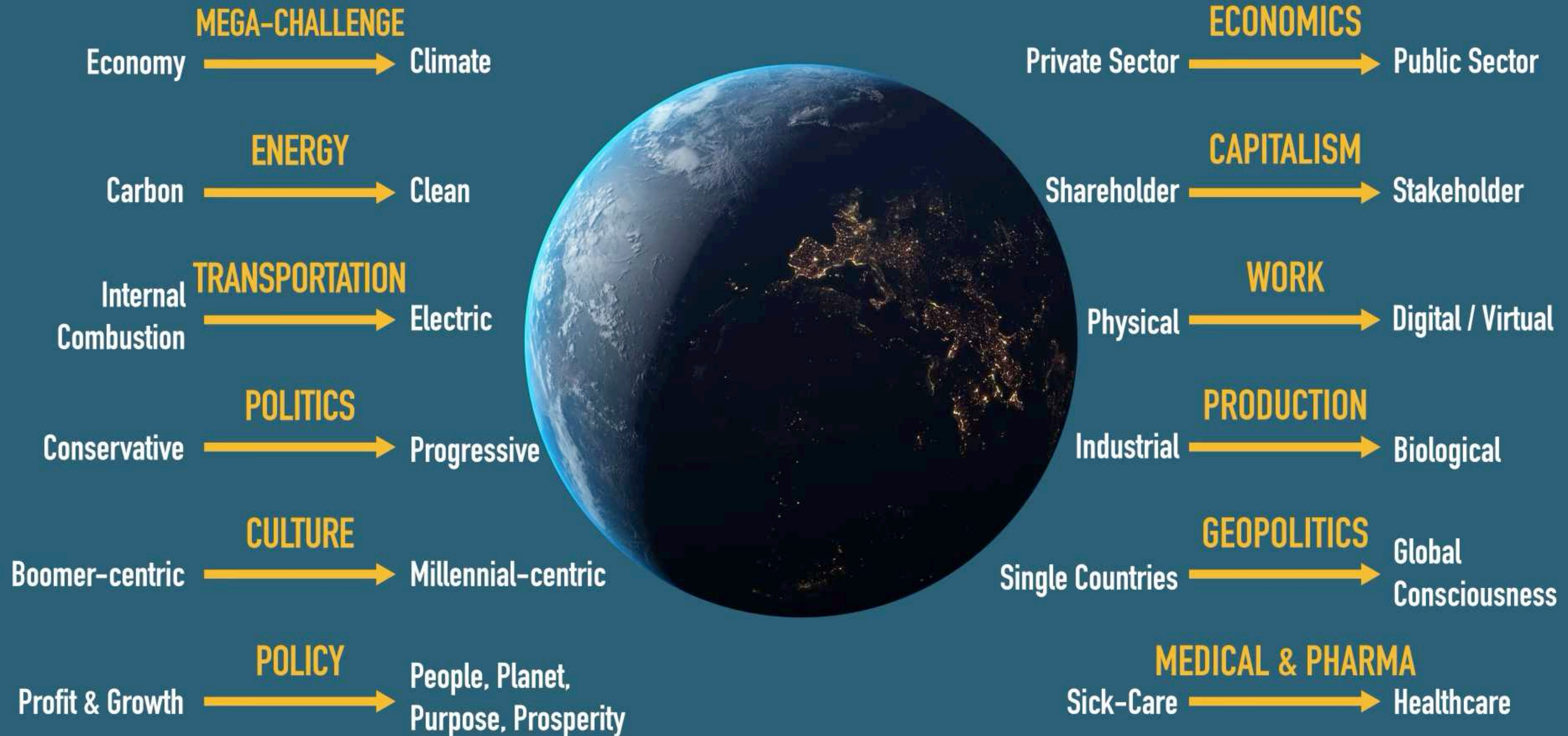


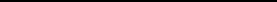
PARADIGM SHIFTS





Economy **MEGA-CHALLENGE** **Planet**

A thick, solid yellow arrow points horizontally from the word "Economy" to the word "Planet". The arrow is positioned below the word "MEGA-CHALLENGE".

Economy  **Planet**



The 3 Revolutions that fuel the shift from ECONOMICS to PLANET

DIGITAL REVOLUTION



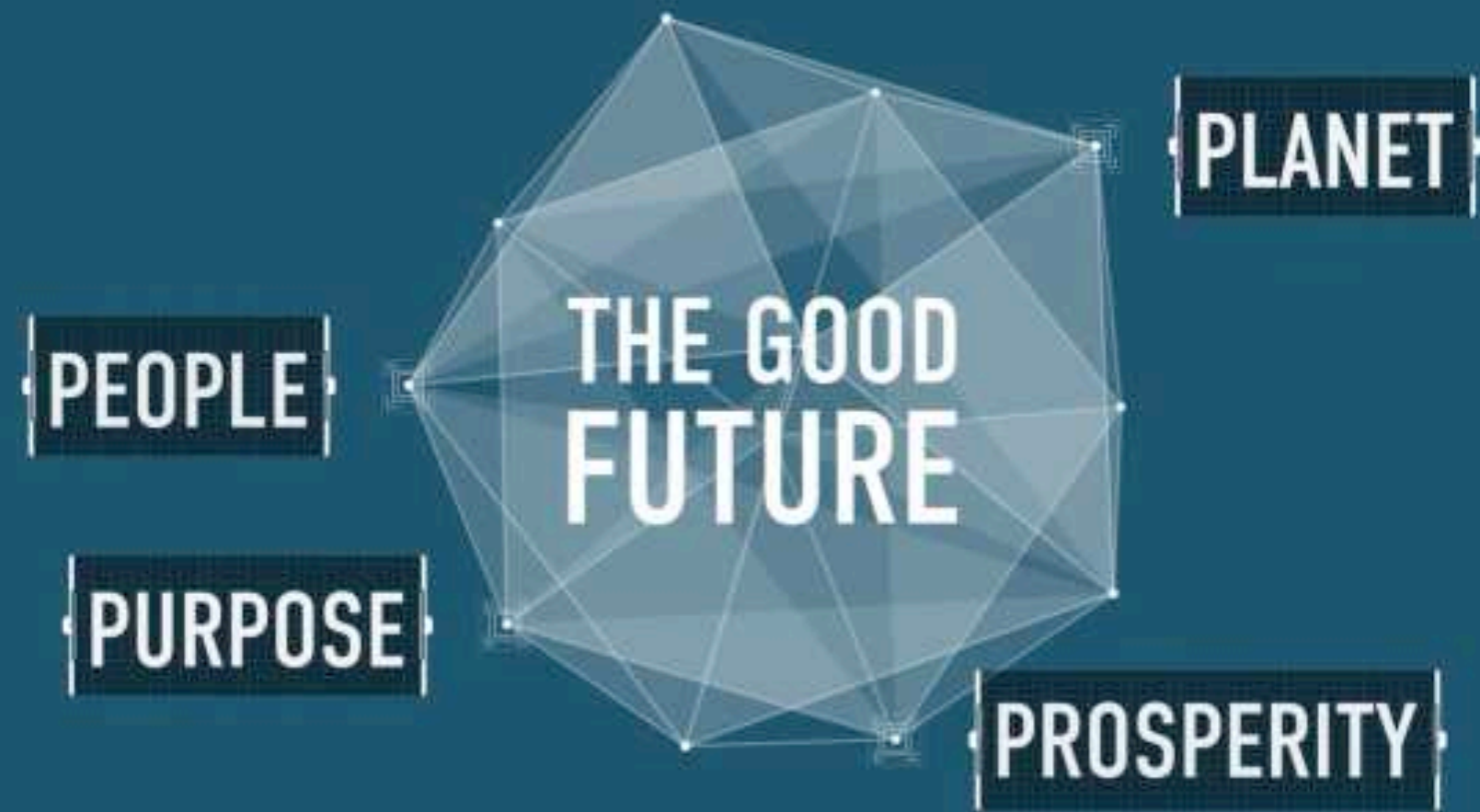
SUSTAINABILITY REVOLUTION



PURPOSE REVOLUTION



PURPOSE REVOLUTION

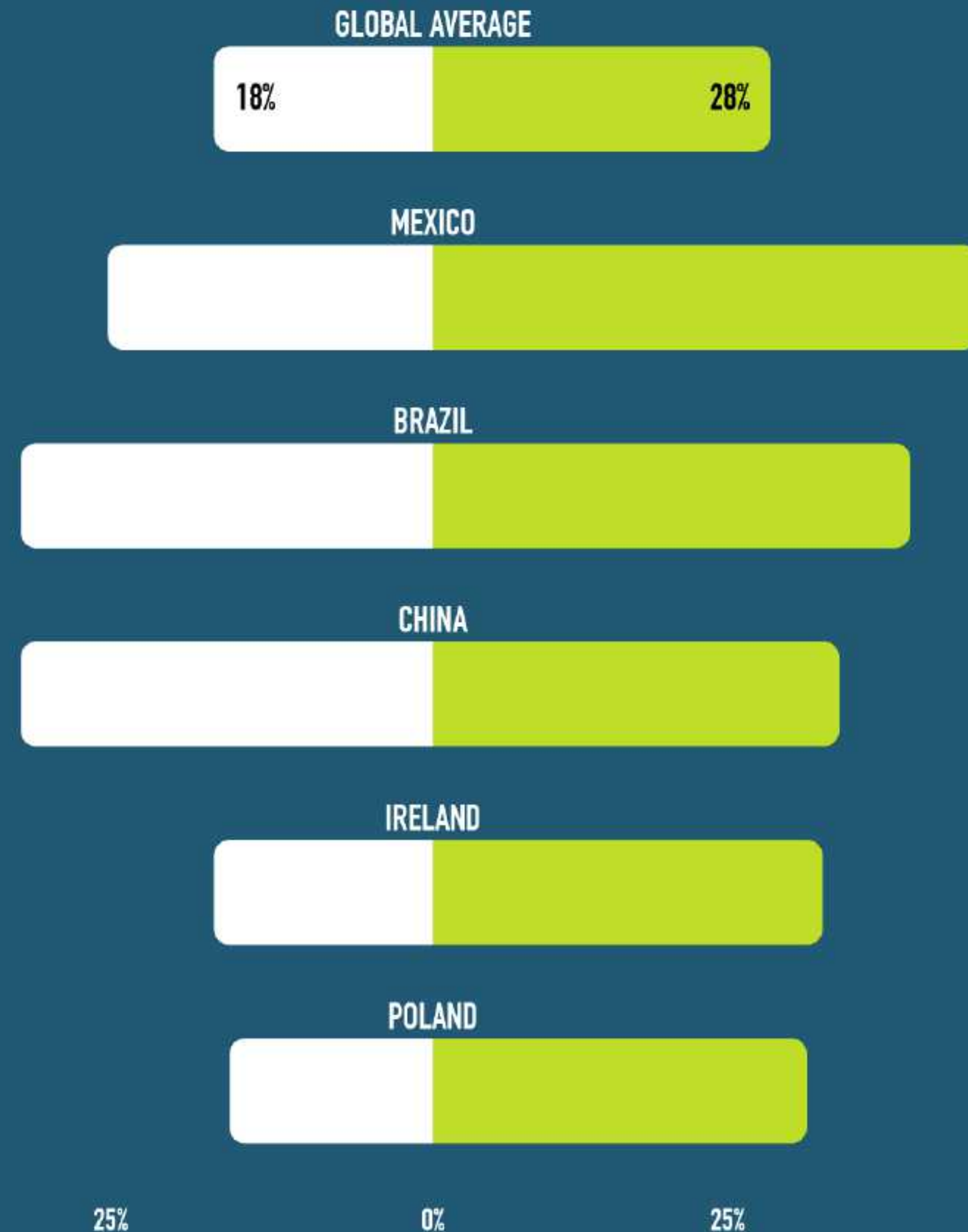


ALIGNING TIME WITH PURPOSE
COMPARED TO A YEAR AGO, I FEEL I'M ...

FOCUSED ON EARNING MORE (%)

PURSuing MORE PURPOSEFUL GOALS (%)

Source: Deloitte Global State of the Consumer Tracker



DIGITAL REVOLUTION

SUSTAINABILITY REVOLUTION

PURPOSE REVOLUTION

GLOBAL RISKS REPORT 2023

"PLEASE ESTIMATE THE LIKELY IMPACT (SEVERITY) OF THE FOLLOWING RISKS OVER A 2-YEAR AND 10-YEAR PERIOD"

2 years

- 1 Cost of living crisis
- 2 Natural disasters and extreme weather events
- 3 Geoeconomic confrontation
- 4 Failure to mitigate climate change
- 5 Erosion of social cohesion and societal polarization
- 6 Large-scale environmental damage incidents
- 7 Failure of climate-change adaption
- 8 Widespread cybercrime and cyber insecurity
- 9 Natural resource crises
- 10 Large-scale involuntary migration

10 years

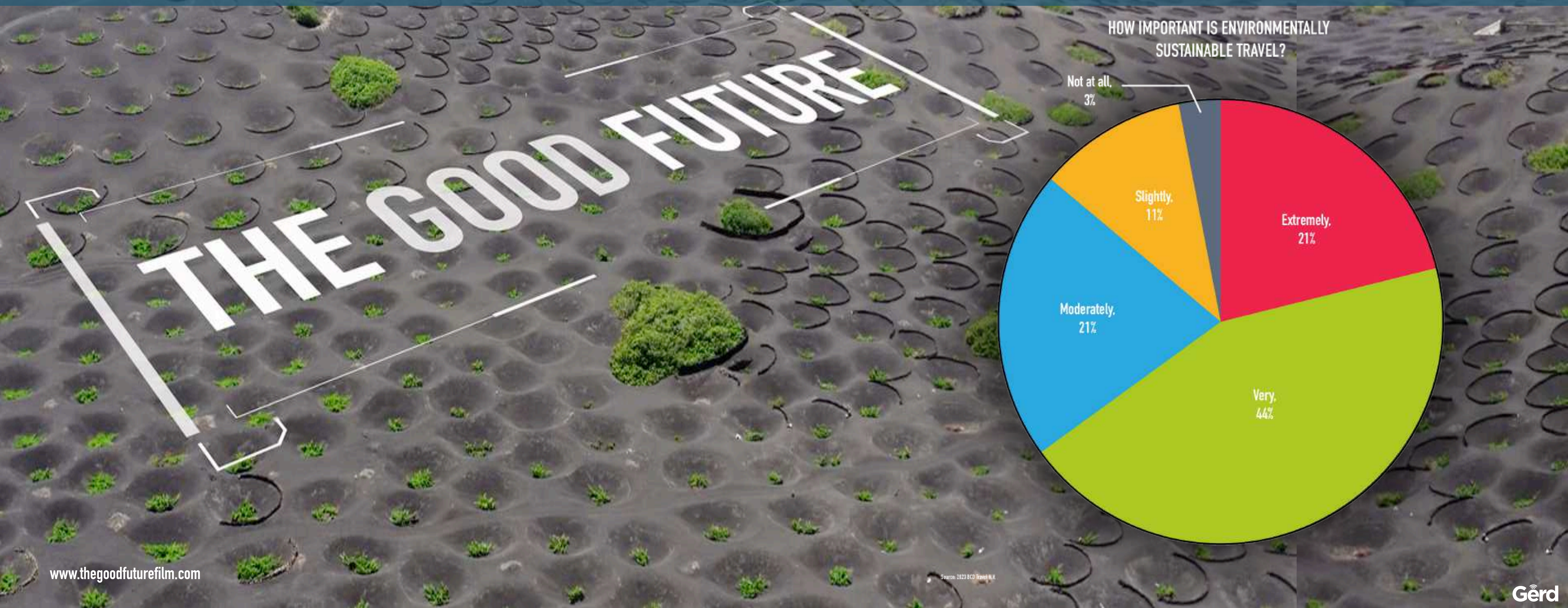
- 1 Failure to mitigate climate change
- 2 Failure of climate-change adaption
- 3 Natural disasters and extreme weather events
- 4 Biodiversity loss and ecosystem collapse
- 5 Large-scale involuntary migration
- 6 Natural resource crises
- 7 Erosion of social cohesion and societal polarization
- 8 Widespread cybercrime and cyber insecurity
- 9 Geoeconomic confrontation
- 10 Large-scale environmental damage incidents

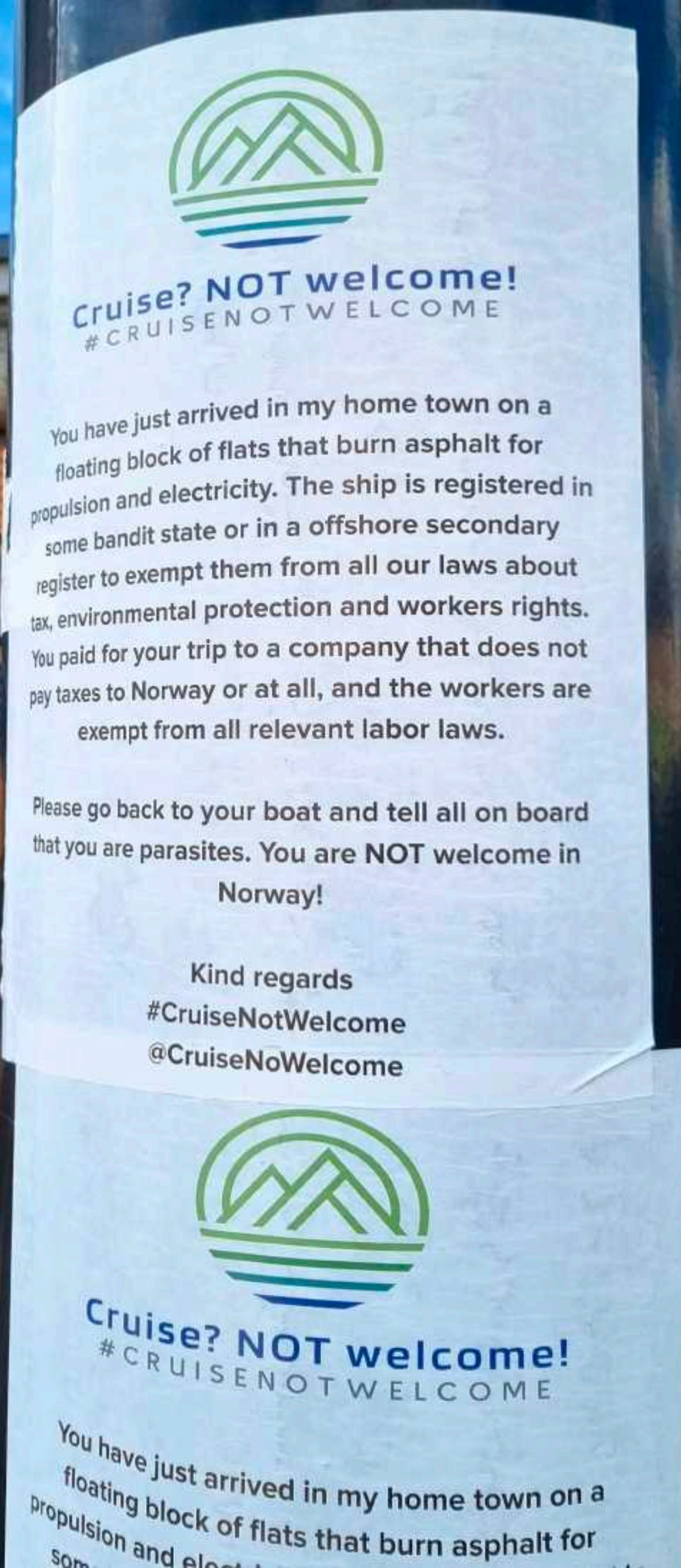
Risk categories: ● Environmental ● Societal ● Economic ● Geopolitical ● Technological

Economy **MEGA-CHALLENGE** → Planet

Utopia PROTOPIA Dystopia

Economy **MEGA-CHALLENGE** → Planet





Business Saver

- Priority boarding (where available)
- eJournals
- Lounge access (where available)
- Priority Security Lane (where available)
- Empty middle seat
- Seat reservation
- 2 checked bags up to 32kg/70lbs
- 2 carry-on bags up to 8kg/18lbs
- Meal & beverages
- Rebooking: 70 EUR plus possible fare difference
- Refund not possible

USD 167.48

Business Green

- CO2 neutral by compensation and SAF, additional 20% status miles and 20% award miles
- Priority boarding (where available)
- eJournals
- Lounge access (where available)
- Priority Security Lane (where available)
- Empty middle seat
- Seat reservation
- 2 checked bags up to 32kg/70lbs
- 2 carry-on bags up to 8kg/18lbs
- Meal & beverages
- Rebooking without fee (fare difference may apply)
- Refund not possible

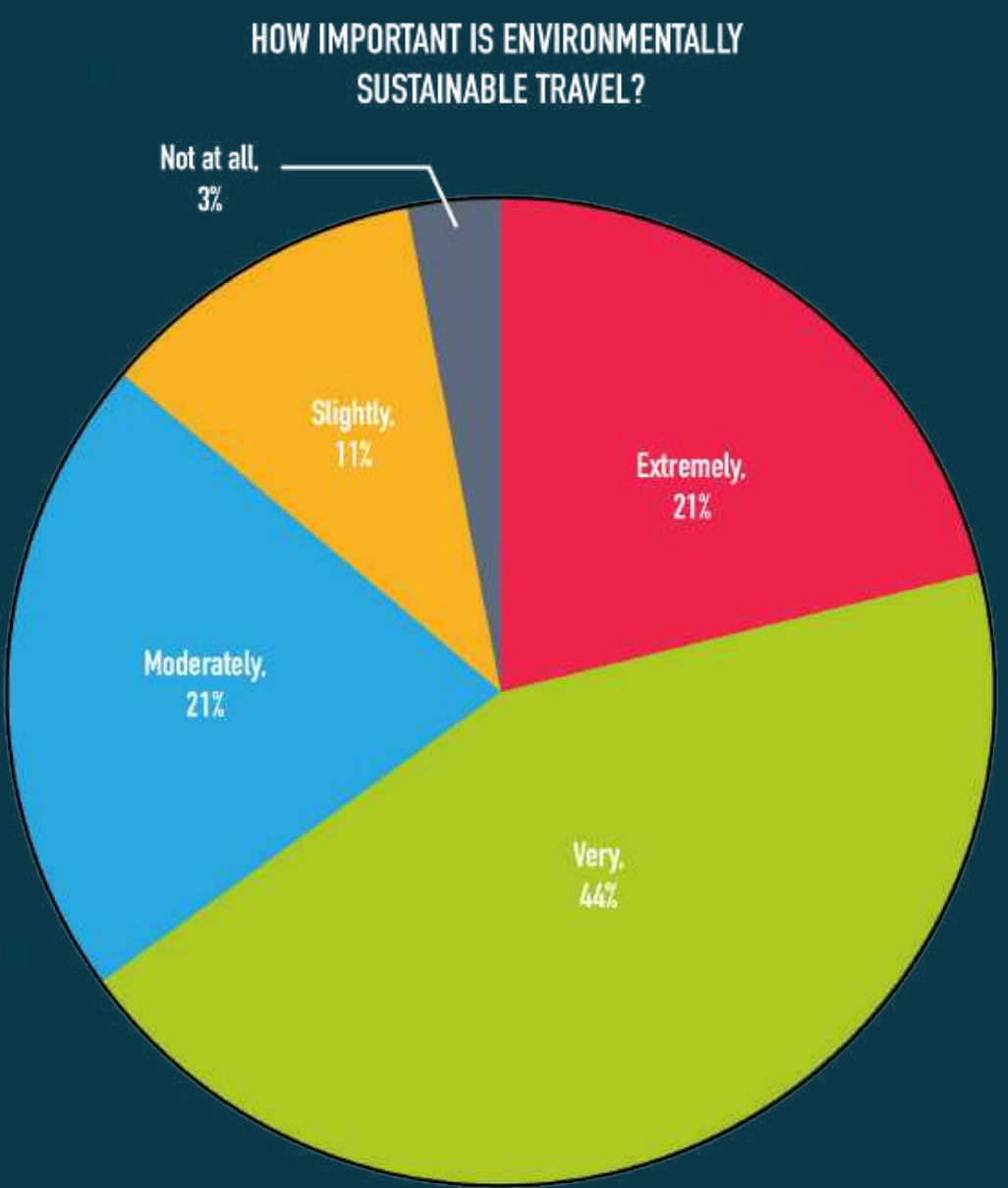
USD 224.30

Business Flex

- Earlier flight on day of travel (where available)
- Priority boarding (where available)
- eJournals
- Lounge access (where available)
- Priority Security Lane (where available)
- Empty middle seat
- Seat reservation
- 2 checked bags up to 32kg/70lbs
- 2 carry-on bags up to 8kg/18lbs
- Meal & beverages
- Rebooking without fee (fare difference may apply)
- Refundable without fee

USD 224.30

Lufthansa's Business Green fare



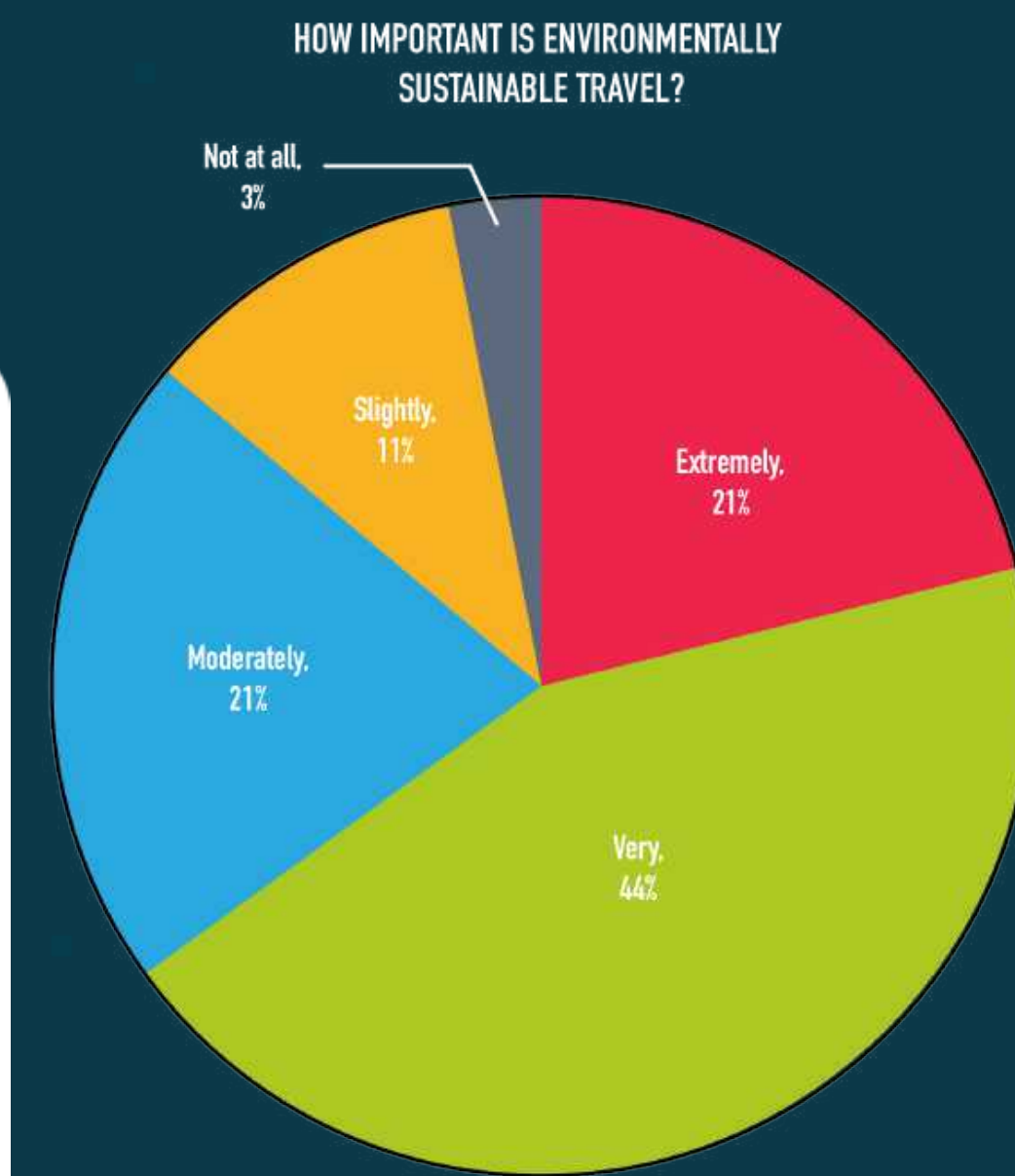
Fossil fuel recruiters banned from three more UK universities

Damian Carrington



The three universities follow Birkbeck, University of London, which was the first to adopt a fossil-free careers service policy in September. Photograph: Matt Dunham/AP

Three more UK universities have banned fossil fuel companies from recruiting students through their career services, with one citing the industry as a “fundamental barrier to a more just and sustainable world”.





Cruise? NOT welcome!
#CRUISENOTWELCOME

You have just arrived in my home town on a floating block of flats that burn asphalt for propulsion and electricity. The ship is registered in some bandit state or in a offshore secondary register to exempt them from all our laws about tax, environmental protection and workers rights. You paid for your trip to a company that does not pay taxes to Norway or at all, and the workers are exempt from all relevant labor laws.

Please go back to your boat and tell all on board that you are parasites. You are **NOT** welcome in Norway!

Kind regards
#CruiseNotWelcome
@CruiseNoWelcome



Cruise? NOT welcome!
#CRUISENOTWELCOME

You have just arrived in my home town on a floating block of flats that burn asphalt for propulsion and electricity.

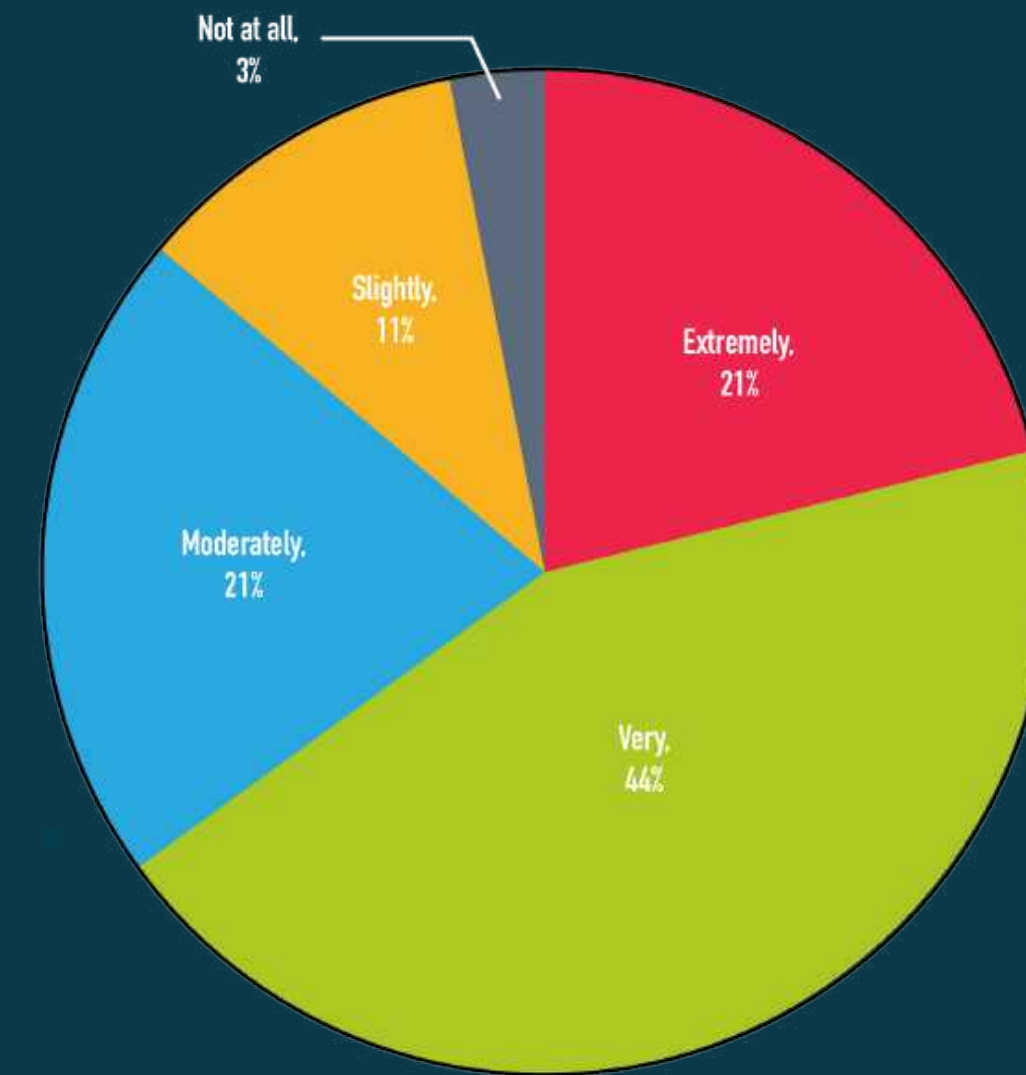
Is the insurance industry walking away from fossil fuels?

A growing number of insurance companies, already feeling the brunt of a warming climate, have decided that providing coverage to fossil fuels is not in their future

Alex Robinson • January 24, 2023



HOW IMPORTANT IS ENVIRONMENTALLY SUSTAINABLE TRAVEL?



BUSINESS AS USUAL IS DEAD OR DYING



Cruise? NOT welcome!
#CRUISENOTWELCOME

You have just arrived in my home town on a floating block of flats that burn asphalt for propulsion and electricity. The ship is registered in some bandit state or in a offshore secondary register to exempt them from all our laws about tax, environmental protection and workers rights. You paid for your trip to a company that does not pay taxes to Norway or at all, and the workers are exempt from all relevant labor laws.

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At McKinsey, Widespread Furor Over Work With Planet's Biggest Polluters

A letter signed by more than 1,100 employees has called for change at the consulting firm, which has advised at least 43 of the 100 most environmentally damaging companies.

Oct. 27, 2021, 5:00 a.m. ET



Coca-Cola, Pepsi and Unilever are world's biggest plastic polluters

Monday, 25 October 2021



Beef Industry Tries to Erase Its Emissions With Fuzzy Methane Math

A new campaign asserts, incorrectly, that cows in the U.S. "may not be contributing much at all to global warming."

More stories by Ben Elgin • 19 October 2021, 12:00 CEST

Big tech's pro-climate rhetoric is not matched by policy action, report finds

Laura Paddison



Historical climate emissions reveal responsibility of big polluting nations

Six of top 10, including China and Russia, yet to show ambition on emissions cuts before Cop26

Damian Carrington



Some airlines risk failure if they do not cut emissions faster - industry report

Wed, 27 October 2021, 5:04 am



CoP 26: World is on the line at Glasgow

ExxonMobil has spent more than \$39 million to manufacture doubt about climate science



Big Tech says it wants to solve climate change. Its lobbying dollars say otherwise.

Big Tech is losing the climate lobbying war to Big Oil



Saudi Arabia Pledges 'Net Zero' Carbon Emissions by 2060

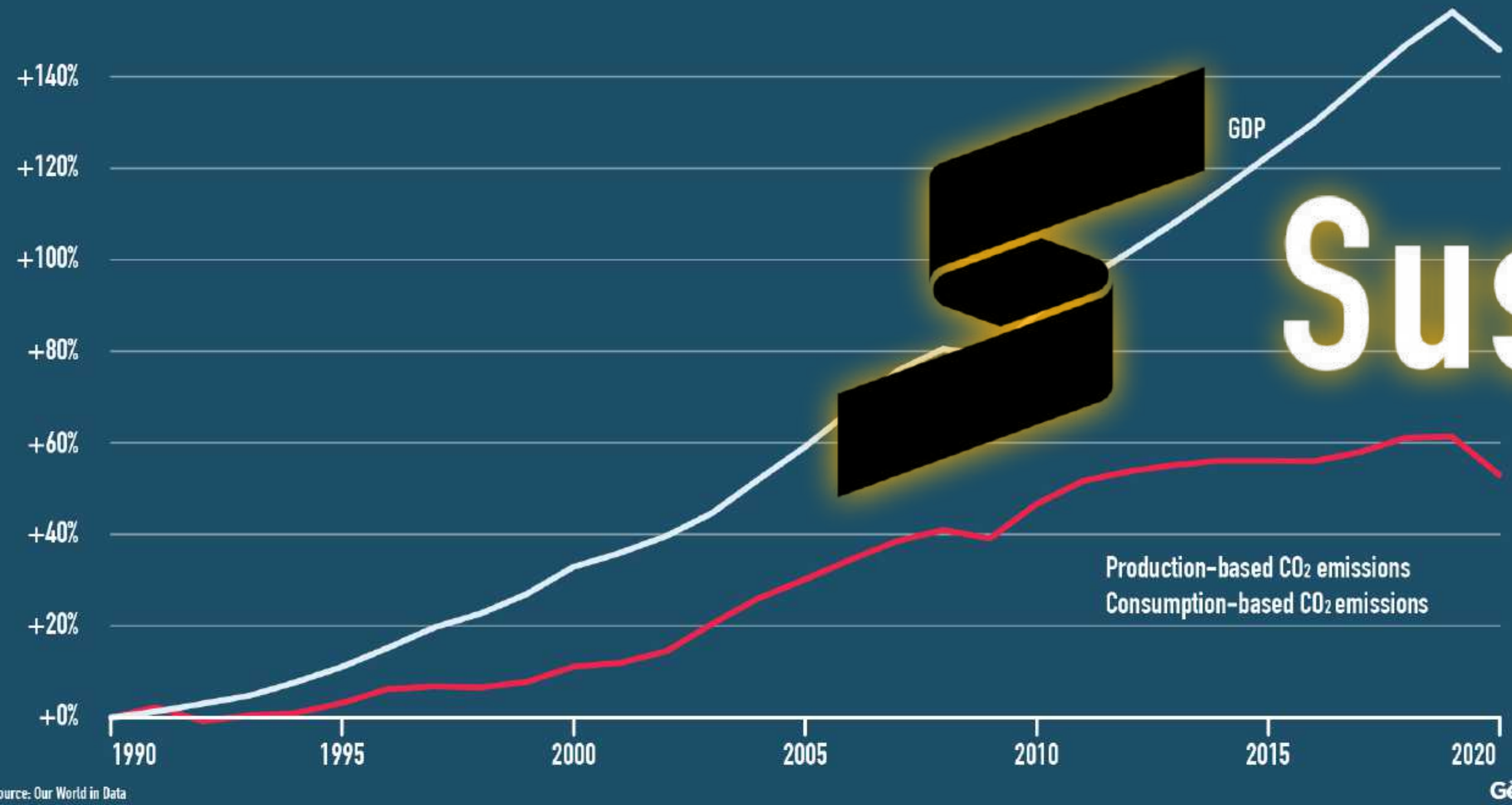
Goal doesn't include emissions from the massive amounts of oil the kingdom exports to other countries

By and • Updated Oct. 24, 2021 3:14 pm ET

BUSINESS AS USUAL
**IS DEAD
OR DYING**

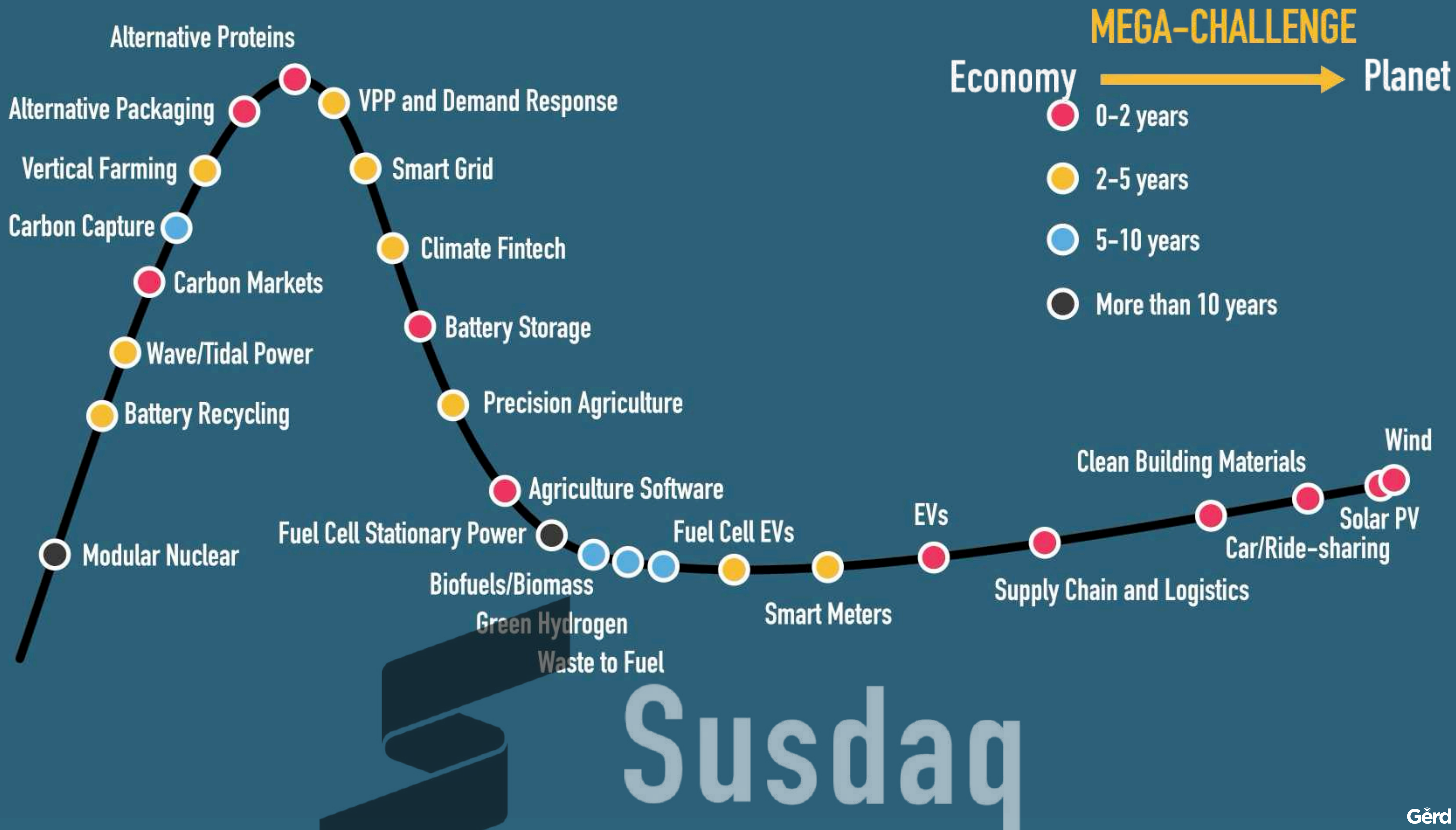
Tools & Telos: Great Science & Technology AND GOOD POLICY

CHANGE IN CO₂ EMISSIONS AND GDP, WORLD



Susdaq

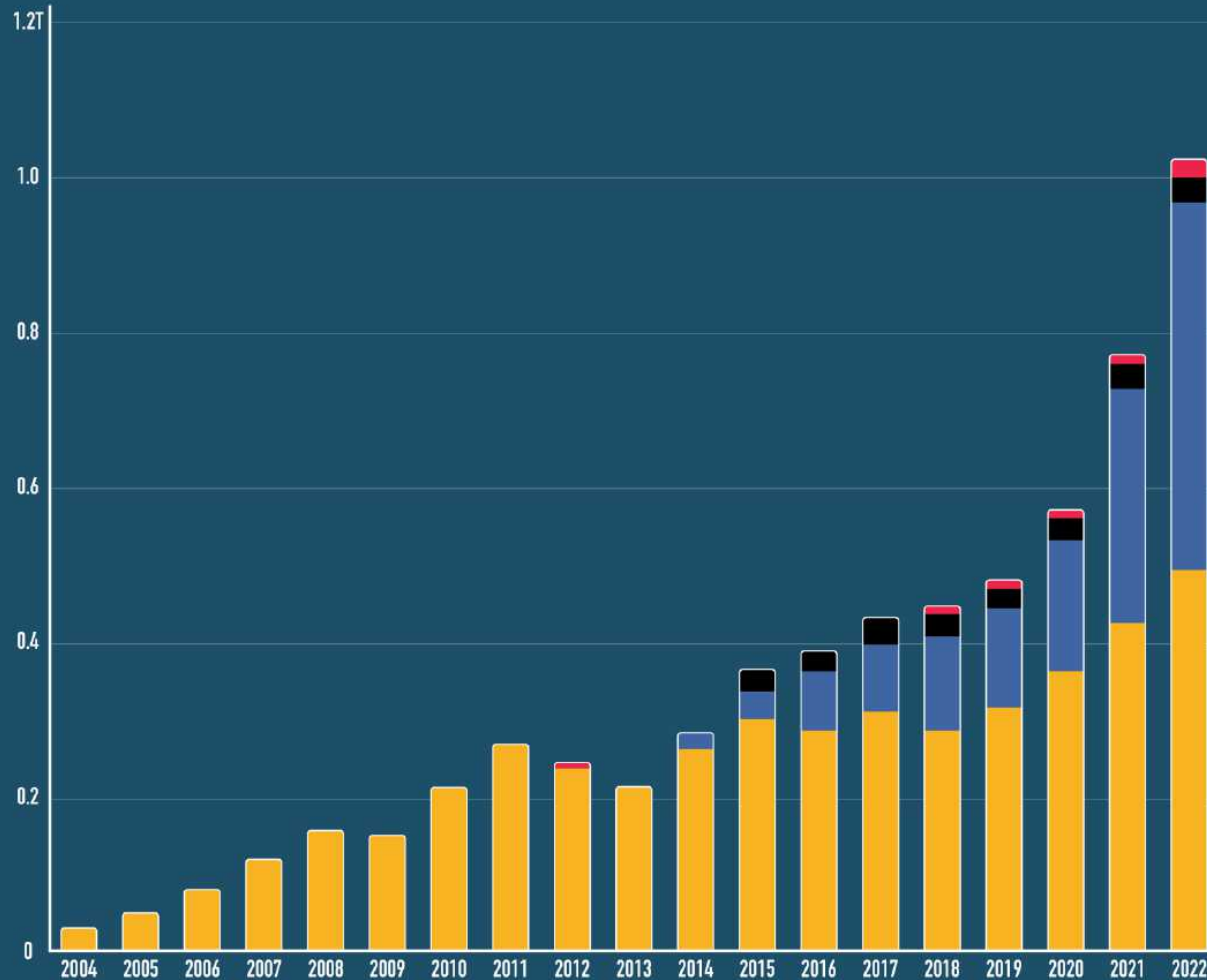
Source: Our World in Data



ENERGY TRANSITION INVESTMENTS TOP \$1 TRILLION

Global electric vehicle spending surges in last three years

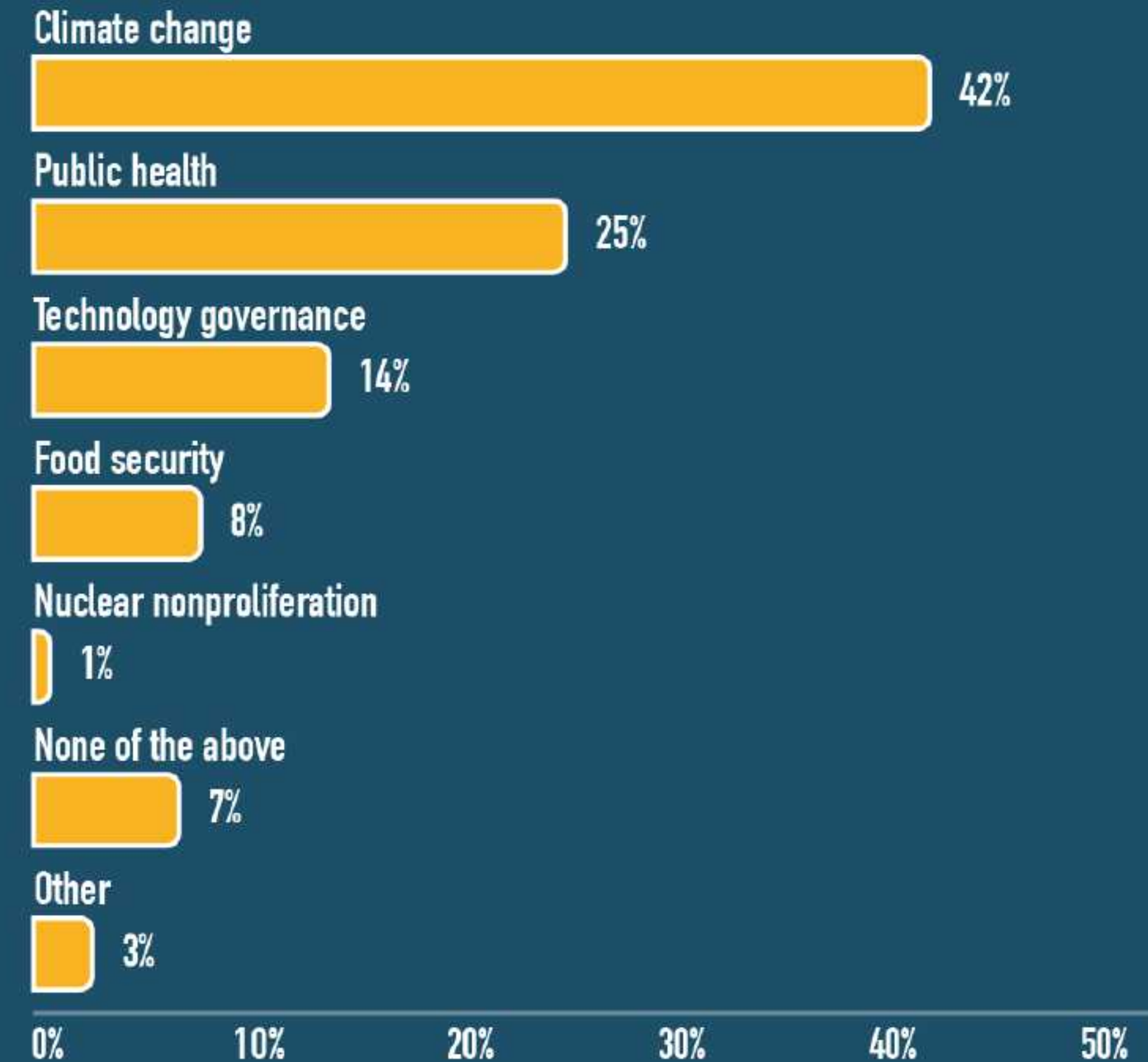
Renewable energy
EVs
Nuclear
Energy storage and other



Source: BloombergNEF

Gerd

IN WHICH OF THE FOLLOWING FIELDS DO YOU EXPECT THE GREATEST EXPANSION OF GLOBAL COOPERATION OVER THE NEXT TEN YEARS?



Source: Atlantic Council

Gerd

BlackRock's Pitch for Socially Conscious Investing Antagonizes All Sides

Right-wing officials are attacking BlackRock for overstepping. Those on the left say the world's biggest asset manager is not doing enough.

Dec. 23, 2022



BlackRock creates Transition Capital unit to tap climate opportunities -memo

Simon Jessop

2 minute readOctober 17, 2023:02 PM GMT+2Last Updated 5 months ago



Weekly data: The growing mismatch between financial institutions' net-zero targets and corporate transition plans

Polly Bindman

Menu

Search

New data revealing that only 0.4% of companies have a credible climate transition plan should concern financial institutions pledging to reach net zero.



Pinned Tweet

Mark Carney @MarkJCarney · Jun 15, 2022

NEW: Today #GFANZ announced our common framework to support the financial sector in a credible transition to net zero. This is essential to helping capital flow to companies w/ robust and credible plans to reduce emissions while growing jobs and economies



'Burn Carbon, Get Taxed. Sequester Carbon, Get Paid.'

Sci-fi author Kim Stanley Robinson takes on the climate challenge.



How a coin for carbon could save the planet



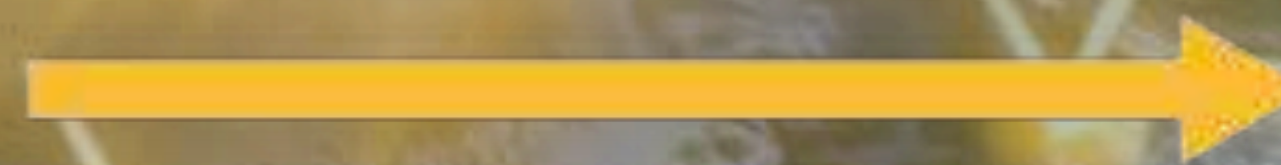
MEGA-CHALLENGE



Planet

CAPITALISM

Shareholder



Stakeholder

CAPITALISM AS WE KNOW IT IS **UNFIT** FOR THE FUTURE



Marc Benioff
@Benioff



Capitalism as we have known it is dead. We need a new capitalism. A more fair, just, equitable, and sustainable capitalism — a stakeholder capitalism — that supports both stakeholders and shareholders.



59 287 983

6:49 AM · Jan 22, 2020

PEOPLE

PLANET

**SUSTAINABLE
CAPITALISM**

PURPOSE

PROSPERITY

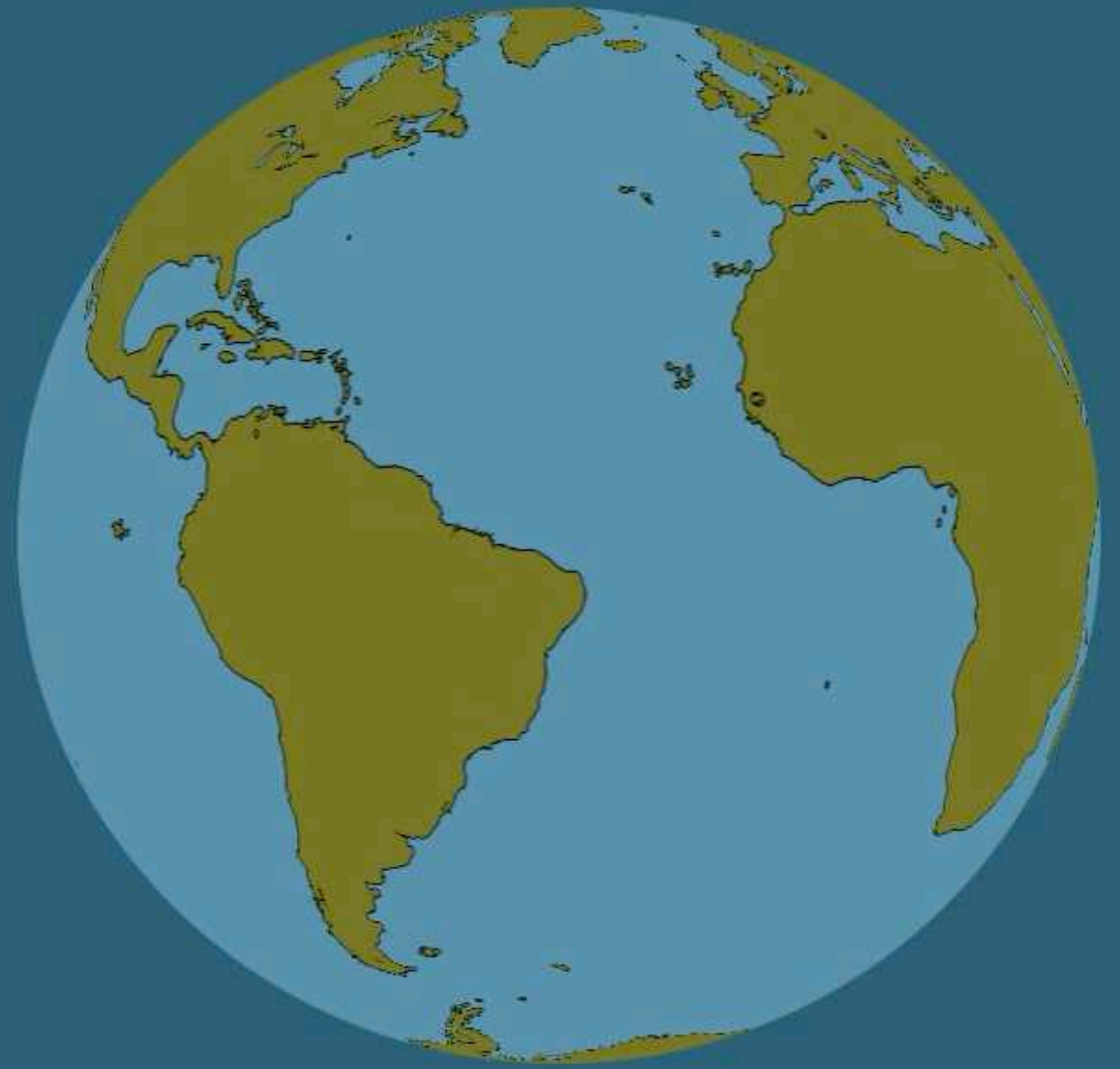
Source: Hoover Institution (via Youtube)



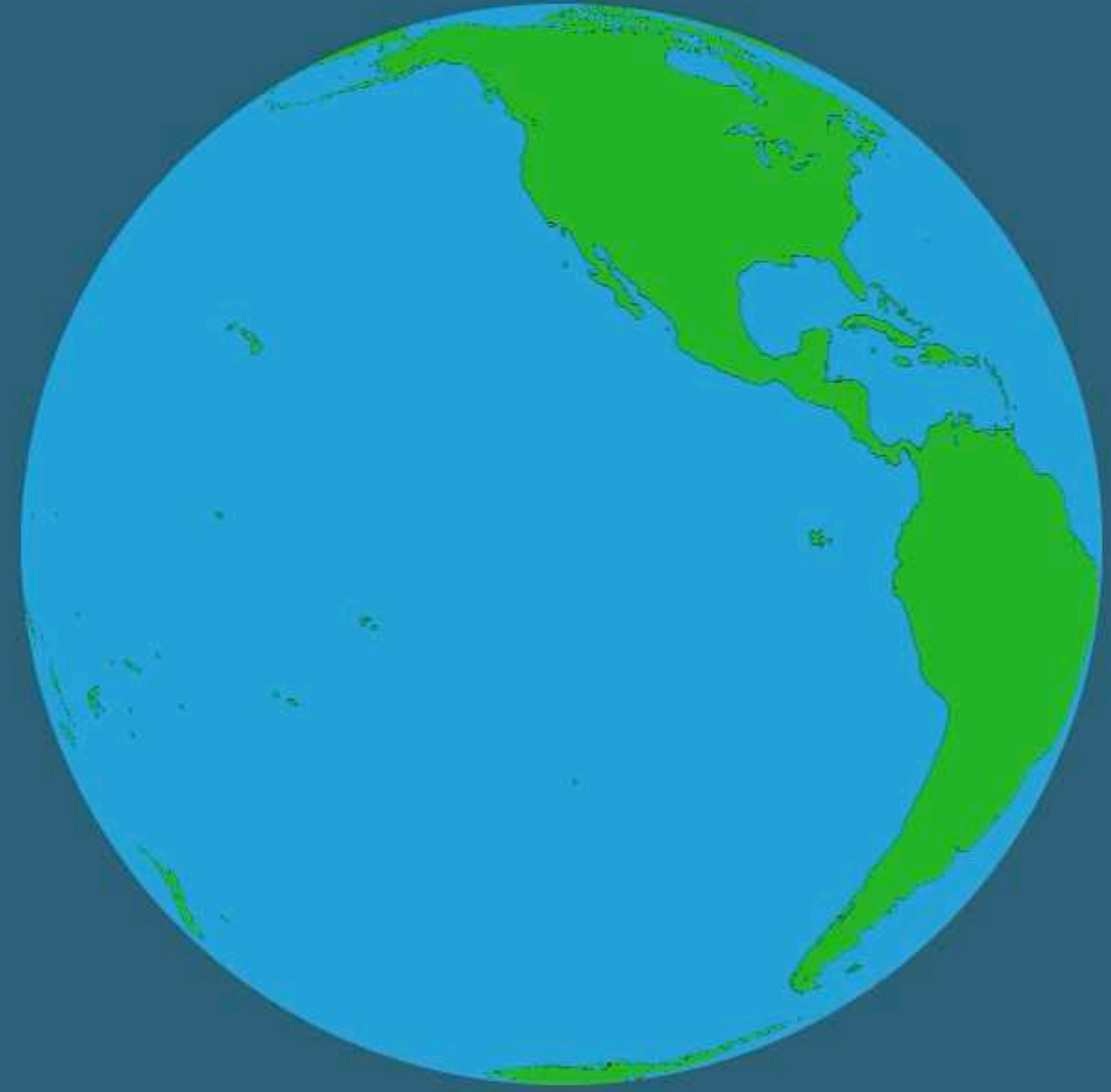
"There is one and only one social responsibility in business, to use its resources and engage in activities that will increase its profits"

Milton Friedman

PROFIT --- GROWTH



PEOPLE
PLANET
PURPOSE
PROSPERITY



TIME

HOW TO DO MORE GOOD

A GROWING MOVEMENT SEEKS TO IMPROVE THE WORLD
TODAY—AND FOR GENERATIONS TO COME

BY NAINA BAJEKAL



time.com

Purpose



PURPOSE DRIVEN BRANDS



Purpose



What does a Purpose-driven Company Look Like?

By [Salesforce.org](#) | [Philanthropy Cloud](#), [Volunteering](#)



Purpose





Photo by [Jueun Song](#) on [Unsplash](#)

Ikea is also committed to circular principles like second-hand shops, the removal of single-use plastic, zero emissions home deliveries by 2025, and the reduction of climate footprint by 70% per product before 2030.

Purpose



Purpose



MAKING PURPOSE PAY

INSPIRING SUSTAINABLE LIVING



PEOPLE
PLANET
PURPOSE
PROSPERITY



Shareholder **CAPITALISM** → Stakeholder



WENE - DO NOT ENTER CRIME



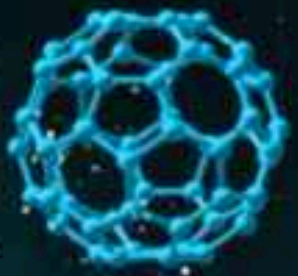


MEDICAL & PHARMA

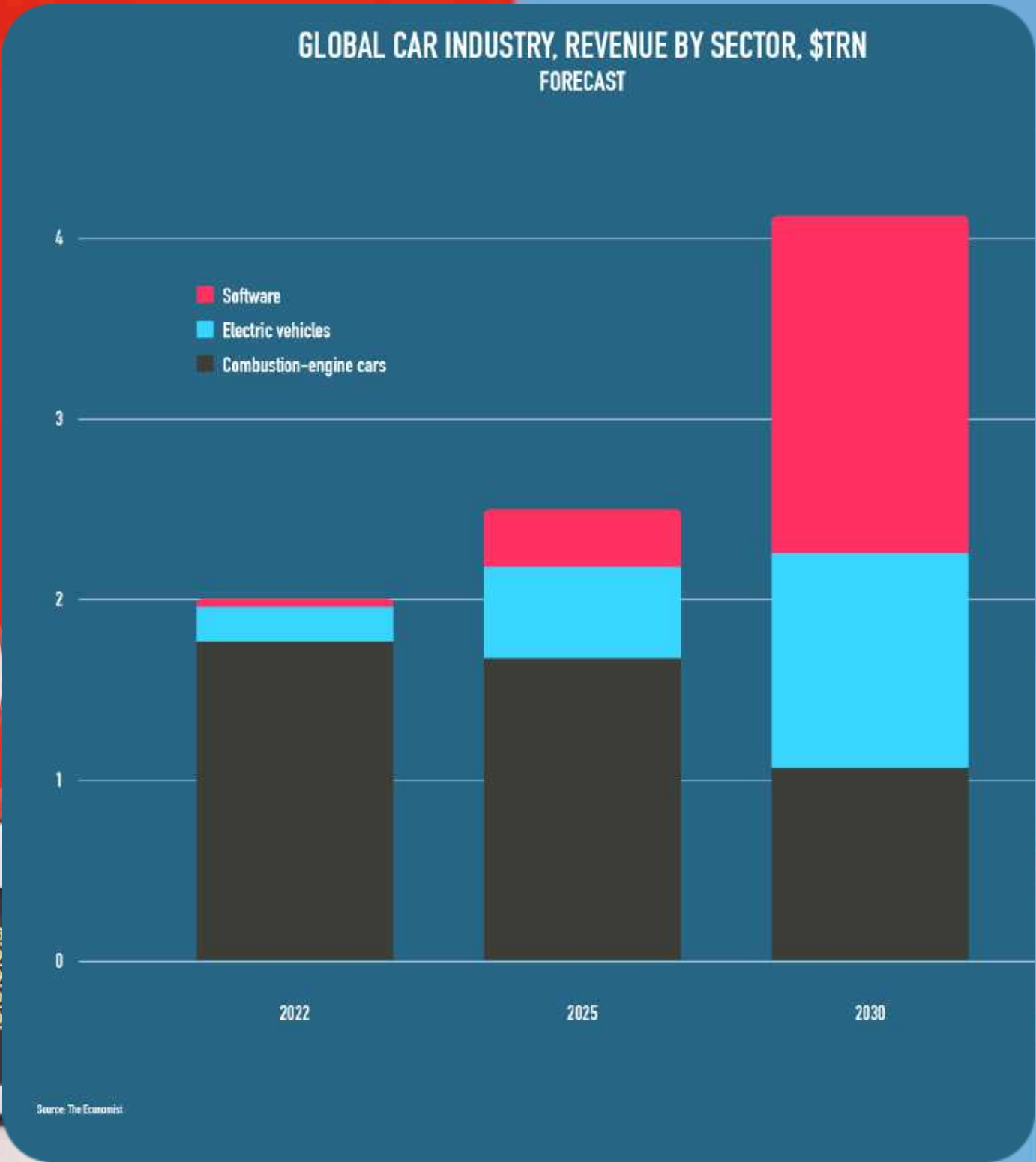
Sick-Care



Healthcare

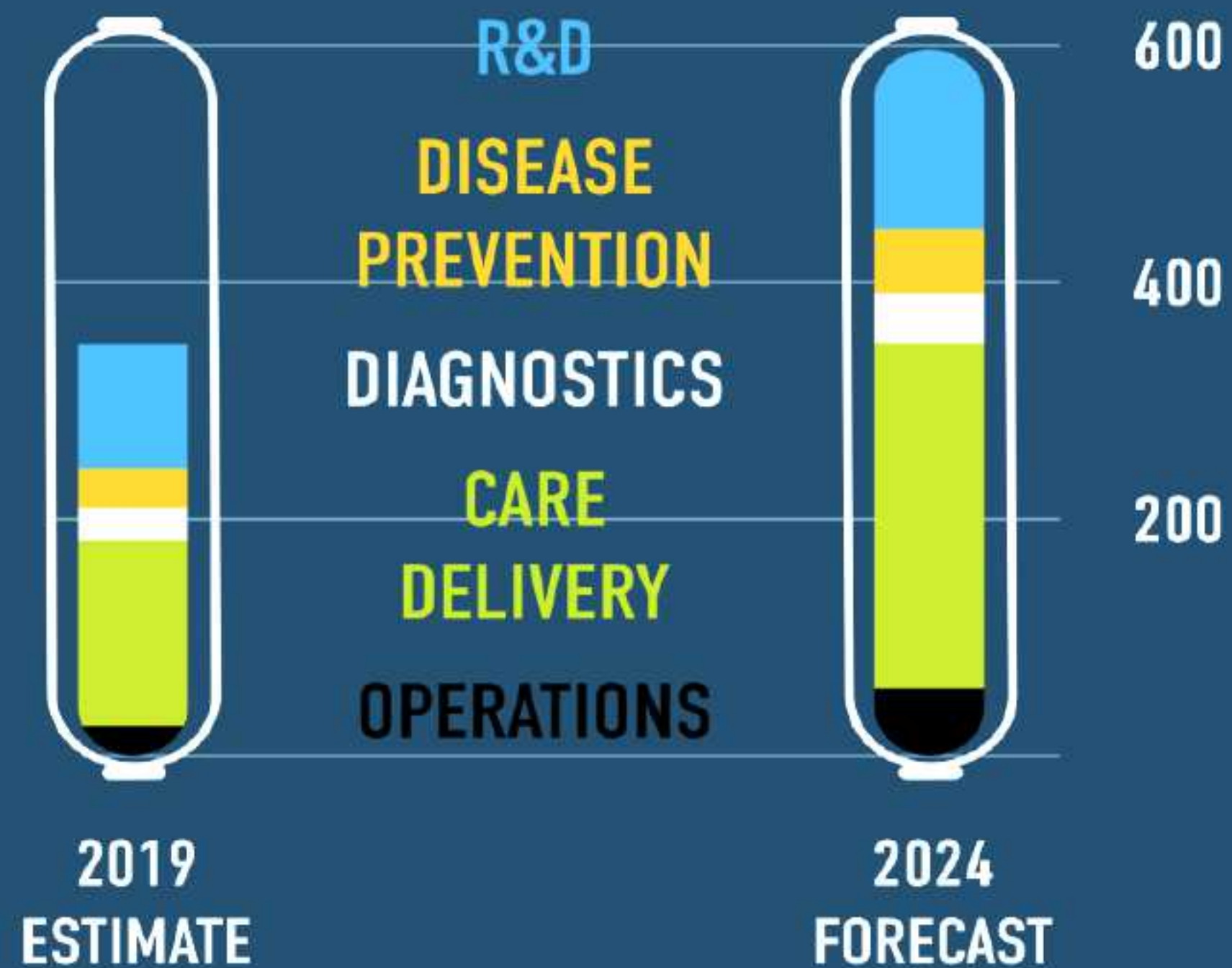


“One’s destination is never a place, but a new way of seeing things” (Henry Miller)

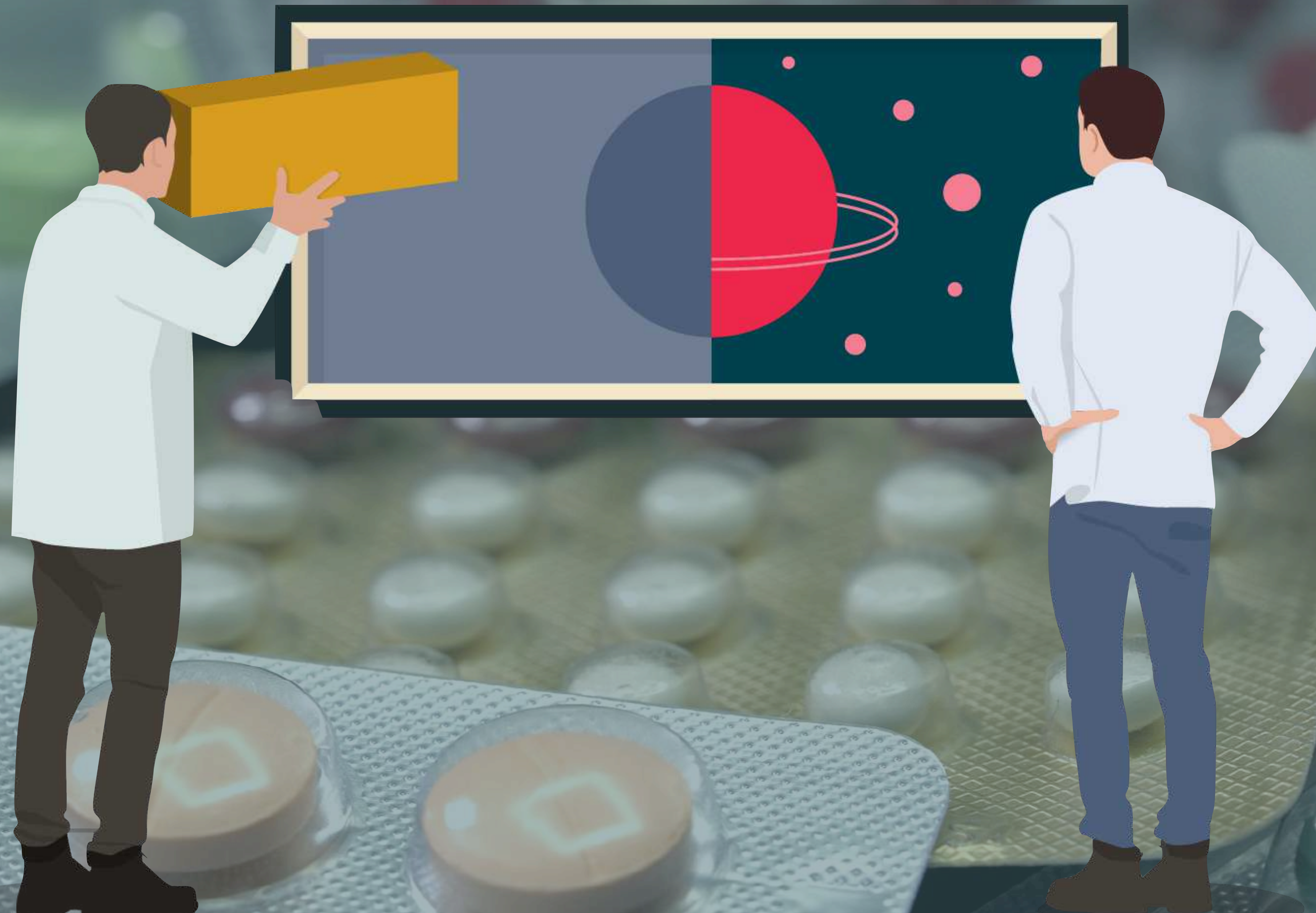


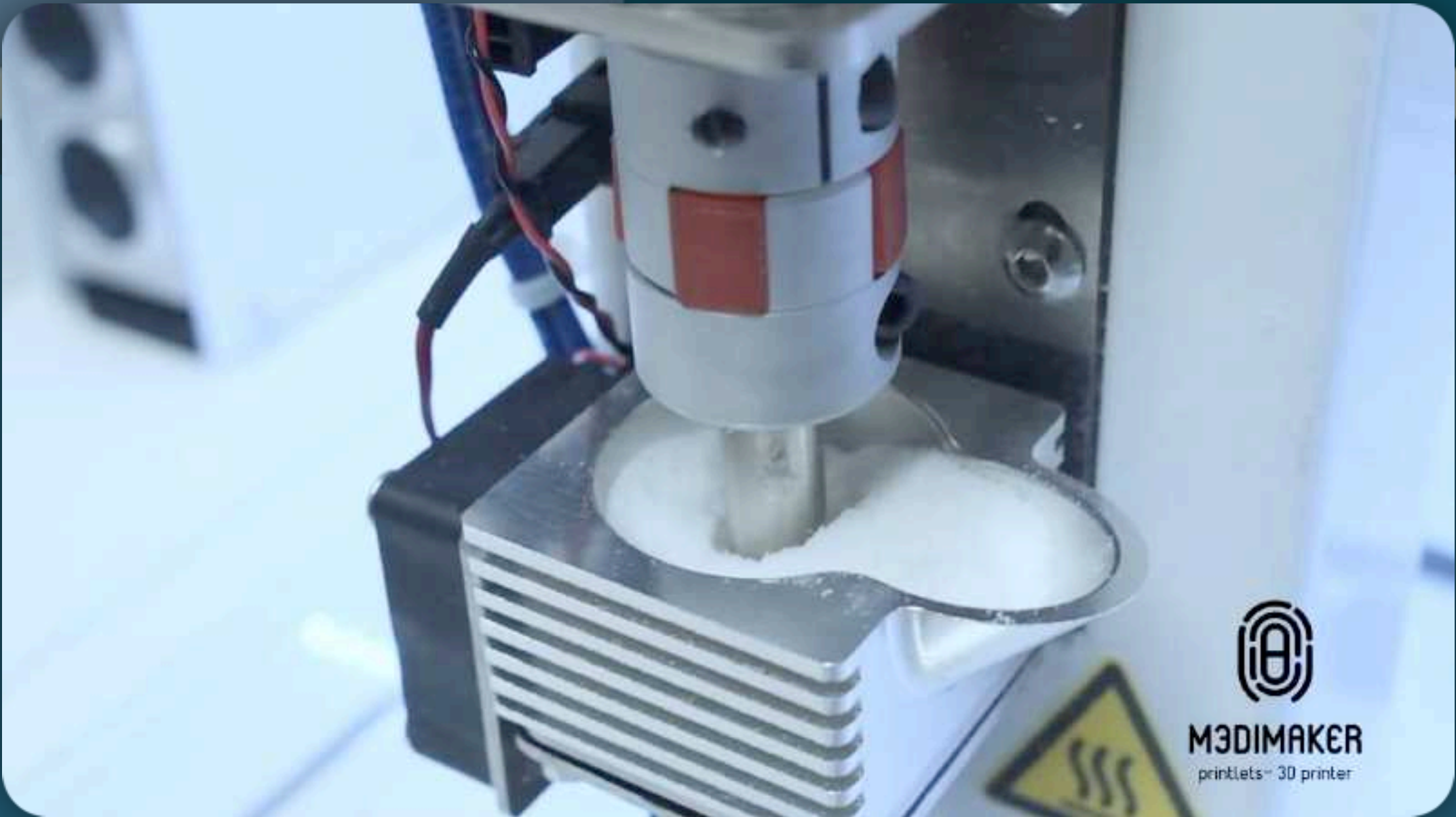
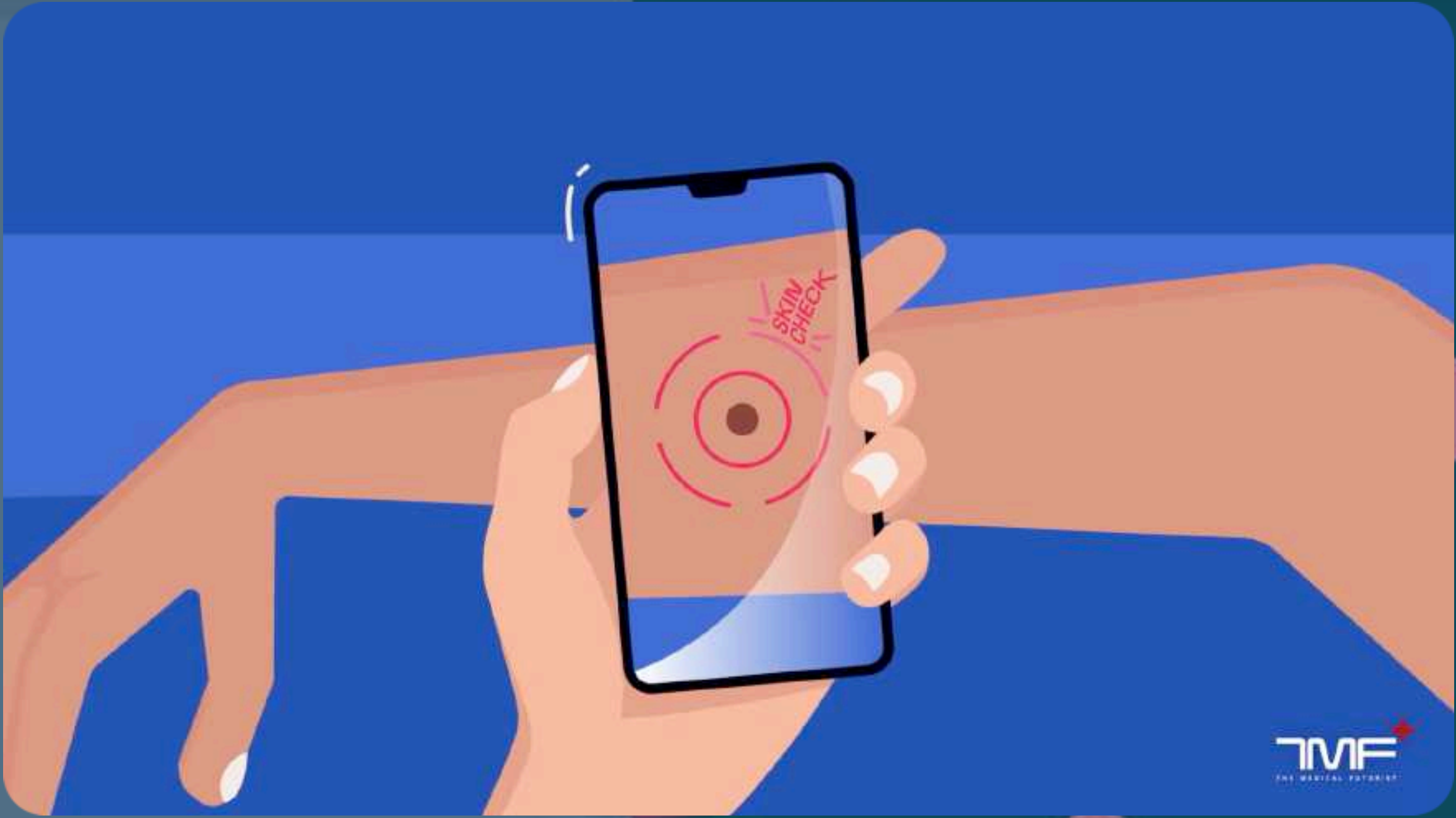
“One’s destination is never a place, but a new way of seeing things” (Henry Miller)

GLOBAL DIGITAL HEALTHCARE MARKET SIZE BY \$ BILLION









... a new way of seeing things





THE GUIDE TO THE FUTURE OF MEDICINE

	<div>HEALTHCARE PROFESSIONALS</div>	<div>PATIENTS</div>
<div> PREPARE & PREVENT</div>	<div>VIRTUAL DISSECTION</div> <div>DIGITAL LITERACY IN MEDICAL EDUCATION</div> <div>ARTIFICIAL INTELLIGENCE IN PUBLIC HEALTH</div>	<div>GAMIFICATION BASED WELLNESS</div> <div>DTC GENOMICS</div> <div>FOOD SENSORS</div> <div>SMARTWATCH</div> <div>NUTRIGENOMICS</div> <div>SLEEP TRACKERS</div>
<div> DATA INPUT & DIAGNOSTICS</div>	<div>MEDICAL A.I. POLICY</div> <div>ARTIFICIAL INTELLIGENCE IN MEDICAL DECISION SUPPORT</div> <div>EVIDENCE-BASED MOBILE HEALTH</div> <div>TELEMEDICINE</div> <div>DIGESTIBLE SENSORS</div> <div>ORGAN-ON-A-CHIP</div> <div>MEDICAL TRICORDER</div> <div>HOLOGRAPHIC DATA INPUT</div> <div>AUGMENTED REALITY</div>	<div>DTC ARTIFICIAL INTELLIGENCE</div> <div>IMPLANTED MICROCHIPS</div> <div>WEARABLE E-SKINS</div>
<div> THERAPY & FOLLOW UP</div>	<div>ROBOTIC INTERVENTIONS</div> <div>DIGITAL HEALTH-BASED INSURANCE</div> <div>FULL PHYSIOLOGICAL SIMULATION</div> <div>VIRTUAL REALITY</div> <div>MEDICAL DRONES</div> <div>ARTIFICIAL ORGAN</div> <div>BIOPRINTED HUMAN TISSUE</div> <div>NANOROBOTS IN BLOOD</div> <div>BRAIN-COMPUTER INTERFACES</div>	<div>DIY BIOTECHNOLOGY</div>
<div> OUTCOME & CONSEQUENCES</div>	<div>IN-SILICO CLINICAL TRIALS</div> <div>3D PRINTED DRUGS</div> <div>PAPERLESS HOSPITALS</div> <div>BLOCKCHAIN IN PHARMA</div>	<div>ROBOTIC NURSE ASSISTANT</div> <div>DIGITAL PILL BOX</div> <div>HUMANOID ROBOTS</div> <div>RECREATIONAL CYBORGS</div> <div>LIFE-LIKE PROSTHETICS</div>

ALREADY AVAILABLE

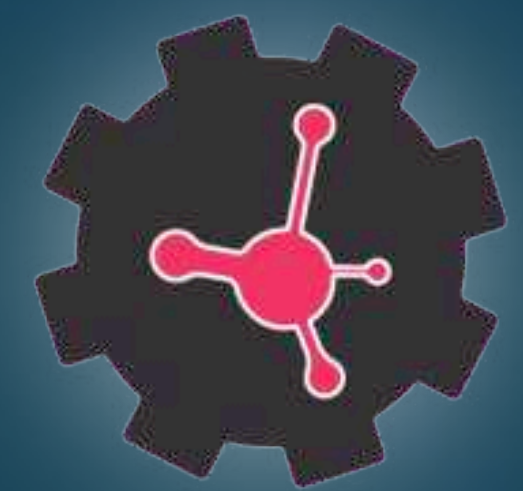
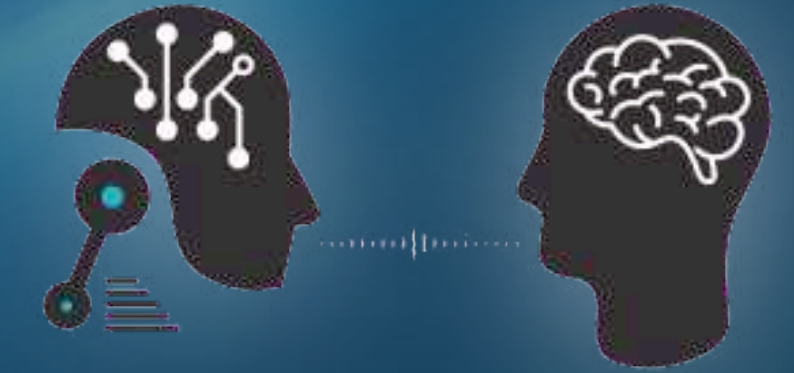
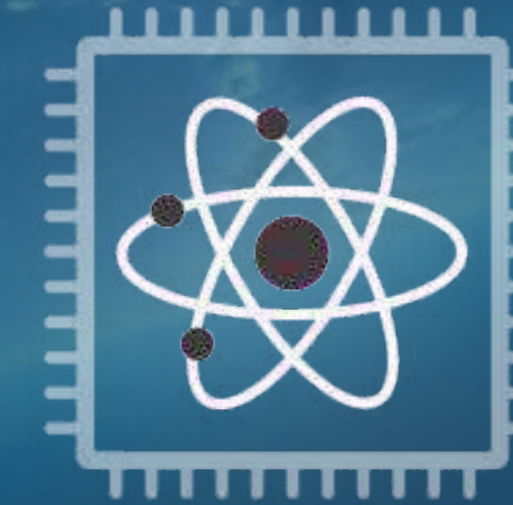
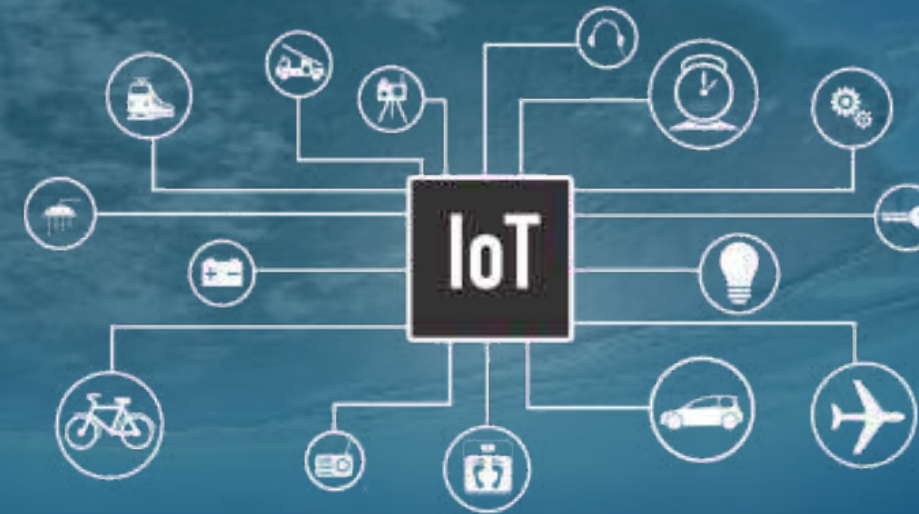
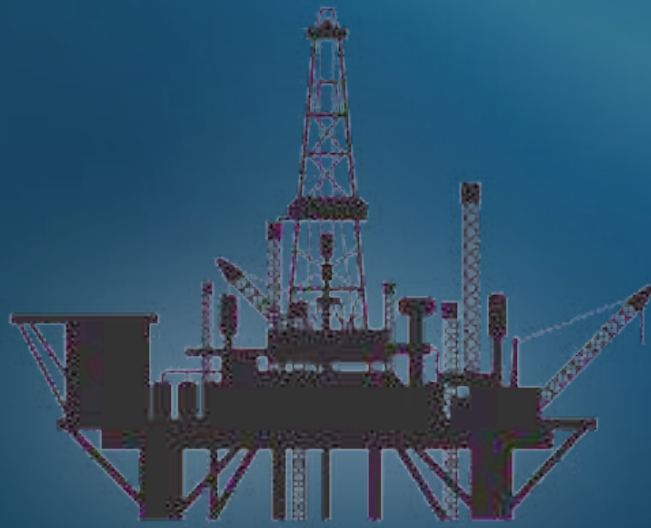
IN PROGRESS

STILL NEEDS TIME

THE GUIDE TO THE FUTURE OF MEDICINE



Healthcare Game-Changers





CONVERGENT

e^x

EXPONENTIAL

Collaboration not competition: is big pharma and big tech a recipe for success?



Revealed: the pharma companies leading the way in artificial intelligence



Synthace raises \$35 million, helps scientists automate biology experimentation and insight sharing



How AI could revolutionize biology — and vice versa

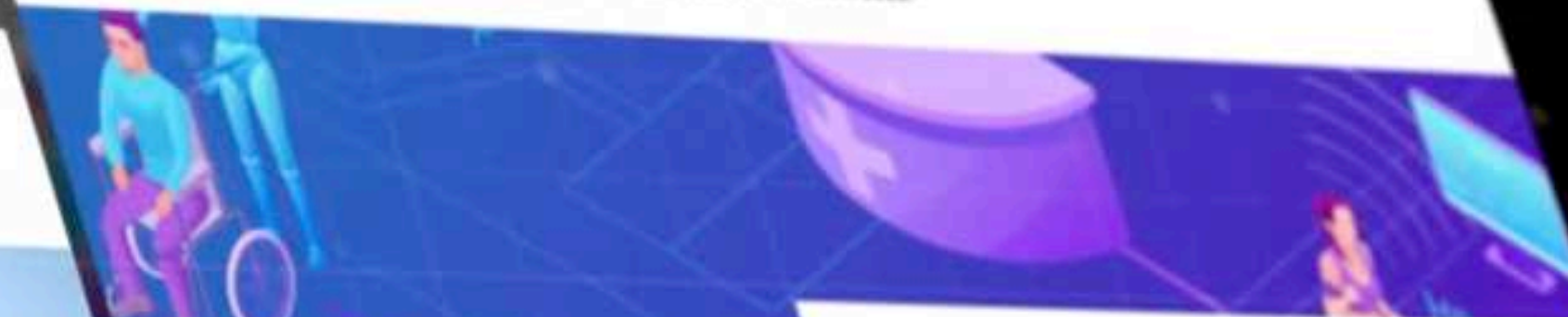
Alison Snyder • Apr 8, 2021 - Science



AI in healthcare: key highlights in 2021

By Chris Lee • 11 Nov 2021

As AI and machine learning continues to evolve, we look at how it has impacted healthcare in 2021.



Quris combines AI with 'patient on a chip' to speed drug development and reduce animal testing

1:21 PM GMT+2 - October 18, 2021



Are supercomputers set to transform pharma R&D?

By Darcy Jimenez • 28 Oct 2021

Tech company NVIDIA this year launched the UK's most powerful supercomputer to help researchers solve pressing medical challenges.



Cloud hiring levels in the pharmaceutical industry rose to a year-high in August 2021



Millennials and GenZ want HEALTHCARE not sickcare, HEALING not (just) treating



“As we see the future, so we act;
as we act so we become”

Barbara Hubbard *Buckminster Fuller

MEGA-CHALLENGE

Economy → Climate

POLICY

Profit & Growth → People, Planet,
Purpose, Prosperity

CAPITALISM

Shareholder → Stakeholder

MEDICAL & PHARMA

Sick-Care → Healthcare

