.  
*Photo by Flip Schulke.*

Below, left: Adult members of the Klu Klux Klan and White Citizens' Councils join teenagers protesting school desegregation in Montgomery. The Supreme Court ordered Montgomery and other Alabama cities to desegregate schools in 1963.  
*Photo by Flip Schulke.*

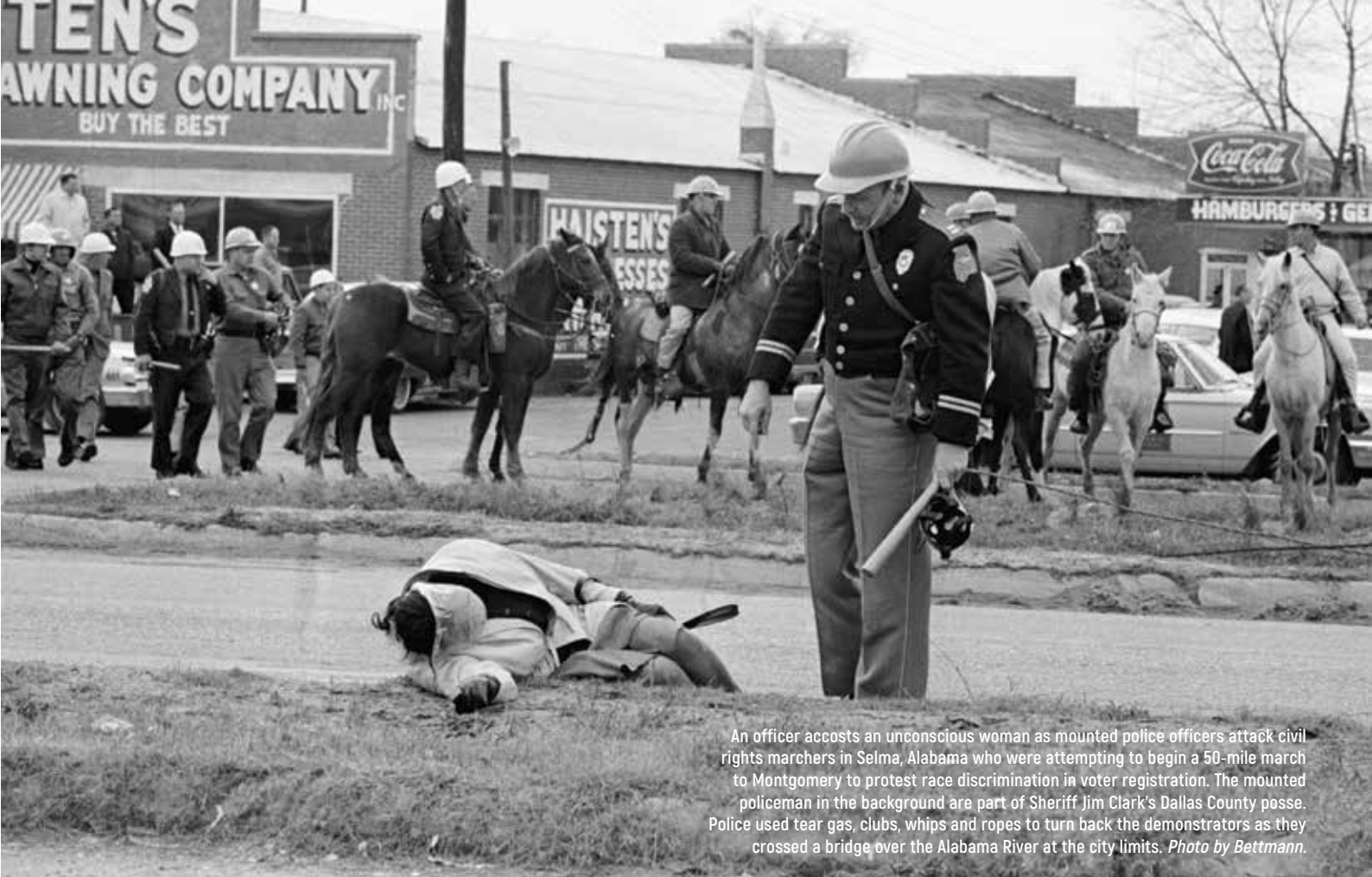




"As children we didn't know we were "Negroes," or if we did, we didn't know exactly what that meant. We didn't realize that we lived in "segregation" ...We were children, and children are more than human; we were blessed, but sooner than later we grow up and have to face this prison of segregation, unless Daddy won his struggle." Excerpt from Dexter King's book *Growing Up King*.

*Photo by Flip Schulke.*



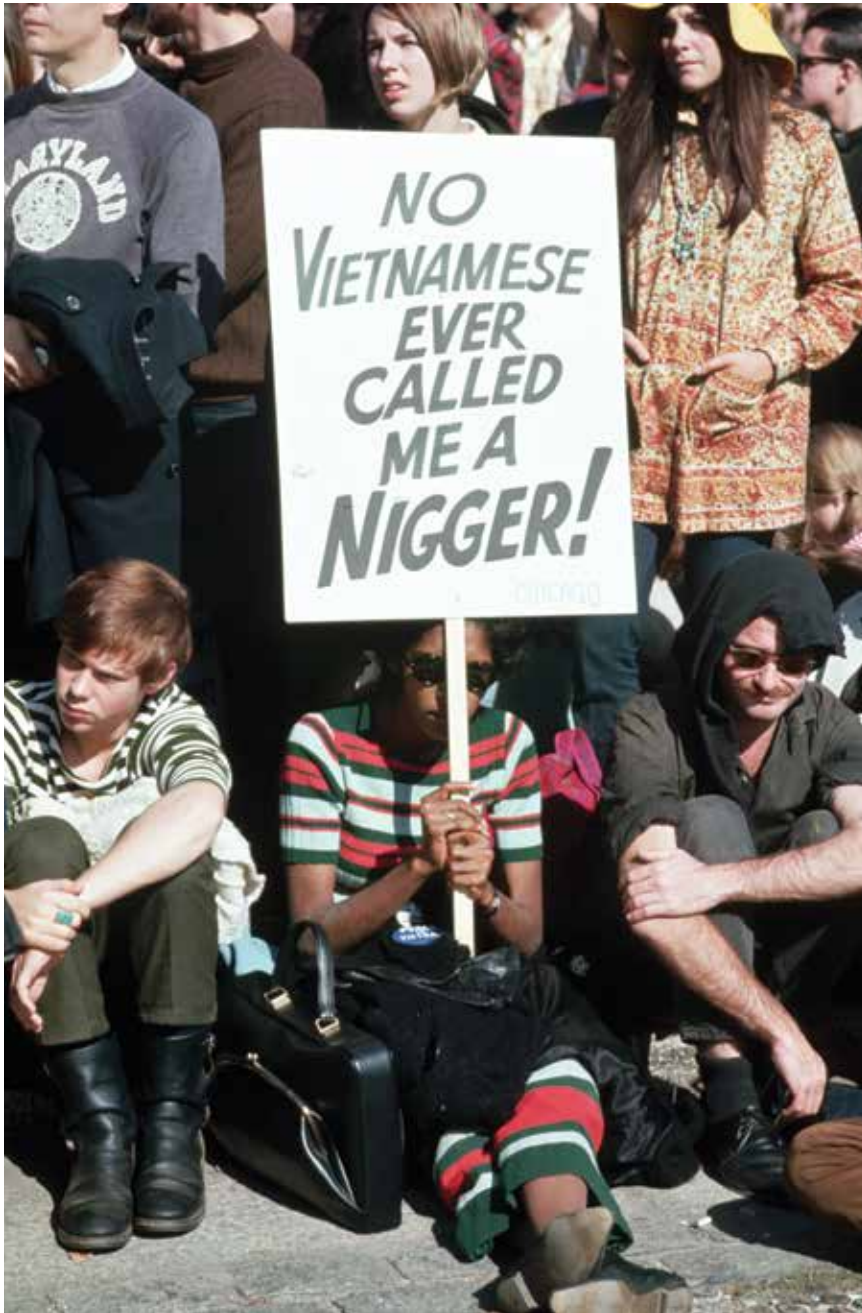


An officer accosts an unconscious woman as mounted police officers attack civil rights marchers in Selma, Alabama who were attempting to begin a 50-mile march to Montgomery to protest race discrimination in voter registration. The mounted policeman in the background are part of Sheriff Jim Clark's Dallas County posse. Police used tear gas, clubs, whips and ropes to turn back the demonstrators as they crossed a bridge over the Alabama River at the city limits. *Photo by Bettmann.*



Some of the leaders of the 'March on Washington for Jobs & Freedom' march with signs, Washington D.C., August 28, 1963. Among those pictured are, front row from left: John Lewis, Matthew Ahman, Floyd B. McKissick (1922-1991), Dr. Martin Luther King Jr. (1929-1968), Reverend Eugene Carson Blake (1906-1985), Cleveland Robinson (1914-1995), and Rabbi Joachim Prinz (1902-1988) (in sunglasses). The march provided the setting for Dr. King's iconic 'I Have a Dream' speech. *Photo by Robert W. Kelley.*

Below: A black protester at an anti-Vietnam War rally holds up a pro-Vietnamese sign against American racism. "No Vietnamese ever called me a Nigger" came from Muhammad Ali, who said that "No Viet Cong ever called me a Nigger." *Photo by Leif Skoogfors.*



Above: Civil rights leader Andrew Young (left) and others standing on the balcony of the Lorraine Motel pointing in the direction of the assailant after the assassination of King, who is lying at their feet. *Photo by Joseph Louw.*



reminded him that it can be gained. Consciously or unconsciously, he has been caught up by the Zeitgeist, and his black brothers of Africa and his brown and yellow brother of Asia, South America and the Caribbean. The United States Negro is moving with a sense of urgency toward the promised land of racial justice," he said.

And so the moment had come; a century after the abolition of slavery, marches were organized throughout the South, in Selma and Mississippi, and notably to Washington D.C., whereupon hundreds of thousands of men and women, black and white, rich and poor, marched on the United States capital demanding economic justice. Youth from all over America traveled South to join the ranks as Freedom Riders and to participate in more provoked, but still nonviolent, actions of civil disobedience.

Thanks to mass mobilization, enough pressure was brought on the United States government to bring about

significant changes to federal law, notably the 1964 Civil Rights Act that ended segregation in public places and banned employment discrimination on the basis of race, color, religion, sex or national origin. The 1965 Voting Rights Act was described as, "one of the most monumental laws in the history of American freedom".

It was at this time, that Dr. King would travel to Oslo, Norway, to receive the Nobel Peace Prize on December 10, 1964. During his Nobel lecture on December 11, he said:

"The Nobel Prize is the second greatest honor given to me in my lifetime. The honor of the first importance was the response of the millions of Negroes to the doctrine of nonviolence, and their heroic employment of it to achieve equality and freedom. In a sense they earned the Nobel Prize when they stood against guns, dynamite, snarling dogs and prison without flinching, until their steadfastness muzzled the weapons of their oppressors."





Following the Nobel Prize, Dr. King turned his attention to fighting other injustices: poverty and war. At the time, the United States was, in his opinion, wasting enormous economic resources fighting a war in Vietnam that he felt would be better spent on helping the poor.

“If we assume that life is worth living and man has a right to survive, then we must find an alternative to war,” he said. Dr. King was 39 years old at the time of his death, which occurred as he was planning a massive ‘Poor People’s Campaign,’ involving the wider participation of American Indians, Mexican Americans and other racial and ethnic minority groups.

Given the present global challenges to Human Rights, Dr. King’s message of nonviolent social and economic justice is as important today as ever before.

“A Right to Freedom” is a new exhibition curated by Ashley Woods, that opens at the Nobel Museum, Stockholm on September 29, 2018.

The Nobel Museum and Nobel Media hope that the “Right to Freedom” exhibition, accompanying educational program and digital activities will enlighten, inspire and empower young people through the action of Nobel Laureates; showing that change is possible in their own communities and the rest of the world.

[www.nobelprize.org](http://www.nobelprize.org) / [www.nobelcenter.se](http://www.nobelcenter.se)

Above: Students Playing Outside Martin Luther King Elementary School, Los Angeles. Young Hispanic American schoolchildren, who make up over 70% of the students, play and jump rope near a large mural of Dr. King at an elementary school named in his honor. *Photo by David Butow.* Opposite: A protester holds a young boy on his shoulders during the Memphis March demonstration, backing the demands of striking garbage workers, Memphis Tennessee, April 8, 1968. The march which was to be led by Dr. King was instead led by his widow Coretta Scott King. *Photo by Santi Visalli.*

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# DESTINATIONS



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Takeoffs and landings create most of an airplane's carbon emissions.

#### **Consider a Road Trip.**

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Stop leaving a trail of disposable plastic behind. Glass allows you to refill over and over again.

#### **Take Showers, Not Baths.**

Showers use just 10-25 gallons of water, while baths use up to 70 gallons.

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There are more than 6,500 reasons to visit the Vega archipelago in Norway – the number of islands, islets and reefs waiting to be explored. The UNESCO-protected islands of Vega, just south of the Arctic Circle, is a World Natural and Cultural Heritage site and has Sustainable Tourism certification. Locals claim that spending time in Vega means "living your life slowly." Replace the rat race with a dog sled race for something different. [www.visitnorway.com](http://www.visitnorway.com)



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**The World's Best Eco-Country.**

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**PRISON A LA CARTE**

**Prison Food Goes Upmarket.**

The Clink is a restaurant in the U.K. entirely staffed by prisoners, offering an innovative approach to rehabilitation. It trains former offenders to get them back into the community. More than 800 prisoners have graduated from The Clink's four training restaurants and the organization is now able to train up to 160 prisoners a day. Each prisoner works and trains for 40 hours a week, so by the time they graduate, they have all the skills needed to get back on their feet.

[www.TheClinkCharity.org](http://www.TheClinkCharity.org)

# WATCH LIST



**A Wrinkle in Time** is a science fantasy adventure film written by Jennifer Lee and Jeff Stockwell, based on the 1962 novel of the same name by Madeleine L'Engle. The film stars Oprah Winfrey and Reese Witherspoon and follows a young girl who, with the help of three astral travelers, sets off on a quest to find her father, who went missing after discovering a new planet. While some have taken issue with the film's heavy use of computer-generated imagery and numerous plot holes, it has been celebrated for its message of female empowerment and diversity.

[www.disney.com](http://www.disney.com)

**“ Director Ava DuVernay emphasizes an emotional clarity and narrative simplicity that allows the book’s sci-fi examination of friendship, family and forgiveness to resonate with almost mythic force.”** – Tim Grierson, *Screen Daily*

## A Wrinkle in Time

Expressing Feelings with Unashamed Openness



With *Wrinkle in Time*, Ava DuVernay became the first black woman to direct a live-action film with a budget of over \$100 million. She won the directing award at the 2012 Sundance Film Festival for *Middle of Nowhere*, becoming the first African American woman to win this award. In 2005, over the Christmas holiday, DuVernay decided to take \$6,000 and make her first film, *Saturday Night Life*, based on a trip by a struggling single mother and her three kids to a L.A. discount grocery store.



### THE OPRAH EFFECT

Born into poverty in rural Mississippi to a teenage, single mother, Oprah Winfrey went on to become the first black woman billionaire in history. Arguably the world's most powerful woman, she has overcome her adversities to become a benefactor to others. She's no stranger to directing movies either. In 2014, Winfrey coproduced *The Hundred-Foot Journey* with Steven Spielberg and Juliet Blake. Based on a novel by Richard C. Morais, it explores the rivalry between an Indian and French restaurant, located one hundred feet apart. The plot might have been one that Oprah typically explored on her shows: a clash of values and cultures, misunderstandings and strife, that resolves itself into a warm and passionate feel-good situation, where everyone wins.

Sent to live in Tennessee, Winfrey landed a job in radio while still in high school and began co-anchoring the local evening news at the age of 19. Her emotional ad-lib delivery eventually got her transferred to the daytime-talk-show arena, and after boosting a third-rated local Chicago talk show, she launched her own production company, becoming internationally syndicated. Credited with creating a more intimate, confessional form of media communication, she is thought to have popularized and revolutionized the tabloid talk show genre, which a Yale study says broke 20th-century taboos, by allowing previously disenfranchised people to enter the mainstream.

What she lacks in journalistic toughness, she makes up for in plainspoken curiosity, robust humor and, above all, empathy. In the mid-1990s, Winfrey adopted a less tabloid-oriented format, hosting shows on broader topics such as heart disease, geopolitics, spirituality and meditation, interviewing celebrities on social issues they were directly involved with, such as cancer, charity work, or substance abuse. Winfrey became the first black person to rank among the 50 most generous Americans and by 2012 she had given away about US\$400 million to educational causes. She is now worth \$2.8 billion, according to *Forbes*.

# Do You Know What Human Trafficking Looks Like in America?

*"Escaping was hard. But the even harder part was...Now What?"*

— Survivor, USA

\*Actual photos of survivors used with permission.



Rebecca Bender Initiative is a survivor-led nonprofit, dedicated to training community professionals and assisting survivors at job readiness. Because there is life after human trafficking.

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# THE ECONOMICS OF PAIN

## THE OPIOID EPIDEMIC IN AMERICA

*By Blaine Townsend*

The United States and New Zealand are the only two countries that allow television commercials promoting medication. Advertising has increased from \$1.3 billion in 1998 to roughly \$5.6 billion in 2016. But at what price to ordinary citizens? The pharmaceutical industry's great technical prowess, backed by corporate lobbyists and naked capitalism, has helped create an American modality to relieve pain: inexpensive, highly addictive pain pills. A simple metric used by pharmaceuticals and drug manufacturers seems to be: The more pain, the more we gain. How are socially responsible investors reacting to these industries, and why are pain-treating alternatives not hitting the market fast enough?

## Cannabis as an Alternative?

Cannabis, in varying compounds, is one alternative treatment for pain that has become more common in recent years, particularly in lieu of its increased legalization in the United States. Numerous studies over the past few decades have presented the medical benefits of marijuana to treat conditions such as multiple sclerosis, arthritis, epilepsy, glaucoma, HIV, cancer, anxiety and the elusive chronic pain. In January 2017, The National Academies of Sciences, Engineering, and Medicine released a comprehensive review of scientific research published since 1999 on the subject. The committee came to almost 100 research conclusions on the health effects of cannabis and cannabinoids, including evidence which showed that "patients who were treated with cannabis or cannabinoids were more likely to experience a significant reduction in pain symptoms". It should be noted that not all of the conclusions imply positive health effects of cannabis.

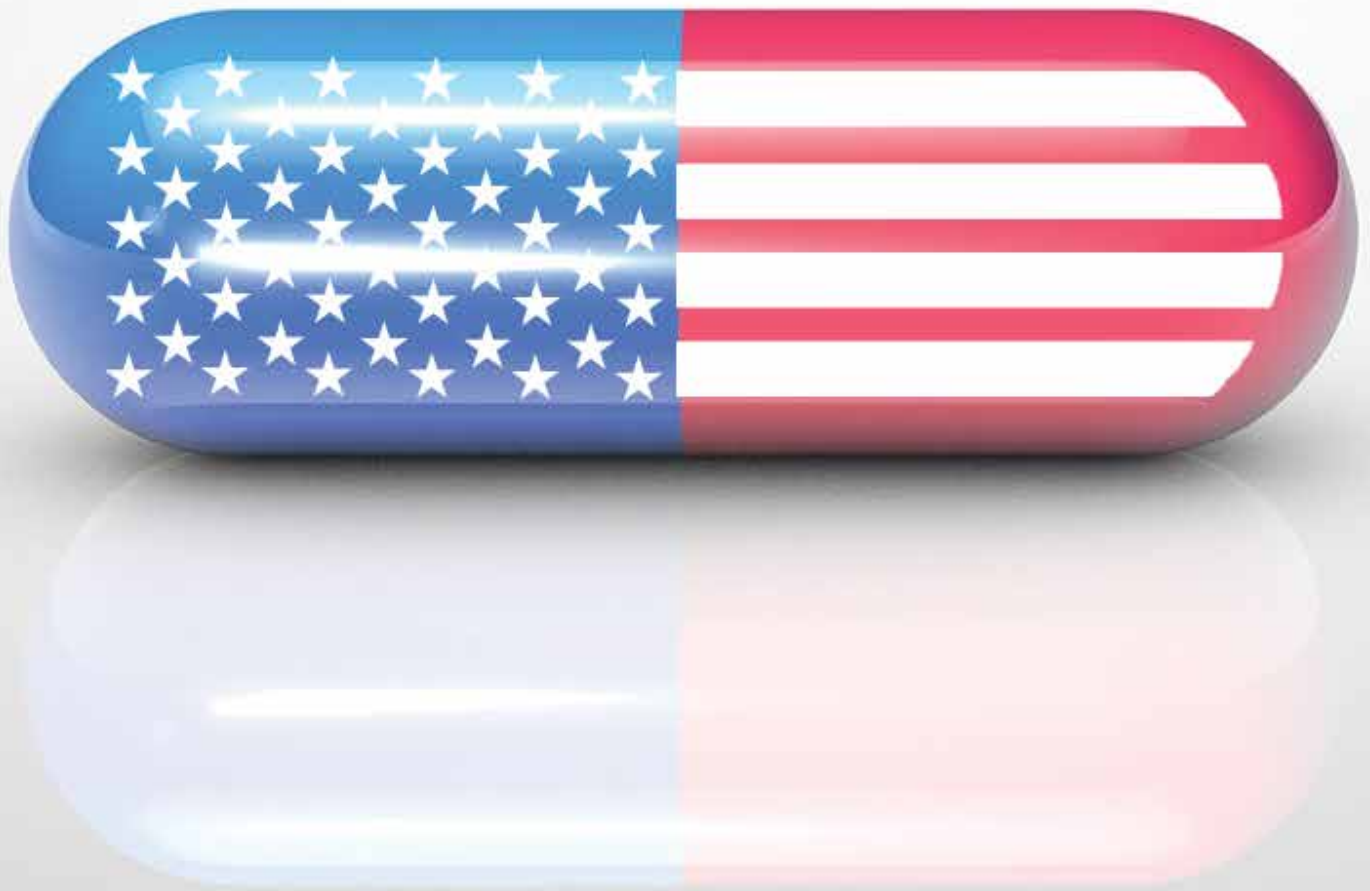
Other recent studies have found an association between states legalizing medical marijuana and a reduction in opioid overdoses. A major roadblock to medical research on marijuana is that under the Controlled Substances Act, the drug is still

deemed a Schedule I substance, defined as having high potential for abuse and no currently accepted medical use. It cannot be used or tested safely, even under medical supervision. Most opioids are a Schedule II substance and neither alcohol nor tobacco are controlled substances. For reference, in the United States there were over 30,000 opioid overdose deaths in 2015 and approximately 88,000 alcohol-related deaths each year – of which roughly 21,000 were from liver disease. There are roughly 480,000 deaths yearly attributed to cigarette smoking. There have been zero reported deaths from marijuana overdose and as of yet, no publicly-available research on other marijuana-related deaths. Although still illegal at the federal level, 29 states have now legalized medical marijuana and eight states, including Washington, D.C., have legalized it for recreational use. More extensive research is still needed to prove the medical efficacy of cannabis.

One of the more high profile conversations about marijuana's benefit for pain relief is happening between the National Football League (NFL) and its Players Association (NFLPA). The NFL has long been criticized for "pushing" pain pills on their athletes and being insensitive to the

longterm overall health of players. In 1970, St. Louis Cardinals linebacker Dave Meggysey published his seminal book *Out of Their League*, which first exposed the world to the widespread abuse of pain killers, racism and brutality in the NFL. The game has only grown in stature, economics and violence since then, and the NFL has a reported level of opioid abuse three times as high as the general population. As an offshoot of the NFLPA subcommittee on brain trauma, the NFL and NFLPA are looking to liberalize the use of medical marijuana for NFL players.

In many ways, the NFL is a microcosm of the country's conflicted position on controlled substances: On the one hand, players are tested for marijuana and penalized based on the current collective bargaining agreement, and on the other hand, they are being administered highly addictive pain medication from team doctors. The amount of marijuana in the bloodstream was liberalized in the current collective bargaining agreement in 2014. The current review is set to liberalize it further, at least in part because of the player's belief that oils and ointments from marijuana are preferable to opioids in treating pain.





**Pain is one of nature's** strongest forces. Pain makes the hand recoil from a flame and provides the instinct to duck when a rock is heading your way. Pain is also one of the most bedeviling forces in nature. Ancient people understood pain when they could see a gash or crooked finger. If pain was internal, they often assigned mythical or spiritual causes to explain it. They also went to great lengths to expunge it. Some even speculate the Incas went as far as drilling holes in the skull to relieve pain. Others used "pain pipes" or leeches to extract it, injected gold salts into the body to mute it, or induced pain elsewhere in the body to offset it. Some just used unconsciousness to deal with it.

In the fog of time, it's difficult to know with certainty which of the early remedies were most effective. Given that pre-modern surgeons were mostly valued for being fast and able to endure the screams of their patients, it's safe to say none were entirely effective.

However, before those early efforts to ease pain are dismissed as crude and primitive attempts by less advanced cultures, keep this in mind: None of the pain treatments employed by early humans led to a drain on the civilization's coffers or caused more than 60,000 collateral deaths a year. Neither were any tied to massive profits for the players involved either. This is where America comes in.

As America joined the atavistic

quest to relieve pain, the nation veered down a path influenced by market forces as well as empathy. The pharmaceutical industry's great technical prowess, backed by corporate lobbyists and naked capitalism, helped create an American modality to relieve pain: inexpensive, highly addictive pain pills. America found pain relief behind names like Vioxx, OxyContin and Percocet, among others. The side effects, however, were not just confined to the patient. America itself is now in pain – economically and emotionally. The prescription opioid formula for pain has led to a national opioid epidemic. How bad is it? President Donald Trump declared the opioid epidemic a public health emergency in October of 2017. By most estimates, the opioid epidemic costs the United States over \$500 billion per year and leads to well over 90 deaths per day. The U.S. Department of Health and Human Services estimated that by 2015, nearly 13 million Americans were abusing prescription opioids.

#### **THE SEEDS OF DESTRUCTION**

Today's opioid crisis has its roots – literally – in the soil of ancient history. Since the time of the Sumerians and Mesopotamians, compounds derived from the opium poppy have been used to manage pain or been used for recreational and religious ceremonies. Over the millennium, opium has left a trail of addiction, from the Silk Road in the Far East to Main Street, United States. We should not feel too special. Opium has always had a major economic impact on society and has ensnared virtually all world powers one way or another. In fact, England smuggled so much opium into China to balance Britain's tea trade during its Imperial apex that the subsequent epidemic of addiction in China led to the Opium Wars in the mid-1800s. More recently, the Taliban's war against Soviet occupation in Afghanistan in the 1980s (and now against America) has been largely funded by the poppy-derived heroin trade. The

United Nation estimates opium nets the Taliban \$3 billion per year and pays the salaries of 25,000 to 30,000 soldiers.

The deadly American epidemic we are battling today, however, is home-grown and rooted in changes in medical practices and the related response from insurers. Opioids like morphine, heroin and other synthetic opioids became commonplace for treating acute post-operative pain and terminally ill patients during most of the 20th century. Opioids then became a common tool in fighting chronic pain such as backaches and headaches in the 1990s. Prescriptions for opioids skyrocketed over this period. The number of prescriptions for opioids surged from 76 million in 1991 to well over 200 million by 2013. During this time the United States became the biggest consumer of opioids globally, using nearly 100% of the world's total production for hydrocodone (e.g., Vicodin) and 81% for oxycodone (e.g., Percocet).

Opioid prescriptions peaked in 2012 with over 255 million nationwide, drifting down to 214 million by 2016. Despite the overall decline, the 2016 total was still three times as high as 1999, and today prescriptions remain high (or rising) in 23% of the country's counties.

#### **ANATOMY OF THE CRISIS: THE "FIFTH VITAL SIGN"**

Pain "management" gained visibility within the medical community in the 1980s, as a handful of researchers and physicians argued pain was vastly undertreated. Pharmaceutical companies seized on this market opportunity to profit from opioid sales, marketing pain as the "fifth vital sign" while downplaying the addictive risk factors. In 1996 after OxyContin was released, specialized sales representatives, called "detailers," used a variety of sales tactics to market the drug to doctors. They were so successful that the number of detailers marketing OxyContin grew from 318 in 1996 to 767 in 2002. The detailers focused on primary care physicians, despite these



doctors having adequate training in pain management. They also promoted the fact that only 1% of patients who used narcotics were at risk of addiction.

The marketing tactics paid off. OxyContin sales skyrocketed, rising from \$45 million in 1996 to \$1.5 billion by 2002, to \$3.1 billion in 2010. The consequences of addiction and opioid abuse have been on the rise ever since. In 2015 alone, 33,000 Americans died from overdosing on opioids – more than double the number of homicides. To add insult to injury, despite the explosive growth in the sale of prescription opioids since the 1990s to treat chronic pain, studies indicate the incidence of pain in the U.S. has actually nominally increased. In February 2018, the manufacturer of OxyContin cut its marketing staff in half and stopped marketing opioids to doctors.

### STUCK IN THE MIDDLE WITH YOU

Although it's easy to point fingers at "Big Pharma" and doctors in fueling the opioid crisis, insurance companies and the pharmacy benefit managers (PBMs) have both played critical roles. The insurers and PBMs systematically favored cheaper, yet more addictive opioid medications, at the expense of higher cost, yet less addictive, opioid options. Why? It was more profitable since less addictive options often came with a higher price tag. This greatly influenced the use of less addictive options because patients with chronic pain were required to shoulder high out-of-pocket expenses and go through lengthy approval processes with

### What Are Socially Responsible Investors Doing?

Socially responsible investors have long been an agent of change in corporate behavior and given the role corporations played in creating the opioid crisis, it should come as no surprise that they are pressing the drug and pharmaceutical industry to alter their practices.

1. Earlier this year, a coalition of investors representing roughly \$14 trillion in managed assets was created to formalize the effort. The 'Investors for Opioid Accountability' (IOA) consists of thirty members, including the California State Teachers' Retirement System, the International Brotherhood of Teamsters and Bailard, Inc. The typical "asks" are lobbying, political spending and independent reporting to flush out a company's relation to the opioid epidemic.

2. In July 2017, at the annual shareholder meeting of one of the largest drug distributors in the U.S., there were three important outcomes: Shareholders rejected the Board's proposed executive pay package and demanded compensation be reviewed, the Board committed to enacting an independent Chairman going forward, and an independent investigation of opioid-related business practices was launched. A precedent was set for future engagements.

3. The IOA also engaged a large HMO in November of 2017 that launched a new 'Opioid Action Program' in four of the most affected states. This included the purchase of 80,000 doses of the overdose reversal drug, Narcan, for free distribution; a contribution of \$3 million to grants that will support youth education; prevention and prescriber awareness; supporting drug take back events; and partnering with medical schools to boost training on opioid treatments. Similar proposals and engagements are on deck with 9 other distributors.

This demonstrate the power of private and public-sector organizations working together to influence changes at an industry level.



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their insurance companies just to use them. As much as patients were getting hooked on opioids, insurance companies and PBMs were hooked on the profit margins of the low cost, highly addictive pills. Less addictive options were avoided because the economics were not as favorable.

The rapid escalation in the number of prescriptions was widespread across the country, but there was a clear regional disparity in the numbers. According to the Centers for Disease Control and Prevention (CDC), in about a quarter of U.S. counties, there was the equivalent of one opioid prescription per county resident. In addition, while the overall opioid prescribing rate in 2016 was 66.5 prescriptions per 100 people, some counties had rates that were seven times higher.

Why is that significant? From a political standpoint, the opioid epidemic heavily affected the rural, white communities in places like West Virginia, Ohio and Pennsylvania. These are areas that served as a political base for Donald Trump in the 2016 election. For a host of reasons, the pain that the opioid epidemic has inflicted on large cities and Blue states hasn't garnered the same political attention among urban voters. The three largest U.S. cities by population went Democratic in 2016 (New York, Chicago and Los Angeles). Yet when the Pew Research Center released its polls of the issues important to those voters in the pre-election, the opioid epidemic did not register as significant enough to even be on the list.

That is not to say the Trump administration response has assuaged all critics. According to Stanford University addiction specialist Keith Humphries, "the Trump administration's latest proposed budget cuts the Substance Abuse and Mental Health Services Administration by \$400 million and the tax bill is projected to lead to 13 million people losing health insurance, and any coverage for addiction treatment along with it."

It remains to be seen how cuts to social services and policy changes will affect the opioid epidemic, but the areas with the highest prescription rates will likely continue to have the highest death rates from opioid overdoses. The disparity of both prescription levels and deaths by region begs some very serious questions about the causes of the epidemic. Researchers have shown that the variance is due to different medical practices, not the actual health condition of the patient. The implication is that pharmaceutical companies were more successful selling opioid medication in places where physicians lacked formal pain management training and that pharmaceutical companies marketed opioid medication while understating the risks of addiction.

A recent study from Princeton University further elucidates the disparity in prescription practices among doctors, as researchers found that doctors from lower ranked schools prescribe three times more opioid prescriptions per year than doctors from the highest ranked schools. Some doctors also fueled the addiction frenzy by writing prescriptions for a standard 30-day supply, despite most post-operative acute pain requiring only 3-5 day prescriptions. Given the increased public outcry on addiction, some pharmacies have added policies to engage and challenge doctors who they believe over-prescribe pills. The over-prescription practices range from ill-informed doctors with outdated prescription practices to knowing pharmacy accomplices (often known as "pill mills"), looking to flood the market in the quest for profit.

### **NECESSITY IS THE MOTHER OF INVENTION (FOR BETTER OR WORSE)**

It stands to reason that the opioid epidemic would be worse in areas with higher levels of prescriptions for opioid medications. This created a volatile situation which quickly became a conflagration because of three additional elements: the selling of fraudulent prescriptions, modifying the ingestion methods of the medications to increase the potency and the availability of heroin.

As addiction spread, so did fraudulent prescriptions to meet the growing and lucrative demand of addicts. Thousands of illegal prescriptions for various opioid derivatives, such as hydrocodone, oxycodone, fentanyl and morphine continue to make their way to the public via fraudulent means, with medical professionals looking to cash in on the black market by writing prescriptions under the names of family and friends. Additionally, patients known as "Doctor Shoppers" take advantage of unknowing (or sometimes knowing) physicians to obtain multiple prescriptions for personal use or resale. The U.S. Department of Justice announced in July 2017 it was bringing charges against 412 individuals from various institutions for their alleged participation in schemes involving approximately \$1.3 billion in false billings. The accused range from doctors who profited from reselling fraudulent prescriptions to a fake Florida rehab facility that solicited addicts for treatment using gift cards and then billed their insurance companies.

Once addiction took root, addicts then sought to deviate from the standard oral intake to increase the feelings of euphoria and the "high". Addicts turned to alternative intake methods such as intravenous injection ("shooting up"), nasal ingestion and rectal

delivery to ingest the drug as quickly as possible, maximize the dosage and increase the high. Unfortunately, deviating from the standard oral intake only made drugs more addictive. Standard oral intake was designed to make the drugs dissolve slowly in the system, lessening the high and the addictive qualities.

Another clear and present danger of the opioid epidemic is the rise in illegal drug use. Many addicts have responded to the crackdown on opioid prescriptions by turning to heroin – a black market opioid derivative. The United Nations Office on Drugs and Crime denotes heroin as the deadliest drug in the world and draws particular concern to its rise in the U.S., with nearly one million heroin users as of 2014. In addition, heroin-related deaths are five times more than those seen in 2000. Many posit the heroin rise is a waterfall effect from the acceptance of opioid prescriptions. There was a corresponding increase in heroin use in the United States during the timeframe when prescriptions for opioids were skyrocketing. Heroin in this country has more than doubled since 2005.

### **ECONOMICS OF THE EPIDEMIC**

The correlation between rising opioid prescriptions and decreased labor participation, particularly among men, continues to grow and garner headlines across the U.S. Not surprisingly, studies have found that labor force participation is not only lower in areas of the U.S. with higher volumes of opioid prescriptions but actually fell in the 2000s.

Princeton economics professor Alan Krueger suggests that the increase in opioid prescriptions from 1999 to 2015 could account for nearly 20% of the observed decline in men's labor force participation during that same period. For women, who are more likely than men to get an opioid medication prescribed (though less likely to overdose), the observed decline in women's labor force participation is slightly higher at 25%. Krueger further flushes out the regional economic impact of the epidemic. Over the last 15 years, the labor force participation rate fell more in counties where more opioids were prescribed. This may very well have contributed to the perspective of voters in those areas that the status quo in Washington was not focusing on policies that were benefiting their communities.

Goldman Sachs economists say this may explain something that has been a puzzling question since the Great Recession: why labor participation has gone down, despite an economy creating more jobs.

However, some experts point to other factors for decreased labor participation such as an aging

population or increased college enrollment.

Nonetheless, the epidemic continues to grow more expensive by the day given treatment needs, increased crime and lost earnings (the largest hit of all to the economy). Given the perpetuating cycle of addiction, areas already badly affected cannot stand a chance to recover without large scale intervention to assist with rehabilitation and treatment.

### **CONCLUSION**

Aggressive pharmaceutical campaigns, lack of physician education on pain management and a healthcare marketplace that failed to promote less addictive alternatives fueled the perfect storm that America now battles. The opioid crisis shows no sign of abating soon. With respect to annual deaths, the CDC just released new statistics to show the epidemic has now surpassed the annual deaths caused by HIV/AIDS at its height. The CDC now estimates over 42,000 Americans died as a result of the opioid epidemic in 2016. As the death toll and financial impact mount, it appears that funding for social programs to combat addiction and substance abuse is going the opposite direction. As a result, the most direct change in the epidemic likely has to come from changes in the practices of the pharmaceutical and insurance industries themselves and by a law enforcement effort to curb illegal prescriptions. The role of pharmaceutical and insurance companies in the epidemic will no doubt continue to play out in the courts and at annual meetings. The much anticipated mid-term elections in 2018 will provide another opportunity to shine light on policy choices that have either helped or hindered the reversal of this terrible epidemic. [www.bailard.com](http://www.bailard.com)



After returning to New York at the urging of her new management company, actress Jess Jacobs thought the opportunity to star in big studio productions would make her happy. But it didn't; she was miserable. Why would a young actress who had everything she'd always dreamed about, turn her back on commercial stardom? You may need to ask her father, ex Qualcomm chairman Paul Jacobs, who always included her in family decisions from a young age. Growing up with an empowered sense of self-worth led Jacobs to realize that no one was going to cast her in an acting role she didn't like. In New York, Jacobs was unhappy with the characters she was asked to play. "It didn't represent women as I know them," she explains. "Many producers portray women characters in movie plots as one-dimensional, and I just couldn't relate to that." A series of meetings led her to current business partner, Audrey Rosenberg, a veteran of 20 years in the film industry and an Emmy-nominated producer. The pair bonded immediately, agreeing on why specific scripts didn't work or why they felt unsure of underlying narratives of individual characters.

# JESS JACOBS WANTS NOTHING BUT THE TRUTH

A series of meetings led her to current business partner, Audrey Rosenberg, a veteran of 20 years in the film industry and an Emmy-nominated producer. The pair bonded immediately, agreeing on why specific scripts didn't work or why they felt unsure of underlying narratives of individual characters. They were drawn to a similar sense of what worked. It was the beginning of a magical journey that resulted in the formation of Invisible Pictures last year. "Hollywood is very patriarchal," says Jacobs. "Most studios are run by men, as are the agencies, agents and executives. While they represent a diverse group of people, the content is typically focused on what appeals to men."

The movie industry has fallen into the habit of assuming that a film will only succeed if the plot is male-driven. It's what Jacobs likes to call "The Alice in Wonderland phenomenon." "You assume the story is about a woman because Alice is a female lead," explains Jacobs. "But she's a passive bystander to her life - a victim of the world around her."

Jacobs recalls the time she auditioned for a movie two years ago. All the characters were superheroes, except the lead actress, who got the role of managing the conflict between the superheroes. Well, that's how it was explained in the tagline anyway. What Jacobs discovered in the script was a character being reactive to everything around her - not proactively seeking anything throughout the whole plot. While this may reflect a part of society as we know it, there are plenty of working women actively seeking experiences, not waiting quietly at home in the hope that something will happen.

This prejudice has crept into historical storytelling too. Think of civil rights, and you're likely to think of Martin Luther King, Rosa Parks and Malcolm X. "But think about Rosa Parks," says Jacobs. "Most will think of a little old lady who decided to stand up for herself on a bus one day, but she was a lawyer who defended women of color who'd been raped by white men, within a legal system which had prescribed death for rape."



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Parks was a 41-year-old activist, toughened by her experiences within a brutal environment. Her story today, told from a male perspective, has become about a “nice, little old lady.” She was anything but.”

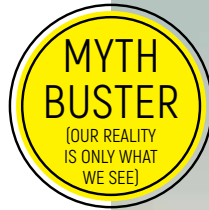
History books are skewed towards men too. We are taught from a young age that it’s a man’s world, something that can only change by telling more stories about women. Movies such as *Wonder Woman* have started changing all that. It’s shown that strength and beauty can coexist; even save the world. The role of sexually attractive characters should not become objectified either. “Of course we’re still allowed to be sexy,” says Jacobs, “just not squeezed into the role of some male fantasy.”

Jacobs is looking forward to creating characters that are nuanced, messy, smart, make bad decisions and even hurt people – more reflective of the ordinary hero’s she sees around her every day. Her work has taken her to communities in Africa that have given her lessons on global growth and human rights that she has found useful for helping communities at home. On a bus trip to the Women’s March in Washington DC last year, Jacobs sat alongside a woman returning from the Republican National Convention. Before long the conversation turned to abortion. “Although we didn’t agree on the social causes of abortion, we ended up agreeing that we both wanted the same thing – no unwanted teenage pregnancies. We had found common ground and the conversation swung instead to education. We ended up agreeing that we would each petition our local schools for a more comprehensive sex education for school girls. Finding what you agree on first, before the screaming match begins, is a lot more constructive.”

[www.JessJacobs.com](http://www.JessJacobs.com)

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# THE HUMANITY STAR



A newly launched satellite is expected to become the brightest object in the night sky, creating a shared experience for all humanity, after being launched on board Rocket Lab's Electron launch vehicle in January. The Humanity Star is intended to serve as a focal point for humanity, as every single person on Earth will have the opportunity to see and experience it. The satellite will appear as a bright, glinting star shooting across the night sky.

Created by Rocket Lab founder and CEO Peter Beck, the project is about drawing people's eyes up and encouraging people to look past day-to-day issues and consider a bigger picture. The Humanity Star will orbit the Earth for approximately nine months before its orbit starts to decay and the satellite is pulled back into Earth's gravity, burning the satellite on re-entry.

"For us to thrive and survive, we need to make big decisions in the context of humanity as a whole, not in the context of individuals, organizations or even nations," says Beck.

"The Humanity Star is a way of looking beyond our immediate situation, whatever that may be, and understanding we are all in this together as one species, collectively responsible for innovating and solving the challenges facing us all. We must come together as a species to solve the really big issues like climate change and resource shortages."

The Humanity Star is a geodesic sphere made from carbon fiber with 65 highly reflective panels. The sphere spins rapidly, reflecting the sun's light back to Earth, creating a bright, flashing effect that can be seen in the night sky. Orbiting the Earth every 90 minutes and visible to the naked eye from anywhere on the globe, the Humanity Star is designed to be a bright symbol and reminder to all on Earth about our fragile place in the universe.

[www.TheHumanityStar.com](http://www.TheHumanityStar.com)

“My hope is that all those looking up at it will look past it to the vast expanse of the universe and think a little differently about their lives, actions and what is important for humanity.”

Peter Beck





# DECADE *of* WOMEN



## Moving From Advocacy For Women Into the Decade Of Women

Together, we will ensure a bold turning point in history during which #WeUniteWe to complete the global equity revolution.



Sign the #WeUniteWe Pledge to join a growing number of partners in this epic movement, spanning industries and nations, committing to render immutable the power and financial inclusion of women and actuate full gender equity by 2030. *Because it is essential to our collective future.*



[DecadeOfWomen.org](http://DecadeOfWomen.org)

# DECADE OF WOMEN LAUNCHES AT UN ON INTERNATIONAL WOMEN'S DAY

By Jim Van Eerden, Founding Partner, 5th Element Group, PBC

Embracing 2018 as the turning point year for the cause of women's equity, top global leaders representing frontier tech, finance and impact investing, corporations and civil society's maverick change agents gathered at a United Nations reception to elevate March 8th, the International Day Of Women, into a tectonic shift: to move from advocacy For women to a new Decade Of Women to complete the equity revolution.

The Decade Of Women was inaugurated across eight major Times Square billboards featuring three epic women, in SDG-themed photographs by Ralph Reutimann: UNDP Equator Prize Winner Kamal Shivling Kumbhar from Swayan Shikshan, India; Katrín Jakobsdóttir, the Prime Minister of Iceland, and UNDP Equator Prize Winner Aoua Cherif Doumbia from Mali.

"This is an unprecedented meeting with unprecedented promise," said Amir Dossal, founder and President of Global Partnerships Forum, who opened the reception. "We need your help to forge the way in this, to enfranchise the disenfranchised through access to capital systems and markets."

The reception presented the first "Quantum Impact Awards," forged from age-old Icelandic lava, symbolic of the volcanic power of Mother Nature and

## AND THE WINNERS ARE...

Quantum Impact Awards (pictured right) were presented to Patsy Doerr (Thomson Reuters), Marianne Schnall (Feminist.com), Lauren Selig (Shake and Bake Productions), and Elizabeth Stark (Lightning Labs). The Quantum Lifetime Achievement Award was presented to Col. Ronald J. Garan, Jr., NASA Astronaut, and The Quantum Impact Champion appointment to launch a global network of champions for women and frontier technology went to Dr. Jane Thomason (Abt Associates Australia).

Iceland's #1 ranking in gender equality for nine years running.

The Decade Of Women launch was followed on March 9th by a "Quantum Impact and the Digital Frontier Collaboratory" hosted at Thomson Reuters to create a decade solutions path forward to deploy frontier technologies to exponentiate women's financial independence worldwide as the linchpin to achieving UN Sustainable Development Goal #5 – and all 17 UN SDGs.

Signing an historic #WeUniteWe pledge of large-scale commitments to action, the Decade Of Women Collaboratory announced the "Top 10 Frontier Women" in the emerging blockchain and digital assets market. The Top Ten list anticipates a Top 50 announcement this June in Iceland, and the "Frontier Women 300" list by year end.



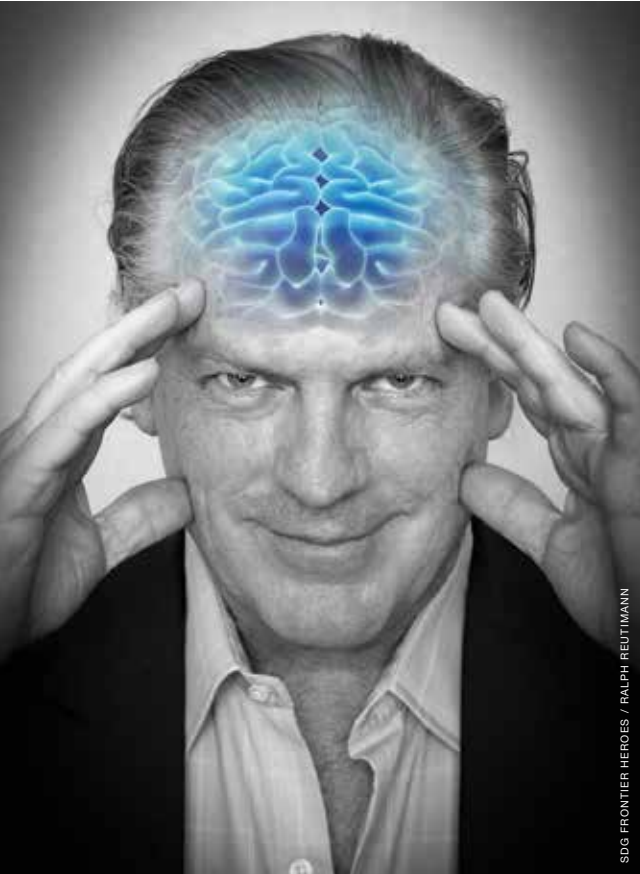
RALPH REUTIMANN

The Top 10 Frontier Women include Anu Bhardwaj (Women Investing in Women Digital), Meltem Demirors (Athena Capital), Lidia Dumitrascu (VentureBoost Group), Sally Eaves (Aspirational Futures), Joshua Ashley Klayman (Morrison & Foerster LLP), Susan Oh (MKR AI), Lauren Selig (Shake and Bake Productions), Dr. Jane Thomason (Abt Associates - Australia), Anitha Vadavatha (d.Cent Labs) and Alena Vranova (Khodam et Bloom Foundation).

"For the first time in human history," Dr. Thomason said, "we have the technological tools to connect the bottom billion unbanked to the global economy, to provide digital identity to stateless people, and to target benefit to women and girls through smart contracts. In this Decade Of Women, we will harness these digital tools and our collective ambition to create a global, connected, distributed economy that transforms the lives of women and girls across the globe and achieves Quantum Impact."

[www.DecadeOfWomen.org](http://www.DecadeOfWomen.org)

# “NOTHING IS DYNAMIC UNTIL IT IS SPECIFIC”



**“The super powers of women are about to roll throughout the world, with tsunami-like force. But women need to quickly understand the gifts of Internet 3.0.”**

[www.DecadeOfWomen.org](http://www.DecadeOfWomen.org) #WeUniteWe

## **Global Investment Titan J. Todd Morley on Women and the Blockchain Imperative**

I have completely upgraded our thinking to account for the effects – and to invest in businesses – which take advantage of the blockchain. Why? Because it’s Internet 3.0.

The blockchain will open new ideas and markets and it will unleash the power of humanity at an exponential pace. And it’s very likely that 50% of the world, WOMEN, can take the lead and utilize the powers of the blockchain.

The blockchain is the great equalizer that can be the key catalyst for the Decade Of Women. The protocols of Ethereum and others are gender neutral. The blockchain doesn’t feature gender bias, it doesn’t care! The blockchain, Internet 3.0, will allow women to create and exchange services and ideas...with intention... and with connection to like-minded people. Women need to understand the awesome power of Internet 3.0.

Education is critical because the utility of the blockchain is here, and now. The super powers of women are about to roll throughout the world, with tsunami-like force. But women need to quickly understand the gifts of Internet 3.0. It is simply the latest in a string of disintermediation technologies that decentralize power. A good place to start is “The Truth Machine: The Block-chain and the Future of Everything,” by Michael J. Casey and Paul Vigna.

The quest for empowerment, at its essence, is power transference. It has arrived with the blockchain.

The blockchain offers safety and connectivity with intention. Purpose-driven people are proliferating these new protocols so unheard voices and unseen faces can find a market, find capital, and find protection due to the unique state of the blockchain protocols and the open ledger system. Intention is now unhackable!

That’s why I participated in the Decade Of Women Collaboratory led by 5th Element Group. And it’s why I am pledging to focus my best (100%!) energy toward this blockchain space. This frontier technology represents a game-changer moment, when financial inclusion and independence for women can be achieved at a dramatic new scale. I’ll do all I can to help make it happen with partners that can bring the change.

*By J. Todd Morley, Quantum Agent of Change / Founder of G2 Investment Partners, Co-founder of Guggenheim Partners*

## **Corporate Responsibility Leader Patsy Doerr Stakes Out Importance of Targets**

I am immensely proud to be a part of the Decade Of Women campaign. Women still have fewer economic opportunities than men, less access to education, and less political representation. Globally we must come together to ensure that women have equal access in order to build a sustainable future. It’s easy to feel frustrated by the slow progress being made. According to McKinsey and LeanIn.org, it will take more than 100 years for women to reach economic equality at the current pace of change. It has been said that “Nothing is dynamic until it



SDG FRONTIER HEROES / RALPH REUTIMANN



## **Global Systems Change and Impact Solutions Pioneer Amber Nystrom on Completing the Gender Equity Revolution**

This is a Zeitgeist unlike anything we have seen. The Womens' Marches launched women into politics. #MeToo sparked a global social movement to shed light on and eliminate sexual harassment for women everywhere. Decade Of Women and #WeUniteWe unites the exponential power of women and frontier technology to complete the gender equity revolution

by ensuring women's financial independence worldwide.

Led by men and women across geographies, genders, and false economic divides, Decade Of Women is a campaign and a clarion call. Above all, it is a solutions pathway that rejects incrementalism to Celebrate, Unite and Exponentiate women and more feminine global stewardship as essential for our future.

While I (and many) were at first skeptical of blockchain and digital assets, it has become undeniable these technologies are a lightsaber for our future: positively disrupting systems that no longer serve, and enabling a decentralized elevation of an economy and financial system grown from truth, trust, transparency, love and innovation.

Stewarded with purpose and the principles of OmniWin design, blockchain and digital assets can enable us to immutably value the undervalued, see the unseen, and engage women and all those left out of our global economy to claim identity, financial independence and dignity in co-creating a flourishing society, economy and future.

**By Amber Nystrom, Co-Founder, 5th Element Group and Fifth Element Fund**

is specific." I believe that's true.

That's one reason why Thomson Reuters was privileged to host the Decade Of Women Collaboratory with our friends from 5th Element Group the day after we elevated International Women's Day at the UN on March 8th. Advocacy days are important. But the work we have to do requires a prepositional flip: we need to move from advocacy FOR gender equity into the Decade Of Women – at a time when key metrics show progress toward the goal, year after year, and are measured with intention and transparency. And leader brands must also help ensure we leverage emerging technologies to achieve the gender equity objective of SDG #5.

Businesses must be at the forefront of this movement. At Thomson Reuters, 32% of our executives are now women. We are proud to be headed in the right direction towards our goal of 40% by the end of 2020 – and onward and upward from there.

We're committed to that, and challenge other corporate leaders to set specific Decade Of Women goals in order to achieve the dynamic results we need to get this right. It won't happen by accident; it won't happen with more of the status quo.

I've noted often that committing to rigorous accountability objectives, while definitely a good thing, is no longer just about "doing good." Focusing on these objectives is imperative to attract talent, entice investors and forge relationships with customers - which ultimately affects bottom-line growth, profitability and long-term success. Companies that not only understand this but embrace it will be the stand-out companies of tomorrow. And the ones who miss the boat, well, may not exist. Doing good isn't good enough anymore. Along with other Decade Of Women partners, it's time to get very specific – it's time to lead from the front.

**By Patsy Doerr, Quantum Agent of Change Global Head of Corporate Responsibility, Sustainability and Inclusion, Thomson Reuters**

# FOOD INNOVATORS



JACKLYN KAWANA

## NUDE FOODS

### A Plastic-free Shopping Experience.

A Cape Town-based grocery store has created a plastic-free environment that means filling your pantry with high-quality, sustainable foods, without filling your bin with wasteful packaging. Founder Paul Rubin has eliminated single-use plastic and unnecessary containers. Customers fill supplied jars with their purchase and the weight of the container is deducted from the amount owing. If you don't have your own container, they sell glass jars, bottles, pure cotton, reusable dry goods bags, mesh bags for fresh produce and free brown paper bags. It seems our grandparents were onto something - now you can shop like its 1924.

[www.nudefoods.co.za](http://www.nudefoods.co.za)



## GUILT-FREE SUSHI

### Seafood is Awesome. Extinction is Not.

At Tsukiji fish market in Tokyo, James Corwell saw two football-field sized warehouses full of tuna sold in one morning. One of only 60 Certified Master Chefs in the U.S. Corwell asked: "How can the oceans ever keep up?" His answer? Sushi that looks like fish, but made from tomatoes. He's created the world's first plant-based tuna.

[www.OceanHuggerFoods.com](http://www.OceanHuggerFoods.com)



## BAMBOO STRAWS

### Plastic Straws Suck.

With billions of non-recyclable, non-reusable, chemically-produced, plastic straws clogging up landfills and oceans, this simple step to help save our environment is a no-brainer. This bamboo straw by We Care Collective is reusable, biodegradable, and 100% organic. They can be rinsed after use with warm water, popped into the dishwasher, or sterilized with vinegar in boiling water. Or use them in your garden; they're compostable.

[www.WeCareCollective.com](http://www.WeCareCollective.com)



**AGAINST THE GRAIN**

**Reduce. Reuse. ReGrained**

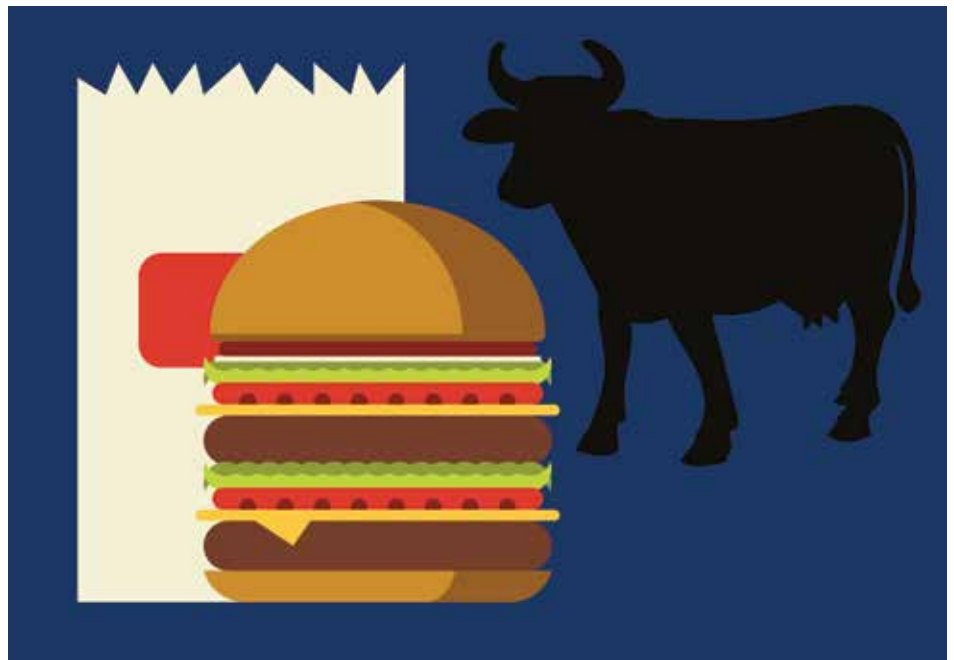
One-third of the food we produce in the world is wasted, and that doesn't include edible byproducts. ReGrained's mission is to rescue edible grains from other manufacturing processes, such as beer brewing, and put them back to work in the form of nutritious SuperGrain Bars. Upcycling is a challenge to reimagine an end as a beginning. It's that "aha!" moment when your old climbing rope becomes your new dog leash, or when that empty jam jar becomes your favorite cup. [www.regrained.com](http://www.regrained.com)



**RAW HONEY**

**Sweet Deal.**

Aya Horsley's work as an environmental scientist led her to the urgent need for sustainable beekeeping. Drizzle Honey supports the health of bees and delivers exceptional taste and health benefits from not heating or microfiltering the honey - that destroys the healthy pollens, wax, enzymes and minerals. Horsley's honey celebrates the seasons with different floral flavors. [www.DrizzleHoney.com](http://www.DrizzleHoney.com)



**COWS LOVE THIS**

**The Race to Reinvent The Burger.**

What do Bill Gates, Richard Branson and Leonardo DiCaprio all have in common? Aside from vast wealth and fame, all three are backing "alt- meat" - a fake meat they say has all the taste but none of the climate problems that come with traditional cattle farming.

"If you're able to create a product that tastes, smells, feels, looks and costs the same as ground beef, yet is made from plant-based materials, it's a very large market," said venture capitalist Samir Kaul. Kaul is a partner at Khosla Ventures, which along with Microsoft founder Gates, has invested millions of dollars in Impossible Foods, which produces the Impossible Burger. Impossible because it's not meat, but part of a growing market in products that - unlike bean or Quorn burgers - simulate meat rather than just replace it with a veggie option. The meat substitutes market is expected to be worth nearly \$6 billion by 2022.

The United States is a nation of meat eaters - 98% eat it at least once a week, according to Darren Seifer, a food consumption analyst for market research group NPD. "For success in the food industry you have to be patient. What we eat and drink is culturally based and very habitual. It might take as long as a decade to see if there is any moving of the needle."

About 80% of all agricultural land is dedicated to grazing or growing feed for animals, the United Nations says. The livestock industry consumes 10% of the world's fresh water, while generating methane and other planet-warming emissions, and causing large-scale deforestation.

"There are many issues that impact upon climate change, but few as negatively as livestock," Richard Branson wrote in a blog post explaining why he had put his money into Memphis Meats, which is growing meat from animal cells in laboratories.

In the same blog, the Virgin boss revealed he had given up beef because of rainforest degradation. Gates too has expressed concern for the environment in a blog post entitled: 'Is there enough meat for everyone?'

"How can we make enough meat without destroying the planet? One solution would be to ask the biggest carnivores (Americans and others) to cut back, by as much as half," he wrote.

In less than a year, the Impossible Burger (made of wheat, coconut and potato) has gone from being available in 11 restaurants to 500 in the United States. That's still a tiny fraction of the current market - 9 billion servings of burgers were ordered at restaurants and food outlets in 2014.

[www.impossiblefoods.com](http://www.impossiblefoods.com)

# ART TACKLES DROUGHT

“The water will end. And I’m not talking about the water that we will leave for our children, but the water we need next year. We need citizens to mobilize to reverse this scenario.”

Mundano



**F**or 31-year-old graffiti artist Mundano from São Paulo, Brazil, art has to do with attitude. He makes people stop and think about the issues swirling around them everyday. His bold, colorful street art isn’t just eye candy; it calls attention to social, environmental and political issues, while raising chuckles from passersby. Coming across a cactus in drought-stricken California with faucets sticking from it, is sure to make you chuckle. The bright-green cactus wants to convey the urgency of vanishing water in California – suffering the worst drought in 1,200 years.

In California, water-intensive fracking is used to extract fossil fuels, exacerbating the drought conditions that have had such a stark effect on the state’s landscape.

Mundano’s tour included eight lakes and reservoirs that supply the cities of California — and crucially, also supply the farmers of the Central Valley, who produce an amazing 25% of all the food consumed in the United States. At each site, Mundano installed a cactus sculpture constructed from recycled water pipes. “I started painting cacti as



THIAGO DEZAN

graffiti a long time ago,” he says. “To me, they are the symbol of strength and the best representation of the Brazilian people, who survive on very little – but it is also an international symbol anyone can identify with.” Each sculpture is fitted with taps that run (temporarily!) with real freshwater.

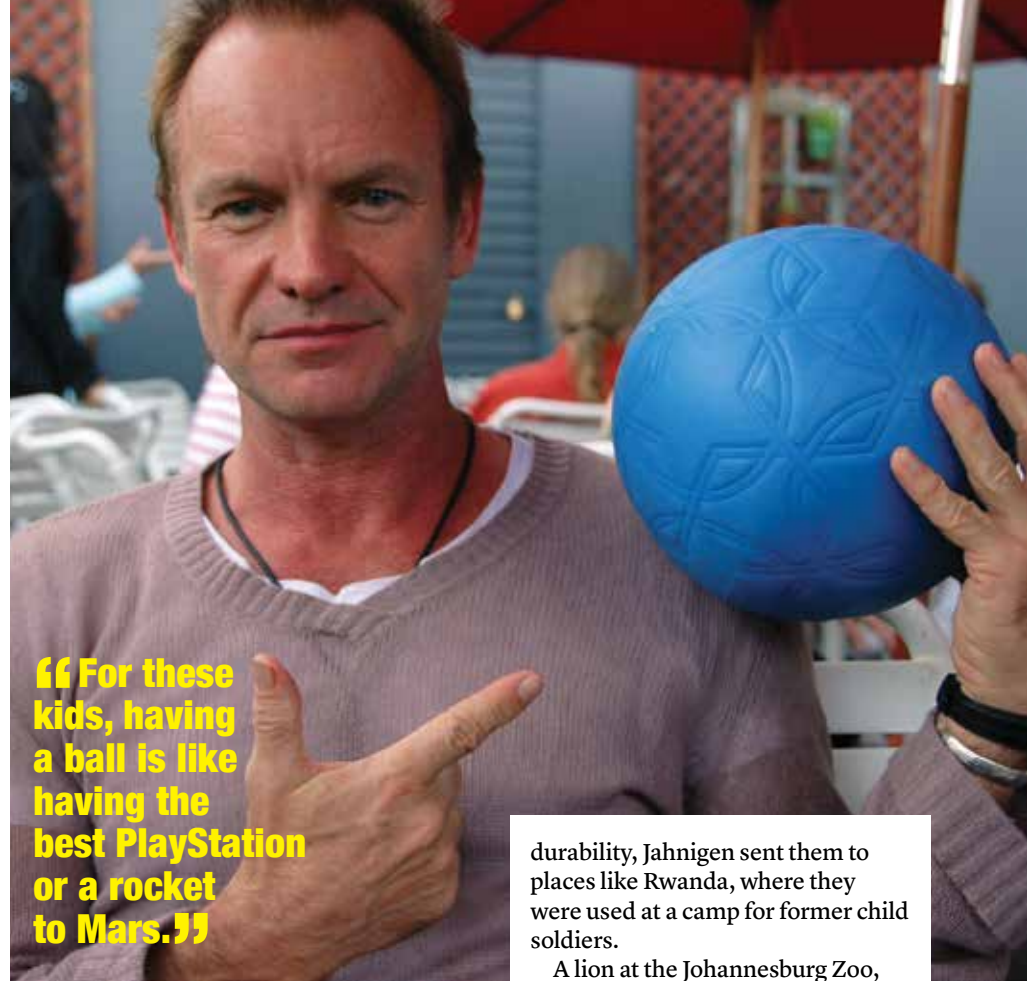
[www.mundano.art.br](http://www.mundano.art.br)

Once Sting had heard Jahnigen's vision, he provided the initial funding for the research and development of a prototype for the One World Futbol.

“T

im Jahnigen has always followed his heart, whether as a carpenter, a chef, a lyricist or as an entrepreneur. So in 2006, when he saw a documentary about

children in Darfur who found solace playing soccer with balls made out of garbage and string, he was inspired to do something about it. The children, he learned, used trash because the balls donated by relief agencies and sporting goods companies quickly ripped or deflated on the rocky dirt that doubled as soccer fields. Kicking a ball around provided such joy in otherwise stressful and trying conditions that the children would play with practically anything that approximated a ball. “The only thing that sustained these kids is play,” said Jahnigen of Berkeley, California. “Yet the millions of balls that are donated often go flat within hours.” During the next two years, Jahnigen, who was also working to develop an infrared medical technology, searched for something that could be made into a ball but never wear out, go flat or need a pump. Many engineers he spoke to were wary of his idea. But Jahnigen already knew the material he wanted to use – PopFoam, a type of hard foam made of ethylene-vinyl acetate, a class of material similar to that used in Crocs, the popular and durable sandals. “It’s changed my life,” he said. Figuring out how to shape PopFoam into a sphere, though, might cost hundreds of thousands of dollars and Jahnigen’s money was tied up in his other business. Then, he happened to have breakfast with Sting, a friend from his days in the music business. Jahnigen told him how soccer helped the children in Darfur cope with their troubles and his efforts to find an indestructible



“For these kids, having a ball is like having the best PlayStation or a rocket to Mars.”

## STING HAS THE BALLS TO MAKE A DIFFERENCE

By George Caulfield

ball. Sting urged Jahnigen to drop everything and make the ball. Once Sting had heard Jahnigen’s vision, he provided the initial funding for the research and development for a prototype of the One World Futbol.

In recognition of Sting’s crucial, early support, the name of the ball (and company) are based on Sting’s song *One World (Not Three)*. Even on the harshest terrains and in the worst of conditions, the ball can survive and kids can still play. Creating a prototype, it turned out, cost about one-tenth as much as expected and took about a year. To test their

durability, Jahnigen sent them to places like Rwanda, where they were used at a camp for former child soldiers.

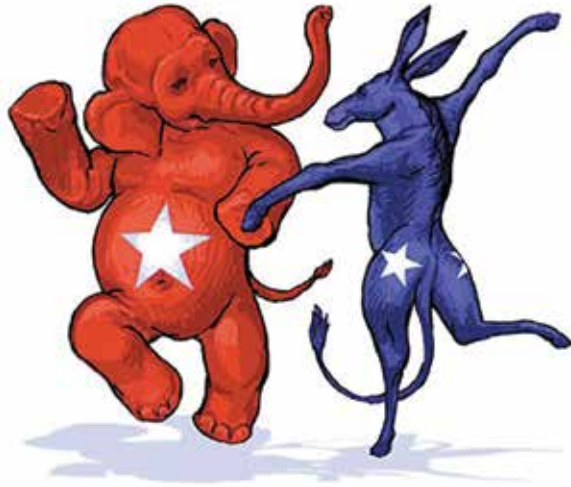
A lion at the Johannesburg Zoo, who would go through six regular balls a day, played with two. In each test, the balls withstood the abuse. “When we tested the first rough prototype in Rwanda, Haiti and Iraq, it was already infinitely better than a wad of trash or a bottle to kick around,” Jahnigen said.

For effect, Jahnigen often squeezes the One World Futbol or steps on it. All of them bounce and hold their shape. By his estimate, the ball can last for many years, eliminating the need for thousands of hand-sewn leather balls that are typically donated by relief agencies.

The distribution center supports the company’s mission of reaching the most vulnerable members of society – our children – and igniting their potential through the power of play. “We don’t understand that for these kids, having a ball is like having the best PlayStation or a rocket to Mars.” For Jahnigen, using science to solve problems for children around the world is no game, but he is clearly having a ball doing it.

[www.OneWorldPlayProject.com](http://www.OneWorldPlayProject.com)

# FINDING COMMON GROUND



Anyone following the news in the U.S. (or most other countries) might think that the days of bipartisan governing are dead. At *Real Leaders* we have intentionally avoided the polarizing political issues that most media organizations love to inflame with gasoline. We don't believe you want conflict and dysfunction in your elected leaders – it's depressing, not inspiring. We've introduced "Finding Common Ground" as a regular column to celebrate when our elected leaders get it right, and come together to get things done in a bipartisan way to promote common good. >>

## We The People

Putting the "United" back in "States." It's been done before, we can do it again:

**2016: 21st Century Cures Act.**  
The debate regarding health care legislation remains a combative issue across the United States. Yet, a sweeping bipartisan agreement occurred around the 21st Century Cures Act, signed into law on December 13, 2016. The bill easily passed both chambers of Congress due to the bipartisan initiatives that were included in it. President Obama, said: "This is a reminder of what we can do when we look out for one another."

**1996: Welfare Reform.**  
Despite a bitterly divided government in 1996, Congress passed, and President Bill Clinton signed into law, one of the most sweeping changes to the country's welfare system. Welfare programs had long been a political dividing line between liberals and conservatives, but by 1996, the threat of intergenerational dependency on government welfare was clear to members of both parties. Years later, President Clinton wrote that "I was widely criticized by liberals who thought the work requirements too harsh and conservatives who thought the work incentives too generous." But sometimes, that's what compromise is.

### School and Campus Shootings: The first 80 days of 2018

- January 9: Forest City, Iowa
- January 20: Winston-Salem, North Carolina
- January 22: Italy, Texas
- January 22: New Orleans, Louisiana
- January 23: Marshall County, Kentucky
- February 1: Los Angeles, California
- February 5: Oxon Hill, Maryland
- February 14: Parkland, Florida
- March 2: Mount Pleasant, Michigan
- March 7: Birmingham, Alabama
- March 14: Birmingham, Alabama
- March 20: Lexington Park, Maryland

**Total Fatalities: 25 / Total Injured: 45**

Source: [goo.gl/3rz18B](http://goo.gl/3rz18B)



Right: 7,000 pairs of shoes were placed on the Capitol lawn to represent children killed by gun violence.

### The Gun Safety Bill That Brings Us Closer Together

**Senate Bill 7026: The Marjory Stoneman Douglas High School Public Safety Act (also known as The Florida Gun Bill).** Passed March 7 and signed by Republican Governor Rick Scott.

The bill changes the minimum age for all gun purchases to 21 from 18. This is a divergence from federal law, under which people cannot buy handguns from licensed dealers until they are 21, but can buy shotguns and rifles – often much deadlier than handguns – at 18.

Prospective gun buyers would have to wait three days, or until a background check is completed, whichever is longer.

Bump stocks are devices that can be attached to rifles to enable them to fire faster, and will no longer be legal in Florida.

Superintendents and sheriffs are allowed to arm school personnel.

The bill allocates millions of dollars to make buildings more secure and to hire more school-based police officers.

Florida school districts will receive state funding to provide mental health care to students.

While gun legislation in America is an ongoing, hotly debated and emotive issue, research has suggesting that humans have a "profound capacity through which vicious adversaries can form alliances," according to Berkeley professor Dacher Keltner. This gives us hope that the pro- and anti-gun lobby will eventually find common ground and find a solution to frequent mass murders using semi-automatic weapons of war. Perhaps the opposing sides should start with what they both have in common - wanting to prevent the deaths of children in what should be a safe and nurturing environment.

The first recorded school shooting in America was in 1840 in Charlottesville, Virginia. Since then more than 400 school shootings have occurred. These shootings exclude those that occurred during wars, police actions, murder-suicides by estranged spouses or suicide attempts. This number also excludes staff members shooting other staff - that is considered a workplace killing. Something else is at play here, and whatever your political or social beliefs, it's clear that we all have a big problem to solve. It cannot be resolved with more conflict.

**THE YOUTH OF TODAY  
ARE THE LEADERS  
OF TOMORROW**

**TODAY!**

**"IT'S TIME FOR VICTIMS TO BE THE  
CHANGE WE NEED TO SEE."**

**- EMMA GONZALEZ, AMERICAN YOUTH ACTIVIST**

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CUTS**

## THE VIEW FROM ABOVE

“We, as consumers, are so detached from the source of our commodities that we are no longer able to see the consequences of our daily choices.”

Ernest Zacharevic

A Lithuanian artist has carved a giant SOS message into an Indonesian palm oil plantation to draw attention to the damage done by deforestation. Ernest Zacharevic curated the 'Save our Souls' project as part of a campaign on the impact palm oil plantations have on tribal communities and endangered species, such as the orangutan. Environmentalists say land-clearing for agricultural plantations in Indonesia, the world's biggest palm oil producer, is responsible for forest destruction. Forest cover has dropped by nearly a quarter since 1990, according to World Bank data.

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In 2015 the Bento Rodrigues Dam in Brazil failed 300 miles inland, yet the contaminated water from local iron-mining activity was carried by the Rio Doce river to the coast. About 2 billion cubic feet of toxic brown sludge reached the Atlantic Ocean 17 days later, in Brazil's worst ever environmental disaster. Despite it happening so far inland, there were severe consequences for the ocean too.

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## Leading With Freedom

**As the CEO of a leadership institute** for leaders from Fortune 100 companies and leading business schools, I continually seek examples of leaders who transcend tradition to achieve audacious goals. I've noticed that many of the approaches Sri Sri Ravi Shankar, world-renowned meditation and spiritual teacher, has been spontaneously deploying for years are now emerging as trends, including network leadership, open innovation, mindfulness and holacracy.

### **Freedom to Envision: Take a huge vision for humanity.**

When we take an expanded vision for humanity, it creates room for the whole world to show up. In a backdrop of news headlines dominated by ISIS and sensationalist political theater, Sri Sri hosted the World Culture Festival in 2016, galvanizing millions of global politicians across parties, artists and musicians, spiritual leaders across faiths, and everyday people to rally behind peace as a value and a goal.

The complexity of pulling off such a massive and complex event might have steered many leaders to reduce the scope and scale of their vision. Yet people came, and it worked. A Syrian Muftah, a Baptist minister, a Vatican representative, and other religious leaders lifted up their responsibility to seek commonality across faiths and to foster peace in the hearts of their congregations. Conservative and progressive politicians from countries like India, the EU, the UAE, Jordan, Colombia, Peru, Japan, the US, and Jordan stood side by side, proclaiming the importance of solidarity in creating peace, while 37,000 young dancers and musicians met on stage across cultures, proudly reviving and displaying indigenous and traditional performance.

Leaders don't often give their minds the freedom to stretch beyond the limitations of their existing life experiences. They often set visions that feel safe. In observing Sri Sri, I've seen how when we set an audacious vision, and we create room for wonder as we move into action, we set the stage for innovation and ingenuity to blossom. Big visions require minds that have practice expanding into the unknown, with the discernment to know when to wait and when to act as we move in uncharted terrain.

### **Freedom to Engage: Let people make your vision their own.**

How was Sri Sri able to mobilize over 15,000 volunteers to spend countless hours on an NGO budget for this event, when leading companies around the world are struggling with engagement? According to Gallup, 70% of employees in the workforce are disengaged, and 87% feel emotionally disconnected from their workplaces.

After setting a huge vision, Sri Sri lets people connect to it in their own way. Art of Living's numerous educational and humanitarian programs were not designed with expensive consultants, through robust strategic planning or organization development. Sri Sri focuses on developing his students as leaders and teachers, ensuring they are uplifted, feel a sense of culture and community, and are connected to shared purpose. He gives his network the freedom to build and lead programs and projects as they see the need and feel compelled

to take responsibility through action, while ensuring core principles and practices remain consistent. This responsive approach to manifesting a vision allows people and projects to be adaptive, and has allowed Sri Sri to build one of the world's largest growing networks of inspired and committed volunteers, a pipeline of dynamic leaders who are transforming millions of lives through anti-corruption campaigns, prisoner rehabilitation, environmental initiatives, veteran resilience, youth leadership, and community-driven development. Because the goal is to inspire people to commit to social change, Sri Sri's model is less about the perfection of outcomes and more about challenging and growing his leaders. This chaotic and messy culture creates a safe space for volunteers to learn and respond with grace to their mistakes, which encourages experimentation and innovation.

True engagement requires deep connection, trust and a very long-term perspective. Even if we would do things differently, even if people make missteps, when we move from a space of inclusion and from a spirit of taking care of our people, when we trust that our vision will manifest in its own way, in its own time, we can relax our need to control.

### **Freedom to Be: Don't let your mission overshadow you.**

From negotiating peace between the FARC and the Colombian

government to engaging religious and political leaders in the Red Zone during the peak of conflict in Iraq, Sri Sri tackles complex and massive challenges that would be overwhelming for almost anyone. Yet he moves freely as he acts. Challenging the status quo to create positive social change can stir up resistance, opposition and blame. From what I've seen, Sri Sri doesn't seem to let criticism slow him down or negativity stick to him. He just looks to be of service to whatever is in front of him.

Every day, he fields back-to-back meetings with an endless and diverse stream of volunteers and visitors asking him questions both profound and everyday. From a seasoned businesswoman seeking advice on complex workplace challenges to a farmer yearning for hope in the face of drought, from an anxious new mother to a volunteer seeking input on their project, they leave feeling he is with them. And no matter how serious the mood, he'll inevitably ask whether they have eaten, slept, and are comfortable and happy.

His mind switches from laser-like focus to playful humor, fully and compassionately seeing the human being in front of him while addressing pressing systemic problems. His response is unpredictable and agile, depending on the need of the moment and the person sitting in front of him. Because he's not holding tight to a fixed idea or expectation, he is able to simply be. And when the meeting or event is over, it seems that Sri Sri cares more that the person feels the freedom and support to act, than that they achieve a particular outcome.

As leaders, our actions can never be perfect. When our identity is not defined by what people say, our lives can become an expression of something deeper. When we hold on to either our failures or our successes, we become stuck in the past. When we are caught up in our goals or desired outcomes, we become lost in a future that may never be realized. Freshness and dynamism can arise when we are 100% in our action, in the present moment. [www.tlexinstitute.com](http://www.tlexinstitute.com)

*"As leaders, our actions can never be perfect. When our identity is not defined by what people say, our lives can become an expression of something deeper."*



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