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HONORABLE MENTION

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"Expect the Unexpected," by Eleonora Russell for Admiral Rob Bauer, Chair, NATO Military Committee

"A Bold Plan to Create a Europe-First for Mobile Digital Identification," by Amman Abid for Philippe Lucas, Executive Vice President, Orange Innovation Devices and Partnerships

"Meeting the World's Challenges by Serving all Stakeholders," by Logan Wilson for Doug McMillon, President & CEO, Walmart

"MLK Showed the Way," by Randall Lee for Stacey Dixon, Deputy Director, National Geospatial-Intelligence Agency

"Shifting Gears & Picking Up the Pace: Leading with Sustainability," by Lucinda Trew for Tara Hemmer, Senior Vice President and Chief Sustainability Officer, Waste Management

"Steps Towards Justice," by Antonie van Campen for Stef Blok, Former Dutch Minister of Foreign Affairs

"RSA Conference Keynote: It's Time for Contact Tracing," by Melanie Duzyj for Doug Merritt, CEO & President, Splunk

"The Future Before Us," by Alexander Pelling-Bruce for David Eyton, Executive Vice President of Innovation & Engineering, BP

"ELMS Q3 Analyst Call: We Delivered," by Katie Merx for James Taylor, CEO, Electric Last Mile Solutions

"The Strongest Steel Is Forged in the Hottest Fires," by Rosemary King for Rukaiyah Adams, Chief Investment Officer, Meyer Memorial Trust

"We Need to Give People the Chance to Be Great," by Teresa Zumwald for Dena LaMar, Chief Diversity, Equity & Inclusion Officer, Advance Auto Parts

GRAND AWARD WINNER

Inaugural Address: "Let's Get to the Hard Work of Delivering Systemic Change"

By Paul Harang for Jason Williams,
Orleans Parish District Attorney



Delivered at Franklin Avenue Baptist Church,
New Orleans, January 11, 2021

One of the founding ideals of our nation, one of America's most celebrated pillars is that agents of government should treat all people fairly and equally under the law. Now, that does not simply mean a defendant has the right to an attorney at trial. Taken to its logical conclusion, it means that the entire system should operate under the presumption that anyone unfortunate enough to wind up in the back of a squad car is innocent until proven otherwise.

While this ideal predates the United States of America, it is an essential part of the story we tell about our nation's founding. John Adams, our second president, defended British soldiers who committed the Boston Massacre. He defended the very men who fired shots that killed six Americans. They fired the shots that led us down the road to war, and ultimately to independence and the beginning of the American experiment of a government that gets ALL of its authority from the people. Now, while he fiercely advocated for American independence, John Adams knew that providing these enemy soldiers with an adequate defense, treating them fairly under the law, would be critical to the health of this new nation that he was dedicated to creating.

In his opening statement at trial, he transformed an ancient maxim into a core tenant of our democracy—that it is more important to a community that we protect the innocent than recklessly punish those who we have already decided must be guilty. When a legal system condemns, incarcerates, and executes innocent people because it prioritizes convictions over justice, then why would members of the public believe that doing the right thing will keep them safe? In such a system, Adams succinctly tells us that "Virtue itself is no security."

Fighting for victims does not mean stacking up convictions. Fighting for victims does not mean using police and prosecutorial power to intimidate those caught up in the criminal justice system. Fighting for victims does not mean scaring an innocent person into pleading guilty to a lesser crime that was never even committed. As most of us know, the vast majority of inmates locked up in The Orleans Justice Center have not been convicted of any crime.

Many are there just because they are poor. Many are there because they just do not have access to the same support systems other people in our community take for granted. Keeping people locked up for months, or years, before they are ever convicted is not fighting for victims. It has done nothing to keep our community safe. If more than half our community views the operation of justice in New Orleans as more focused on clearing cases than protecting the innocent, then what incentive does that truly provide? How does that deter criminal behavior? How does that keep our children and families safe? Well, it doesn't. It simply does not.

But it's not just our historic tendency to punish the innocent that endangers our democracy and fractures our communities. Last week, for the first time in history, the Confederate flag, the rebel flag, was raised inside our nation's capitol. Something that 360,000 American soldiers died to prevent during the Civil War.

It was accomplished by an angry mob of people who figured they would not have to face the consequences of their actions in a court of law, because they know that all too often, justice in America is not distributed equitably. Everyone is not treated the same. Many who participated in that riot are still free today. A riot that physically un-

seated our democratically-elected government and held our leaders hostage in an underground bunker. Five people are dead, including a police officer who found himself overrun and without backup from any federal agencies.

This hero, Officer Brian Sicknick, died at the hands of his fellow citizens who were sent on a fool's errand to try to subvert our democracy. And while federal authorities are now on a nationwide manhunt to arrest those responsible, the fact that this mob was met with minimal resistance and allowed to walk away free after violently disrupting the transfer of power to a democratically elected president is just a visceral and stark reminder that the scales of justice in this country are weighted differently based on a person's skin color. The scene in Washington last week will forever alter how we view ourselves and how our friends around the world see us.

President Macron of France gave a speech in front of an American flag to remind the world how important American democracy is to democratic principles in his own country. World leaders, just as we are, are mourning the America that shined so brightly in their own imaginations.

But while these events are shocking and unprecedented, they did not pop up out of thin air. We have seen our share of them here in New Orleans. The Battle of Liberty Place, when the Crescent City White League deposed a democratically-elected governor in the name of white supremacy, which ended with dozens dead. Instead of facing the consequences for this insurrection, many of the participants were rewarded. They became politicians, business leaders, and local celebrities. One organizer eventually became Chief Justice of the United States

Supreme Court. A statue erected in his honor stood outside of our Louisiana Supreme Court building until three weeks ago. I am a native New Orleanian who is the product of hard-working parents, Carver Alums. But my mother, who was my primary parent for most of my upbringing, is a native of Bogalusa, Louisiana. She had two uncles who were members of the Deacons of Defense. Citizens who exercised courage to stand up to brutality and white supremacy in the Jim Crow South of their rural Louisiana hometown. I grew up hearing about what they fought for, which will forever remind me that we must never shy away from a fight to protect people and even sometimes ourselves.

That courageous service of others is instilled in our DNA, and we must summon it up now more than ever. At this moment, in this time, all of the challenges we face today require courageous service. We all have a responsibility to each other to do the things that are hard for our communities and for our families; so, that they thrive and are safe. The call to service is sacred, and I will forever be grateful that the people of this great city have selected me to serve as District Attorney. District Attorneys in America have a role that is unique across this country. A prosecutor who works for the benefit of the public and is directly accountable to the people should not prioritize convictions and sentences. Because that has not kept us safe. And that will not keep us safe. The prosecutor's job is to deliver justice.

Here is my commitment to you. Every single day, irrespective of what is reported in the news or the latest chatter of the day, I will fulfill the legal and moral obligation that comes with the office of the prosecutor. I will wield this enormous discretion that is bestowed on me, always remembering that this power, this responsibility, this discretion, is granted to me by the people. A District Attorney who is truly accountable to the people knows that this office holds the keys to making change at both the systemic and individual

level. We know that individuals in the criminal legal system are not merely names that appear on court dockets. Each person has a story. Each person is someone's child. Each person has inherent worth and God-given humanity. And we also know that some of them are innocent.

I will be a DA who knows that every person we hold accountable for harm to the community is a human being. To be clear, we will hold people who harm this community accountable, but we will do it knowing that no matter how angry we are with that person, that every person is more than the worst thing they have ever done.

We can use our criminal laws for public safety without using them for racial oppression. For too long we have allowed powerful interests across this country to confuse in our minds those two goals. And that is why we have become the most incarcerated country in modern history and New Orleans has been the epicenter of that dreadful distinction. We have literally sleepwalked our way into the most racially oppressive system of criminal justice in the world.

That stops here. That stops today in New Orleans.

95% of the prisoners in the DOC from New Orleans are Black. That racial disparity is higher than ANY OTHER parish in the state, including Caddo Parish, former capital of the confederacy. Why? Because we have normalized criminalizing behaviors associated with being poor—addiction, acting out because of mental illness.

If we can give people ways to thrive—tools instead of trap doors no matter how mad we are with them—we won't have the most racist system in the state. Because you see, ladies and gentlemen, when we mass produce criminal convictions, there are too many defective products. The defective products in this mass production are ruined lives and no justice. We cannot get it right when we are trying to prosecute everyone for everything. That's when innocent people get convicted and go to prison for decades, because

there's no way to do quality control when the volume is just that immense. It is no coincidence that New Orleans has, for decades, had the highest incarceration rate in the world and also, the highest rate of proven wrongful convictions. Together we will end the normalization of incarceration.

And guess what everybody—almost everyone who goes to jail will get out one day. That's just the history of the criminal legal system. Focusing on putting people away for as long as possible, without providing any intervention, support, only hurts public safety. Removing someone from their family, friends, work, and community, and expecting them to piece it all back together on their own years later has not worked, because it does not work. This lesson has made itself apparent to our country for decades, begging us to learn from it. We will continue to work with the re-entry community to help individuals returning to society achieve stability and success.

But let me be absolutely clear—those looking to skirt justice, those who think they will not be held accountable for heinous crimes, know this: We have, and we are building, a team of the best and brightest attorneys and investigators. And I will train them to be extraordinary at their work. If you commit a serious crime in Orleans Parish, you will face consequences. In order to have the energy & resources to focus on these most heinous and harmful crimes, we will no longer clog up court dockets with cases that arise out of addiction, mental illness and homelessness but instead, we will be partnering with healthcare providers and social workers and intervention experts to find solutions outside of the criminal legal system to deal with root causes of criminal behavior.

We will renew the fight for survivors of sexual assault by providing continuous and comprehensive support for survivors. Sexual violence is a scourge on our city holding back every community because it is in our homes, schools, workplaces, streets, public transportation, and even places of worship. And

it is not bound by race, gender, sexual orientation or class. We have not properly focused on these crimes.

The harsh reality is that our city is plagued with violence because we have for too long ignored domestic violence. Let me repeat that—the harsh reality is that our city is plagued with violence today because we have for too many decades ignored interpersonal violence in our homes. We know that those who commit domestic violence are more likely than others to murder and act violently outside of the home. My office will prioritize the safety & support of these survivors **AS WELL AS THEIR CHILDREN.**

Traditionally, the focus is on the effect of domestic violence on the primary victim. But we must also deal with the effects on children witnessing domestic violence. The trauma that occurs to the secondary victims who live in homes where partner abuse occurs, is monumental. Everything from anxiety, depression, poor school performance, anger management and impulse control, and difficulty in relationships with others.

I will work with the mayor and the city council to conceptualize a comprehensive strategy to finally address domestic violence throughout our city. We have a national movement around breast cancer where all parts of the community raise awareness and highlight survivors. And similarly, I will bring together and galvanize every part of our city to bring the issue of domestic violence into clear focus in order to uproot this cancer from our households and community.

Let me be clear, these are not reforms for reform's sake. If we do them right, they will actually make everyone safer because what we know is that being more selective about prosecutions will allow us to better focus on the crimes that matter most. We've got to go beyond punishment and invest in our community to heal, restore, and create justice that endures. We are

working to create a 21st-century District Attorney's office that will deliver real justice to New Orleans. But delivering justice is an endeavor for us all, not just the DA. And I am calling on every segment of our community to step up—to invest in our community. We all are called to do everything that we can to ensure that those who need help and not jail can get that help that they need.

I am not asking you to be altruistic. I am not asking you to view this work as some sort of charity or something to help yourself sleep better at night, though it may help you sleep better. I am asking our community, the City of New Orleans and the State of Louisiana, to work together to do the critical work to help keep our communities safe. Just over a week ago, police booked a 15-year-old on a second-degree murder charge after a shooting that killed a 52-year-old woman right here in New Orleans East. And according to the NOPD, the boy's father brought him in to surrender and confess to the crime.

I'm a father of three. God forbid that I have to make a decision like that. But he did the right thing, and this father should be commended for his courage to stand for what's right even when I know it hurts so much. While I firmly believe that not housing children in adult facilities and not trying our children in adult courts is the right thing to do based upon the U.S. Supreme Court ruling in *Montgomery vs. Louisiana* 'children are children'—they must still be held accountable.

And not only should kids be held accountable if we're going to get this right, but we must also hold the adults accountable who abuse them, neglect them, and put guns in our children's hands. We need so many more parents not only doing their part on the back end of this issue, but also, proactively on the front end when the offenses are not as serious. We must help these parents, because when we take care of

each other, when we support all of our city's children, when we provide real foundational support and permanent housing to the homeless, to families in crisis, to those battling substance abuse, we all become stronger. We all become safer. We all become more secure. I will not end with platitudes, but I'll end with a request. Just as the people of New Orleans elected me to this awesome responsibility, my ask is that you pray for me and pray for my team. Support our efforts to get this right—to right this ship and turn this system around. We all know what we've been doing has not been working and has not served us.

We cannot deliver change overnight. It's going to take patience and everyone working with us. We will make mistakes and we won't be afraid to admit when we do. Crime will continue. Crime is as old as humanity. And a new DA cannot stop crime. But bear with us. Because the right DA can give every neighborhood a justice system that they believe works for them.

And I firmly believe one of my heroes, Bryan Stevenson, when he says that the opposite of poverty is not wealth, the opposite of poverty is justice. And I'm also transfixed on the poignant words of James Baldwin, "Not everything that is faced can be changed, but nothing can be changed until it is faced."

So, let's get to the hard work of delivering systemic change in how we support our kids, change in how we look out for neighbors, change in how we invest in our communities, change in how we police, change in how we prosecute, change in how we rehabilitate, change in how we see each other and change in how we imagine our city.

Every day forward will not be easy, but I have never been more optimistic about what we can accomplish when we stay focused on truly delivering safety and justice for the People of the City of New Orleans.

Thank you for your trust.

WINNER: ASSOCIATIONS

"Why Organized Medicine Matters"

By Leanne Boyer for Dr. Gerald E. Harmon,
President, American Medical Association



Delivered virtually, November 12, 2021

Mister Speaker, officers, delegates, physician colleagues, distinguished guests.

Had enough of these virtual meetings yet? This is our fourth in a row—but who's counting?

First, let me thank each and every one of you who has responded to the pandemic. Physicians have shown great courage in the face of difficulty over the past many months . . . even up until this very day . . . as the battle goes on. My physician colleagues—my battle partners, indeed my fellow Covid veterans—soldier on answering the call.

Yet even as the Delta surge wanes, we anticipate entering a third calendar year of the global pandemic and have surpassed 750,000 lives lost to COVID in the U.S. alone. Just a staggering and heartbreaking milestone to reach.

And many questions remain. Are we near the end? Will there be another surge? Will vaccinations hold up against future mutations?

We do not have those answers. Yet.

I want you to imagine a small community hospital in a rural area of a southern state, a year and a half into the pandemic. The COVID Delta variant is surging, and the vaccination rate lags. Both the hospital and the ICU have been operating well above 100 percent capacity for more than a month.

The ICU is filled with COVID patients (90% of whom are unvaccinated and 2/3 of them under age 60), and inpatient beds overflow into the hallways. Emergency room and PACU beds double as Critical Care beds as patients struggle to breathe.

With these younger, sicker patients comes a new dynamic for many doctors and nurses. They must witness young families and their children watching through barriers or covered

in PPE as their loved ones succumb to a devastating virus. These health workers are taking extra shifts and giving it their all, but are showing signs of exhaustion as they deal with the physical and emotional trauma. Young clinicians, in particular, appear shell-shocked, and seem to be questioning their career choices.

To many of you, this sounds all too familiar. And, in fact, the scenario I just described took place at my community hospital in Georgetown County, South Carolina, during a grueling seven-day, 100-hour teaching rotation I led.

The fear and weariness in young clinicians' faces was not unlike what I witnessed in the medical arena in Iraqi Freedom and Enduring Freedom after 9/11—I'd call it battle fatigue. Like combat, the unrelenting demands of responding to COVID patients has led to physical and emotional exhaustion and pushed physicians and our entire health care workforce to the breaking point.

What will the lasting effects of this pandemic be on young doctors? Will they leave their chosen specialties—or even the profession? What will it mean for the future of health care?

We don't have those answers—yet. And that is a difficult feeling to live with, day after day.

Our psychiatry friends will tell you that the human brain is challenged by uncertain situations and outcomes. Faced with uncertainty, we may feel threatened, unable to concentrate, less capable of solving problems. During such uncertain times, it is critical that we find support and social connection.

Where will physicians—especially young doctors and those in training—find that support?

I would submit that we must be their support. We at the AMA . . .

and all the state and specialty medical societies who comprise the House of Medicine . . . must be the allies our physician colleagues need right now.

A few months ago, one of our Federation partners, the West Virginia State Medical Association, asked me to speak to the question, "Do we still need organized medicine?"

You might think the answer is obvious . . . "Heck yeah!" But here's why . . .

Throughout this pandemic, the AMA and our state and specialty medical associations have stepped up and bridged many gaps . . . getting doctors and other health care workers the information, PPE and other resources they needed, even as state and federal governments struggled in a deficient public health system.

And when I use the term "organized medicine," I don't mean an abstract concept. I mean our people, our common purpose, and our actions in support of a profession built on ethics and science, and that is focused on providing the best possible care for patients in ways that also strengthen our communities.

"Organized medicine" means hundreds of thousands of physicians, students and trainees from every state and specialty in the United States . . . gifted and talented practitioners, researchers and academics.

"Organized medicine" means our common purpose . . . which is "to promote the art and science of medicine and the betterment of public health." Our mission statement.

And "organized medicine" refers to those specific actions we are doing to help physicians meet the challenges of this pandemic and beyond.

When we first encountered the novel coronavirus in early 2020, the AMA

and our partners in organized medicine responded:

- We fought for PPE and financial resources;
- We were a reliable source of evidence-based info on COVID physicians needed during a time of mixed messages;
- We worked with CMS to expand telehealth and pause the regulations standing in the way;
- We pushed insurers to drop prior authorization requirements; and
- Importantly, we fought against misinformation and disinformation at every step.

We continue to call out half-truths and lies—and we are educating those who are open to science-based information.

Colleagues, do not believe the myth that all who are unvaccinated are hardened in that position. In fact, research shows that if we, as physicians, recommend vaccines to our patients, they are inclined to take them.

My state still only has a little over half the population vaccinated. Last month, I spoke to group of maybe 50 employees about vaccines—and used the point that many in the community had either trusted me personally, or their families had trusted me with their medical care, from sprained ankles to heart attacks and cancer.

Yet they still had hesitations and questions about the Covid vaccine—largely due to nonstop misinformation—and I reminded them they had sought my advice for decades. My advice was to “take my advice! Take the vaccine.”

Afterwards many of the vaccine-hesitant stepped up and thanked me and said I’d convinced them—when could they get the shot?

My story, multiplied by those from colleagues across the country, speaks to the power we have as individual physicians, and in turn, the power, the reach and the impact we can have as organized medicine ... as purveyors of truth on the side of science.

But as this audience knows, the value of organized medicine is much

broader than pandemic response. Challenges in medicine existed long before COVID-19, and will continue long after the worst is over.

Physicians face bureaucratic and regulatory obstacles to care that contribute to burnout, and organized medicine has not lost sight of those battles. In fact, the pandemic has shined a spotlight on the breadth of challenges we face:

- A dysfunctional Medicare physician payment system
- Scope of practice expansion
- Electronic records/data transparency
- Chronic disease management
- Prior authorization
- Health disparities and equity concerns

We have committed teams at the AMA working on each of these health care challenges—and many more—and I am so grateful for their efforts.

Let me highlight three issues that are of utmost importance to us right now.

First, we need the strength of organized medicine in the battle against Medicare payment cuts ... a battle that must be re-fought again this year.

We are facing potential Medicare cuts of nearly 10 percent beginning in January, 2022!

It is time that Congress passes a permanent solution to end these annual battles that threaten the solvency of physician practices ... and Congress must address physician budget neutrality and inadequate annual payment updates as the root causes.

Next, we need the strength of organized medicine to fight aggravating payer policies that hurt rather than help patients. Now, I will keep this speech in the ‘PG rating’ mode, but I must use at this point what all of us consider a dirty word: Prior Authorization.

Recently a patient presented with some ill-defined symptoms—slight cognitive impairment with intermittent complaints of difficulty walking, especially on the golf course. He was over 70, had moderate hypertension and diabetes, and was being followed by a Physician Assistant working with an endocrinologist and, less often, see-

ing his primary care doctor. He’d had a benign CT of his head, and the feeling by many of his providers was tending toward vascular dementia or Parkinson’s, given his risk factors.

I wondered about Normal Pressure Hydrocephalus and ordered an MRI of his brain. His Medicare Advantage plan’s benefits manager pushed back on the study and denied the imaging. I disagreed and spent 30 minutes on the phone arguing, finally prevailing. Sure enough, the MRI was consistent with NPH with enlarged ventricles and my neurosurgeon colleagues are now taking him to surgery.

If we had not fought this decision, the delay in care would likely have resulted in the patient’s condition deteriorating, causing greater disability and even death down the road. That’s just foolish. But when an insurance company is making the decision rather than a physician, it’s probably going to be in favor of short-term financial gain.

That’s why the AMA is pushing for legislative action on prior authorization and step therapy reforms at the federal and state levels.

And finally, we also need the strength of organized medicine when it comes to correcting the past wrongs of our profession, and creating a health care system that is responsive to the needs of all patients.

The impact of systemic racism in medicine—past and present—is real. The pandemic and social unrest of the past 20 months has shown all too clearly how policies such as segregation, mass incarceration, police brutality, and redlining continue to adversely affect the health of Black and Brown individuals and communities.

We are committed to our strategic plan to embed equity and racial justice within the AMA and within the larger health care system. This plan is ambitious and far-reaching. It will be the subject of an educational session during this meeting, and I encourage everyone to attend to learn more. Our work to date has been earnest, it has noble ambitions, and it is critical to the health of our nation.

The point is, a single physician cannot bring about the legislative or regulatory changes needed to improve the practice environment.

But membership in organized medicine multiplies our power, our resources, and our voice, by hundreds of thousands of physicians.

I was a big fan of the late General Colin Powell, who famously said ‘perpetual optimism is a force multiplier.’ I myself have been accused of being ‘pathologically optimistic,’ and want us to remain focused on all that we face.

But I can assure you that we haven’t lost the fight, whether we are talking about COVID-19 or burnout or any other challenge.

The AMA and its Federation partners are strong. We are an army against the virus. We are an army against injustice. An army against unresponsive bureaucracy and distracted legislators.

We are strong in support of our colleagues, individually and collectively. Strong in envisioning the end to this pandemic and a brighter age for health care.

There will yet be uncertain times ahead, but we can walk with confidence into the future, because through organized medicine, we know we are not walking alone.

It’s been a long two years, but I encourage you to persevere through what remains a consequential time in our nation’s history and the history of medicine.

I encourage us, once more, to ‘Act Worthy of Ourselves’ on behalf of future generations.

Thank you.

WINNER: BANKING AND FINANCIAL SERVICES

“Measure Twice, Cut Once”

By Julie Lasson for John C. Williams,
President and CEO, Federal Reserve Bank of New York



Delivered via videoconference at SOFR Symposium:
The Final Year (Part II), May 11, 2021

It’s a great pleasure once again to be sharing a platform with Andrew Bailey as we discuss the transition away from the London Interbank Offered Rate (LIBOR).

While it’s no surprise that our work often brings us together, Andrew and I have joined forces on this issue to such a great extent because the LIBOR transition is essential to the integrity of the global financial system. Given its ramifications for institutions, markets, and economies around the world, strong cooperation at the international level is of critical importance.

As the saying goes, time flies, and it’s hard to believe that we’ve reached 2021. It’s been more than a decade since LIBOR has been exposed as a flawed and unreliable reference rate. And, with only 235 days until January 1, 2022, I am pleased to say that the endgame for LIBOR is clearly in sight.¹

This transition has been a monumental feat. The enormous amount of progress was made possible by a significant and coordinated effort across the globe, as well as in the United States. I must also mention that the Alternative Reference Rates Committee

(ARRC) has done outstanding work in preparing for the move off LIBOR and, equally important, positioning us with a safe and strong foundation for the post-LIBOR world.² And even as I acknowledge all the progress that has been achieved, it’s important to remind everyone that there is still a lot to be done to move off LIBOR by the end of the year.

This morning I’m going to talk about key principles that we should keep in mind as we build a successful post-LIBOR world.

Before I continue, let me give the usual disclaimer that the views I express are mine alone and do not necessarily reflect those of the Federal Open Market Committee or anyone else in the Federal Reserve System.

I want to take you back to only a few years ago, when I was in junior high school. At that time, ticktock was the sound coming from the clock on the wall, and a mobile device was a transistor radio. I was a young student—not of economics, but wood-working. With tools and planks in hand, I learned the number one rule of that craft: “measure twice, cut once.”

Fast forward to today, and I have yet to pursue a career in carpentry. But as we prepare for a post-LIBOR world, the same adage runs through my mind. We must take great care, because the decisions made today will determine if the LIBOR transition is ultimately successful.

The past decade has shown us that the problem with using LIBOR as a benchmark interest rate has been an extremely risky one to have—and to solve.³ It’s important that we focus not only on making the transition, but also on getting the transition right. We’ve learned how challenging and costly it is to move away from a widely used unsound reference rate. It’s essential that we move forward in a way that ensures that we do not have to go through such a transition again in our lifetimes. I know I wouldn’t wish that on anyone.

¹ Alternative Reference Rates Committee, ARRC Commends Decisions Outlining the Definitive Endgame for LIBOR, March 5, 2021.

² Alternative Reference Rates Committee, Progress Report: The Transition from U.S. Dollar LIBOR, March 31, 2021.

³ John C. Williams, 901 Days, Remarks at Securities Industry and Financial Markets Association (SIFMA), New York, July 15, 2019.

This adage has many applications, but it's especially important to keep in mind when laying a foundation—because the foundation is everything.

Back when I lived in California, we bought a Victorian house built in the 1890s. The attraction of the house was that it had lots of rooms and spaces for the family to live. But, the existing foundation was crumbling and not even attached to the house. In a major earthquake, the house would have quickly toppled over. We had a new foundation installed, and my mother asked to see before and after pictures. I responded that one picture would do since all the work was done underground and out of sight. The difference was that this house would last another 100 years, while the old house would have lasted only until the next earthquake.

I see the current juncture in the transition away from LIBOR to a new reference rate regime in much the same way. We have seen the development of several reference rates that may meet various needs, including credit-sensitive rates.⁴ Separately, the ARRC just announced the indicators that it will consider in recommending a forward-looking Secured Overnight Financing Rate (SOFR) term rate, which with continued market progress, it believes can be achieved relatively soon.⁵

These are valuable steps in the transition to the new post-LIBOR world—but in my house metaphor, these represent the rooms of the house. They're important, but more critical is that they be built on top of a robust foundation that will withstand any storm or earthquake. And the foundation must be

built to the highest standards and with the very best materials.⁶

The reason is clear. If you build on a foundation that is not absolutely sound, you are risking trouble at some point in the future. Unfortunately, the cracks in the LIBOR foundation ran deep. The short-term bank funding markets that LIBOR is based on have withered away since the global financial crisis. Worse, they can dry up completely under stress, as we saw last spring.⁷

This means we need to have a strong and deep foundation of reference rates that we are confident will be rock-solid, holding up our financial system under all contingencies, foreseen or unforeseen. For this reason, in 2017, the ARRC recommended SOFR as the main U.S. dollar reference rate for the post-LIBOR world.⁸ No other rate has the depth of transactions of the repo market that underlies SOFR, which proved to be resilient even during the market stress last spring.⁹ That is essential as a foundation for the enormous markets such as the hundreds of trillions of dollars of derivatives currently based on LIBOR.

As we move forward to the post-LIBOR world, we must make sure that we are building a house with a sturdy foundation with the most robust reference rates available. With that foundation securely in place, we can build a house with an assortment of reference rates that can meet the specific needs of particular borrowers and lenders. Best practices have been developed for the use of reference rates that are fit for different purposes.^{10, 11}

To close, I'll say that as we look toward a world without LIBOR, we need to not only count down, but also measure up. In preparing for the transition, it's time to dig out the tape measure from your toolbox and use it twice. It's critical that we reflect on how we got here and make decisions that won't land us back in the same situation we've worked so hard to solve. As each of you make your own decisions around the LIBOR transition, realize that together, you are drawing the blueprint that will serve as the foundation for our global financial system. This is the house we're going to live in for a long time. Let's build it to last.

⁴ Forum on Ongoing Innovation in Reference Rates for Commercial Lending, Presentation materials, Federal Reserve Bank of New York, New York, November 18, 2020.

⁵ Alternative Reference Rates Committee, ARRC Identifies Market Indicators to Support a Recommendation of a Forward-Looking SOFR Term Rate, May 6, 2021.

⁶ Alternative Reference Rates Committee, Second Report, March 2018.

⁷ John C. Williams, 537 Days: Time Is Still Ticking, Remarks at LIBOR: Entering the Endgame, Webinar, July 13, 2020. See also: Financial Stability Board, Reforming Major Interest Rate Benchmarks, November 20, 2020; and Bank of England Financial Policy Committee, Interim Financial Stability Report, May 2020.

⁸ Alternative Reference Rates Committee, The ARRC Selects a Broad Repo Rate as its Preferred Alternative Reference Rate, June 22, 2017.

⁹ John C. Williams, 537 Days: Time Is Still Ticking, Remarks at LIBOR: Entering the Endgame, Webinar, July 13, 2020. See also: Federal Reserve Bank of New York, IOSCO Compliance, as of May 2021.

¹⁰ Alternative Reference Rates Committee, Best Practices for Completing Transition from LIBOR, as of September 3, 2020.

¹¹ Treasury Market Practice Group Financial Benchmarks, as of May 2021.

WINNER: COMMERCE AND RETAIL

"The Trademark Act at 75: How It Has Shaped the U.S. Economy"

By Richard McCormack for David Gooder, Commissioner
for Trademarks, U.S. Patent and Trademark Office



Delivered virtually from Austin, Texas,
June 17, 2021

Thank you so much for that wonderful introduction, and a warm welcome to all of you in Texas.

It's an honor to be part of this celebration with so many notable participants, and such incredible depth of knowledge of our trademark system, and its history.

It's also great to see so much attention being paid to Fritz Lanham, one of the 12,415 individuals who has served in the U.S. Congress since it first convened in 1789.

Your state of Texas has been responsible for producing so many famous people, including The Princess Bride Robin Wright; Charlie's Angel, Farrah Fawcett, The Coal Miner's Daughter, Sissy Spacek; the Wedding Crasher, Owen Wilson; and your next Governor, the Wedding Planner, Matthew McConaughey!

But, seriously, for those of us here today, your state's greatest star was an amateur magician, a journalist at the Dallas Morning News, a writer of two musical comedies, and the father of the modern U.S. Trademark system: Representative Fritz Lanham.

You have heard a lot about him today, but it is noteworthy that he was a member of a very interesting Texas delegation during his tenure in the U.S. House of Representatives.

Serving with him in the House when the Trademark Act of 1946 passed Congress and was signed into a law by President Harry Truman, were two other Texas stars: the mighty Sam Rayburn, and the indomitable Lyndon Baines Johnson.

These powerhouses knew how to get things done, and they did.

Fritz Lanham was especially well regarded.

Upon his death in 1965, the Fort-Worth Star Telegram wrote that he was, "courtly, urbane, and eloquent."

They went on to say that, "Mr. Lanham was so much the gentleman that many thought this a handicap to his political career. It never appeared to be."

He was successful in Congress, according to the Fort-Worth Star Telegram, because his colleagues, quote: "knew him to be unswervingly a man of his word."

Today, for those of us involved in protecting IP rights, we are the beneficiaries of his persistence, his patience, and the clarity of thought he displayed in writing such a good law.

When the famed intellectual property legal scholar and lawyer Edward Sidney Rogers helped draft the bill's original language in 1937, Rogers said it was "like a clothesline to hang things on."

It took almost a decade to get that bill through Congress, with countless hearings on the need for national trademark reform from business executives, and IP experts from around the country.

Lanham had a clear and consistent vision of what a more effective system of trademark administration should look like, long before any serious movement of the bill took place.

Back in the 1930s and 1940s, among the most adamant opponents to the Trademark Act were two federal government agencies: the Antitrust Division of the Department of Justice; and the Food and Drug Administration. You couldn't ask for more powerful foes than those two agencies, and overcoming their objections required tremendous tenacity.

The fear was that the Lanham Act would undo the work of the Sherman Antitrust Act of 1890.

Critics of the trademark bill felt it would allow the major corporations to regain power, crush small companies, and hurt consumers by fixing prices once competitors were eliminated.

They were also extremely sensitive and fearful about doing anything that could upend an economy dependent on war spending, huge military contracts, and government debt, especially having just experienced an economic depression.

But there was also a sense that the civilian economy would need legislative help to get going after the war ended. Passage of the Lanham Act helped propel the country into a sustained period of growth fueled by national brands and the use advertising to drive consumer spending.

The result was private sector investment in plant and equipment to meet demand and the creation of a virtuous cycle of growth.

Today, when you read the Lanham Act, its simplicity, prescience, and thoroughness are striking.

There are not too many 75-year-old Acts of Congress that have withstood the stresses caused by radical changes in society, and the economy.

And we have certainly experienced incredible change since 1946.

In its annual survey of the Fortune 500, the American Enterprise Institute notes that only 10 percent of the companies on the list in 1955 were still on the list in 2020.

As AEI scholar Mark Perry points out, "economic destruction fuels economic prosperity."

Zenith, American Motors, Gulf Oil, Bethlehem Steel, RCA, and Eastman Kodak have been replaced on the Fortune 500 list by companies

like Amazon, Facebook, Microsoft, Google, and Netflix.

Such change represents incredible churn in the Trademark Registry.

We have issued almost 6.3 million Trademark registrations since the agency's inception.

And there are currently 2.74 million live trademark registrations.

There are 55,000 Trademark Attorneys representing active marks.

It's a good business for lawyers.

And through all of the growth and dramatic changes in industry, society, and technology, the Trademark Act envisioned originally by Fritz Lanham almost a century ago has remained virtually unchanged.

That is, until now.

We are well on the way to implementing the Trademark Modernization Act of 2020 by December 27, 2021.

We have completed proposed rules, and they have been published in the Federal Register for the public's review. We encourage you to read them, and provide us with your ideas on implementation.

Our intention is abide by the dictates of the law, and improve the integrity of the register; provide trademark owners better means to protect their trademarks; and implement systems and procedures aimed at reducing fraud and abuse.

New tools such as Letters of Protest will provide an opportunity to clear away unused trademarks from the register. We expect to institute a flexible response period to increase examination efficiency; create extensions available for up to a full six months; and provide authority to shorten the six-month response period.

We will also implement a new non-use cancellation system that will target trademarks that have never been used in commerce.

We are already investigating inaccurate or improper-use claims that could result in the loss of registration, or could diminish trust in the register or its utility.

We have no intention of allowing bad actors to have an unfair advantage over competitors.

And we are committing resources to stop scams aimed at USPTO customers.

We have already targeted bad behavior by creating Special Task Forces investigating suspicious activities and wrongdoing.

We are working with law enforcement at USPTO, at the Department of Justice, the Postal Service, and at the FTC.

And we are turning to the courts when necessary, such as in our District Circuit case against Suhorukovs.

We've implemented the U.S. counsel rule, and initiated post-registration audits.

This is an all-out effort, and I'm pleased to report that we have buy-in from all of our stakeholders.

It has been one of them most gratifying aspects of my job.

Each of these mechanisms is described in detail in our Notice of Proposed Rulemaking.

Again, as I said earlier, the TMA could not have come at a better moment.

The pandemic has vastly accelerated a monumental shift to an all-digital economy, with explosive growth of e-commerce.

We are projecting receipt of 990,000 trademark filings this year, an increase of (?) percent over 2020, and more than triple the number of trademark filings we received in 2001.

In fact, this past April was the second highest month on record for filings, the first highest being last December, shortly before there was a fee increase.

The incredible surge in filings is mirroring other aspects of our economy.

For instance, imports of manufactured goods are booming.

This past March, the United States shattered the monthly trade record with \$274 billion of imported goods.

That is \$823 of imported products per capita, per month.

On an annual basis, that is almost \$10,000 of goods imports for every American; or \$40,000 of imported products per year for a household of four.

With so many more of these products bypassing traditional retailers

and being sold directly to consumers through e-commerce sites, there is an equal amount of demand for trademarks both from overseas producers, and from U.S. importers.

Amazon's growth is another indicator of the change.

In its first-quarter financial statement, the company reported revenues of \$108 billion, a 44 percent increase over the same quarter in 2020.

If you look at containers coming into the Port of Los Angeles, they increased by 42 percent during the first four months of this year as compared to 2020, to almost half a million containers per month.

To handle the unprecedented growth in trademark application filings, we recently hired 50 new trademark examination attorneys, and have plans to hire another 100 at the start of our fiscal year in October.

We are adopting new AI and machine learning tools to help conduct searches or prior art through massive databases, and we are hiring contractors to relieve our examiners of the more mundane aspects of their jobs.

One of the more interesting aspects of the surge is where it's coming from.

The common narrative is that Chinese filers are inundating our system, mostly with fraudulent applications. But that is really not the case.

In fact, something else has occurred over the past year that many people may not realize:

The pandemic has unleashed a pent-up demand for trademarks among Americans who decided that it was time to act on their ideas for creating new products, and new companies.

Growth of trademark applications filers from the United States has increased by 57 percent so far this fiscal year.

From China, they are up 28 percent.

From the EU, they are up 10 percent.

And from the rest of the world, they've grown by a more modest 5 percent.

Another interesting aspect of the surge is that the vast majority of our applications are either first time filers, at 33 percent, or small filers at 43 percent.

Combined, they count for 76 percent of filers.

As for China, the growth of online sales is pushing them to brand registries that require a U.S. trademark.

These marks are all quite unique, and in keeping with the Chinese culture and branding.

The vast majority of them do not impinge upon existing marks.

But we're staying adamant.

We know that we have now entered a new world order—where digital technology and the globalization of commerce could further increase demand for our services.

And through all of the churn and change, we continue to benefit from the clairvoyance of the father of our modern trademark system, Fritz Lanham.

Thank you for honoring him, and God bless.

WINNER: EDUCATORS

"Welcome to the University of OPENhagen (Copenhagen)"

By Søren Stein for Henrik C. Wegener,
Rector of the University of Copenhagen



Delivered at the University of Copenhagen,
Copenhagen, Denmark, August 27, 2021

As the Rector number 259 of the University of Copenhagen, I now have the pleasure and honor to welcome you—some of the most -tormented -resilient -and courageous students since the university saw the face of the Earth in 1479.

Just consider the sacrifices you've made. All the things you've missed. What you've had to endure.

No hugging. No clubbing. The feeling of being trapped in Zoomland: Online—and off life. Too much privacy—being home alone. Not enough privacy with the webcam in your personal space. Less casual sex—although Søren Brostrøm* said it was OK. More casual clothes—pajamas as the work outfit. And testing, testing, testing—including the big test of your patience.

Listen up—today I bring you good news: YOU ARE HERE and the University of OPENhagen is open for business – and indeed for pleasure.

Åben—det er KU også for alle de internationale studerende. Og det er netop i respekt for dem, at denne tale er på engelsk. Selvom KU jo også er dybt forankret i Danmarks kultur, sprog og historie.*

Allow me to hijack that little, big word—"open". Because "being open" is key to what the university is all about. Your education will open the door to a world of opportunities.

And I don't just mean all the practical stuff that will make your parents proud—and please the politicians. Like a nice job title, money in the bank and status at dinner conversations.

All the boxes they expect you to tick off before you turn 30.

The university is so much more. It's like reading a book or learning a language. It will expand your universe. It will open your mind. And—beware—it will change your mind.

Our planet desperately needs the mind-blowing knowledge that only the university can deliver.

Just like when the international scientific community came together and came up with a comprehensive cure for Covid. From vaccines to guiding our behavior and helping those in financial trouble.

Our planet desperately needs the mind-blowing knowledge that the university will empower you to deliver—such as a cure for the climate crisis. I have faith in you. Not only as future researchers who can crack the code of green technology. But also as the open-minded generation of academics that can change the mindset of humanity itself.

After all, who carried the alarming data of a looming climate disaster from the scientific journals to the streets and all the way to the kitchen table and "vegan-filled" refrigerators? Not your

parents. Not the politicians. Not even the researchers, although they tried.

But you—the young people and students who—unleashed a green mass movement that conquered our green hearts and minds.

In a moment, I will introduce the university heads wearing their gowns made from centuries of learning. You've already met some of them on video. Sometimes, the students only cheer for their "own" dean. But please remember: this is not a sports competition. The champions are not the youngest, the oldest or the biggest – but the brightest. And do you know what scientists have in common with people in a pandemic? Well, we don't work well in isolation. We have to work together across faculties to fix the problems that we know we know as well as the problems that we know we don't know...yet.

Please welcome onstage—according to the old ceremonial order:

- Prorector for Education Bente Merete Stallknecht

- Prorector for Research David Dreyer Lassen

- Dean of the Faculty of Theology, Carsten Selch Jensen

- Dean of the Faculty of Law, Jacob Graff Nielsen

- Dean of the Faculty of Social Sciences, Mikkel Vedby Rasmussen
- Dean of the Faculty of Health and Medical Sciences, Ulla Wewer
- Dean of the Faculty of Humanities, Kirsten Busch Nielsen
- Dean of the Faculty of Science, Katrine Krogh Andersen
- And University Director Jesper Olesen.

Six months ago, a graduate from Harvard University entered a stage in Washington D.C.—slightly larger than this one. At President Biden’s inauguration ceremony, she read a poem that

gave us hope in the wake of conflict and Covid. Amanda Gorman said: “We lay down our arms so we can reach out our arms to one another.”

Today, I urge you to reach out to one another. Because we need community and campus life to combat what Covid has left us with: A pandemic of loneliness and anxiety. Please be kind to each other, including man-kind, plant-kind and indeed all kinds of life. I’m sure you will—and that you will leave this planet in a better condition than you inherited it. And do come and rock and dance

with your fellow students at the University festival on 17 September.

Standing in front of the Capitol, Amanda Gorman seemed almost more presidential than the President himself. She said: “We have learned that quiet isn’t always peace”. And yes—it was quiet staying at home with the computer as the only one to keep you company. But it gives me peace of mind to know that, in a moment, you—the open-minded students of 2021—will open the door to the university and to life itself. Welcome to the University of OPENhagen!!!!

WINNER: ENERGY

“Making the Case for a Stable, Practical, and Inclusive Energy Transition: A New Quest for the Petroleum Industry”

By Stewart V. Price for Amin H. Nasser,
President & CEO, Aramco



Delivered at the World Petroleum Congress,
Houston, December 6, 2021

Your Excellencies, Ladies and Gentlemen, good morning.

It feels very special to be back in Houston, in person, at last.

And see partners and friends re-connecting, re-energizing, and re-examining the future of energy.

Before we look ahead, I would like to congratulate the WPC for recognizing the contributions of Dr. Dan Yergin with their highest honor—the Dewhurst Award.

And, if Dan will allow me, I would like to use the title of one of his books as the theme of my remarks today.

Because, Ladies and Gentlemen, I believe our industry has a new quest before us.

Right now, the world is facing an ever more chaotic energy transition.

Several highly unrealistic scenarios and assumptions about the future of energy are clouding the picture.

For example, it is increasingly assumed that the entire world can run on alternatives, and the vast global energy system can be totally transformed, virtually overnight.

Or that investments requiring roughly 115 trillion dollars will be made in less than 30 years.

Most worrying of all is the assumption that the right transition strategy is in place.

It is not, it is deeply flawed.

Energy security, economic development, and affordability imperatives are clearly not receiving enough attention.

Until they are, and unless the glaring gaps in the transition strategy are fixed, the chaos will only intensify.

So the urgent new quest for our industry is to chart a course that will continue to realistically meet the world’s rising energy needs—reliably, affordably, and sustainably.

This is not about changing our climate goals.

I know that everyone in this room, at Aramco, and across our industry, is fully committed to a net-zero economy.

And everyone on the planet has a vested interest in the ultimate goal of limiting temperature rise to well below two degrees.

It is about how we get there.

Because, as President John Adams famously said, “Facts are stubborn things.”

There are several stubborn facts that need to be part of a credible transition strategy, and today I will share the top three.

The first is that alternatives are nowhere near ready to carry a big enough load, so new and existing energy sources will need to operate in parallel for a long time.

More than 99% of the world’s vehicle fleet is still conventional.

Despite a lot of good work underway, there are still no truly viable alternatives to conventional fuels in aviation, shipping, and even trucking.

When it comes to petrochemical feedstock and lubricants, even the most aggressive transition plans still offer few alternatives.

And the combined share of solar and wind in the world’s primary energy mix is still less than 2%.

Do not mistake me—alternatives are making progress, and we welcome that.

But their deployment at scale, across the world, will take a lot longer than is being assumed.

And it does not help when the pressure is mounting to stop all new investments in oil and gas.

Across the industry, upstream capex fell by more than 50 percent between 2014 and last year, from 700 billion dollars to 300 billion.

Consequently, supplies have started to lag.

This is also hurting spare oil production capacity, which is declining sharply.

Yet this is happening against the backdrop of healthy demand growth.

Second, the rest of the world will not transition at the same speed as the developed world.

Because the developing world is where most of humanity lives, and most of the roughly 2 billion new energy consumers on the planet by 2050 will be living there too.

It is where more than 2.6 billion people still do not have access to clean cooking, and three quarters of a billion lack electricity.

And it is where people aspire to ride on two wheels, not four.

So affordability is a real issue, and a one-size-fits-all strategy will not cut it in a multi-speed, multi-source transition.

Third, because oil and gas will be needed for decades to come, accelerating the reduction in their emissions is a strategic and urgent necessity for climate goals to be met.

We are not short of opportunities, such as:

- producing lower carbon products like blue hydrogen and blue ammonia.
- developing more efficient and lower emission internal combustion engines.
- leveraging non-combustible uses of oil such as non-metallic materials for construction, housing, automotive, solar, and wind.
- making the Circular Carbon Economy that G20 world leaders endorsed last year a reality.

And there is currently no credible course towards the climate goals that does not include Carbon Capture, Utilization, and Storage.

These are not empty words.

Some of the greatest climate protection can be added in these areas, in short order, without hurting those who can afford it least.

Our industry has not been waiting for the starting gun.

But we must spare no effort to accelerate delivery.

That would be a powerful display of walking the talk.

We can be change makers at the transition strategy and planning table, not noise makers.

And it would demonstrate our fundamental role in people's everyday lives for decades to come.

There is one more thing that can no longer remain unsaid.

A majority of key stakeholders agree with these realities as much as they believe in addressing climate change.

We know this, because they say so in private.

They should say it publicly too.

I understand their dilemma.

Publicly admitting that oil and gas will play an essential and significant role, during the transition and beyond, will be hard for some.

But admitting this reality will be far easier than dealing with energy insecurity, rampant inflation, and social unrest if prices become intolerably high.

And net-zero commitments by countries may start to unravel.

I do not have all the answers, no-one does.

But I do know that stopping all new investments in oil and gas is not one of them.

I know that the world will only transition successfully if a stable, practical, and inclusive strategy is in place.

I know that we urgently need a process of genuinely global engagement that includes these stubborn facts in discussions, with all stakeholders playing their part.

And while there may be pushback on my remarks, I know that if we do not speak out as an industry, no-one else will on our behalf.

Ladies and Gentlemen, it is time for these stubborn facts to be heard loud and clear around the world before it is too late.

So let us embrace this urgent new quest as an industry, and accelerate our collective efforts in every domain.

For the sake of our planet, our economies, our investors, our shareholders, and billions of our consumers around the world.

Thank you.

WINNER: MANUFACTURING AND PRODUCTION

"Redefine, Reshape, Reinvent: The Chemical Industry in a Post-Pandemic Reality"

By Gregory Greenwell for Yousef Al-Benyan,
Vice Chairman & CEO, SABIC



Delivered at the 15th Gulf Petrochemicals and Chemicals
Association Forum, Dubai, UAE, December 8, 2021

Good morning and welcome to the 15th GPCA Forum.

It's been longer than usual since we last gathered. Our meeting last year was cancelled because of the covid-19 pandemic.

In fact, covid has drastically affected all our lives. Some of us lost friends or family to the illness. May Allah bless their souls.

And we have all had to deal with travel bans, social distancing, isolation, face masks, vaccinations...

These public-health measures may continue for some time as new variants of the coronavirus appear in other parts of the world.

The pandemic has drastically affected our work lives too. Our industry was not spared.

We saw the global petrochemical value pool evaporate as both demand and oil prices plummeted. The world sustained a 3% drop in GDP in 2020.

Demand for goods either surged or dried up—seemingly overnight. Supply chains were stressed to breaking point—and remain so in some cases.

The region's chemical producers struggled to cope under these market conditions, although they managed to do something remarkable: they actually increased output by a little more than 1% in 2020.

Still, we had little choice but to apply the brakes on many of our business plans...

But enough of the recent past. Let's look to the future...

Tomorrow is another day, and it brings a new dawn for the GCC chemical industry.

Global GDP is rising again. The 2021 earnings outlook for the industry is promising. And GCC chemical

output is expected to grow another percentage point or more.

So my main message to you here today is that it's now time to take the foot off the brake and step on the accelerator.

But a faster—and surer—way forward has to be mapped out in light of how the last two years have affected the industry's historical evolution.

The global chemical industry has long been creating significant value—more than 1 trillion dollars of total economic profit over the last 20 years.

But its value chain has always been pulled from both ends—from the upstream side and from the downstream side. This will not change.

In fact, the tension is building. Input industries—like feedstock and utilities—anticipate growth below the global real GDP growth rate. Yet consumer industries expect growth above the GDP rate.

This tension between the upstream and the downstream will have to be relieved while maximizing the competitiveness of our businesses. Companies that fail to do this will, in my view, disappear in the next decade.

Meanwhile, global megatrends, like digitalization, have dramatically ramped up the pace.

Digital technology was a life-saver—literally—in the early days of the pandemic. But when it comes to creating value in the chemical and petrochemical industry, we're only starting to scratch the surface.

Although it's four years old, a World Economic Forum report still provides a good estimate of the total value that a digital transformation could potentially deliver over a decade: as much as half a trillion dollars.

I repeat...half a trillion dollars. And that's just the economic benefits.

There are significant non-economic benefits as well, and I'll get back to this point later...

For now, let's take pride in the way we implemented digital workarounds that kept our industry going through the worst days of the pandemic. Thanks to those efforts, we can now busy ourselves dealing with the supply-chain challenge that covid-19 has created for us.

But an even bigger challenge for our industry—climate change—has not gone away. In fact, it poses a huge challenge for the world.

The pandemic showed just how closely greenhouse-gas emissions march in step with the commercial productivity of modern society. Global CO2 emissions dropped by about 6% in 2020 relative to 2019.

They have since picked up to pre-pandemic levels, however. In fact, 2021 looks set to reach the second-largest-ever annual increase in global CO2 emissions.

So the pressure to decarbonize the global economy is growing. Almost 80% of world GDP is generated from the countries that have pledged to become carbon neutral.

The utilities and transport sectors were early movers, and they provided clear policy direction and capital allocation. But it's become our industry's time.

Our industry is remarkable in that it traps carbon in its end products and, therefore, is an attractive route for decarbonization for upstream oil and gas companies.

More than 70% of input carbon is captured in the final products.

On the operations side, the chemical industry has been decarbonizing for more than two decades and achieved considerable results. But more needs to be done.

Better technologies are needed for the hard-to-decarbonize assets. And we have to make our operations more efficient and reliable in general.

Our customers certainly are insisting ever more strongly that we put sustainability at the heart of everything that we do. And they're not the only ones.

Banks and other lenders are evaluating us according to how well we manage sustainability. No wonder ESG-rating providers have become influential institutions!

On top of all this, the global macro-challenges have worked to change the world economic order. This will affect global supply chains and trading routes and encourage protectionism.

All the things I've touched upon—cross-border trade, digitalization, sustainability—were important to us before the pandemic. We'd been paying close attention to them, and we could see the way they were evolving.

But our collective response to the pandemic squeezed these pre-existing megatrends together at the same time as energy-transition timelines were shortened. The result is an acceleration that puts much more pressure on our industry to keep pace.

The theme of this GPCA Forum has focused our attention on three "Rs" for mapping out a faster and surer route to match the accelerated pace of industrial transformation: Redefine. Reshape. Reinvent.

Let's take the first R: Redefine. What aspects of our industry need a better operational definition in view of what we've recently experienced?

How about resilience?

In the past, this term was usually brought up in the context of macroeconomic down-cycles or oil-price slumps. But it's now clear that our discussions about resilience should be broadened to include contingency planning for global public-health emergencies.

Also, think of the accelerated megatrends I mentioned—those related to trade, digitalization and climate. Shouldn't we be thinking about the increased risks that they are more likely to bring over the next few years? Wors-

ening protectionism... Increasingly sophisticated cyberattacks... Disastrous weather events...

I'd also ask that we generalize the term resilience to include how our employees respond to stress on a personal level. Employee well-being deserves more corporate attention from our industry.

The second "R" of this Forum's theme is Reshape. And in view of the accelerated megatrends impacting our industry, I'd say that certain relationships could use some reshaping.

Looking outward, there's no doubt that we can further tighten the collaboration with governments and industrial players. Customers and stakeholders also are important.

But to address the uncertainties and changing world order, companies must consider value-driven investments that can diversify their assets and sales footprints. This helps protect them against any macro- or industry-specific structural headwinds.

Looking inward, we need to get our own organizations into better shape as well. Company units should be consolidated according to lean, efficient operating models. These are more likely to deliver, no matter what surprise the market may spring.

And the last—but most important—internal relationship we need to reshape is the one we have with our employees.

There are new norms related to career development, the future of work and youth empowerment. They are here to stay. And we must not just accept them but embrace them.

And that brings me to the final "R": Reinvent.

We can take that word at face value and literally invent chemical plants and processes again on the basis of different principles.

The process-control systems at our chemical plants, for example, can be "reinvented" to take advantage of digital sensors and artificial intelligence. That would make it easier for us to optimize resources, increase plant utilization, minimize risk and even reduce emissions.

But the reinvention of our industry should also draw on non-digital technology: alternative feedstocks... new catalysts...renewable electricity sources... They enable us to develop recyclable or bio-based products and to decarbonize our chemical plants.

One specific kind of non-digital technology has been getting a lot of attention lately: water electrolysis. And that's because we can no longer remain "color-blind" when it comes to hydrogen. Grey has to fade to blue; blue has to fade to green.

A reinvention is also urgently called for across the entire economy.

A circular economy requires a framework for composing national development. Infrastructure, transportation, manufacturing and food production must all be orchestrated.

Decarbonization and circularity are not just for one company or even one industry. They are for the whole of society and the economy. The solution has to be generated through collaboration not only within the chemical industry but also across multiple industries in the value chain.

To solve those challenges, chemical companies must rely on a government-supported platform approach such as the circular carbon economy proposed by the Saudi Arabian presidency of the G20.

Your Excellencies, Ladies and Gentlemen...

In the current challenging and uncertain times, I'm certain that our industry's leaders will set a path to redefine, reshape and reinvent its value chain.

Indeed, we've been talking about transforming our industry for several years. But the time has come to act on what has been repeatedly said at previous editions of the GPCA Forum.

So I would add, if you'll allow me, a fourth "R-word" to the three of this conference: Remember.

- Remember the importance of establishing a global footprint to gain footholds on which to raise the value of your business or lower the cost of your products.

- Remember the importance of innovation, which can improve efficiencies in existing product lines or perhaps even create entirely new product lines.
- Remember the importance of customer intimacy, which can be achieved

through a receptive and perceptive sales network.

- And, above all else, remember the development of people—your employees, who can make progress self-sustaining. They are truly our most versatile asset, so it's very important for

them to be healthy and safe.

Finally, I urge you to make use of the GPCA platform to redefine, reshape and reinvent various aspects of our industry so that it proceeds—much more quickly and surely—to future success.

Thank you for your attention.

WINNER: MILITARY

"The Importance of Women's Contributions to Security and Stability"

By Nicole Dalrymple for Brigadier General Aida "Terri" Borrás, Deputy Commanding General, U.S. Army Southern European Task Force, Africa

// Delivered at the Women in Security Symposium, Djibouti, September 22, 2021

Good afternoon. It is wonderful to be back in Djibouti. The very first place I visited in Africa. The energy and atmosphere here is fantastic. The food is exceptional. And the people are so welcoming.

I would like to thank Major General Zana and his team for inviting me back. Thank you.

I am especially honored to have the opportunity to attend and speak at today's Women in Security Symposium.

I would also like to thank and recognize Deputy Chief of Mission, Ms. Andrea Tomaszewicz, for the great perspective, she and the other panelists—Colonel MacDonald, Lieutenant Aolen, and Lieutenant Junior Grade Sato—provided this morning. Thank you all.

This afternoon I am going to share three things.

First, I will quickly highlight the United States government's efforts to promote and support women in security.

Second, I will share some perspective from my 36-year career in the United States Army.

And finally, I hope to share some helpful advice.

The United States is a proud champion of women and the valuable contributions they can make in the areas of security and stability.

Our most senior leaders recognize that societies cannot reach their highest potential if women are denied the opportunity to participate and contribute in their development.

Women are agents of change in preventing and resolving conflict, countering terrorism and violent extremism, and building post conflict peace and stability to help lay the foundation of security.

The first public report outlining our progress since the Women, Peace, and Security Act was signed into U.S. law in 2017—includes these successes:

- Support to more than 14-thousand women to build capacity for peace and reconciliation;
- Training for more than 43-thousand women in the security and criminal justice sectors;
- and nearly half a million women gained access to services that prevent and respond to gender-based violence.

The United States knows Africa matters. We know that there is no global security without a secure and stable African continent. And I believe the work that we do with our African partners is contributing to a more secure, stable, and prosperous Africa—which benefits us all.

Women have a very important role to fill in helping secure that stability. And thanks to events like this one, you all are part of that progress and success. So keep up the great work!

Now for a bit of personal history. I have been a Soldier in the United States Army since 1985. I started at the

bottom rung of the ladder by joining as a private in 1985—then later commissioning as an officer in 1994.

Those very first steps into military service were quite intimidating. But through hard work and perseverance, I have been able to find and forge my path.

I can tell you that—so far—it has been an incredible journey and a deeply rewarding career.

I currently serve as the deputy commanding general for the U.S. Army Southern European Task Force, Africa. In that role, I support my commander by helping to lead the U.S. Army's headquarters responsible for engaging with our African partners.

SETAF-Africa is a great command with a fantastic mission. Our main focus is Africa.

We get to work side by side with our African partners.

We conduct multinational exercises, and we train together to enable interoperability.

As the deputy commanding general, I also help expand the commander's reach in all areas.

He cannot be everywhere and in every meeting. So he empowers me to act on his behalf. That relationship—built on trust and experience—helps to forge my success and that of our command.

We operate as a team—without gender barriers—to ensure successful accomplishment of every mission. It

speaks volumes to our soldiers and shows our commitment to gender equality.

Women have been serving in the United States military—sometimes in disguise—since the establishment of the U.S. Army on June 14, 1775.

And women have risen to ever increasing levels of responsibility as they have proven—time and again—that they have the courage, the commitment, the talent, and the skills to take on the toughest leadership challenges.

Leaders like U.S. Army General Ann Dunwoody—the first woman in U.S. military history to achieve the rank of four-star general in 2008.

Leaders like Lieutenant General Jody Daniels—who—just last year—became the first woman to lead the U.S. Army Reserve in its 112-year history.

And leaders like U.S. Air Force Chief Master Sergeant Joanne Bass—who also made history last year—when she was selected to be the first female senior enlisted leader for any U.S. military service.

There are women in this room. In Djibouti. In East Africa. Who will become the ‘firsts’ as well. And I think that is very exciting.

Looking at the arc of my career, I have seen incredible changes in the U.S. Army.

When I joined, women were restricted to certain specialties.

It was not until 2016 that the U.S. military opened all specialty codes, career fields, and branches—including the combat arms—to women.

That means it took 241 years—let me say that again—that means it took 241 years before women had full access to jobs within the U.S. military. So do not be discouraged. Change and progress take time.

The U.S. Army and the United States military are not perfect organizations. However, we continually strive to reach our best and highest potential; to face our challenges and short-comings head on; to continually improve diversity, equity, and inclusion; and to model professionalism.

I am very proud to be a U.S. Army Soldier. And I know that the United

States Army and the United States military are better and more combat-ready because of the many women who serve in the ranks and provide their talents, expertise, and perspectives.

I know that the Djiboutian Coast Guard, the Gendarmerie, the National Police, the Djiboutian Armed Forces, and the Republican Guard are all better too because of your service.

And I know that we have other allies and partners in the room—let me say that your organizations benefit from your contributions as well.

So now my final topic is hopefully some helpful advice that will apply across our different cultures.

And let me just say—you all are being such a great, receptive audience and I want to thank my translator for keeping up with me and doing such a great job with the translation. Thank you.

My first piece of advice is seek out opportunities for personal and professional development—finding ways to develop your skills and knowledge.

When you accept increased responsibilities, learn a new job, or take on a mission or project—you improve your knowledge, skills, and expertise.

You can think critically and creatively about new situations.

You will make better decisions drawing from that new knowledge and experience—and you can help your organizations make better decisions too.

So please find and take opportunities to develop personally and professionally.

My second piece of advice—since we all know women offer unique perspectives, insights, and experiences that can help our organizations—is that you seek out opportunities to contribute in a professional and appropriate manner.

I am regularly in meetings where I am the only female. I prepare ahead of time. I listen fully so that I understand the issue, and then I speak up and share my perspective.

You can do this too.

Ensure you have done your research and preparation—and then find those opportunities to contribute your unique perspective.

Find and take those opportunities to speak up and share your ideas and perspectives.

My final piece of advice is seek out opportunities to mentor.

No matter where you work or your job title—you are all in a position of influence.

Even if it is just the person you share an office with—you can influence whether they have a good day or bad day. As women serving in the security sector—we are noticed. By our superiors. Our colleagues. Our subordinates. And the public.

It is important that we model the behaviors that we desire to see in others. Then find those opportunities to lift up other women so that they can advance and progress in their careers.

Remember—our societies can only reach their highest potentials when women are able to participate and contribute.

At the end of every day—I ask myself—What did I do for the Army today?

What did I do for SETAF-Africa today?

What did I do to make people’s lives better? Not just the lives of my Soldiers but the larger community.

After I take full account of what I did—I ask myself—how can I be better tomorrow?

We can all take the knowledge and ideas gained here today—and put them into action. Finding ways to do better tomorrow.

So as you leave today—I hope that you will remember that the United States is a champion of women and the significant contributions that they make to security and stability.

And the U.S. is also committed to being a trusted and reliable partner here in Africa.

And while I am a Soldier in the United States Army—I am also a wife, a mother, a daughter, a sister, and a friend. We are all more than our jobs and it is important that we find ways to balance our personal and professional lives.

So seek out those opportunities to develop personally and professionally.

Seek opportunities to contribute not only at work but in your communities.

And seek out opportunities to support and mentor other women.

For me this is a calling—serving in the military—and this calling has given me incredible opportunities. It has taken me to amazing places. It has led me into rooms like this one where I am surrounded by incredible women.

Women who are also asking themselves—What can I do to make things better for myself, my family, my community, my nation, and the world?

And you are not just asking the question—you are putting on a uniform and serving.

Thank you for contributing to security and stability.

Thank you for modeling what is possible to young girls who see you and dream of being like you one day.

Thank you again so much for this opportunity to speak. This has been a truly special day.

I have enjoyed meeting all of you and I will always remember this wonderful occasion.

WINNER: NONPROFIT

“A Civil Society for the 21st Century”

By Christine Czernejewski for Richard W. Graber,
President and CEO, The Lynde and Harry Bradley Foundation



Delivered to The Wisconsin Forum,
Milwaukee, December 21, 2021

Thank you, Christine and thanks to the Wisconsin Forum for the invitation to speak this evening. I'm honored to be the first guest of your new season.

The founders of The Bradley Foundation, Lynde and Harry, would have enjoyed the company of the Wisconsin Forum's own founders. Like many of them—William H. Brady, Burleigh Jacobs, and William Law, to name a few—the Bradley brothers were leading Milwaukee industrialists who encountered and overcame daunting challenges along the way to building a pretty amazing company.

That business, the Allen-Bradley Company, was sold to Rockwell Automation in 1985, but its former headquarters with the famous four-sided clocktower remains an iconic part of Milwaukee to this day.

Before jumping into this evening's topic, I thought I would share a bit of background about the Bradley brothers, because it is their beliefs that inform how we at The Bradley Foundation approach our giving and how we view civil society.

Not far from here, on Prospect Avenue just north of Brady Street, is where the brothers grew up and where their story begins around the turn of the 20th century. Lynde was a tinkerer

and naturally curious. He took a job with Milwaukee Electric Company on the city's south side after dropping out of high school and it was there that he came up with an idea for improving the performance of controllers that regulate the speed of a motor.

Not too long thereafter, he quit that job with Milwaukee Electric after securing \$1,000 in seed money from Stanton Allen, a local doctor who took an interest in Lynde's earlier, but ultimately unsuccessful venture into X-rays.

Lynde's younger brother Harry also had an inquisitive mind and innate mechanical ability. Most of all, he shared Lynde's drive and penchant for hard work. Harry eventually joined his brother at Allen-Bradley.

The brothers made headway together, though progress was painfully slow and even nonexistent at times. They endured years of financial crises, technical setbacks, and a corrupt business partner before seeing modest success.

During the Great Depression, Allen-Bradley's sales dropped more than 40 percent and the company's survival was far from certain. On top of everything else, the brothers encountered difficult and deflating struggles with unions, the details of which were splashed across the pages of the Milwaukee Sentinel and Mil-

waukee Journal. And, of course, they constantly had to innovate to keep up with changing times.

Yet they never gave up. They never doubted themselves and understood what it takes to achieve success. Grit, perseverance, risk, and long, hard work.

But also like the Wisconsin Forum's founders, they understood that the American dream was only possible because of our country's foundational and fundamental principles of individual freedom, limited government, and the free market system.

Lynde and Harry had an unassailable commitment to advancing the free-market system, which enabled them to build one of the most successful companies in the country during their time. And they wanted future generations to benefit from the same system.

Lynde and Harry also believed that free enterprise bore fruits beyond material wealth, including a strong civil society. They put this belief into practice, cultivating and nurturing a vibrant and thriving community at the factory. Employees had their own bowling, basketball, baseball, and tennis teams. The company rooftop included badminton courts, a small boxing ring and an area for golfers to fine tune their swings—not sure if there was a net up there or not.

By the mid-1950s, as the company continued to grow, they hosted extravagant Christmas parties for the 7,000 children of Allen-Bradley employees.

The Bradleys valued arts and culture, so they formed the Allen-Bradley Orchestra and Chorus. Employees who belonged to it played concerts at lunch, in the community and even went on the road, performing twelve tours that covered nearly every major city in the U.S. and Canada.

One employee even left his job in the cabinet shop to become the only full-time, paid musical director in American industry.

You'd be hard pressed to find similar examples of such a thriving sense of community within corporate America today.

The Bradleys' commitment to civil society extended beyond Allen-Bradley to the greater Milwaukee area. Among the city's leading philanthropists, they gave generously to education, the arts, health care and youth programs.

Describing her husband, Harry's wife Peg once said, "I realized that his love was Milwaukee and Allen-Bradley. That's all he cared about. It was just centered right there, with all the people he cared so much about."

At the Bradley Foundation, we take donor intent very seriously. Unlike many of the country's largest foundations today—such as Ford, Rockefeller, and Carnegie—our giving has always reflected our founders' philosophies and values. That is not going to change.

While we wish we had more guidance and insights into their core beliefs, we know the brothers would approve of the many groups we support who advance free-market ideals.

And we know they'd be proud that their legacy of civic giving continues today, most recently through a combined \$52 million gift with the Uihlein family towards the renovation of the Milwaukee Symphony Orchestra's new home on Wisconsin Avenue, the Bradley Symphony Center. If you are not aware, David Uihlein and his sister Lynde are Harry and Peg's grandchildren.

Yet we are also clear-eyed that today's problems are vastly different—and in many ways, far more daunting—than a half century ago or longer, when the Bradleys, Laws, and Bradys were building their businesses and leading the community.

During foundation meetings, we often ask ourselves, how would Harry and Lynde have tackled the current challenges facing our city, state, and country? How can civil society address them? And to that end, how can the Foundation help to strengthen, rebuild and restore our civil society, which itself has buckled under the weight of bureaucratic largesse?

I think first and foremost, we must instill an understanding and appreciation among all citizens and particularly younger citizens that America truly is unique and exceptional.

Let me share a story that makes this point.

I often get asked what it was like to serve as the United States Ambassador to the Czech Republic. For me, the experience really crystalized what it means to be an American in ways I hadn't appreciated before. During our family's time in Prague, I probably had more conversations with my driver Karel Sedlak than anyone else. We often talked about his life in what was then Czechoslovakia before the fall of communism. Karel—a very humble, uncomplicated man, often spoke about listening to Radio Free Europe on a transistor radio under the covers of his bed as a child and young adult.

How many of you remember those little hand-held, battery operated radios? I can't imagine any of the Brookfield Academy students watching tonight do.

That radio was his only link to what he thought could be a better way of life. He believed that a free and open society would be a better society for himself and his family. And ultimately, after the fall of the Soviet Union and the liberation of Czechoslovakia, it's why he applied to work for the US Embassy and stayed there for more than 20 years driving US ambassadors.

It's so easy to take our freedom and liberty and choice for granted when we have never known anything else.

But something that also struck me while serving there and later working in many other countries all over the world, is that donating time, talent, and treasure simply isn't a natural or expected part of other cultures, even in the western world.

Add it turns out, this observation has been substantiated.

Over the last decade, the United States has consistently been rated as the most generous country in the world, according to the World Giving Index. America has more citizens per capita who report helping others, than any other country, whether that's through volunteering time or donating money.

Recent findings from the Corporation for National and Community Service show volunteering in the U.S. is at an all-time high, with citizens volunteering nearly 6.9 billion hours, worth an estimated \$167 billion in economic value. Pretty amazing.

Indeed, we've witnessed America's giving nature during the pandemic. I'm sure all of us here tonight have stories of neighbors helping neighbors, and communities coming together to help those in need.

This all exemplifies what philosopher Edmund Burke famously referred to as the "little platoons" of civil society that are fundamental to human flourishing—family, churches, schools, neighborhoods.

In early 19th century America, Alexis de Tocqueville observed that these platoons were one of the nation's most remarkable aspects. "With much care and skill, power has been broken into fragments in the American township, so that the maximum possible number of people have some concern with public affairs," he wrote.

The extraordinary participation of citizens in local governance and civil society is uniquely American.

However, I fear that we are losing some of that today. Yes, Americans are still generous with their resources, as I highlighted, especially in times of

crisis. But we can't rally together only when pandemics or natural disasters occur. We can't ignore the steady erosion of trust and participation in the institutions of civil society that have occurred over many decades.

While I am an optimist at heart, we simply cannot hide from some disturbing trends.

Conservative sociologist Robert Nisbet forewarned of this problem all the way back in the 1950's in his seminal book *Quest for Community*. He made the case that families, neighborhoods, churches, schools—the vital organs of civil society—are essential to human flourishing.

Nisbet wrote that, “The major moral and psychological influences on the individual's life have emanated from the family and local community and the church. Within such groups have been engendered the primary types of identification: affection, friendship, prestige, recognition. And within them also have been engendered or intensified the principal incentives of work, love, prayer, and devotion to freedom and order.”

It concerned him that Americans were not engaging enough in community. And he presciently warned that the rise of the state would lead to the erosion of those important sources of community. He worried that the result would be anger, isolation, and resentment. As such, the human desire for belonging would lead more people to look to government to solve problems.

A half century after the publication of Nisbet's book, his cautionary words were proving to be true—Americans were in fact turning inward and becoming more fragmented. In *Bowling Alone* Harvard political scientist Robert Putnam sounded an alarm when he concluded that the bonds that hold us together were deteriorating. Bowling leagues, religious organizations and neighborhood associations were no longer staples in peoples' lives.

Putnam's work was published twenty years ago, before the advent of social media. If what he had documented was a steady decline in community, we most

certainly have witnessed a precipitous descent in the two decades since.

Many statistics support this. Church membership has dropped by about ten percent over the last ten years. Community groups such as the Rotary Club have seen their numbers dwindle. Little League participation has declined between 1.5 and 3 percent per year. And the impact of local chambers of commerce continues to fade. In an age where everyone is digitally connected, the sad reality is, we have never been more disconnected. That's disheartening and even dangerous.

People are more inclined to turn to a screen, than the baseball field, the classroom, or houses of worship.

It's no wonder then, that politics has become the new religion.

A recent study found that political affiliations are influencing every aspect of American life, from jobs, to purchases to relationships. As a result, people are less likely to engage in meaningful relationships with those whose views they don't share.

And the left has wasted no time taking advantage of the void left by a weakening civil society.

As President Biden entered office, he signaled his intent to surpass Franklin Roosevelt and Lyndon Johnson as the most progressive president in American history. Nine months into his presidency, a series of crises have raised serious questions about his leadership.

Yet he may succeed in achieving his goal of a vastly expanded entitlement state that insists that government is more capable than citizens to make decisions that affect their lives.

According to the *New York Times*—and you almost never hear me quote the *New York Times*—Democrats are undertaking, “the most significant expansion of the nation's safety net since the war on poverty in the 1960s, devising legislation that would touch virtually every American's life, from conception to aged infirmity.”

From cradle to grave, it seems there is no part of American life that progressives intend to leave untouched. A dependency on government has seem-

ingly replaced a dependency on family and community.

And most Americans seem to have accepted this expansion, even though ironically, trust in the federal government remains consistently low. According to a recent Gallup poll, Americans believe government is the number one problem facing our country, more so than race relations, immigration, the economy or COVID.

Philanthropy on the left has weaponized the view that individuals, families, and communities cannot solve their own problems and are perpetuating a culture of victimhood. Billions of donor dollars are fueling the false premise that racism and inequity are systemic in America. This only further weakens the institutions that our society needs to thrive, ceding more and more power to the state.

Since joining The Bradley Foundation, I've followed the work and writings of many of the people and organizations that the Foundation supports. Former federal judge Janice Rogers Brown is one of those individuals. In a speech she gave to the Federalist Society years ago, she said the following:

“Where government moves in, community retreats, civil society disintegrates, and our ability to control our own destiny atrophies. The result is: families under siege; war in the streets; unapologetic expropriation of property; the precipitous decline of the rule of law; the rapid rise of corruption; the loss of civility and the triumph of deceit.”

During the past year and a half, those words have never been more true. As our government has encroached on freedom and stripped away human dignity through arbitrary lockdowns and senseless mandates, chaos, despair, and anger have indeed followed.

Was anyone surprised when the FBI announced a few weeks ago that homicides in the US have reached their highest levels in 30 years? Or that Milwaukee is experiencing historic levels of violence, the majority of which is occurring a very short distance from us tonight? Or that life expectancy rates

in rural areas and along the Rust Belt are going down for the first time since 1918 because of the opioid epidemic?

Government intervention and entitlement culture are only accelerating societal problems and preventing the progress that has been made through the institutions of civil society.

Perhaps no one is doing a better job making this case right now than Jason Riley, a Wall Street Journal columnist and author of several books, including *Please Stop Helping Us: How Liberals Make it Harder for Blacks to Succeed*. He is another exceptionally talented individual that Bradley has honored and whom I follow.

Riley argues that the Great Society programs left a destructive legacy on black communities. He points out that between 1940 and 1960 the percentage of black families living in poverty declined by 40 points as blacks migrated north and advanced in educational attainment.

No welfare program—let me repeat, no welfare program—has ever come close to replicating that rate of black advancement, which predates affirmative action programs.

Moreover, in the wake of Great Society interventions, we have witnessed slower progress and outright regression. Black labor-force participation rates have fallen, black unemployment rates have risen, and the black nuclear family has largely disintegrated. In 1960, fewer than 25% of black children were being raised by a single mother. Four decades later, it was far more than half.

The evidence speaks for itself. When individuals are in control of their own lives, they are far more likely to make decisions that serve their best interests. And during those inevitable times when some of our fellow citizens endure hardship, it is families, neighbors, and communities—and not government—that are most capable of providing help and assistance.

If we truly want to progress, then we must take a hard look at the gaps in our civil society and seek a course correct.

Domestic policy expert Howard Husock recently examined this issue and

found that wealthier, more educated communities have a greater presence of civil society groups compared to low income, less-educated communities. I guess that's not a surprise.

Those who need support the most are also more likely to be deprived of it, leading Husock to conclude that in America, civil society isn't dead—it just might have become another luxury good.

But it shouldn't be.

So how do we revive civil society, especially for people that need it most? Is it even possible in an environment where big government and big tech have an outsized influence on our lives?

If I've been a bit gloomy so far, it's to present a picture of the gravity of our challenges. But I'm really an optimist at heart. I emphatically believe that we can restore civil society. The human spirit demands it. It won't be easy, and it won't happen overnight. It will never be perfect. But we can make progress.

The Bradley Foundation has always taken the long view, understanding that meaningful change never happens quickly. Having worked in the political and now the philanthropic world, I couldn't agree more with this philosophy. Take for instance, school choice. The Bradley Foundation provided funding for the research that advanced the idea of choice and supported the first-ever choice experiment in the country, right here in Milwaukee.

More than thirty years later, we are only now seeing the fruits of that sustained support—and the story is far from over. About half of Milwaukee's students now go to non-traditional MPS schools. We are starting to see signs in some schools that the academic achievement gap is narrowing; that students who attend choice schools are less likely to be incarcerated and are more likely to lead productive lives; and that school choice is now an established part of Wisconsin's education landscape.

The results are still far from great—but there has been progress and we should celebrate that and build upon it. Our team at Bradley often gets asked how we decide what to fund. I believe

our approach to civil society is part of our secret sauce.

Bradley's program team and our board go to great lengths to ensure that the groups we support are having an impact. We don't necessarily seek out the biggest or most well-funded groups or those that are totally beholden to models or measurement.

Our objective is to identify organizations that are animated by passionate and driven leaders—leaders who have an insatiable 24-7 need to solve the massive challenges facing our community. They understand the problems and the solutions better than anyone because they have experienced them or have lived them themselves. We often say we fund chefs, not restaurants—and that's very true.

Many of these leaders—maybe even most of them—may not share Bradley's ideological perspective. But they do share our commitment to individual and societal flourishing. And they don't let politics get in the way of solving problems.

One example of an organization that fits this description is Running Rebels. The Foundation has supported this organization for more than two decades. When our team first encountered it, one man—Victor Barnett—had organized a basketball program to keep juveniles out of the justice system. He needed to raise some money because the team he was coaching made it to the playoffs but couldn't afford uniforms or transportation. Bradley made an investment in getting those kids to the tournament and the rest is history.

It was clear that Victor, and later his wife Dawn, had dedicated their lives to solving tough problems. In the years since, they've built Running Rebels into a complex, interdisciplinary organization serving thousands of kids. All of that organic growth happened for one reason: Victor and Dawn Barnett's dedication to saving the lives of troubled kids in Milwaukee.

Another group, Hope Street Ministries, helps broken men, women and children cultivate hope through a faith-based approach. Located on Mil-

waukee's north side, it's home to about 40 men, women, and children whose lives have been profoundly affected by the toxic environment they grew up in, their own poor choices, or drug and alcohol abuse. Staff and volunteers of Hope Street create a nurturing community that helps its residents develop new habits and ultimately become contributing members of our community.

One of our newer grants is for a prison seminary program at the Waupun Correctional Institute. It's the nation's third accredited seminary program inside a maximum-security prison. The program provides a Bachelor of Arts in Biblical Studies for inmates—many of whom are serving life sentences. Upon graduation, these men become mentors to other inmates either at Waupun or elsewhere.

Several benefits to this approach have already become clear. The program cultivates personal, moral, and spiritual transformation, which leads to healthier behavioral patterns. It also has proven to reduce violence in prisons and recidivism. That's transformational for affected families.

One more grant recipient that I'll mention is the Sherman Phoenix because it's relevant to the civil unrest the city has experienced. You may recall the violence that broke out in the Sherman Park area several summers ago, which led to the destruction of local businesses. Residents of that community took matters into their own hands to revitalize their neighborhood. The result was the transformation of a local bank building into a bustling space for small businesses and community gatherings that continues to thrive even during the current difficult times.

These are just a few examples of the many grassroots groups that are doing the most impactful work in Milwaukee. They are led by unsung heroes who take a bottom-up approach to solving problems. They are meeting people where they are, whether that's providing a commercial kitchen space for budding restaurateurs on the city's north side or offering a home for men seeking to turn their lives around on

the city's south side. I am convinced that if we fully arm these little platoons of civil society, we can win the battle for the soul of this country.

As I mentioned earlier though, it all starts with instilling a love of country. Our liberties are secure and will endure only insofar as Americans value freedom.

Whether you're from rural, suburban, or urban America, you live in the greatest, freest, most prosperous country on earth. But when children see American institutions failing or are taught that this country was built on the premise of slavery, we can't expect them to feel pride or gratitude for the amazing gift they've been given to live in the United States.

As such, we must support educational efforts to give citizens the character, habits, and knowledge needed to succeed in a free society.

The good news is that intellect, fire-power, and truth are all on our side.

The pandemic has given us a real opportunity to make strides to ensure that civics is a core part of every K-12 curriculum. Thankfully, parents are more engaged than ever in their children's education after watching what's being taught—and what's not—during the past year and a half of virtual education.

And they're putting well deserved pressure on school boards to prevent kids from being taught that America was founded on slavery, not freedom. They are demanding alternatives to the left's defeatist version of our nation's history, as embodied in the 1619 Project.

They're yearning for optimism and an acknowledgement that although America's past has not always squared with its ideals, we have made tremendous progress as a country. In many significant ways, this is not the same country I grew up in—and that's good.

Where schools are incorporating the 1619 Project or critical race theory, my suggestion for parents is to push back, and if that's unsuccessful, do an end run around them. What do I mean by that? Find alternative narratives to share with your children.

There are many wonderful textbooks and programs available that offer an unvarnished assessment of America's unforgiving history of slavery and racism. But they also describe the lessons learned and progress made and offer a path forward.

Wilfred McClay's *Land of Hope: An Invitation to the Great American Story* is a wonderful example of such a textbook.

An excellent program that has expanded into Wisconsin is the Jack Miller Center's Founding Civics Initiative. It was designed to respond to a fundamental problem: our nation's civics teachers haven't had the chance to study America's founding principles in depth.

Founding Civics provides courses for teachers that deepen their understanding of foundational texts and helps them translate that knowledge into their classrooms.

Young America's Foundation, The Fund for American Studies, and America's Future are all great organizations that cultivate young hearts and minds to love America. I know the Milwaukee chapter of America's Future is represented here tonight.

Finally, make sure good people get involved at the local level. We should encourage those who love this country but aren't civically active to engage in their communities.

Despite the importance of local government and the budgets they oversee, hundreds of local government races across the United States see incumbents running without competition. Ballotpedia's analysis of races in 2020 found that an average of 40% of local seats were uncontested.

If you or someone you know is hesitant to participate in the school board, local governance, or civic groups, now is the time to do it. Our country needs people who care about defending American principles.

Finally, I'll leave you with this.

Despite our many serious challenges, we are still an exceptional country. Every day, thousands of people are fleeing their countries to come here. Why? Freedom. Opportunity. A chance at a

better life. They share the dream of my Czech driver Karel who lived through communism and for a good part of his life, had never experienced liberty.

Our values are on trial. But we will prevail so long as we fight for our beliefs and fully engage in those “little platoons” of civil society.

Thanks again for the chance to be with you this evening.

WINNER: TELECOMMUNICATIONS

“Helping the World Act Together”

By Rashid Razaq for Pekka Lundmark,
President and CEO, Nokia



Delivered at the Millennium Innovation Forum 2021,
Helsinki, Finland, May 19, 2021

Slide 1 [Opening/holding slide]:

I am delighted to be able to speak with you today. It is always an honor to be a part of the Millennium Technology Prize.

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Innovation.

Excellence.

Collaborating to build a better world.

These are values that we, at Nokia, share. And that last one is critical. If we are to solve the biggest challenges the world faces, from climate change to building stronger economies and more inclusive societies, then collaboration is key. And that is what we do at Nokia.

....

We create the technology that helps the world act together. That is our new purpose as an organization. We are enablers. It could be small, but essential for the world's smartphones, laptops, tablets, and devices to function. Like the audio and video coding that is enabling you to watch this event. Or it could be big. Like helping put a man on the Moon...

Slide 2 [NBL slide]:

Or more accurately, put the first woman, and another man, on the Moon. As you can see here, NASA has selected Nokia to build the first-ever cellular network on the Moon. A low-power, space-ready LTE communications system on the lunar surface. This will enable remote control of lunar rovers, real-time navigation, and streaming of

high-definition video. And when astronauts return to the surface, the aim is to have wireless connectivity, like we do on Earth, to share telemetry and biometric data with mission control. NASA's ambition is to use that lunar presence to launch expeditions from the Moon to Mars by the end of this decade.

Slide 3 [NASA image]:

I was five years old when Neil Armstrong made one giant leap for mankind. To think Nokia will play a small part in sending the next group of people to the Moon ... That's pretty cool. It also reminds me of the story about President Kennedy's visit to NASA during the Space Race. Kennedy stopped to talk to a janitor. And asked the man what he did there. The janitor replied: “Mr. President ... I'm helping put a man on the Moon.” Now, whether that story is true or not, it does demonstrate that thinking big starts with small acts. Each of us playing our part towards a common goal.

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The 4G age has often been the search for a killer app. But the 5G age, which has only just started, is about bringing together the world's people, machines, and devices. Using our collective intelligence to solve the big problems. 5G is the technology that enables collective intelligence on a global scale. The 5G-enabled critical networks we create together with our customers help leverage the cumulative power of millions of small acts. And if

the pandemic has shown us one thing, it's that we need to work together on a global scale to solve global challenges. Let's look at three big challenges the world faces. And the potential of small acts to make a difference.

Slide 4 [Three questions]:

How do we feed a growing global population? How do we transition from fossil fuels to renewable energy? And how do we build a safer world?

Slide 5 [Crops]:

Let's take the first one. How do we feed a growing population? And without destroying our planet? The global population is projected to reach 10 billion by 2050. Already, the UN estimates that 10 percent of our current global population ... over 820 million people ... go hungry. It is not only a question of increasing supply. One-third of the food we produce each year is lost or wasted. Some 1.3 billion tons of food. And we can't simply clear more farmland and use more pesticides. We need to feed more people more sustainably. One of the ways we do that is by increasing the efficiency of our food production through smart agriculture. One element of that is precision farming ... using technology such as wireless remote monitoring, private networks, digital sensors, and AI-based analytics to minimize pesticide, fertilizer, and water usage. And maximize yields.

....

Nokia's Bell Labs Consulting estimates that if 15 to 25 percent of all farms adopted precision farming by 2030, it would lead to:

... An increase in yields of up to 300 million tons each year ...

... A reduction in farming costs of up to 100 billion dollars ...

... And reduced water use by up to 150 billion cubic meters annually.

Small steps on global scale. But considering food systems are currently responsible for 20 to 30 percent of global greenhouse gas emissions, and 70 percent of biodiversity loss, smart agriculture could kick-start a digital transformation of the entire food industry.

Slide 6 [Wing solution slide]:

A good example of that in effect is our work with the Vodafone Foundation in India. Over 400 sensors have been deployed in over 100,000 hectares of farmland to collect data points, which are analyzed by a cloud-based and localized Smart Agriculture app. This real-time information assists farmers with better crop management on everything from irrigation to pesticide control to changing weather patterns. In this pilot project, our Worldwide IoT Network Grid solution ... or WING for short ... has helped 50,000 Indian farmers improve resource efficiency, achieve higher yields, and grow high-quality soy and cotton crops.

Slide 7 [Food waste]:

Another agricultural innovation is blockchain food traceability. I'm sure you've all heard of blockchains when it comes to things like cryptocurrencies.

But as you can see here, blockchains can also be used to monitor information about food moving through the supply chain, making it impossible for the data to be manipulated. As a result, farmers, manufacturers, and retailers can justify premiums for certain products, and consumers can be more con-

fident about the source and quality of their food. If half of the world's supply chains were tracked by blockchain, food loss could be reduced by 10 to 30 million tons a year, according to the World Economic Forum. That may only be 1 to 2 percent of total annual food loss. But on a global scale that would give us the capacity to feed millions more people from the food we produce right now. Small acts. Big difference.

Slide 8 [Energy image]:

Let's look now at the energy revolution currently underway. A subject close to my heart, as it's a sector I used to work in. We are moving from the age of fossil fuels into the age of renewables.

Slide 9 [Global energy mix]:

As this slide shows, clean power like solar and wind is now part of the global energy mix, while the proportion of coal use is decreasing. That means power grids that were designed for centralized power-plant generation need to be able to deal with an array of different energy sources and weather-dependent renewables that require storage. To ensure the lights stay on when the sun doesn't shine, or the wind doesn't blow, we need smart power grids that can manage that complexity. That will require greater digitalization and automation. One of the things they need to be able to handle is a two-way energy flow as consumers and businesses increasingly micro-generate their own power.

Slide 10 [Virtual power plants]:

Virtual power plants, as shown here, will support traditional bulk generation in the energy networks of the future. They turn micro-generation into a networked source of reliable power. The real challenge for energy companies is figuring out how to seamlessly match supply and demand in a massively distributed system. Of course, energy generation is only part of the equation.

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Improving energy efficiency is also key. Nokia recently pledged to cut emissions by 50 percent from our own operations and products in use by 2030. Increasing 5G rollouts will play a part, as our research indicates that 5G can be up to 90 percent more energy-efficient than existing 4G networks. Another way is through innovations like liquid-cooled 5G base station sites, which use around a third less energy and can reduce CO2 emissions by up to 80 percent per base station. These are just a couple of examples of how we're trying to make our own products more energy-efficient, but there are many other ways we're supporting our customers to cut energy waste through the digitalization and automation of their operations.

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Increasingly, the critical networks we create are driven by three factors. Efficiency: doing more with less. Productivity: doing more with the same. And safety: keeping people, property, and the environment out of harm's way. This brings me to the third and final topic I want to talk about.

Slide 11 [Building a safer world]:

Building a safer world. Starting with our workplaces and roads. Thankfully, we live in an age where for many workers the biggest hazard is keyboard-related. But we should not forget that many jobs in critical industries come with risks. Take mining, for example. It remains one of the most dangerous industries even in developed nations.

Slide 12 [Komatsu/Nokia autonomous mining vehicles]:

But things are changing. This is the mining industry's first autonomous haulage system running on a private wireless LTE network. It has a zero-harm safety record and can operate in a range of different mining environments. More than half of Komatsu's production sites around the world are now running these automated vehicles

on Nokia's industrial-grade private wireless technology. A full truck fleet can be monitored by a single controller. And can be operated 24 hours a day, 7 days a week. The mining industry has been relatively conservative in adopting new technologies. But it is making up for lost time with an accelerated digital transformation ... from IoT sensors to analytics, machine learning, and AI ... to achieve full automation from pit to port. This is dramatically changing the industry and helping it to become safer, more productive, more efficient, and less environmentally damaging. Nokia has already created private networks at over 40 mines across the world. In fact, our experience working in those harsh environments is helping us create the communication networks for NASA on the Moon.

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Another good example of the potential of 5G and private networking to improve safety is in ports. In one instance, we saw remote-controlled cranes doubling productivity and eliminating staff injuries altogether. The future of industrial mobility could look a lot like this ...

Slide 13:

Autonomous ships docking at ports. Remote-controlled unloading of cargo. Platoons of automated guided vehicles carrying it away. And then automated unloading at warehouses. Seamless. Safer. Faster and more efficient.

....

Now, I know some of you will be thinking, do safer workplaces mean fewer jobs? Not necessarily.

Slide 14 [Robots and people together image]:

We believe technology can expand the number and types of physical roles workers can perform safely in a

range of industries, from logistics and transportation to construction and mining. For example, a miner will be able to use robots and exoskeletons to accomplish physical tasks beyond any human's capacity while remaining completely protected from hazards and exposure to toxic substances. At the same time, AI and machine learning will change the nature of cognitive roles. It does not need to be a case of robots replacing humans, but of assisting us and augmenting our skills so we can achieve more. We will see the rise of a new class of jobs handled by workers that blend human and machine skills and deliver a higher cognitive and physical performance. We expect that 70 percent of all jobs will be reliant on a blend of human and machine skills by 2030. And I am delighted we have a robotics professor on our forum today. I look forward to hearing her thoughts on this fascinating subject.

....

We need to remember that technology only gives us the tools to build a better world. It is up to us to make the right decisions. A clear example of that is when a ground-breaking technological innovation comes along with the potential to save lives on an enormous scale. An invention like ...

Slide 15 [3 point seatbelt]:

The humble seat belt. Since the three-point seat belt was introduced by Volvo in 1959, it is estimated to have saved more than a million lives globally. And reduced serious injuries for millions more. But it took legislation and education before we realized the potential of that technology to save lives. Now we're entering a new age for road transport with new technology that could eventually deliver accident-free driving.

Slide 16 [NBL connected cars slide]:

Cars connected to each other, and their surroundings, through 5G and edge cloud computing. Vehicles able to exchange information in real time and send warnings to avoid collisions. And we're not talking about everyone going out and buying a top-of-the-range new car. Thanks to AI and distributed edge clouds, we could retrofit existing vehicles fairly simply and cheaply to make our roads safer. We have already demonstrated the road safety potential of Nokia's multi-access edge computing in real urban settings in Spain, Germany, Austria, and Italy. Eventually, fully electric cars will be fully automated and integrated into smart transit systems alongside public transport and pedestrians. More than 1.3 million people die on the roads globally each year. And more than 90 percent of fatal car accidents are caused by human error. It will take legislation, education, and public dialogue before we can fully use these new technologies to make driving safer. But the destination of travel is clear.

Slide 17 [Closing slide returning to the Nokia purpose theme]:

There is one global challenge that I've mentioned that is connected to all three. Climate change is perhaps the biggest challenge humanity faces after this pandemic. We can't all move to the Moon. This planet is all we have. It is going to take many small acts to make that giant leap forward on Earth. From smart agriculture and sustainable farming ...

... to clean energy and improved energy efficiency ...

... to smarter, less polluting ways of working, traveling, and living. All of the things I have spoken about and much more. We need the world to act together to solve the climate challenge. And I believe we can. And we will. Thank you.

WINNER: TRANSPORTATION

“Waking Up from the Nightmare That Is the Eisenhower Expressway”

By John Patterson for Don Harmon,
Illinois Senate President



Delivered at the Illinois Road and Transportation Builders Association
annual meeting, Rosemont, Illinois, December 9, 2021

Let me begin with a childhood confession. One of the things that frightened me the most growing up in the 1970s in Oak Park, was the Eisenhower Expressway. It wasn't the blur of traffic. It wasn't even the horrible left lane exit ramps. What haunted me as a child was the fear of eminent domain. 8-year-old Don Harmon constantly worried that the government was going to come take our house. I'm pretty sure it was the byproduct of the tales my mom would tell that, frankly, wigged me out. My mom grew up in Oak Park during the Eisenhower construction era. She would describe how entire blocks were just ... taken.

I-290 may indeed be a post-war engineering marvel, a highway that helped fuel Chicago's explosive growth. But in retrospect, it was built almost as if its planners were at war with the communities it cleaves. Vibrant Greek, Jewish, African American and Italian communities were bulldozed to make way for a concrete and chain-link ditch. If your parents or your grandparents had anything to do with the West Side and western suburbs, their lives were forever changed by this project. So why am I telling you about my childhood fears of the Ike? Because here we are, more than 60 years after the project was finished, and we are faced with new needs, new challenges and new opportunities.

First and foremost, the Eisenhower must be rebuilt. It is one of the most congested highways in the nation. Its aging foundation and bridges are in dire need of reconstruction. My point is that when we do these projects—and they exist all over the state—we have an opportunity to do them better, not just from a transportation or engineering sense, but also from a societal sense. President Biden calls it Building Back Better. I've been calling it “Jobs and Justice.”

Illinois Senate Democrats support construction spending because it is arguably the best way for the government to spur economic activity and all the good that comes with it. That's why we passed the largest construction program in the state's history in 2019. And while it spends billions on roads and bridges, it also invests in environmental projects and broadband internet access. Because if you're going to be tearing up the roads, you might as well see what else you can accomplish to solve problems and move communities forward. That's what I'm talking about when I say “Jobs and Justice.” It's about leveling playing fields and removing hurdles through economic investment and employment.

It's also why, as Senate President, I pushed to have construction work deemed “essential” when the pandemic hit. When you combine our state plan

with the recently passed federal construction program, Illinois is set to take better advantage of the investment than arguably any other state in America. And it is your collective industries and interests that will build that Better Illinois and make a difference. So, let's turn back to I-290 and what rebuilding the Ike might mean. The needed renovation could create 22,000 jobs.

But what more could it do? How about building bike lanes all the way to the lake shore. How about extending the Blue Line tracks into DuPage. How about a modern transportation corridor that unites communities. Let's think big and put those thoughts into action. I want full employment for highway engineers and operating engineers. I want to see people putting college degrees and union apprenticeships to work here in Illinois. And again, the jobs are great, but it's also about more than just the jobs.

When we put people to work in good-paying, quality jobs, we solve an array of problems. There is no better place to learn about someone different than yourself and appreciate diversity than on the job. We find ourselves on the verge of tremendous opportunities that will make Illinois a global power for the future. And it's why I'm so excited about the road ahead. Thank you for all you do and for all you are going to do.

WINNER: CONTROVERSIAL OR HIGHLY POLITICIZED TOPICS

“Address to VMI Keydets”

By Chelyen Davis for Ralph S. Northam,
Governor of Virginia

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Delivered at the Virginia Military Institute,
Lexington, Virginia, November 15, 2021

Good evening, VMI. To you the corps of cadets, members of the Board of Visitors, General Wins, faculty, and staff—thank you for the privilege of being with you back on post this evening.

And congratulations to the Keydets for another great winning football season. You are making us proud.

Four years ago, on a cold and blustery January day, the Corps marched in the parade for our inauguration. I'll always recall the pride I felt that day, as the Corps marched past the historic State Capitol in Richmond.

The Corps has marched in inaugural parades in Richmond and in Washington for more than a century. It's an important tradition, and one that I pray will continue for generations to come.

That day was incredibly special for me, as the first VMI graduate to serve as Governor in more than 100 years.

Speaking of traditions, Virginia just had another safe and secure election. Voting is the foundation of our democracy, and I hope all of you who are of age voted. Many men and women, including some from this institution, have paid the ultimate sacrifice for the privilege of voting.

I have spoken with Governor-elect Youngkin about our commitment to a smooth transition, and I am confident he will serve Virginia well.

**

I wanted to come here tonight to say thank you, and to talk about something we all share—a love for this important Virginia institution, and our obligation to take actions to sustain it, and make it even stronger, for future generations.

I am tremendously proud to be a graduate of the Virginia Military In-

stitute, and I'm sure you all are proud of what it means to be here as well—what it says about your capacity for honor. For discipline. For integrity. For being part of a very tight-knit family. And for doing what is right, even when it's not easy.

Yes, I may be biased, but I believe VMI is the finest military school in the best country in the world.

But I wasn't so sure about that when I sat in your seat, as a 17-year-old rat. Forty-four years later, it seems like just yesterday.

When I came to VMI, I had a girlfriend, and a generous head of hair.

Within three months, I had lost them both. My head was buzzed, and then I received the letter a lot of us get—the one where my high school sweetheart told me, hey, we should just be friends. We all know that's code for “I'm seeing, or interested in seeing, someone else.”

In the place of that girlfriend and that hair, I got the pleasure of being a rat at VMI.

Shining my shoes and my brass. Straining. Rolling my hay up every day, and my dyke's. Memorizing the Rat Bible. Pumping out pushups while 3rd classmen looked on with pleasure. Most of all—doing everything I could to avoid being singled out.

At 17, I was just trying to survive the rigors of this school.

I made it, and you will too.

In my time at VMI, I served as my company's first corporal, first sergeant, first battalion commander, and president of the Honor Court. I wore academic stars, and like you, I was the beneficiary of a world-class education.

Back then, I could not imagine that I would be standing here today. An Army veteran. A medical doctor specializing in child neurology. A husband

of 35 years. A father of two. The uncle of a third classman. (Travis, your dad says hi.) And a public servant—having served as state senator, lieutenant governor, and now the 73rd Governor of Virginia.

Today, it is crystal clear that VMI provided me the foundation that my future was built on.

VMI made me who I am. I know many alumni would agree that we have been able to accomplish important things, especially in public service, because VMI prepared us to do so.

But at 17, I could only see what was immediately in front of me—biology classes. Organic chemistry. Physiology. Applying to medical school. I learned a lot here, but I now realize that there was a lot going on around me that I didn't recognize.

If I could go back and talk to 17-year-old Rat Northam, I would tell him, Ralph—you have a lot to learn about the world.

And one of the most important lessons I've learned is that the world is filled with people who are different from me. People who think differently from me. Who experience things differently from me.

Back then, I didn't ask a lot of questions about day-to-day life around VMI.

March that way? Yes, sir.

Salute that statue? Yes, sir.

Travel to the New Market battlefield? Yes, sir.

I didn't ask why. I just did what I was told—trying to avoid ten more pushups.

It didn't occur to me to ask, who is that a statue of? When was it erected? Why is that person being honored? Who decided that we would all salute him?

When I saw the Confederate flag, it didn't occur to me to ask, what does flying the Confederate flag, or playing Dixie, symbolize? Why are we glorifying the Lost Cause? And might these symbols be offensive to some of my fellow cadets?

These questions simply were not on my mind when I sat in your chair.

But 44 years have passed since I sat there, and over that time, I've come to understand what a large and diverse world we live in—and how much the world looks to our country for honest leadership. And as your governor, I have emphasized the importance of embracing diversity, being inclusive, being welcoming, and treating people fairly and with dignity.

I spent last week in Europe participating in numerous meetings with over 25 companies, from five different countries, trying to recruit businesses to invest in Virginia. I can't express to you how excited these companies were about the prospect of doing business in this country.

Earlier this year, I was proud that CNBC named Virginia the best state for business—for the third year running.

CNBC ranked Virginia number one because of our talented workforce, our world-class education institutions, our investments in transportation—to include our world-class port—our commitment to renewable energy, and our 41 beautiful state parks.

For you, the sky is the limit for exciting career opportunities. We have a strong and thriving Virginia—a Commonwealth that opens its arms to people from around the world. The diversity that we've embraced in Virginia makes us stronger.

It is proof that when you treat people right, it's the right thing to do, and it's good for business.

I bring this up to you because within just a few years, all of you will graduate. You will be out in this world, and no matter where you go—the military, or to a private sector job—you are going to encounter a wide variety of people, of all faiths and backgrounds.

VMI is the place that is preparing you for that future. Its mission is to prepare you to be citizen-soldiers, to value public service, to live with honor and dignity, and to treat everyone with respect.

That is incredibly valuable. I want this institute and this mission to survive. I know you do, too.

For VMI to survive and thrive for generations to come, we must continually ask ourselves a few simple questions. These are questions that leaders of every business, and every important institution must continually ask:

Do we reflect the people that we serve?

Are our best days ahead of us, or behind us?

Are we competitive? If not, why not? If so, what are we doing to remain competitive over the long term?

What do prospective students experience when they come on post?

Does our reputation invite new students and faculty from diverse backgrounds, or do they simply never consider VMI in the first place?

This last year has been an incredibly difficult time for everyone who loves this place.

And I want you to know, that includes me.

As an alumnus, a member of the Class of 1981, I care about the future of VMI.

And I also am the Governor of Virginia, representing 8.5 million Virginians, and VMI is a public institution supported in part by public dollars.

Some of us are old enough to remember the debate around admitting women to VMI in the late 1990s. And we remember that VMI did not easily accept change then, either. In fact, this institute spent seven years fighting a court battle to keep women out—going as far as the United States Supreme Court, where VMI lost 7-1.

The superintendent at the time called it a “savage disappointment for the alumni.”

And he also said this. “If you fight for something you believe in, nothing is wasted, ever.”

Indeed. That's why I, and the Board of Visitors, and General Wins, have taken a different course than the VMI of the 1990s. Because we believe in the strength of VMI to not just survive change, but to grow from it. We didn't want to see VMI waste years trying to hold back needed changes. We didn't want this institution to put so much weight on keeping things the same, that it couldn't see the good that would come out of change.

We are stronger because of the women in this audience, those who came before you, and the many who will follow. VMI has changed before, and the sun came up the next morning, even brighter.

As a public servant and as an alumni, I want this institute's future to be as strong as possible. To get there, we have to embrace change once again.

Over the years, I've helped train many new young doctors. And I've always taught them this lesson: the eyes can't see what the brain doesn't know.

It means that if you don't know what a medical diagnosis is, your mind won't identify it when you see it—even if all the symptoms are staring you right in the face.

If you haven't experienced sexism or racism yourself—perhaps because you look like me—and you haven't paid much attention to what it looks like, you're going to have a very hard time recognizing it. Until you learn what it looks like. Until you learn how to see it.

That is where I was, when I was Rat Northam and for a long time afterward. I thought I knew everything I needed to know.

But I was wrong.

Luckily, I learned a long time ago—right here at VMI—that education, and listening and learning, is meant to open our minds.

There's a proverb that says, “A wise man changes his mind, a fool never will.”

Here at VMI, we have built up a lot of traditions over the generations.

Many of those traditions have great value in molding young people. But others do not.

We must understand our past, both the good and the bad, if we are going to move forward together as one.

Today, we should all be confident that VMI is positioned for a stronger future.

Gone are the statues that glorify rebellion against the United States. In place are new provisions for privacy and safety for all—especially women. The Institute has now stated a commitment to diversity, and to making certain that all cadets, faculty, and staff, feel safe and welcome. This needs to continue for VMI to succeed.

And new leadership is in place. Major General Wins is a fine soldier and a good man.

He is the right person to lead VMI at this important moment. We should all continue to give General Wins and the Board of Visitors our support—because VMI will succeed when their vision succeeds.

The changes that have come to VMI in recent months are the same ones that nearly every other major American institution has experienced over the years—every company, every university, every government agency. Every institution has to adapt to change, to be successful.

Good and thoughtful leaders know how to hold on to the qualities that made this Institute great, while also embracing the change that the future requires.

And make no mistake—there is so much here to be proud of.

From this small school have come countless citizen soldiers, military leaders, doctors, lawyers, professional

athletes, and people who dedicate their lives to serving our country in important ways.

Nearly 300 general and flag officers, in every branch of the military and even in some foreign countries.

VMI graduates have served in public office in Congress, on the Supreme Court, in State Capitols, and in leadership across the private sector around the world.

Seven VMI graduates have received the Medal of Honor—and one, the Nobel Peace Prize.

Perhaps our greatest alumnus, General George C. Marshall, conceived and executed the plan that rebuilt Europe after World War II—and his leadership has preserved peace for 75 years since then. Thank goodness General Marshall stood strong and persevered when Europe was in a state of disarray, and the way forward was difficult.

So don't tell me the world doesn't need VMI any longer—this country is crying out for the spirit of public service that so many VMI graduates have exemplified over the years.

And I know the people to continue that spirit are sitting in this room right now.

My friends, VMI is not for everyone. We all know that.

But it is a place for good and honorable people, men and women who are willing to put service before self-interest, and raise their hands in our country's time of need to say, I will go. Send me.

My fellows Keydets, I want you to be prepared for the diverse world you will graduate into. You deserve to be

prepared—and to be eager—to work and to serve with people who don't look like you, or worship like you do, or love the people you love.

And VMI does not fail—that is not in our DNA.

VMI's leadership has taken the steps to make VMI more inclusive because we want the ring on your finger, and the diploma you received, to be as meaningful and revered tomorrow as it is today.

VMI is preparing you for that mission, for the world you are getting ready to enter—and thank God for that.

I want you to know that as an alumnus, and as your governor, I support each and every one of you in the corps of cadets, and I have your back. I am one of you. My experience at VMI, and the way it shaped me and my life, have led me to do everything I can to make this institution we all love a better, stronger place.

I am proud of this institute, and I know you are too.

When you graduate from this place, you will be well educated. You will be physically and mentally fit. You will embody honor, dignity, and the desire to serve and help others. You will be a member of the strongest and most supportive family on earth. You will be VMI through and through—red, white, and yellow.

Keep your heads up, do good things for others, learn from your mistakes, and take care of each other and your families. Never say die, that's the spirit of VMI.

May God bless you, your families, the Virginia Military Institute, and the United States of America. Thank you.

WINNER: CORPORATE SOCIAL RESPONSIBILITY, AND ECONOMICS

“Uniting Purpose and Profit: A Tale of Two Companies”

By Ben Ludlow for Helge Lund, Chairman of the Board, BP;
Chairman of the Board, Novo Nordisk

Delivered at the Norwegian School of Economics, Sustainable
Financial Analysis Conference, Oslo, Norway, October 19, 2021

INTRODUCTION

Thank you—it’s good to be able to join you today.

On my way here, I was reading the conference programme.

I began to feel envious.

You have a wonderful opportunity over these five days, hearing from experts in taxonomy, materiality, fundamental equity valuation—and much more besides.

It’s great that you have experts talking to you about these complex things. It means I don’t have to.

Instead, I get to talk about something a little more practical: my own experience of chairing two companies—Novo Nordisk and bp.

More specifically, to set out how both those companies have sought to unite profit with purpose, and to give you a sense of the dilemmas we have faced—driven by ESG... or purpose... or impact ...however we describe it.

HISTORIC PERSPECTIVE

But first, let me give a bit of historic context.

Because recent years have seen big shifts in how business is understood, taught, and done.

When I graduated in the late-1980s, no one discussed these ideas in any depth.

It was an era dominated by the Friedman doctrine; the idea that business has one—and only one—responsibility: to increase its profits.

Recently, I read an article in Forbes magazine describing that as the dumbest idea in history.

I think that’s a little strong. I have encountered dumber ideas.

But dumb or not, back then, any other concept of business was almost unimaginable.

Business was a profit-seeking activity—and nothing more.

The idea felt incontestable—like a law of nature.

But as the business academic, Colin Mayer, says in his book on purpose:

“It is only over the last 50 of its 2000-year existence that we have witnessed the retreat of the multi-purposed, publicly oriented corporation into a single-focused, self-interested entity.”

Mayer’s point is that throughout history—as far back as the Romans—corporations were formed to do much more than make profit.

They were formed to solve problems.

- How do we collect tax? •

How do we maintain public buildings?

- Even, how do we supply horses for the circus?

These were all problems that the Romans formed corporations to solve.

In later centuries, the problems may have differed, but the corporation remained a frequent response to those problems.

If a corporation successfully solved a problem, profits would follow. That concept—of business as problem solving—lasted for hundreds of years.

But with the advent of the Friedman era in the 1970s, things changed.

Now, it wasn’t all bad.

The Friedman doctrine created wealth—for a time.

But at a cost.

In recent decades, trust in business has collapsed.

Inequality has grown.

Our environment has become degraded.

And our climate has been harmed.

Not all of this can be blamed on profit seeking, or the Friedman doctrine.

But they certainly didn’t prevent the damage.

Thankfully, today we are beginning to see things differently.

We can debate why the shift began.

- Perhaps it was the 2008 financial crisis and its consequences.

- Perhaps it was the realization that, in a complex world, a narrow focus on returns is too simplistic.

- Perhaps it was technology—now developing faster than regulation—meaning that the world needs more companies willing to self-regulate—companies with a wider perspective.

- Perhaps it was the realization that globalized business operates outside traditional systems of control—and so we need leaders driven by values, not just profit.

- Perhaps it was the growing awareness of climate change.

- Or all these things.

Whatever the reason, I believe we are at a turning point.

There is a growing consensus that profit and purpose need not conflict.

Instead, they can be complementary.

Over time, profit and purpose are mutually reinforcing.

One enables the other.

TWO COMPANIES

So that is the historic context.

Now, for my two case studies.

Novo Nordisk and bp are very different companies, in very different industries—pharma and energy. Yet there are important similarities.

Both companies perform roles that matter to society.

Both are in highly regulated industries.

Both are long term, and technology driven.

Both have safety risks—so process, compliance and quality are critical.

Both must balance challenging dilemmas.

For bp, between energy versus emissions.

For Novo, between making medicine affordable today, versus generating the returns to invest in new medicines for tomorrow.

Above all, both have compelling—but contrasting—stories to tell about commitment to purpose.

NOVO NORDISK

Let me start with Novo.

I joined the company in 2014, and now chair the board of directors.

And Novo is the perfect place for reflecting on how we might do things differently.

Despite employing 45,000 people and supplying almost every country in the world, most people have only heard of Novo Nordisk if they live with diabetes, or know someone who does.

That is—perhaps—because Novo's story is one of a remarkable, century-long commitment to a single, focused purpose.

It began with a married couple, Marie and August Krogh.

Both scientists.

Marie had diabetes.

At that time, a slow death sentence. No treatment or cure.

Yet in 1922, August and Marie heard of a scientific breakthrough.

A promising new treatment.

For the first time, Canadian scientists had successfully manufactured active insulin.

So, full of hope, they travelled to Canada, where they obtained the rights

to produce and sell insulin in Scandinavia for the first time.

Upon returning home, they established the Nordisk Insulin Company.

And it thrived.

Over the decades, it competed fiercely with another Danish company, Novo.

In 1989, the companies merged, becoming Novo Nordisk—and creating one of the largest biotechnology groups in the world.

Throughout all this change, there was one constant—the company's commitment to its original purpose.

Today, Novo Nordisk's purpose remains driving change to defeat diabetes and other chronic diseases.

And today, Novo Nordisk supplies more than 50% of the world's insulin.

Over the past century, the company's products have helped many tens of millions of people to live longer, better lives.

Through doing so, Novo Nordisk has delivered huge value to its shareholders.

And that is an important point.

The Friedman doctrine implied that profit and purpose are in opposition.

One can only be pursued at the expense of the other.

But Novo's story helps show that to be false.

I will say more about that later.

But I want to say something now about Novo's unusual ownership and governance models.

Because they have given Novo another advantage.

And it is relevant to our discussion.

Novo's ownership model is a little complex, but it works.

In short, ownership is split.

The Novo Nordisk Foundation owns 28% of Novo Nordisk.

But it controls 76% of the vote.

The remaining 72% of shares are held by investors.

But they only have 24% of the vote.

What's more—the Novo Nordisk Foundation has its own two-fold objective.

First, to provide a stable basis for Novo Nordisk's commercial and research activities.

And second, to support scientific, humanitarian and social purposes. Day to day, that means the Foundation uses its controlling influence over Novo Nordisk to ensure the company's long-term success.

And the returns it receives from Novo Nordisk it offers as grants for independent scientific research—a dividend for humanity.

Investors benefit, too.

And I believe Novo Nordisk benefits from the best of both worlds.

A controlling shareholder with a long-term commitment to purpose, science and value creation.

And a public listing that requires the company to report every quarter—supporting comparison and competition with the best global companies.

Not every company can have an ownership model like this.

But in Novo's case, it works.

And that brings me to bp.

A 112-year-old company.

Yet bp has always had a pioneering culture.

In 1997, bp became the first oil company to call for precautionary action on climate change.

Then, it took big, multibillion-dollar steps into early forms of renewable energy.

In hindsight, the direction was right... the timing was wrong.

bp ended up writing off billions of dollars of low carbon investment.

But by the time I joined bp as chair in 2019, a fundamental societal change was under way.

Young people were mobilizing.

Public opinion was shifting.

And there was a rapidly growing investor awareness that climate change is a threat to shareholder value as much as to society.

In many people's eyes, the tide was turning against the industry in which I had spent most of my career, and in which I was about to take on big responsibilities.

Yet my experience at Novo Nordisk convinced me that we could apply the Novo experience inside bp, and align

bp's strategic direction with societal purpose.

I knew that this wouldn't be easy.

At the top of bp's governance documents was a single sentence.

"bp's goal is to maximize shareholder value."

Which is, at least, admirably unambiguous.

Yet there were reasons for believing that change was possible.

It began with bp's employees.

We spent hours and hours meeting bp's people around the world, engaging and listening.

We also went outside bp—to communities, NGOs and academics.

We even brought some of bp's fiercest critics into discussions about the future of the company.

And spoke to investors—of course.

What we found is that staff, society and shareholders increasingly want the same thing; companies that create long-term value and solve problems at the same time.

So, it seemed that, in the right circumstances, change would be possible.

As we were approaching a planned CEO succession, we had an opportunity to appoint a different leader for different times—using criteria informed by the engagement process we had already begun.

So, when Bernard Looney took on the job at the beginning of 2020, he had a strong mandate for deep change and transformation.

In February 2020, he launched a new purpose for bp.

The simplistic goal of maximizing shareholder returns was gone.

Now, bp's new purpose was to reimagine energy for people and our planet.

We put in place a new ambition—for bp to get to net zero by 2050, and to help the world get to net zero too.

And a new strategy—to deliver on the purpose and the ambition—under which bp will pivot from being an International Oil Company to an Integrated Energy Company: IOC to IEC.

That new strategy will see bp:

- Increase its renewables spend 10-fold.

- Grow its renewable energy portfolio to 50 gigawatts.

- Grow public electric vehicle charge points to 70,000 worldwide.

- and—very significantly—bp will end exploration in new countries, and have reduced its oil and gas production by around 40%.

- All by 2030.

In support of these changes, Bernard announced the biggest restructure in bp's 112-year history.

We retired the old Upstream and Downstream organization.

Brought in a whole new leadership team.

And reduced the number of senior leaders by 50%.

Now, I don't want to over-simplify things.

When I took up my role, I did find a company committed to its Code of Conduct, its values, and its safety and environmental goals.

I did find people across bp striving to act with purpose.

And I've already talked about bp's early efforts to drive action on climate change.

But the point I am trying to make is that bp's new purpose deeply impacted the choice of the new CEO and his team, bp's strategic direction, and, ultimately, organizational and operational decisions.

You will no doubt ask: is it working?

It is too early to determine.

This is a multi-decade transformation.

But the early signs are encouraging.

Since the pandemic's peak, we have had two quarters of very strong results.

- More than doubled renewables pipeline—to 21 gigawatts.

- Gone from 0—3.7 gigawatts of offshore wind—in two of world's biggest markets.

- Increased our EV charge points to almost 12,000 worldwide.

In fact, like Novo Nordisk, bp will report progress in unvarnished detail.

Whether bp is succeeding or stalling, we want people to know.

WHAT WE LEARNED

Now, I want to spend the final few minutes reflecting on some lessons.

The first lesson is that shareholder views matter.

The Friedman doctrine prioritized shareholder returns above everything else.

But the irony is this: the changes we have seen have been inspired and led by shareholders.

In so many cases, shareholders have decided that a narrow focus on returns isn't enough.

Shareholders want purpose and are voting to get it.

That weighs on the mind of anyone in my position.

And that is a good thing.

Second, the board is accountable for purpose—the buck stops with the board.

Why? Because the executive team—and especially the CEO—are subject to immediate and short-term pressures.

Quarterly returns. Events. Crises.

It is the board's job to stay above all that.

And while the CEO should have freedom to develop the strategy...

...the board is accountable for satisfying itself that the strategy is aligned with purpose and that there is consistency between purpose, values, culture and strategy.

The board must take the long-term view—focusing on the long-term competitiveness of the organization.

Third.

I believe we have made progress in seeing that purpose and profit—sustainability and strategy—are not in opposition.

Yet, we will know the shift is complete when we barely even see the two as distinct.

Increasingly, that is what we are finding.

In important ways, strategy is anchored in sustainability—and sustainability is strategic.

At bp's last board meeting, in September, we spent most of the meeting on sustainability—on how we will meet

bp's emissions targets—and deliver value while doing so.

Finally, before I close...

What I have said may have made purpose sound all too easy—even rose-tinted.

Do not be misled.

If we take purpose seriously, we find that it leads us to decisions that are difficult and where hard choices must be made.

That is what we have found in Novo and bp.

I have already mentioned bp's decisions to cut oil and gas production by 40%, and enter no new countries for exploration.

These decisions were unprecedented in our industry—an industry that for 120 years has been predicated upon expansion.

We announced those decisions while oil and gas prices were at historic lows.

They have since more than recovered.

That has prompted people to ask—will you re-think those decisions?

The answer is no.

Our destination is set and our journey won't be derailed by cycles or prices—as tempting as that might feel to some.

I also mentioned that we decided to restructure the company—to become leaner and flatter. That was difficult for everyone—especially for the 10,000 people who left bp as a result.

But it was necessary for bp to succeed.

I will mention one more.

bp used to conduct corporate reputation advertising campaigns.

We decided to stop those—redirecting the resources towards advocacy for low carbon.

bp did this knowing that net zero policies can adversely affect oil and gas businesses.

But we have decided to advocate for such policies because we believe they will encourage bp to get to net zero and help the world get there too.

Those same policies can allow us—and others like us—to scale our new low-carbon businesses further and faster.

Ultimately, we know that bp's reputation won't be decided by the kind of corporate reputation ad campaign we used to do.

bp's reputation will be made or broken by how effectively we combine profit and purpose—and whether we deliver.

CONCLUSION

Let me conclude.

We are realizing once more that profit and purpose are not in opposition.

Instead, they are mutually reinforcing.

They are interdependent—not independent.

For the first time since the beginning of the 1970s, we have a new prize to be seized.

And the rediscovery of business as a problem-solving, purpose-led and performance-driven activity promises not only:

- more engaged employees;
- more loyal customers;
- more reliable suppliers;
- and higher financial returns.

But also the return of trust in business.

And that is something we need.

Business may have contributed to many problems over past decades.

But I believe that we cannot solve these problems without business's unique ability to allocate capital, to innovate, and to organize for efficiency.

Thank you.

WINNER: COVID CRISIS

"Appeal of Conscience Award"

By Frank Briamonte for Albert Bourla,
Chairman & CEO, Pfizer



Delivered virtually, March 22, 2021

Thank you, Brian, for that very kind introduction.

Let me start by congratulating my fellow honoree, Prime Minister Abe, who has long been a champion of democracy, human rights and the rule of law. Mr. Prime Minister, it is an honor to share the virtual stage with you.

I also want to acknowledge the man who founded the Appeal of Conscience Foundation: Rabbi Arthur Schneier. What the Rabbi has built is much more than a foundation. It is model for how human beings should treat one another. It is a living testament to the power of love. And it is a powerful force for good in our world.

That's why when the Rabbi personally informed me that the Appeal of Conscience Foundation wanted to honor me with this year's Appeal of Conscience Award, I was deeply touched, greatly humbled, and a little bit speechless.

Once I got past the initial shock, three things came to mind that made this honor extremely special and personal to me.

The first was the amazing parallel between the Rabbi's life and the lives of my parents, Mois and Sara Bourla. Like Rabbi Schneier, my parents were Holocaust survivors. But even more important, like the Rabbi, my parents chose to turn their experience into something positive.

Many Holocaust survivors never spoke to their children about the horrors they endured because recounting those horrors was too painful. But my parents talked to me and my sister about it all the time. And when they did, they never spoke of anger or revenge. They didn't teach us to hate those who did this to our family and friends. Instead they spoke about how

lucky they were to be alive ... reminded us to celebrate life ... and taught us to carry that joy forward by treating others with love and respect.

Their experience, their words and the way they lived their lives had a great impact on me. They helped shape my worldview. And they are why the Appeal of Conscience Foundation's mantra of building peaceful co-existence and respecting others rings so true with me.

The second parallel that struck me was the common set of values shared by the members of this Foundation and my amazing colleagues at Pfizer. The Foundation works to foster mutual understanding and acceptance across people of different faiths. Similarly, Pfizer's equity value is based in the belief that every person deserves to be seen, heard and cared for.

This commitment to equity has been an integral part of the outstanding work our team has done to deliver a breakthrough COVID-19 vaccine in less than a year. The virus has no regard for geographic borders. It does not discriminate based on religion, ethnicity, the color of your skin or the size of your bank account.

Since the beginning of our vaccine development program, we have been committed to working toward equitable and affordable access to COVID-19 vaccines for people around the world. Instead of choosing a price that reflects the high value our vaccine brings to society, we have chosen to charge governments a low price, so they can distribute it to their citizens for free. A dose of our vaccine in high-income countries costs as much as a takeaway meal. However, equity doesn't mean that we give the same to everyone, but rather that we give more to those in

higher need. For this reason, we set the price for middle-income countries at almost half the price for the high-income ones. And we provide the vaccine to the low-income countries on a not-for-profit basis.

We also have been keenly aware that the pandemic has had a disproportionately negative impact on communities of color—particularly here in the U.S. So, to make sure that all communities would have confidence in the vaccine, we made a concerted effort to ensure our clinical trials included a diverse population of participants. And after the vaccine received Emergency Use Authorization, we began reaching out to communities of color, who because of unfortunate past experiences may be distrustful of vaccines, to educate them about the scientific rigor and commitment to safety that defined our development process.

The third and final thing that made this award special to me was the spirit of collaboration embodied by the Appeal of Conscience Foundation. It's this same spirit of collaboration that has us on the verge of turning the corner with the pandemic.

Science-based biopharmaceutical companies have, at times, had challenging relationships with governments, particularly when it comes to policies related to innovation. This too often has resulted in an unwillingness to collaborate. COVID-19 gave us a good reason—and a mandate—to improve those relationships for the greater good of mankind. And the results have been nothing short of miraculous. With the recent approval of J&J's COVID-19 vaccine, we now have three vaccines authorized for use in the U.S. and several other countries. This success clearly demonstrates the power of

public-private partnerships and what can be accomplished when we work together.

For all these reasons, I want to accept this award not only for me ...

- but for my parents and all survivors of hatred and violence who have

chosen to be an instrument of light and love ...

- for my fellow Pfizer colleagues, all 78,000 of them, who come to work each day in pursuit of our purpose: Breakthroughs that change patients' lives ...

- and for every person, every company, and every religious, civic or private organization that has ever put its individual interests aside to partner with others for the betterment of humankind.

Thank you and stay well.

WINNER: DIVERSITY/EQUITY/INCLUSION

"The Past, Present, and Future of Fair Housing"

By Justin Jones, Christina Hoffmann and Emily Newman
for Soledad O'Brien, Award-winning broadcast journalist
and producer, emcee of event

Delivered virtually to the
National Association of REALTORS and the
Memorial Foundation, April 15, 2021

Thank you, Harry.

I'm glad to join you—and all of my friends at The Memorial Foundation and the National Association of REALTORS—for this important event.

Dr. Martin Luther King, Jr. was a visionary, especially in his fight for fair housing.

His dream encompassed one of the most important parts of our lives—finding the place we call home.

The place where we build a community, where we raise our children.

He knew that where a person lives shapes their opportunities, in many cases for a lifetime, and for generations to come.

This is still true today. A person's ZIP code is often a better indicator of their life expectancy than their genetic code.

Our society will not truly be equal until every family can live where they choose, no matter their race or background.

The events of the past year have punctuated how deeply discrimination and segregation continue to divide our communities.

There is a lot of work to be done.

But conversations like this one are crucial to achieving meaningful, lasting change.

Change that helps more people build generational wealth.

Change that fosters communities that welcome people of all backgrounds.

And change that helps our country live up to its promise as a land of opportunity for everyone.

Today, as we explore Dr. King's legacy, we'll look at the past, present, and future of fair housing.

We'll examine what government, industry, and community leaders are doing to close the racial homeownership gap.

And we'll renew our commitment to ensuring a more equitable future for all.

Let's begin by reflecting on the leader whose fight for equal rights changed a nation—and continues today.

[Video on Dr. Martin Luther King Jr. plays]

TRANSITION INTO FIRST FAIR HOUSING CHAMPION VIDEO—
M. MARTIN

I'm so glad we opened today's event by sharing that video.

In Dr. King's words, we cannot walk alone, and we cannot turn back.

Housing discrimination has touched many families—including my own. My father is Irish-Australian; my mom Afro-Cuban.

When they married in 1958, they faced not just discrimination, but overt hostility in finding a place to live.

I'll never forget how my mom told me she and my older sisters were spat

upon just for walking down the street when they lived in Maryland.

We relocated to New York; even there, it was hard to find a place to live.

But my parents were quiet activists, who knew they were on the right side of history.

The impact of decades of widespread, government-sanctioned housing discrimination today is plain to see.

There's a 30-percentage-point gap in the homeownership rate between whites and African Americans. Hispanic Americans face a 20-point gap.

These communities fare worse not only on wealth and income, but in education, health care, criminal justice, and much more.

This is why action is so important!

REALTORS are on the front lines of this fight. REALTORS are building the diverse, inclusive neighborhoods Dr. King dreamed about.

Throughout our program today, we'll highlight stories of exceptional REALTORS who are also on the right side of history.

These NAR members have earned recognition as Fair Housing Champions. We'll share three brief videos with you today, highlighting these honorees.

First is Marguerite Martin, a REALTOR in Tacoma, Washington.

We'll hear from Marguerite on how historic discrimination still divides Tacoma today. By recognizing these patterns and actively changing her

business practices, she's been able to grow her business.

Let's have a look.

[First REALTOR Fair Housing Champion video plays]

TRANSITION INTO PANEL WITH SECRETARY MARCIA FUDGE

Thank you to Marguerite Martin for being an NAR Fair Housing Champion!

One thing Marguerite said really resonated with me—that it's not enough to just stop discriminating.

We have to actively work to undo the damage caused by discrimination.

Our next guest has made that a central focus of her life's work, and we're honored to welcome her for our first panel discussion.

Housing and Urban Development Secretary Marcia Fudge made history in 1999, when she became the first female and the first African-American elected mayor of Warrensville Heights, Ohio.

As mayor, she brought new residential development to the city, took steps to address the city's growing foreclosure crisis, and expanded opportunities for affordable housing.

Secretary Fudge was elected to Congress from Ohio's 11th district in 2008. As a member of Congress, housing issues remained a priority.

Tapped by President Biden to lead the Department of Housing and Urban Development, she was sworn in as secretary on March 10.

We're thrilled to be one of her first official visits!

And we're grateful that Secretary Fudge is working to ensure that our fair housing rules are doing what they're supposed to do—opening the door for families who have been systematically locked out for generations to buy homes and have a fair shot at achieving the American Dream.

We know the history of housing discrimination. Now it's time for a conversation examining how that history impacts the real estate industry today, what HUD is doing to strengthen fair housing enforcement, and how

we can close the racial homeownership gap.

Joining Secretary Fudge in conversation are Charlie Oppler, 2021 NAR President, and Harry Johnson, president and CEO of The Memorial Foundation.

Please welcome President Charlie Oppler, Mr. Harry Johnson, and Secretary of Housing and Urban Development Marcia Fudge!

[Panel discussion begins]

TRANSITION INTO SECOND FAIR HOUSING CHAMPION VIDEO—THE JONESES

Thank you, Secretary Fudge, for joining us! That was a fascinating conversation.

We're grateful the Secretary took time in her busy schedule to share her perspective.

It's now time to introduce our next Fair Housing Champion.

We're about to meet Ann and Dave Jones, also of Tacoma, Washington.

This power couple co-own their own brokerage, and together they epitomize the way REALTORS stepped up in 2020 to show leadership amid multiple crises, from COVID to the economy and racial injustice protests.

Their story is a perfect example of how bringing everyone to the table opens up opportunities to people who have not always been invited.

And by empowering these voices, the Joneses have helped local communities and advanced homeownership in many positive ways.

Let's take a look at Ann and Dave's story.

[Second REALTOR Fair Housing Champion video plays]

TRANSITION INTO PANEL WITH B. GREENE, S. WARTELL, J. BOWDLER

Thank you again to Ann and Dave Jones for being NAR Fair Housing Champions!

They're helping to close the racial homeownership gap—by helping their agents and their customers see life from a different perspective.

Bridging the gap of understanding between people is vital as America grows more and more diverse.

The challenges future homeowners face will look very different than what we see today—or what our parents' generation endured.

To grow homeownership and ensure opportunity for all, we need new solutions for new problems.

We're honored to welcome two special guests who have given a great deal of thought to these issues.

Sarah Rosen Wartell is president of the Urban Institute, an economic and social science research and policy organization.

She leads a team of more than 500 researchers, experts, and advocates who believe in the power of evidence to improve lives and strengthen communities.

Before helming the Urban Institute, she served as deputy assistant to the president for economic policy and as deputy director of the National Economic Council during the Clinton Administration.

Janis Bowdler is president of the JP Morgan Chase Foundation. She drives JP Morgan Chase's global philanthropy team to focus on small business development and community development.

Under her leadership, the Foundation takes the view that long-term business success depends on community success, and that everyone deserves a fair shot at participating in the rewards of growth.

She previously served as economic policy director of the National Council of La Raza, the nation's largest Latino civil rights and advocacy organization in the United States.

Ms. Wartell and Ms. Bowdler will be joined by Bryan Greene, NAR's vice president of policy advocacy.

Please welcome Sarah Rosen Wartell, Janis Bowdler, and Bryan Greene!

[Panel discussion begins]

CLOSING REMARKS

A single mom living in a crumbling house she can't afford to maintain.

African-American home buyers receiving different messages than white buyers about the same property.

First-time buyers eager and ready for homeownership, but unable to save the closing costs because of the racial wealth gap.

These are stories of people not just in Durham and Tacoma, but across America.

Their stories are unfinished; their American Dream deferred.

But the REALTOR Fair Housing Champions we met today are actively scripting a better future.

By intentionally taking steps to close the racial homeownership gap, Courtney James, Anne and Dave Jones, and Marguerite Martin are creating business opportunities.

They've recognized that an investment in their communities is an

investment in their own companies.

It's also the right thing to do.

[PAUSE]

When my mom died, I found a 50-year-old Letter to the Editor she had written to our local newspaper. She called out the town supervisor for his racist housing policies.

She wrote, "Every honest person in this town knows that there is discrimination in the sale and rental of houses in this township."

"With your denial of an open housing ordinance, you have made light of our rights and belittled our dignity... You have aligned yourself with those who would oppress the Negro... Know then that now you bear this moral burden."

My mother inspires me every day not to live afraid, but to stand up.

To make deep and lasting change, we must continue to stand up for equity—in health care, education, our

justice system, and housing.

"For as long as there is residential segregation, there will be de facto segregation in every area of life," as Dr. King said.

The Memorial Foundation, the National Association of REALTORS®, and all those who participated today have made a commitment to building diverse and inclusive communities.

It takes all of us—business, government, and community groups—to ensure the Fair Housing Act is more than words on paper.

Together, we can create the diverse, inclusive communities that we deserve.

Because no matter your ZIP code or your skin color, every one of us deserves a fair shot at finding our American Dream—and to one day wake up in a home to call our own.

Thank you so much for joining us today.

WINNER: EDUCATION

"Education Lasts a Lifetime: Let's Give Human Rights a Greater Place in the Classroom"

By Antonie van Campen for Bahia Tahzib-Lie,
Dutch Human Rights Ambassador

//

Delivered at The Hague, the Netherlands,
December 10, 2021

Distinguished guests,
When I was 16 years old, I watched a music video by a Canadian music artist that has affected me ever since.

It was about the real-life story of a brave Iranian girl.

Her name was Mona Mahmunizhad.

You can see her photograph on your screen.

Mona was a young, dedicated high school student, with beautiful green eyes and long dark brown hair.

She, too, was 16 at the time.

One evening in October 1982, she was studying in her room for an English test when, suddenly, four armed Revolutionary Guards entered her family home.

The Guards blindfolded her and took her to prison, by force, where she

was subjected to interrogation and verbal abuse, for hours on end.

All because of her religion—the Bahá'í faith.

The Guards threatened to kill her if she did not renounce her faith.

But Mona stood firm and stayed true to her beliefs.

Eight months later, in June 1983, the prison guards took her, together with nine other Bahá'í women, by bus to a nearby field.

One by one, the women were hanged.

After Mona's execution, reports emerged of how she had maintained her dignity to the very end.

She was the last to be hanged.

When her time came, she put the noose around her own neck, kissed

the rope and smiled in a final act of resistance.

This scene, portrayed in the music video, hit me hard.

The people who had captured and tortured her did not manage to break her.

This was a triumph of the human spirit, in the face of unimaginable cruelty.

I'm telling you about Mona because her story left a permanent impression on me.

Not least because we were the same age, and shared the same religion.

This made me realise how fortunate I was to grow up in the Netherlands.

In a democratic country where we can openly express how we feel, what we believe in, and what we stand for.

How very different Mona's situation was.

She couldn't speak out freely, practise her religion or develop her full potential.

Mona was essentially deprived of her freedoms.

Yet what's so inspiring is that she never lost her inner strength, her ability to stand up for her beliefs.

She never gave up hope.

To me, Mona's story was a lesson about courage and dignity.

I changed, in a way, after hearing about Mona.

Her story had made me aware that freedom should never be taken for granted.

This is why I began to find human rights and justice so compelling.

Why I decided to study law, and to write my doctoral thesis on freedom of religion and belief.

And my passion for human rights and my respect for human rights defenders has only grown since then.

From this experience, I learned how important it is to listen to and share the personal stories of courageous people who stand up for human rights.

Their stories show, at individual level, how human rights are under pressure all over the world.

They give us insight into how some countries, especially those with authoritarian regimes, look to each other to see how they can silence their critics effectively.

By cutting off the internet. Or by attacking journalists and human rights defenders, either physically or online.

Listening to their stories also helps us realise how fragile our own human rights are.

They remind us that we ourselves could potentially be the human rights victims of tomorrow. It could be me.

It could be you.

It could be any of us...

being intimidated, threatened, arrested, beaten or tortured, or having our families targeted.

Realising this can make us even more committed to achieving change for others.

After all, as John P. Kotter, a professor of leadership at the Harvard Business School, aptly said:

'We learn best—and change—from hearing stories that strike a chord within us.'

That is so true. That is the power of storytelling.

At the same time, stories also fill us with hope.

They show us that people whose rights are violated still believe in humanity.

No matter how great the obstacles they face.

Norma Librada Ledezma, a Mexican whom I met at the UN in Geneva, told me about how she became a human rights activist after the disappearance and cold-blooded murder of her innocent daughter Paloma.

I could see and feel the pain and grief in her eyes.

At that time her daughter was the same age as my eldest daughter: 16 years old.

It made me wonder: 'What would I have done in her situation?'

I'm not sure.

But do you know what Norma did?

She founded the organisation Justice for Our Daughters.

Because she knew all too well that her daughter's death was not an isolated case in Mexico.

According to the UN, around 10 women are killed in Mexico every day.

That's why Norma decided to offer people legal advice and support.

In cases of murder, trafficking and kidnapping of women.

So far she has supported over 200 investigations into cases of femicide and disappearances.

She has stayed strong in the face of adversity, saying:

'The justice that my daughter didn't get, along with all those women and girls... I don't think it is something I'll be able to see with my own eyes.

'Yet I will fight,' she said.

'I will continue fighting despite my situation, despite the threats.'

For a life of freedom. For a world

of freedom. And for a world in which women can live free.'

Precisely because of the stories of human rights defenders like Norma, I'm convinced that fighting for human rights will never become a thing of the past.

Human freedom is something that can never be permanently repressed, controlled or restrained.

Because, despite their terrible experiences, human rights defenders keep their faith in humanity.

But to make sure human rights are shared and supported by most people around the world, we need opportunities to listen to the stories of courageous people who are fighting for human rights under difficult conditions.

And how special would it be to interact with them directly?

So they can share with us in person what they've been through, how they deal with the challenges they face, and what they need to be able to create change for others.

But where can we meet them, and listen to their powerful stories?

We have one possibility through the Dutch Shelter City programme, which gives weary human rights defenders a chance to take a rejuvenating break in another country.

So we can meet them during the brief time that they spend in a shelter city.

Over the past nine years, more than 300 human rights defenders have been given temporary accommodation, training and security in a shelter city.

Twenty cities are now taking part in this initiative by the Dutch Ministry of Foreign Affairs and the organisation Justice and Peace Netherlands: twelve Dutch cities and eight cities in a range of other countries.

I've been fortunate to meet many of these people: activists, scholars, artists, political figures, journalists and lawyers.

Even more importantly, many of them have shared their stories with people in the Netherlands, including many students.

So people could hear about their activism and the challenges they face back home ...

and hear what their stay in a shelter city means to the human rights defenders.

Defenders like Mojalifa, a human rights activist from Zimbabwe who stayed for a while in Tilburg.

Moja, as his friends call him, is a cheerful man, who often wears a rain-bow-coloured scarf around his neck.

He told me that he is in great danger in his native country. Both because of his LGBTI activism and because he is gay.

‘I have worked with people who disappeared overnight,’ Moja has said.

‘I always wonder when they will come for me.’

He continued, however:

‘But we do work that needs to be done. It is like an army going to the battlefield. Seeing countries like the Netherlands feeds us with hope.’

Following his time in Shelter City Tilburg, Moja was able to return home with renewed energy and determination to continue his work, despite the danger it involves.

And then there’s David, a human rights activist defending the families of missing persons in Mexico.

David constantly needs to be on the lookout for the drug cartels. Because of his support for 120 families whose loved ones are missing.

David has said that being in Shelter City Utrecht—a safe space—is something he could never have imagined as a real possibility.

Experiencing this safety first-hand gave him hope that creating a different, more secure world is possible, and that things can change in his own country, Mexico.

Last but not least, let me tell you the story of Sohail, a Pakistani human rights activist who stayed in Shelter City Zwolle for several months this year.

Sohail was unjustly imprisoned for ten years, without either a fair trial or a lawyer. He was lucky, because his sister was able in the end to pay enough money to get him released.

But that doesn’t mean he is safe now.

So Sohail, too, was grateful for the breathing space that the Netherlands

provided. At the same time, he looked forward to continuing his mission—defending prisoners’ rights—with renewed strength back in Pakistan.

As he says: ‘I am here to heal myself and to help others.’

The experiences that Moja, David and Sohail shared with people in the Netherlands made many of their listeners, especially young listeners, appreciate the significance and necessity of the work that these activists do back home.

This shows how human rights defenders’ stories can foster dialogue between people who might not normally cross paths.

This is why, in my own work and especially in my outreach to young people, I use storytelling to encourage dialogue on human rights issues.

Especially through film, because visualisation is so effective at helping us understand a reality very different from our own and empathise with the people who live it.

For example, when I, as a teenager, watched the music video on Mona, it allowed me to picture the brutality of her execution—and at the same time to comprehend her admirable, resolute courage.

That’s why I use the power of storytelling through film now as a way of reaching people, especially students.

Together with Nadja Houben, an art producer and director of the foundation Human Rights in the Picture, I recently visited a series of universities in the Netherlands, including of course Tilburg University.

As well as students in Hungary, Poland, Italy, Kazakhstan, Curaçao and Aruba.

At each event, we used the same formula: we began by watching a human rights documentary with the students, either in person, in hybrid settings or online.

Then we used the documentary to facilitate interactive discussions with the students about their ideas, needs and concerns regarding human rights and justice.

One documentary, for example, is called Out & About.

It dives into the world of family members of LGBTI people.

The students get to see fathers and mothers talk about the challenges they face as parents of a gay child.

Like the Kenyan mother Josephine, who explains how she will prepare her own extended family to accept the coming out of her daughter Gigi.

Or Elena, a mother in Russia, who reveals the big crisis she faces because her son Alex feels threatened by the homophobia in his country and wants to emigrate.

Usually, at the end of the documentary, the whole class is silent for a while.

Waiting to see who will speak first, to reflect on what they’ve just seen and heard.

Then, little by little, the students start opening up.

To Nadja and me, but most importantly to each other.

At each event, the students impressed us with their openness and courage.

For instance, some students talked about how they viewed influencers like Nikkie de Jager, a Dutch beauty vlogger and transgender woman, as role models. Inspiring them to be who they want to be.

At one university, several students showed support when they found out one of them was gay. Some placed a hand on the fellow student’s shoulder. Others wept when hearing about their awful experiences.

In the discussion at one European country’s university, students were particularly worried about their government’s hateful rhetoric towards LGBTI people.

Yet despite these concerns, one of the students courageously revealed to his classmates that he is in fact gay.

He asked: ‘When did it become a bad thing not to be exactly the same as everybody else?’

So, through stories that strike a chord with them, and especially through documentaries, we can give human rights more meaning to young people.

And through dialogue, we can encourage these young people to think deeply about human rights in their daily lives and those of others.

Distinguished guests,
The American philanthropist
George E. Jonas once said:

‘Others see the child of today. We
see a leader of tomorrow’.

I strongly agree with his vision.

That’s why I believe schools are key
in raising awareness about human rights.

Back when I first joined the Ministry
of Foreign Affairs, I was asked to de-
sign a colourful poster with an illustra-
tion for each article of the Universal
Declaration of Human Rights.

These posters were hung in schools
across the country, to raise awareness
among children and young people
about their human rights and potential.

That was 23 years ago.

Yet a recent UNICEF poll of chil-
dren in the Netherlands showed that
51 per cent of them could not name
one human right.

Thirteen-year-old Quinty, for in-
stance, said: ‘I think I once had a lesson
about it in history. Then something was
said about human rights.’

And 14-year-old Rowen commented:
‘We did have a lesson about human
rights, but I don’t really remember it.’

This lack of human rights literacy
among children is alarming.

If young people are not aware of
their rights and other people’s rights
in society, how can we expect them to
stand up for human rights?

Let alone make a difference in their
neighbourhoods or cities, not to men-
tion other countries.

As Eleanor Roosevelt said: ‘uni-
versal human rights begin [i]n small
places, close to home’.

And let’s not forget that young
people are especially good at spreading
knowledge, skills and habits to others.

They will take what they’ve learned
from their schools and playgrounds
into their homes and beyond: into
their communities and societies as
a whole.

Making their societies part of a
global human rights community.

That is why I’d like to call on you all
today: go back to school!

Let’s be more active in bringing hu-
man rights into the classroom.

So we can invest more in young
people’s knowledge, and work together
to increase human rights literacy.

We can do that on a day like today:
International Human Rights Day, the
10th of December.

But I think it would be even better
for us all to visit schools and universi-
ties during a special, dedicated week,
culminating on International Human
Rights Day.

We could turn this human rights
awareness week into a national or even
global #HumanRightsWeek.

And repeat the campaign every year.

So we can truly start a chain
reaction, and inspire more and more
people to join in.

In the Netherlands and around the
world.

Just as Global Money Week was suc-
cessfully introduced nine years ago in
every region of the world.

A week every year when profession-
als go back to school to make children
more financially aware, and teach them
the skills, attitudes and behaviours they
need to make sound financial decisions.

Since its inception, Global Money
Week has reached over 53 million chil-
dren and young people in 176 coun-
tries worldwide.

So why not duplicate the success
of Global Money Week, for human
rights?

By launching a Global Human
Rights Week?

A week in which we all participate:

Academics, activists, practitioners,
judges, lawyers, parliamentarians, dip-
lomats, students ...

Anyone who is passionate about hu-
man rights.

Wouldn’t #HumanRightsWeek be
a refreshing and inspiring opportunity
for interactive dialogue with children
and young people on human rights
issues?

To listen to their ideas and aspira-
tions about human rights, and learn
about their concerns, needs and vul-
nerabilities?

These interactions can stick with
them for the rest of their lives, and
with us.

We can tell children, for instance,
about the rights and freedoms enshrined
in the Universal Declaration of Human
Rights, and talk with them about what
these rights mean in their lives.

We could discuss one or more rights
in greater detail, and in particular why
these rights are important for them and
everyone they love.

We could talk about situations where
children have seen or heard people
enjoy, deny or demand human rights.

Or we could ask if they ever have
stood up for their rights, or the rights
of others.

There are so many possibilities.

Above all, I’d like to encourage
everyone to share impactful stories with
young people.

We can use our own stories.

Or the stories and experiences of
courageous human rights defenders,
whose lives are under threat, of inspir-
ing human rights icons, and of vulner-
able people in need.

So we can speak to young people’s
hearts and minds, and motivate them
to integrate human rights into their
thoughts and actions.

We can also share stories by show-
ing students documentaries or plays,
followed by discussions.

Or listen to music, or read poetry.

We can be creative in our interac-
tions with young people.

Distinguished guests,

I hope all of you will support my
call, and join me in taking part in
#HumanRightsWeek next year.

To give a voice to the marginalised
among us.

To help raise awareness among
young people.

And to make #HumanRightsWeek
as big a success as Global Money Week.

This is something we can do for all
the brave human beings like Mona who
have given their lives for human rights.

For the countless people who con-
tinue to show courage and resilience
and refuse to lose hope, like Sohail,
David, Norma and Mojalifa.

And for all those who have stood
up for human rights, like Max van der
Stoel.

Because, in a world where human rights are being violated in so many places, both online and offline...

it is never too late for people to realise why human rights matter, and to stand up for those rights—

both close to home and further afield.

As long as we all contribute.

So let's launch #HumanRightsWeek, and all go back to school every year.

Let's share stories...

and promote the crucial commitment the world made on this day 73 years ago, to the idea that:

'All human beings are born free and equal in dignity and rights.'

Thank you.

WINNER: ENVIRONMENT/ENERGY/SUSTAINABILITY

"Clean Energy: The Single Biggest Market Opportunity of Our Lifetime"

By Paul Saville for Dev Sanyal, Executive Vice President, Gas & Low Carbon Energy, BP

Delivered virtually, July 13, 2021

Introduction

Hello everyone.

It's great to be with you today.

I'm delighted to participate in this latest Minds at Man session.

I gather it is the 52nd of these programmes and there will be a hiatus after this—something I hope is not related to my presence here today!

In case you joined a little late, my name is Dev Sanyal.

Some of you will know me from my role as non-executive director at the Man Group.

But, day to day, I am a member of BP's executive team, heading up our gas and low-carbon energy businesses globally.

A position I've held for six years now.

We started very small, but I now have a team of many tens of thousands who, in the past year alone, have contributed to more than 400% growth in our business.

This growth matters in the context of what I want to talk to you about today.

Did you know that to reach net zero emissions by 2050, annual clean energy investment worldwide will need to more than triple on today's levels by 2030?

To around \$4 trillion.

That's \$4 trillion, each and every year, according to the International Energy Agency.

And it could be as much as \$110 trillion by 2050, according to the International Renewable Energy Agency.

Whichever scenario you look at, the figure is trillions of dollars of investment in clean energy.

It is a huge sum of money.

But very hard to visualise.

One way to put into perspective is to think of it in time.

For example, how long ago do you think a million seconds was?

Let me tell you.

It was the 1 July this year.

What about a billion seconds ago?

Well, it was just after the fall of the Berlin Wall. January 1990, to be exact.

It was also shortly after I started my career at BP.

A long time ago.

So, we know that a million seconds ago was 11 days prior to now.

And a billion seconds ago was 31 years back.

So, when was a trillion seconds ago?

100 years ago, maybe... 500 even?

It was actually 29,679BC

It's absolutely incredible, and really illustrates just how big trillions are compared with billions and millions.

Another way to look at it is that \$4 trillion was roughly the total GDP of Germany—the world's fourth biggest economy—in 2019.

Put simply, it is a huge amount of money.

That's why investment in clean energy is the single biggest market opportunity of our lifetime.

Its game changing.

In the way that the steam engine transformed the Industrial Revolution.

Or the internal combustion engine revolutionised people's individual mobility.

Or how the internet changed the face of commerce forever.

It's on that scale.

And rather than fear that scale of investment, as many do, it is actually really exciting.

If you really embrace it, it can create massive value and be good for the world.

Because—as we know—the world is currently on an unsustainable path.

Our planet's carbon budget is finite, and it is running out.

So, it is incumbent on everyone: on governments, businesses and individuals to do what they can.

It's the only way we can all solve the climate challenge.

And we see that momentum is really building across societies.

China has a new net zero target.

The EU has its Green Deal.

The US has rejoined the Paris Agreement.

And the UK has a plan for a green industrial revolution.

Around two-thirds of global GDP is now covered by countries with net zero ambitions.

And here in the UK, we see that around a third of FTSE 100 companies have net zero targets.

That's real progress.

To achieve it will require—among many things—the decarbonisation of the energy sector.

That means a complete rewiring of the system.

Impacting everything.

From the energy in the boilers in our homes.

The cars that we drive.

To the power used in our hospitals and data centres.

It will all need to change.

And it's not just about decarbonising the energy system.

The trillions of dollars spent must also meet growing global demand for energy.

Just in the time I've been talking, around 1,500 new babies have entered the world.

By 2050, the global population could increase by 2 billion people, to around 10 billion.

Between now and then, the world's economy is set to keep on growing, with GDP at around 2.6% growth a year.

80% of that growth comes from emerging economies, with China and India contributing around half of the total.

And when it comes to growth in global energy demand out to 2050, that is entirely driven by emerging economies.

Growth in energy demand is not a bad thing.

Having grown up in Darjeeling, India, I know first-hand the pitfalls of not having sufficient access to energy.

Power outages lasting several hours at a time were common.

They disrupted life and I'd often have to complete my homework by lantern.

That was 40 years ago.

But energy shortages are not a thing of the past.

Today, around 3 billion people—that's 40% of the world's population—don't even have access to clean fuels for cooking.

Now that really is a problem.

So, this single biggest market opportunity of our lifetime is about driving decarbonisation.

But it is also about meeting increasing demand for energy, and the associated prosperity.

To illustrate how we take advantage of this once-in-a-lifetime opportunity, I want to talk about inclusivity, integration and imagination.

Let me explain.

Inclusivity

In today's fast-moving world, there is often a desire to segregate the good guys and bad guys when it comes to solving the climate crisis.

It's the idea that green companies are the good guys and companies that aren't yet green are the bad guys.

Solar and wind are positive for society, and oil and gas are negative—and so on.

But reality is not that simple.

Today's challenges are complex—and messy.

Yes, we must back green companies—of course.

But the truth is there is simply not enough of them to get the world to net zero.

Backing companies that are not low carbon today but are serious about becoming low carbon is also important.

These are what BP refers to as 'greening companies.'

And BP is one of them.

We're part of the sectors—energy, transport and industry—that are responsible for more than two-thirds of global emissions.

That's why BP is changing, and we want to change.

To do that, we last year set out the biggest reorganisation of our business in our 112-year history.

We are shifting from being an international oil company focused on the production of resources...

...to an integrated energy company that delivers solutions for customers.

Part of that process sees us ramping up our own low-carbon investment 10-

fold to around \$5 billion a year.

And in the past year alone, we have made good progress.

For example, our renewable pipeline grew from four gigawatts to 23 gigawatts.

That includes going from 0 gigawatts to 3.7 gigawatts in offshore wind, with moves here in the UK and over in the US.

That's enough gigawatts to power around 45 billion electric vehicle miles a year.

We've increased our electric vehicle charging points by 35% to more than 10,000, helping to make EVs a more viable choice for motorists.

And, we are making great inroads in exploring the potential development of hydrogen hubs in the north-east of England, in Germany and in Australia.

I'll say more about hydrogen in a minute.

Our progress on low-carbon energy is encouraging and is aligned with a global trend that has seen fantastic growth over the past few years.

Even last year—when primary energy consumption slumped to its largest annual decline since the Second World War—renewable energy generation continued to grow.

Wind and solar capacity increased by a colossal 238 gigawatts in 2020—50% larger than at any time in history.

That's enough energy to make more than four thousand billion cups of coffee each year.

And over the next three decades, renewables are likely to be the fastest-growing source of energy.

Growing, in fact, at a faster rate than any fuel in history.

Yet, despite this growth, they alone will not be able to match global demand for energy.

That's because energy transitions take time.

The transition from wood to fossil fuels—first coal, then oil and natural gas—took more than a century.

It will, therefore, take time for renewables—but that has to be much faster than previous transitions.

That's why it's so important that the world comes together—be inclusive—in order to seek opportunities to speed up this transition.

After all, greater pace leads to scale; scale leads to lower costs; and this will lead to greater uptake.

Integration

This is where the argument for integration is strong—my second point.

We know that the world needs a diverse set of fuels in order to decarbonise and match energy demand.

Pure-play renewables companies aren't able to offer a blend of fuels.

The world, therefore, needs companies with the scale and capabilities to help make the energy system greener.

The automotive sector is a good example to illustrate my point.

Tesla sold nearly half-a-million electric vehicles last year—a fantastic achievement from a company on the up.

But that's still less than 1% of 73 million cars sold every year.

Around 30 million of those cars are shared between Toyota, Volkswagen and Renault Nissan Mitsubishi.

So, for the EV market to truly take off, the world needs those companies too.

They are the ones with the installed infrastructure, the market knowledge, the capability, and the consumer demand.

The same principle applies to the energy sector.

Allow me to give you an example.

Microsoft and Amazon are two firms that BP works with.

They came to us because they want electricity and energy for their data centres.

They want that electricity and energy to be reliable—every moment of every day.

They want it to be cost effective, because they're trying to make a return.

And they want it to be clean, because they have their own net zero goals.

If they go to a wind company for their needs, they will get clean energy and they may get cost-effective energy.

But it won't necessarily be reliable—because renewable energy is intermittent by nature.

In contrast, a company like BP can offer wind as well.

But we can complement it with natural gas, the perfect partner for renewables, as you can dial it up and down depending on how much you need.

And then, in future, potentially capture the carbon using CCUS.

On top of that, we can use the expertise of our world-class trading business and our digital platform.

That's what BP means by an integrated energy company.

And how we can offer a solution tailored to the customer's needs.

Imagination

My final point is about imagination, and the possibilities from investing in clean energy.

Widespread electrification, fuelled by solar and wind, can help to decarbonise the energy system and support 700 million EVs on the world's roads by 2050.

Long-distance transport, such as trucks, which are hard to electrify, can be powered by hydrogen.

That's green hydrogen, made from renewable energy.

And its also blue hydrogen, made from natural gas, where the emissions are stored underground through carbon capture, use and storage.

Many of these cars and trucks will be in, and driving to and from, cities, because that's where 70% of the global population will likely live in 2050.

Growing cities need places for people to live, work and shop, and that takes cement.

But cement is the second most widely used material in the world after water, and responsible for up to 7% of carbon dioxide emissions.

So how about if we decarbonise the production and distribution of cement?

Mayors of those cities will need help managing emissions, electrifying transport systems, and dealing with waste.

Well, that waste can potentially be turned into biojet fuel for the planes that fly in and out of those cities.

And biofuels can also power aviation and boats bringing goods into ports.

The opportunities are limitless, and don't all have to be imagined, as many of them are already starting to take place.

So, as you see, this really is a once-in-a-lifetime opportunity.

A chance to reimagine energy for people and the planet.

It will take inclusivity, integration and imagination.

It's up to all of us to go and grab it.

Thanks for listening.

WINNER: LEADERSHIP AND MANAGEMENT

"All I Needed to Know to Be a Legislative Leader, I Learned Playing in a Rock and Roll Band"

By John Patterson for Don Harmon,
Illinois Senate President



Delivered at The Edgar Fellows Program,
University of Illinois, Urbana-Champaign, August 4, 2021

Good afternoon. Thank you for the invitation to be here today. I'm Don Harmon, president of the Illinois Senate.

I've had that title for a grand total of just over 18 months, which oddly enough now makes me the second longest-serving legislative leader in the Illinois General Assembly.

Before I ascended to this post, perhaps you had heard of me because I'd sponsored campaign finance reforms.

Maybe you were aware of my work to end life sentences without parole for juvenile offenders.

Or it might have been the decade I put into getting the Fair Tax on the ballot, which didn't exactly go the way I'd hoped.

Chances are, however, that IF you saw me in the news prior to 18 months ago, it was because I also happen to play guitar in a bipartisan band called the Boat Drink Caucus.

Let me put it this way, I know of only one occasion where a Chicago NBC-5 satellite truck has been dispatched to Springfield's Butternut Hut dive bar, and oddly enough it was because our band was playing.

The band consists of now-former State Representatives Mike Tryon, a Republican from McHenry County, and Chad Hays, a Republican from Vermilion County, and myself.

We were a BIG deal in 2015 because somehow we'd been booked to open for Buddy Guy and Toby Keith in front of more than 2,000 Republicans attending governor-elect Bruce Rauner's inaugural ball at the Springfield convention center.

Chad and Mike felt right at home. I'm an Oak Park Democrat. I felt very much the stranger in a strange land.

Two highlights from that show.

One—using Toby Keith's sound system. We'd never sounded better. I remarked to a roadie how great it was. He told me: It should be, it goes from here to the Grammys.

Two—performing the Rolling Stones' "You can't always get what you want" at Bruce Rauner's inaugural ball.

It became more prophetic with every passing year.

So at this point you might be asking yourselves: Ummm, why is the Senate President talking about his band?

I'll tell you why.

When Governor Edgar extended the invitation to be part of the program I happily accepted.

Staff and senators have been in past classes and said it challenged them to step out of their comfort zone, and that they appreciated the diversity of views presented.

There are friends and colleagues in the audience today.

I truly support and applaud what Governor Edgar is trying to do through this program.

But then I found out that he wanted me to talk about myself.

And believe it or not, I'm a politician who really doesn't like talking about myself.

So, I've been thinking about what I might tell you, and how I might tell it.

And along the way I came to this conclusion:

All I needed to know to be a legislative leader ...

I learned playing in a rock and roll band.

Welcome to my Ted Talk.

Think about it. There are similarities.

Everyone needs to know their parts, play the same song and at the same tempo or else it all falls apart.

At least 90 percent of the work is done behind the scenes. I'm a former House Dem legal staffer, so I really do know, respect and appreciate the work that goes into the legislative process on a daily basis.

And in both instances, if you do the work, the performance part usually takes care of itself.

Look at it this way, a Senate floor speech should be the culmination of all the work and practice you've put into an issue.

It is NOT the place to try things out for the first time.

I'll let you in on a secret. Most floor debates amount to members making sure the sponsor did his or her homework.

If they have, things usually advance effortlessly.

If they haven't, it's like chumming the water for sharks.

Anyway, as I've been thinking about this, I can point to 3 areas where playing in bands helped in the role I have now.

The first would be Confidence.

It's not easy to put oneself out on public display.

I am still haunted by an Oak Park-River Forest High School New Year's Eve party my band played nearly 40 years ago.

Nobody, and I mean nobody, wanted to hear us.

And then one kid parked himself right in front of me and watched me play guitar the entire night.

It was unnerving.

It turned out to be a good lesson for politics and public service.

Someone's always watching. Maybe it's a fan. More likely it's a critic. But somebody is always watching.

In retrospect, those experiences build character and confidence.

A few years later, when I was in law school, I strode into my local lawmaker's office and told him he should put me in charge of re-chartering the local Young Democrats.

My lawmaker was Phil Rock, who, at the time, was also President of the Illinois Senate.

He looked at me over his glasses, "Alright kid, I'll give you a shot."

When Senate President Emil Jones announced his retirement in 2008, I was among the approximately 30 Democrats vying to be Senate President.

I'll be generous and say I got a handful of votes.

I think the unofficial tally was somewhere around 3.

But it showed I was serious about my role in the Senate and our caucus.

It translated into a leadership post and increased opportunities to work with my colleagues to build consensus on difficult issues.

In turn, that helped build their confidence in my legislative and leadership abilities.

You will need that self-confidence and support system. Pressure comes from all angles to bend this way or that.

In a band, the audience doesn't always like what you're playing, and will let you know. In the General Assembly, lobbyists, the media, voters and your colleagues won't like everything you do or say.

You need to be OK with that if you are going to survive in this industry.

Look, just because the crowd doesn't like one song doesn't mean you stop playing it. Because you have to believe that they'll love the next one.

And that's why you keep playing.

Second on my list would be Perspective.

It's an important check on confidence. Let me begin by saying that at no point have I ever thought that I or any of the bands I've played in were destined for the Rock N Roll Hall of Fame.

Sure, there have been good nights and great performances.

But at the end of the show, we're a cover band.

And that's OK. I play music because I enjoy it.

Real success in the music industry comes from original material.

And while I did fancy myself a poet double majoring in Economics and English Writing at Knox College, the truth is my originals just aren't that good.

That left me no choice but to attend law school and devote myself to public service.

And here I am today.

Serving in the General Assembly also quickly gives one perspective.

I joined the Illinois Senate in 2003.

One of my first committee assignments was the Senate Judiciary Committee where John Cullerton was chairman.

At the first meeting of each new session, Cullerton would go around the room and have members introduce themselves and say where they went to law school.

There were a couple DePauls, couple Chicago-Kents, a Loyola, probably a U of I, and so on.

There was James Clayborne with his "The U!" for his degree from the University of Miami School Of Law. When it came to me and my law degree from the University of Chicago, there was a little "oohing" from the assembled audience of lobbyists, staff and media.

It is a great school. I'm fortunate to have been admitted.

John Cullerton, never one to miss an opportunity to add perspective to a situation, noted that there was a member absent.

His name was Barack Obama.

And, ... he noted, ... Senator Obama had a law degree from a little school called ... Harvard.

Welcome to the General Assembly.

Here's the takeaway from these stories.

When you're an opening act, be aware you're an opening act.

I've played for a lot of very small crowds who want nothing more than for you to finish so they can get to whomever they really want to hear and see.

Do the job, have fun performing and ideally leave them wanting more, or at least not wanting to boo you off the stage.

I've come to recognize that a successful strategy for being Senate President is the ability to disappoint people at a rate they can digest.

These aren't rock star jobs. If I were to Google myself, I'm likely to get more results for "Dan Harmon" the creator of Rick and Morty. How's that for perspective?

I didn't want to be Senate President to be a star. I wanted to be Senate President to help people get things done and solve problems. Sometimes that puts me in the spotlight. But more often than not our success comes from me putting others in the spotlight and helping set them up for success.

The best way to win praise, is to make your work about others.

It's important to keep that perspective.

And finally there's Teamwork, where confidence and perspective combine ... or collide.

In 2014, we were booked to be the opening band for the Phases of the Moon Festival over by Danville. That's a 4-day, four-stage festival featuring more than 40 bands. We were one of them. Actually, we were the first of them.

We got booked, I'm confident, solely because of Chad Hayes' clout as the local state representative. There was absolutely no other reason for us to be there.

Anyway, there's a torrential storm the night before the festival. We are almost washed out trying to get in and out of Kennekuk County Park.

We finally get on stage and we're about three or four songs into our set when the promoter comes running over yelling at us to stop playing.

We're like: Why?

Turns out the start of the entire festival had been pushed back a couple hours.

The gates hadn't opened yet.

That's why no one was in the crowd ... which we didn't notice because we

are accustomed to playing in front of almost no one.

At one point we thought the crowd had doubled, but it turned out it was just four guys walking through to the Porta-Potties.

So, our set gets pushed back two hours. And about this time our bass player, Guido, tells us he's quite ill and there's no way he's going to make it two more hours. We're left to figure out how to go on without him.

Seeing no other nominations, I offered to play bass.

I mean, how hard could it be? It's a guitar with fewer strings.

It's not like we're a Rush cover band. We're closer to a Jimmy Buffet cover band.

I spent the next two hours figuring out how to play Guido's bass.

We do our set, and afterward, Mike Tryon says to me: "Hey, I was really worried about you playing bass, but that was surprisingly not that bad."

So, let's fast forward to 2020.

After John Cullerton announces his retirement from office, Kimberly Lightford and I compete to be the next Senate President.

The campaigns go on for weeks.

After hours of secret caucus ballots, I emerge the winner, get sworn in by Governor Pritzker and our session is off and running.

Within days, COVID hits and everything shuts down. We all learned to use Zoom.

I brought the Senate back in late May that year to approve an emergency budget and get out of town. By and large, we were feeling good about what we'd been able to do and how we'd done it.

And then we all learned of George Floyd's murder.

It was clear that things needed to change.

It was clear that there were long held frustrations across society and systems that could no longer be stifled.

And as much as I wanted to be part of all of this, it was clear that I was not the person to lead this effort.

That leader was Kimberly Lightford.

I offered my support and told her the Senate President's staff and resources were at her disposal.

Leader Lightford and the Legislative Black Caucus would go on to host a series of important community hearings to shape what became known as the Black Caucus Pillars, which are a legislative blueprint for confronting systemic racism, not just in law enforcement, but also in economic development, health care, education and housing.

Anyone who's spent any time around the General Assembly recognizes that the legislative process is intentionally set up for incremental change.

The lasting success of the Black Caucus Pillars is that they fundamentally changed the conversation across the board.

We will forever discuss and debate social justice from a different reference point because of this effort.

So what's the lesson out of this?

The lesson is that leaders don't always need to be in the spotlight. And you never know what role you might need to play to help the team reach its goals.

One day you're playing guitar solos. The next day you're figuring out bass lines so the show can go on.

You have to be OK with that. You have to be able to set aside your ego and recognize value in the collective accomplishments of those around you.

Look, I can play guitar by myself just about anytime I want. But if I want to perform, I need to be part of a team, each of us recognizing our role and each of us making the others better.

When that happens, and you're part of making it happen, that's a tremendously rewarding experience.

I hope you've enjoyed these stories and take something useful away from them.

In closing, I'll bring it full circle and leave you with the same advice I tried to give Bruce Rauner when I introduced a certain Rolling Stones song back at his inauguration.

You can't always get what you want

But if you try sometimes you just might find

You get what you need

Thank you.

WINNER: PUBLIC POLICY

"The Wounds of Slavery"

By Louis Hoeks for Kajsa Ollongren,
Dutch Minister of the Interior and Kingdom Relations



Delivered at Slavery Remembrance Day (Keti Koti),
Amsterdam, July 1, 2021

Picture a three-letter logo, about four centimetres in size, on a branding iron. The letters—'WIC'—stand for the Dutch West India Company. The company used a branding iron to mark enslaved men, women and children with its logo. As if they were livestock.

The branding process involved rubbing the person's skin with oil and then pressing the hot branding iron against it. The searing wound would be cleaned with lemon juice and gunpowder. Once branded, the person became someone's property and could be identified immediately if they tried to escape.

Enslaved people didn't just lose ownership of their bodies. They also lost their names. The African name chosen lovingly by their parents would usually be replaced with a new name that was easy for the slave owner to pronounce. Like Klaas, Jan or Eva.

An enslaved person who was sold on to a new owner would often be given another new name. And another logo would be branded onto their body. A slave was no more than a commodity.

Eleven million enslaved people were transported across the Atlantic. Some 445,000 of them ended up in the Dutch colonies. An unknown number perished during the journey.

Today we commemorate and celebrate the fact that 158 years ago, on the first of July 1863, the Netherlands officially abolished slavery in Suriname and what were then the Netherlands Antilles. But even then, it wasn't really over. People were forced to work the plantations for another ten years.

We can only look back on the history of slavery with horror, sorrow and shame. It's a history to which we are all connected. Consciously or unconsciously. Openly or secretly, buried in an unknown family history.

Reckoning with this history is not a sign of weakness. It's actually how a democracy shows its strength. By seeing our past for what it is, we can change our future. This is not an extravagance. It's a necessity.

'No people can reach full maturity as long as it remains burdened with an inherited sense of inferiority,' wrote Anton de Kom.

De Kom drew our attention to the horrors of slavery and racism, but he wasn't treated well by the Dutch authorities.

We should remember him with the respect that he deserves.

Three years ago I stood in this same place. Looking back, I can see the progress that's been made since then. I can also see that we still have a long way to go.

Last year, after the violent death of George Floyd, tens of millions of people took to the streets to protest all over the world. Here in the Netherlands too. They were making a clear statement that the poison of racism still pervades our society. It ignited a debate that cannot be extinguished.

Nobody wants to be described as racist, but we can't just sweep racism and discrimination under the rug. Sometimes hate and prejudice are obvious. But often they're more subtle.

Yet another rejection when you apply for a job or traineeship.

Or when you try to get into a nightclub.

Security guards following you around a shop, wherever you go.

The chains of slavery may have been broken, but there's still a long road left to travel. As a government, we need to lead the way. Where we see signs of open and hidden forms of exclusion and marginalisation in

society, we will investigate them and take action.

We will do this with the help of a national commission and a national coordinator on discrimination and racism.

In 2023 we also want to hold an extensive and fitting commemoration marking the true end of slavery in 1873.

Today the advisory committee on dialogue concerning slavery, established by the government, issued its recommendations. It calls for the history of the Netherlands' participation in slavery and the slave trade to be made part of our collective memory:

by studying the role of the national government

by providing education, and

by establishing a museum dedicated to the history and legacy of slavery.

The committee also wants to see a national day of remembrance. And last but by no means least, it wants the government to issue an apology. There's no denying that these recommendations are compelling and crystal clear. Their urgency matches the sense of urgency that I feel. Amsterdam, Rotterdam and Utrecht have already conducted their own historical investigations of slavery. The Hague is planning its own investigation too. Officials from the country's four biggest cities recently made a joint appeal for a national day of remembrance of the legacy of slavery.

By remembering the past, we can look forward to the future and commit ourselves to a society in which there is no room for racism or inequality. But looking back is about more than investigating the past. It's also about accounting for that past.

Right now at the Rijksmuseum, there's an impressive exhibition that

really brings the history of slavery to life. The exhibits include the branding iron I described at the start of my speech.

I realise that the pain that that branding iron inflicted has not gone away. That the wounds it inflicted have not yet healed. This is a process that will take many generations.

More than 1600 years ago, the philosopher St Augustine wrote: 'Hope has two beautiful daughters; their names are Anger and Courage. Anger at the way

things are, and Courage to see that they do not remain as they are.'

I think that sums it up well.

To move forward together, there needs to be room for both.

Room for anger about a painful past.

For anger about the inequalities that persist to this day.

For anger that change is moving too slowly.

But there must also be room for courage.

The courage to acknowledge the anger and pain of others.

The courage to see our shared history for what it is. And the courage to engage in dialogue with one another.

Because in the end, that's what it's all about. We need to stand next to each other, not on opposite sides. We need to learn how to see the world through the eyes of others. And to keep doing this day after day, no matter how difficult and painful it may be.

Thank you.

WINNER: U.S. POLITICAL UNREST

"Racist Tropes Have No Place in the United States Senate"

By Ashley Mushnick for Bob Menendez,
United States Senator



Delivered on the Floor of the United States Senate,
Washington, D.C., March 16, 2021

Mr. President, I take no pleasure in coming to the floor today.

We in the Senate take pride in our decorum and our sense of comity with each other.

So much so that we often twist ourselves into pretzels to avoid saying anything that might be interpreted as criticism of another Senator. Yet there comes a time when these verbal gymnastics just will not do.

You are either going to speak the truth and ruffle some feathers or fail to do justice to the values you hold dear.

What one of our colleagues said last week about the events of January 6th was felt by many to be racist and hurtful and a stain on the office he is so fortunate to hold.

Look, I get that no one likes to be called racist. But sometimes there is just no other way to describe the use of bigoted tropes that for generations have threatened Black lives by stoking white fear of African Americans—and Black men in particular.

On a radio show, our colleague explained that he never feared for his safety during the January 6th insurrection of the U.S. Capitol. But make no

mistake, under different circumstances, he would have been afraid.

He said, and I quote, "Now, had the tables been turned—now, Joe, this will get me in trouble—had the tables been turned and President Trump won the election and those were tens of thousands of Black Lives Matter and antifa protesters, I might have been a little concerned."

Is that not racism, M. President?

I do not think the Senator is ignorant of the fact that for centuries in this country, white supremacy has thrived on using fear to justify oppression, discrimination, and violence against people of color.

I do, however, think he may be ignorant of the pain caused by his comments and unaware of how they compound the trauma so many still feel in the wake of the events of January 6th.

And because I do not think I can do justice to that pain, I want to share with you an email I received this weekend. It's from one of the most devoted public servants I have ever had the pleasure of working with, an African American member of my staff.

His name is Keith Roachford and he has devoted nearly three and a half

decades to serving the people of New Jersey in Congress and his community as a faithful churchgoer and Boy Scout Leader. It reads:

"Senator, I would not normally email you like this but I am at a loss of how to express the outrage and hurt I am feeling from the comments made by Senator Johnson that he would have been more afraid on January 6th if the insurrectionists would have been from Black Lives Matter.

"I am blessed to be on your staff and serve the NJ delegation for 34 years but this is the most painful thing I have ever heard being said by a US Senator. Johnson's comment is worse than the image of the insurrectionists walking through the Capitol building with the confederate flag.

"He is perpetuating the racist trope that the country should fear black people. Sandy and I have had the conversations with our sons when they were young about how to enter a store; not look suspicious; keep your hands out of your pockets until you make your purchase; or how to respond and talk to police officers in any interaction. I have had the difficult conversation of explaining to a young black scout in our

scout troop why a white campground store clerk accused him of not paying for an item because he was black.

“Senator Johnson’s type of hate speech is nothing new. The hardest part of what he said is that in 2021, a United States Senator would so freely express this type of hate out loud.

“I am so grateful for our officers who endured so many injuries on Jan 6th and I pray that they will recover physically and mentally. They are going through so much right now, I feel guilty that my email to you might sound shallow because of the pain they are trying to overcome.

“I understand that the Senate works best when both sides can find common ground but how do we really reach common ground when members hold such abhorrent and racist views? Again, I am sorry for reaching out late on Saturday evening but I needed to share this with you. Thank you... Keith.”

Mr. President, to read these pained words both broke my heart and boiled my blood.

Thousands of people of color serve in the U.S. Capitol workforce. They are legislative staffers like Keith. Capitol Police officers. Maintenance workers. Cafeteria staff and more.

I should not have to stand here and remind anyone that many of them feared for their lives on January 6th! But not Senator Johnson. He felt no fear.

He wasn’t afraid, because, and I quote, “I knew those are people that love this country, that truly respect law enforcement, would never do anything to break the law, so I wasn’t concerned.”

Mr. President, people who love this country do not desecrate our most sacred democratic institutions and display symbols of racial hatred like the Confederate Flag in the halls of Congress.

People who respect law enforcement do not assault Capitol Police officers, beat them within inches of death and hurl ugly epithets at officers of color.

And people who would never do anything to break the law would not try to overturn the rule of law, plot to kill elected officials, and stop the peaceful

transfer of power as instructed by the Constitution of the United States.

Now I know what right-wing media pundits and some of my Republican colleagues will say. They say it every time they are asked to accept some responsibility for echoing the lies told by President Trump that inspired the events of January 6th.

What about Black Lives Matter? They’ll say. Well, what about it? The violent picture they paint of this movement could not be more divorced from reality.

At this point several reputable studies have confirmed that the protests launched in the wake of George Floyd’s chilling murder were overwhelmingly peaceful. I know many people don’t care about facts these days but it’s the truth.

One study out of Harvard University analyzed 7,305 Black Lives Matter protests. The conclusion? To quote Professor Erica Chenoweth:

“Only 3.7 percent of the protests involved property damage or vandalism. Some portion of these involved neither police nor protesters, but people engaging in vandalism or looting alongside the protests... Our data suggest that 96.3 percent of events involved no property damage or police injuries, and in 97.7 percent of events, no injuries were reported among participants, bystanders or police.”

Likewise, the Armed Conflict Location & Event Data Project—an organization I might add is partially funded by the U.S. State Department’s Bureau of Conflict and Stabilization Operations—examined 7,750 different Black Lives Matter protests last summer.

They found just 3% of protests associated with any violence or property destruction whatsoever. They also concluded that police departments “disproportionately used force while intervening in demonstrations associated with the BLM movement, relative to other types of demonstrations.”

Indeed, on January 6th, as we waited for hours for back-up from the National Guard and other law enforcement to come to the aid of Congress,

I know I’m not the only one who thought of the violent, government-sanctioned crackdowns that met Black Lives Matter protesters last summer.

The bottom line is that these lies casting Black Lives Matter as violent have already done real damage.

They have convinced millions of Americans that they should fear those who march under the banner of a movement for justice, when really it is the resurgence of violent white supremacy that should be their real cause for alarm.

Last October, the Department of Homeland Security issued a report confirming that white supremacists pose the most lethal domestic terror threat to the American people.

And research from the Center for Strategic and International Studies found that white supremacists and their sympathizers carried out two-thirds of terrorist plots and attacks in 2020.

In the weeks since the January 6th we have learned that far-right extremist groups that regularly preach white supremacy, bigotry and anti-Semitism—such the Oathkeepers and the Proud Boys—played a major role in plotting and executing the attack on the U.S. Capitol.

Every member of this body owes their lives to the sacrifices made that afternoon by Capitol Police officers, including officers of color.

At least 100 officers were physically injured in the January 6th attack. One officer, a veteran and fellow New Jerseyan named Brian Sicknick, later succumbed to the injuries he sustained. Two others subsequently committed suicide. And hundreds of officers now carry with them invisible scars from the trauma they endured that day—scars that may not fade for years or even decades.

For Senator Johnson to cast those who attacked the Capitol as harmless patriots while stoking fear of Black Americans is like rubbing salt in an open wound.

Everyone in this body should know that when you perpetuate such racist tropes, you contribute to a culture that

gives people permission to treat Black Americans as suspicious and their lives as expendable.

We in the United States Senate are supposed to hold ourselves to a higher standard.

We are supposed to advance America's long march toward a more perfect union, not coddle and cater to those who would take us backwards. And we are supposed to stand for truth.

That's what brought me to the floor

today. And I hope members of this body on both sides of the aisle will join me in denouncing such hurtful and bigoted comments, which debase this institution and cause so much pain to the people who serve it.

WINNER: ANALYST CALL/INVESTOR MEETING

"Graham Script—Q3FY22 Earnings Call"

By Melanie Duzyj and Kari Matalone for Graham Smith,
Interim CEO & Board Chair, Splunk



Delivered virtually from the Splunk San Jose office,
December 1, 2021

Thank you Ken, and good afternoon, everyone. Before I talk about our Q3 results and business momentum, I'd like to first introduce myself.

Graham Intro

As you all learned a few weeks ago, Doug Merritt has stepped down as President and CEO, and the Board has appointed me interim CEO while they conduct a search to identify Splunk's next leader. I've served as a member of our board of directors since 2011, taking on the Chair role in 2019. Since I retired from the CFO role at Salesforce in 2015, I have served and continue to serve on the boards of category leaders and innovators across the SaaS landscape. Splunk is an extraordinary company. Having spent a decade on the board, I have always appreciated the power of our products. But it's a true honor to be leading its passionate, customer-focused employees.

Belief in Splunk

What differentiated Splunk's technology when I became a board member—our unmatched, scalable index—is still a critical and unique component of our platform. Over the years, we have built on that index to offer an extensible data platform that powers purpose-built solutions for security and observability, giving tens of thousands of organizations the ability to break

down silos and investigate, correlate and take action on data at incredible scale. What's more, over the last year-and-a-half, Splunk has become the data foundation upon which our customers have adapted to a remote work environment and navigated the immense challenges and opportunities created by a global pandemic.

Thanks to Doug

I want to thank Doug for his innumerable contributions to Splunk. Doug built Splunk's amazing go-to-market muscle in his early years at the company and then took on the critical product and business model transformations which have enabled Splunk to become the Global Tech Leader it is. Under Doug's leadership, Splunk has grown from 450 million dollars in revenue to now nearly 3 billion dollars in annual recurring revenue, propelling us towards a future where every organization can harness the full power of its data.

Q3 Performance

Turning to our quarterly results, our Q3 execution was strong, as we continued to deliver high value to our customers around the world.

Q3 was Splunk's first billion dollar cloud quarter, with Cloud ARR reaching \$1.1 billion and growing 75% year-over-year. This was our 11th straight quarter of seventy-plus percent

Cloud ARR growth. Our cloud bookings mix jumped to 68%—our highest ever—and our cloud dollar-based net retention rate increased to 130%. Total ARR grew 37% from the year-ago period, keeping Splunk in the rarified group of multi-billion dollar companies growing faster than 30%.

.conf

In October we welcomed more than 20,000 Splunk customers, prospects and partners to our dot conf user conference. We showcased Splunk as the data foundation for the hybrid world. And we showed how our customers can unlock innovation by building resilience, improving security and gaining end-to-end visibility of their data.

We announced numerous platform innovations to help customers take action on data wherever it originates. We revealed our new Ingest Actions capability, enabling organizations to take action on data in motion to redact, filter and route data to Splunk or to external S3 storage. Ingest Actions is just one of the new ways we are helping our customers manage their high-value data more economically. We also highlighted enhancements to Federated Search, providing a unified search experience whether data is in the cloud or on-prem. This type of hybrid capability continues to differentiate Splunk even as we accelerate our cloud transformation.

Security News & Customers

As we know, Security continues to be essential to digital transformation. So, at dot conf we also highlighted our capabilities like Risk Based Alerting, Threat Intelligence Management and SOAR Visual Playbook Editor to help customers detect, investigate and respond to threats faster through increased automation.

One of our most important Security wins in Q3 was with the US Navy. Our partner Leidos and the US Navy expanded their use of Splunk to further secure their mission critical systems, adding Splunk for real-time monitoring of Critical Mission systems to include cybersecurity, NetOps and continuous monitoring.

Observability News & Customers

Splunk's observability offerings significantly improve performance, productivity and innovation across complex hybrid and cloud-native architectures. Our newly announced capabilities—including Splunk App for Content Packs, Real User Monitoring for Mobile and AlwaysOn Profiling—are just a few of the new offerings that are empowering developers, site reliability engineers, and IT professionals to keep systems running and power the next phase of digital innovation.

Progressive, the #1 commercial auto insurer in America, expanded their already strong relationship with Splunk during Q3. Progressive, which is one of more than 90 Fortune 100 companies that we are proud to count as our customers, decided to transition to Splunk Cloud with Workload pricing during the quarter, gaining

full-stack visibility with Splunk's entire Observability suite.

Power of Platform

Our security and observability offerings are individually powerful. But the true power of Splunk is when these solutions all come together on our differentiated data platform, providing customers the data foundation they need to thrive in today's hybrid, unpredictable world.

Platform Customer

For example, during Q3 the University of Virginia selected the Splunk Cloud Platform for data-driven security and the ability to search, analyze, and visualize data across their IT infrastructure.

Also in Q3, a Canadian telco selected Splunk Security and Observability to help keep millions of users connected through a variety of wireless, TV, and phone services. They chose Splunk to enable their entire team to observe, understand, decide upon and act on security incidents from a single platform.

.conf GTM News

Beyond our product news, we unveiled a number of advancements at .conf21 to help customers accelerate their cloud migrations to Splunk Cloud. We expanded the availability of workload pricing to all of our Splunk Cloud customers, providing the freedom to put more data into the Splunk platform, and the choice to use it when customers want to bring even more value to their organization. We also launched our new Government Logging Modernization Program, which further equips U.S. government agencies to meet new cybersecurity mandates.

Finally, we announced our reimagined Splunk partner program, and joined an elite group of ten other software companies as Accenture and Splunk took our partnership to the next level with the launch of the Accenture Splunk Business Group.

Momentum into Q4

As we look forward, my immediate focus as interim CEO will be on maintaining our momentum throughout Q4 and into fiscal 23. I'm grateful to work alongside a world-class management team, who I'm confident will ensure we execute well in our most important new business and renewals quarter.

Ensure the right plan into FY23

As we prepare for next year, I'm excited to continue building on our strong foundation to best position Splunk for long-term success. We have an extraordinary opportunity to enable even more customers to make the move to Splunk Cloud. We have seen that customers who use Splunk Cloud are able to reallocate resources to higher value tasks, take advantage of more flexible pricing and scale, and rapidly benefit from our latest product innovations.

CLOSE

I didn't hesitate to step into the Interim CEO position at Splunk based on my strong belief in our technology, our employees and the huge opportunity ahead to help customers turn data into doing.

I thank you all for welcoming me today and look forward to answering your questions. Jason?

WINNER: AWARD ACCEPTANCE

"An Exploration of Life After Death"

By Patricia Fripp for Jeffrey Mishlove, Ph.D.,
Host of the New Thinking Allowed channel, Author



Delivered at the Bigelow Aerospace hangar,
Las Vegas, December 4, 2021

What a way to celebrate my 75th birthday!

Thank you, Robert Bigelow. You, more than any other individual, are bringing public attention to the enormous body of evidence favoring life after death. These prizes that you are giving out to 29 members of the community of people investigating survival of human consciousness are an incredible boost to the whole community. And, if I may say so, on behalf of all the prize winners, a great gift to humanity.

The last time I received an award was over 20 years ago when all I got was this little plaque. Back then I had more hair.

I also want to thank everyone here for being vaccinated. We are here to study the afterlife, not to go there. There will be time enough for that later.

If you had met me when I was 25, you would have seen a criminology graduate student volunteering in the psychiatric ward of San Quentin prison, conducting group therapy sessions with murderers and rapists.

Imagine how I felt in March 1972, waking from a dream that felt more real than real. I was crying tears of joy and simultaneously singing one of the most sacred songs from my Jewish religious tradition. Although I didn't realize it then, that was the moment that led me to my destiny to be here with you today.

My Great-Uncle Harry appeared to me in that dream. We communicated at a soul-to-soul level. I was so touched, I wrote home and asked how Uncle Harry was. My mother immediately phoned back, and she said, 'Jeffrey, how did you know? That was just when Uncle Harry died!'

There's an old song from World War I that goes, 'How do you keep them

down on the farm once they've seen gay Paree?' After an experience of the afterlife, how could I go back to running therapy groups at San Quentin?

Against all odds and all advice, I took a step and created an individual, interdisciplinary doctoral major in parapsychology. Even today, if a student says, 'I would like to have a career in parapsychology,' they will hear from every knowledgeable person: 'Get a degree in some conventional field first, establish yourself. Wait until you become tenured. Then you can begin to explore the parapsychological dimensions of life.'

Imagine my pride in 1980 when I opened the package that contained my doctoral diploma and saw my degree from the University of California at Berkeley. I wonder if they were embarrassed to give it to me. To this day, it remains the only doctoral diploma that says "Parapsychology" ever awarded by an accredited American University.

Of course, that made it impossible for me to have a conventional academic career, but along the way I was able to found a couple of academic programs that did receive accreditation for advanced distance learning degrees that offered courses in parapsychology.

But mostly I've been able to pursue my interests through radio, television, and video. I've been blessed to have in-depth, intimate conversations with the thought leaders in our field. In fact, many of my fellow prize winners and other contestants were included in my essay. It featured 70 video excerpts with 18 individuals talking about their personal experiences of the afterlife and another 18 scholars commenting on these experiences.

Throughout my media career, I've been shining the spotlight on others.

So, in part, my essay is definitely a product of our research community.

In 1994, I had the privilege of interviewing Francis Crick who won the Nobel Prize for his participation in the discovery of the double helix structure of the DNA molecule. I'm sure you will agree that this was one of the greatest discoveries of the 20th century. It was his intention to launch a research effort to demonstrate that consciousness is produced by the brain.

Yet he said on camera, 'Jeffrey, this is just an unproven hypothesis. Science has yet to establish that consciousness is created by the brain. In fact, the religious point of view that consciousness survives death might actually be correct.'

This would surprise many people who think that science has already proven that the brain creates consciousness.

Not true.

Another person whom I included in my essay is my good friend Russell Targ, who worked closely for a decade with one of our judges, Hal Puthoff, to bring remote viewing to the general public. And today we can say there are 10s of 1000s of people practicing remote viewing.

In 2002, Russell's beautiful daughter Elisabeth, who was a friend of mine, died, at the age of 41. She was a vibrant person, a psychiatrist, and a parapsychology researcher herself.

Shortly after her death, Russell, Elisabeth's husband, and even total strangers received communications from her. For example, Elisabeth's friend Jane Katra was interviewing for a job at Duke University. During a break, she was approached by a staff member who asked her if she knew a woman with long dark hair who had recently died.

‘She’s with me now,’ the staff member said, ‘and she’s urging me to give you a message to pass on to her father, who doesn’t believe in the afterlife. But this will convince him. She’s telling me that when she was two years old, he forced her to wear a red dress that she refused to wear and tore it off.’

When Russell heard this, he realized that he was the only living person who knew about this event. This convinced Russell Targ, a hardnosed laser physicist, of the reality of Elisabeth’s postmortem existence.

A year after her death, Elisabeth appeared to me in a dream. Like my dream of Uncle Harry, this one was also more real than real. I said to her, ‘Elisabeth, I am so glad to see you. I am so impressed with the many communications that you have provided, especially the physical ones.’

Just as I was saying, ‘especially the physical ones,’ the phone that was next

to my bed rang. It was three in the morning. I picked it up.

White noise.

As a parapsychologist, I would consider this an example of instrumental trans-communication.

Since this award was announced, many people have told me—including Russell Targ—‘Jeffrey, this award is a vindication of your risky decision nearly 50 years ago to pursue a doctoral degree in parapsychology.’

And I think it’s true. But the question is why are we award recipients in this room, so many intelligent, educated people, risking our careers by studying survival after death?

In my opinion, the answer is simple. It’s about self-knowledge. Knowledge of the afterlife is ultimately knowledge about human consciousness. And to the extent that the human civilization is not exploring this field, we are woefully lacking in

self-knowledge. And that is a very serious gap in our understanding.

I’ll take it even one step further.

Robert Bigelow suggested I might comment on where this interest in the afterlife is going. Here’s my opinion. If the human race is ever to enter the community of interstellar space-traveling civilizations, we have to have knowledge of hyperspace, and that means knowledge of the hyperspace relationships to consciousness itself. It means an understanding of the afterlife.

And if you’re listening, Bill Gates, Richard Branson, Elon Musk, Jeff Bezos, McKenzie Scott, and other billionaires, especially those who are interested in exploring outer space, and I hope you’re listening, I urge you to follow the example of Robert Bigelow and put a portion of your vast wealth into researching inner space and the frontiers of human consciousness.

Thank you very much.

WINNER: COMMEMORATIVE SPEECH

“A Legacy Is Only Worthwhile When There Is a Future to Fuel!”

By Kathleen Hessert for Peyton Manning,
NFL Hall of Famer, Broadcaster



Delivered at Pro Football Hall of Fame Enshrinement Ceremony, Canton, Ohio, August 8, 2021

When I was playing for the Colts, and there were a few seconds on the play clock, we needed the ball snapped quickly. I’d yell “hurry, hurry” to my center, Jeff Saturday signaling him to snap the ball to me.

Well, I got to tell you, this speech is a Hurry. Hurry!

The two thousand twenty-one induction class wants to thank those previous inductees who gave long-winded acceptance speeches, forcing us to have a whopping 6 minutes to recap our football careers.

If you’re wondering why Ed Reed and Brett Favre were late tonight, it was because they both JUST FINISHED giving their speeches from several years ago!

Next year, acceptance speeches will probably shrink to 4 minutes, and my

guess is, that by the time my friend, Tom Brady is inducted, he’ll only have time to post his acceptance speech on his CHEESY Instagram account!

The legendary John Madden says that the HoF busts whisper to each other at night. It’s true! My son Marshall and I have heard it. But I also think they run plays. They scrimmage. They throw a little seven on seven.

The other night I had a dream that I was in one of those scrimmages. The other team’s coaches were Vince Lombardi and Paul Brown. My coaches were Bill Cowher and Jimmy Johnson. That’s right, a Cowboy and a Steeler working together on the same team... ONLY in Canton, Ohio!

We were on the 50-yard line with only three seconds left in the game. My bust faked a handoff to Barry Sanders,

threw a deep break-in route to Michael Irvin right as Deacon Jones and Ray Nitschke hit me at the same time. Irvin, as he was getting tackled by Ronnie Lott lateraled Steve Largent who was in a foot race down the sideline with Darrell Greene and Lem Barney. The savvy Largent then lateraled back to Lance Alworth, who dove into the end-zone for the game winning score!

Yesterday it was just a dream. But starting tonight, it’s reality!

Anyway, I just think it’s pretty cool to say you’re on the same team as Johnny Unitas and Slingin’ Sammy Baugh. I am honored to be a member of this elite class and teammate of Drew’s, Coach Flores, John, Calvin, Alan and Charles. To be inducted on the same weekend with one of my favorite teammates of all-time, Edgerrin

James is a thrill. Being reunited with Edgerrin, my old teammates, the great Marvin Harrison, Marshall Faulk, our Colts architect, Bill Polian, our Colts' leader, Tony Dungy is really something special.

And I'm proud to be on the same team again with John Elway and to join fellow Denver Bronco alums, Steve Atwater and John Lynch in this weekend's induction class. And there's room for more Colts and Broncos in here- I'm just sayin!

We've inherited the history of this sport, even helped create it. But our responsibility can't stop there.

If we simply relive history, and don't ignite the future of the sport, then we're not doing football justice.

Each of us has deep roots in this game. Football even helped us to carve out a place to belong.

In my youth in New Orleans and at Newman School, football carved out a place for my favorite QB. My hero. My role model. My Dad, Archie Manning to pass on something he loved to me. Dad, there's no one I would rather have, or could be more appropriate than you to welcome me to this stage. My Dad enabled me to play ball with my brothers Cooper and Eli- the two best brothers a guy could ask for. And it gave my mom plenty of reasons to both beef me up, and patch me up. Talk about lucking out with the most loving mother—who also can break down a cover two defense as well as any NFL quarterback.

In college, at my beloved alma mater, the University of Tennessee, football gave me a platform to help me grow as a man and refine my skills. Entering the NFL, the game gave me a profession where I could measure myself against the very best, and live camaraderie at its deepest level.

I always thrived on being coached and I learned from some of the very best coaches in the business, many of whom are here tonight. Sadly, we have

lost two special coaches this year—Howard Mudd and Greg Knapp. May they both rest in peace.

After my playing career, I hung a whistle around my neck, and have coached my son's flag football team for the past few years. I'm not sure I'm a very good coach, but hopefully, that role will enable me to make a hands-on contribution to the future of our sport.

Over the years I've had the most unbelievable support from family, friends, fans, coaches, teammates and support staffs. I just can't say "thank you" enough to all of you who have taken the time to be here to help me celebrate.

To Jim Irsay and the Indianapolis Colts organization, my gratitude is off the charts! You drafted me in 1998, and it was a joy and a privilege to represent the horseshoe.

And to Pat Bowlen, the Bowlen family, and the Denver Broncos' organization, you took a chance on me at a crucial moment in my career, and I will never forget it. Thank you from the bottom of my heart!

When I officially retired from football 5 years ago, whether in person, on a call or in a handwritten letter, I said all the thank you's that we unfortunately don't have time to repeat tonight. But trust me, they are as heartfelt now, as they were then.

To my wife Ashley, there are no right words to express how grateful I am for you. Thank you for your unstoppable love and support. And to our children, Marshall and Mosley, you came into the world at the exact time I needed you most. If football has become my home, the people of the great states of Louisiana, Tennessee, Indiana and Colorado have become my extended family. And as everyone knows, you can never really leave family behind. I never expected to stand on this stage tonight. If it weren't for those busts and the memories of forever loyal fans, tonight's details would blur, and

cheers would fade. However, our hearts will cradle the memories forever.

Throughout our lives, as players, coaches, staffs and fans, we've become essential to the sport's landscape. I don't know about you, but I'm not done with this game! I never will be. I'm committed to ensuring its future and hope you will join me in this commitment. As members of this honored class, we have a responsibility to make our game stronger from the corner playground to the most celebrated stadiums.

During the past few years, the game of football has been challenged by an explosion of sports and entertainment options, safety concerns, erupting social justice issues and a worldwide pandemic. Displaced fans have taken on entirely new meaning, as our stadiums have been shut down and fans shut out. We certainly shouldn't walk away now.

When we leave this stage tonight, it is no longer about us. It's about cultivating the game that has given so much to us; it's about nurturing football to live and thrive another day, another year, decade, and another generation. It's about guaranteeing that kids everywhere can learn, bond, grow and have fun with every flag pulled and tackle made, every pass thrown, every run, block, sack and touchdown scored.

The audience here tonight is made up of diehard fans who feel football deep in your bones. We may have ignited the fire, but you have fanned the flames. Inevitably, those flames will be whipped by the winds of change, but they don't need to smolder.

The future of this game is ours to shape. We just need to take tomorrow on our shoulders as readily as we donned our pads before each game. Let this moment become a cherished memory. Then remember, a legacy is only worthwhile when there is a future to fuel!

Thank you. God bless all of you. And God bless football!

WINNER: COMMENCEMENT/CONVOCATION ADDRESS

"This Is Your Moment—Now Is Your Time"

By Teresa Zumwald for Ann M. Keehn,
Director of Operations, Health Services Division,
and Senior Consultant, John Snow, Inc.



Delivered at Kansas State University, Manhattan, Kansas,
for the 2021 and 2020 graduates of the
College of Business Administration, May 16, 2021

To President Myers and Provost Taber; to Dean Gwinner and distinguished guests; to faculty, family and friends; and to all the graduates:

Good afternoon and thank you!

I am honored to be a part of this celebration. Because it IS such a sweet celebration, considering all you have overcome to be here.

My speech today is much different than what I would have delivered in May of 2020.

But I drafted that speech before COVID-19. Before George Floyd. And before the January 6th attack on our nation's Capitol.

This is a different speech. Because this is a different moment.

Today, we are a nation divided.

Economically. Racially. Politically.

During your time at Kansas State, you have seen this division yourselves, right here on campus.

But despite what divides us, one thing is certain:

Our division is a threat to our democracy.

We saw it on January 6th.

On that day—set aside every four years to count electoral votes—some people tried to stop our democratic, constitutional process to confirm the next duly-elected President of the United States.

On that day, if the people who stormed our Capitol had succeeded, they would have disenfranchised every voter in our nation. Your vote and my vote would not have counted!

In countries around the world, dictatorships have begun this way.

However, in OUR country on January 6th, the people who breached our Capitol DID NOT SUCCEED!

And yet—we should all be concerned that the threat to our democracy remains.

Last month, U.S. Supreme Court Justices Sonia Sotomayor and Neil Gorsuch—who usually hold opposite views on the bench—agreed that misinformation is an urgent threat to our national security.

In fact, misinformation is fueling our division that threatens our democracy.

And that is what we saw on January 6th.

Neil Gorsuch went on to say:

“... if we don’t tend to the garden of democracy and the conditions that make it right, it’s not an automatic thing.

“Democracies fall apart from within.”

Today, we are a nation divided. But these are not unprecedented times.

This is a moment in time.

Think of all the divisions that were sown in this country during the Revolutionary War. The Civil War. The war in Vietnam.

Despite our divisions, we have always prevailed.

###

Consider for a moment the people in our country born between 1901 and 1927—for many of you, your great grandparents.

These are the men and women who either fought in World War II or supported the war effort here at home.

You might not know it, but the times they grew up in looked a lot like yours:

- As you were shaped by the Great Recession of 2008—they came of age during the Great Depression, after the stock market crash of 1929.

- As you embraced technologies like smartphones, social media and

the internet—they relished the rise of the radio, the telephone and the automobile.

- As you danced to pop and rap, and streamed movies on Netflix—they cut a rug with Swing, a new form of jazz, and flocked to the cinemas during the Golden Age of Hollywood.

And then—they grew up.

On December 7, 1941—after our country was attacked at Pearl Harbor, and the time came for us to fight—this generation went to war.

Some were just 17 years old!

But they went because it was the right thing to do for our country and for the world.

The challenge was immense, and the effort was collective.

To meet this moment took patriotism. Perseverance. Sacrifice.

But this generation came together, compelled by a shared vision.

In 1994, the NBC Nightly News TV Anchor and Journalist Tom Brokaw did a story about the men and women of World War II.

In awe of what this generation had achieved, he said:

“I believe that this is The Greatest Generation any society has ever produced.”

The name stuck.

And the young people of that time became known as “The Greatest Generation”—and that became the title of Tom Brokaw’s bestselling book in 1998.

###

I know this generation because my mother and father were part of it.

They had eight kids—I’m No. 6—and Dad worked A LOT: full time at

Beech Aircraft in Wichita and part time as a farmer.

He even ran a little business on the side upholstering chairs for neighbors and friends.

Some days I wonder how he managed it all!

But deep down I know:

He simply did what needed to be done.

During the war, Dad served in the Navy on a transport in the South Pacific.

He didn't talk much about the war.

But one time, he told me about the day they were late picking up their fellow servicemen from one of the islands.

When the transport finally landed, the servicemen were crying because the fighting was so intense, and they were just so happy to be rescued.

#

Here's what I can tell you about The Greatest Generation:

They didn't really know how things would turn out.

But they all had a shared belief that they would be victorious as a country. That they would come out on the other side.

The Greatest Generation had a unique role:

To SACRIFICE to save the world from what Tom Brokaw in his book called "powerful ... ruthless ... fascist maniacs."

Today, the magnitude of the challenge before us is just as sizable and just as serious.

Like The Greatest Generation, you have a unique role:

To BE THE CATALYSTS to narrow our divide and heal our nation.

To BE THE CATALYSTS is an opportunity!

- It's the chance to put yourself into spaces where you feel uncomfortable so you can learn the realities of others.

- It's the chance to seek knowledge with intention from reputable sources by using reason and common sense.

Read, read—and read some more!

- It's the chance to call out injustice and refuse to stand for policies and laws that widen our divide—economically, racially or politically.

To be trusted with a unique role is an invitation not extended to every generation.

As President John F. Kennedy said in 1961: "In the long history of the world, only a few generations have been granted the role of defending freedom in its hour of maximum danger."

This is that hour. And you are now one of these few generations.

It won't be easy. But that's OK.

Because Kansas State doesn't prepare you for the easy times.

Kent Glasscock, who serves with me on the Dean's Business Advisory Council, reminded me of this as I reflected on my own experiences at Kansas State.

That first fall, I remember walking on campus thinking I was the luckiest person in the world to be here at this beautiful place.

- A place with a culture grounded in ethics, hard work and responsibility.

- A place with professors who just love to teach—who take a personal interest in you, your technical skills and your success.

- A place with football—Kansas State Wildcat football!

Yes, I was lucky. And you are lucky, too, because you've gotten all this—and more!

- You've taken courses in leadership—and discovered the power of empathy in business.

- You've celebrated diversity, equity and inclusion right here on campus in our new Multicultural Center.

- And you've learned how to have hard conversations with people who've seen and lived life differently than you.

That is why today—because of who you have become at Kansas State—you are ready to take on the not-so-easy times!

You are the generation ready to BE THE CATALYSTS who will drive change in your workplaces, your C-suites, your boardrooms and your communities!

Heroic efforts will be required to meet this moment.

That is why your generation must come together, compelled by a shared vision:

To help all of us believe that we don't always have to be AGAINST something, or AGAINST each other.

That we can actually be FOR something. Together.

And so you have a choice.

The author David Foster Wallace once talked about the need to exercise control over HOW to think and WHAT to think about. He said you must "choose what you pay attention to" and "choose how to construct meaning from experience."

I am asking you today to choose to pay attention to the division in our country that threatens our democracy.

Your choice will define your life and the legacy of your generation, just as it did for The Greatest Generation that came before you.

That is why this is your moment—and now is your time.

This is your call to be a generation known for securing a more free, just and equitable nation—a nation with a stronger democracy no longer threatened by misinformation and division—a country that lives by its Constitution so that "government of the people, by the people, for the people shall not perish from the earth."

#

Today, it is fitting to celebrate your commencement—one of the best days of your life!—here in Bill Snyder Family Stadium, where we cheer on the CATS!

One of my best days happened here in 2019, when I saw the Kansas State Wildcats beat the Oklahoma Sooners for the first time in my life.

I remember that game because I love the Cats, and I love football!

You've probably seen the movie "Remember the Titans" starring Denzel Washington as Head Coach Boone, and Will Patton as Coach Yoast. It tells the story of what happened to a high school football team in Virginia in 1971, after

busing forced the integration of a white school with a Black school.

Toward the end of the movie, the team had come together—but the coaches were still at odds.

It's halftime—and the team is losing the state championship game.

Yoast and Boone agree that if they want to win, they need to end their division, work together and shake things up.

They have to **BE BOLD**.

And they have to **GO BIG**.

So Denzel Washington—Coach Boone—calls out to the players:

“Listen up!

“This is our time now.

“Second half is our time!

“We're gonna make some changes ...

“Let's go!

“It's our time!

“Everybody in.

“Our time! ...

“Let's go! ...

And so, to all the graduates:

LET'S GO!

Be BOLD!

Go BIG!

Make some changes!

Take a position!

EVERYBODY IN!

Because THIS IS YOUR MOMENT!

And NOW IS YOUR TIME!

LET'S GO!!!

Thank you!

WINNER: DEDICATION/GROUNDBREAKING CEREMONY SPEECH

“A Love That Goes Very Deep”

By Aaron Hoover for Kent Fuchs,
President, University of Florida

Delivered at the Harn Museum of Art, University of Florida,
Gainesville, Florida, July 24, 2021

Thank you, Dr. Chesterfield! It's so good to be here with our guests of honor Sam and Robbie Vickers ... with President Emeritus Bernie and Chris Machen ... and with all of our esteemed guests this evening.

This moment: This is a moment worth savoring. This dinner, this company, this place: This is a wonderful celebration! It is, rather, several celebrations folded into one, like the petals of the pink flowers in “Oleanders,” the painting by Martin Johnson Heade that is among those in the stunning exhibition “A Florida Legacy.”

Two of those petals of celebration tonight are Sam and Robbie.

As a young couple they “didn't have two nickels to rub together,” in Sam's words. But they liked to rummage through junk stores and antique shops on weekends. They bought their first piece of art around 1980, before collecting Florida works became fashionable. They slowly began to fill their home in Jacksonville.

I was fortunate enough to visit Sam and Robbie in 2016, before they generously donated their collection to the Harn Museum. I will never forget joining them in their sitting room gallery, where the walls were adorned

floor to ceiling with hundreds of paintings, sketches and illustrations of 20th century Florida.

I know some of you also had the good fortune of visiting the Vickers' home. I'm sure you will remember the large image, resting on an easel, by the American illustrator N.C. Wyeth. It showed young Jody Baxter with his fawn, Flag, from Marjorie Kinnan Rawlings' novel “The Yearling.” The illustration, from 1938, is the original version of the one that appears in early editions of “The Yearling.” Sam and Robbie proudly showed me one of those early editions.

On the opposite wall, Sam pointed out a small watercolor of a Florida marsh by Wyeth's son, the famed Andrew Wyeth. Andrew Wyeth said an unforgettable thing. He said, “I think one's art goes as far and as deep as one's love goes.” Sam and Robbie's love goes very deep.

You can see the works by Wyeth father and son in “A Florida Legacy,” along with that early copy of “The Yearling.”

This gets me to another petal of celebration within tonight's celebrations—and that's the very personal character of this collection.

Sam and Robbie chose each piece because it meant something to them, like “Road Through the Orange Grove,” by A.E. Backus, which reminded them of the Florida of their youth. My colleagues here at the Harn say visitors to “A Florida Legacy” experience this art in that same, personal way: They talk about how a piece reminds them of a special place in Florida. Or someone they once knew, or a long-ago time with a loved one or family member.

This explains why it was so important to Sam and Robbie for their collection to remain intact, and why the Harn did just that. This collection is a memory of Florida both personal and shared among all who love this state. I'm too young to have experienced the highborn Sarasota of the 1940s and 50s. But I feel like I was part of it when I see the dreamlike trapeze artists of Everett Shinn's “Saturday Night at the Ringling Hotel,” painted in 1949.

There are 163 works by more than 120 artists in “A Florida Legacy”—a fraction of the full collection, but more than enough to enrapture us. There are watercolors by John Singer Sargent and Winslow Homer, but also many wonders by lesser-known artists. I love

the intensely red Royal Poinciana tree in “View of Lake Worth” by Laura Woodward, one of 128 women with works in the full collection.

Now, here’s a third Oleander petal of celebration in our evening of celebrations: The privilege of seeing the history of this beautiful, complicated state.

Sam Vickers likes to say, “no one else has a complete history of Florida through the eyes of art” and that is surely true. Portraits of regal Seminole leaders transition to paintings of fishing boats in Naples and turn-of-the-century Palm Beach elegance. Many paintings show natural areas that no longer exist. Others provide a perspective on Florida’s human history that is both surprising and familiar. I love

“Trailer Park Garden,” which depicts a quaint 1950s-era trailer park filled with retired snowbirds going about their daily lives.

This brings me to another petal of celebration: The future.

The Harn is fundamentally a museum with a mission of education, like the University of Florida itself. I can’t imagine a richer way to realize this mission than to give our students exposure and access to this extraordinary collection. I can’t imagine a better way for students to learn about art, or to get to know Florida history—or to begin to think about how they might apply their knowledge to their lives and the future of the Florida they will help shape.

Speaking of the future: If you will indulge me one last petal of celebration.

Tonight we are also celebrating the launch of a fundraising campaign in support of a new 20,000-square-foot wing for the Harn. We envision in this new wing a gallery where pieces from the Vickers collection will be on permanent display. I expect it will be reminiscent of the couple’s sitting room gallery, hung floor to ceiling with the very best of Florida art.

I thank all of you for being part of that beautiful and bright-blooming future. May we grow this fantastic museum—and the next generation of its champions—together. Thank you.

WINNER: EMPLOYEE MEETING

“Extending Our Reach”

By Chris Moran for Scott Angle, Senior Vice President,
University of Florida Institute of Food and Agricultural Sciences



Delivered virtually, September 16, 2021

Good morning, and congratulations to EPAF’s organizers for successfully converting this week’s meeting to Teams. This gathering is too important to cancel. There’s a real upside in this virtual format. We have participants who may not have been able to travel to Panama City. You’re extending our reach.

That’s what I want to talk to you about today, extending our reach. Nowhere is this so critical as in a state that adds 900 residents a day—snowbirds, Puerto Ricans whose previous community has been battered by natural (Hurricane Maria) and manmade (government bankruptcy) disasters, Cubans seeking freedom, and yes, the Florida-born whom I hope to see in 4-H as soon as they turn five. That’s a lot of folks who are depending upon us to find them.

That’s why I’m excited that in about six weeks we’ll welcome an emerging national leader in Extension who has experience in reaching the hard to reach. Your new dean of Extension

and director of the Florida Cooperative Extension Service is Dr. Andra Johnson. He has a record of reaching black farmers, undergraduates from demographic groups underrepresented in science and technology, and what we might call “at-risk” youth. These are people we want to reach, too.

The very process of finding Dr. Johnson demonstrates how critical it is that we extend our reach. When I did not see the right candidate among the finalists in our first search, I asked Dean Elaine Turner to start over and lead a second search. She scoured the nation with hundreds of inquiries. Her extra effort helped us find the person we were looking for but wasn’t necessarily looking for us. We would not have found Dr. Johnson if we had not extended our reach.

As an aside, I’d like to publicly thank interim Dean Tom Obreza for leading Extension for 10 months.

In a state as big and diverse as Florida, it’s our responsibility to extend

our reach to many different audiences and customers. I have high hopes that Dr. Johnson can help us identify or even anticipate their needs. He won’t do it from McCarty. In fact, if I have one piece of advice for Dr. Johnson, it will be, “Here’s a fleet car. Use it.”

Part of Dr. Johnson’s job is to inspire you. But you’ll inspire him, too. I know this because you’ve inspired me. I’ve met many of you in the past year in my visits to 47 Extension offices! So I know you’re working hard to extend our reach.

Mario Binelli extended our reach to the kids at Ocoee Middle School in Orange County. When he got an email from their teacher about their two cows, he treated it the same way he would have if it had come from a ranch with a thousand head of cattle. He mobilized the “Know Your Heifer” team that was established to serve the state’s commercial cattle producers. He brought two state specialists, a veterinarian and a county agent to the school.

In front of a class of 15 students, Binelli and the team examined Daisy and Cassidy and pronounced them fit to breed. That, of course, triggered more questions. How? When?

Binelli had answers. And he followed up. He planned and scheduled artificial insemination and came back to the school to supervise it in front of the class. Daisy and Cassidy are due to give birth on November 23. Mario is still fielding questions about nutrition, worming and other prenatal care as this class prepares to have its ranks expanded. That's what it takes to extend your reach.

FAMU FYCS agent Dreamal Worthen is extending our reach to the people of the Franklin County community known as The Hill. It used to be the hub of the community, but it's been absent from the conversation about the area's future as newcomers, snowbirds and a downtown business crowd plan development.

Worthen knows there's no shortcut to reaching a marginalized group. You have to go there. Or in her case, return there. Worthen grew up on The Hill, and she has returned with the resources of Extension.

Worthen, in collaboration with UF/IFAS agents Linda Seals, Joy Hazell and Martha Monroe through what's called the CIVIC program, has developed an issues guide for land use decisions. Worthen and team are not telling the community how their land should be used. But they are engaging a marginalized community to participate in the decisions of what their historic neighborhood and its surrounding community will look like in the future.

Worthen has inspired the making of a documentary of community elders reminiscing about The Hill's past and a pop-up museum in the high school gym to display photos of life on The Hill taken by students. The folks on The Hill now know more about how to use their voices.

Extension is all about reaching people like Juan Meza Pena and Max Estrada Mondragon. They work hard

for Pacific Tomatoes. But they didn't have their certifications to apply pesticides. And that was holding back the company from expanding its production acreage.

Ag agent Cesar Asuaje took on two challenges—COVID had largely restricted classroom instruction, and the workers were not strong speakers of English. Cesar met with the farmer and employees virtually and gave them instructions for setting up a virtual training—a room, computers, training dates, equipment, announcements.

Some 45 workers showed up online for the training. Juan and Max were among those who ultimately passed the certification exam after receiving instruction from Cesar, who is bilingual and is determined to reach the hard to reach. That meant the workers could do more, and Pacific Tomatoes could expand. Juan and Max even got raises.

FCS agent Heidi Copeland found a high school student with a dream and a drive but without a lot of dollars. Chambers Miller's dream was to attend George Washington University to major in international journalism. It costs nearly \$80,000 a year. And while her single mom has two jobs, GW would not be an option without financial aid.

In fact, Courtney Atkins didn't even have the extra money to pay an income tax preparer. And she needed one. She hadn't found time between work and raising kids to file a tax return. Without a return, she couldn't apply for financial aid.

Heidi helped Courtney and Chambers for free. Heidi is among the agents who deliver a free income tax assistance preparation service of UF/IFAS called VITA. Heidi spent hours one-on-one with Courtney, guiding her through the steps to file her overdue return. No tax prep fee. And she even got Courtney a refund.

The few bucks weren't nearly as important as removing the barrier to achieving a dream. Courtney could file the FAFSA form necessary to qualify for financial aid. It also gave GW admissions counselors the information they needed to evaluate whether

Chambers could receive need-based aid so they could invite her to join the school's crew team.

Chambers left for D.C. last month. She's rowing on the Potomac, running the stairs of the Kennedy Center, living in Foggy Bottom in a dorm named for Jacqueline Bouvier Kennedy Onassis, and studying journalism.

Jonael Bosques, Victor Blanco, Daniel Gonzalez, Vanessa Campoverde, Henry Meyer, Luis Rodriguez and Ajia Paolillo didn't shut down their programming in response to the pandemic. But they changed it, and in so doing they extended their reach.

They've recorded more than 100 videos, covering everything from beef cattle production to natural resources conservation to integrated pest management.... entirely in Spanish.

Did they extend their reach? Based on 37,000 views and 2,253 hours of watch time, I'd say yes.

Hiring Dr. Johnson is one of the most important decisions I'll ever make as your VP. One reason I chose him after two rounds of searches was that he prioritizes extending our reach.

I've got to work on my own reach. I have 20 Extension offices still to visit. This isn't a checklist. It's my commitment to extending my reach.

The strategic plan we're working on may or may not use the word reach, but it will provide a basic outline for how we connect with more Floridians. In the end, the strength of the plan will be your buy-in. We don't touch people directly from McCarty Hall. We do it with you. I've seen it in Key West, Sanford, Mayo and elsewhere that I've sat with you and learned about the important work you do.

Some of you have said your office had never before received a visit from a VP. These are not one-and-done visits. You will continue to see me around the state as long as I'm VP. I want to reach you, and help you as much as I can to extend your reach. Florida is counting on us.

See you all at EPAF next year and many of you well before that.

WINNER: EULOGY/TRIBUTE SPEECH

"Honoring and Learning from Freedom's Pursuit"

By Nicole Dalrymple for Major General Andrew Rohling,
Commanding General, U.S. Army Southern European
Task Force, Africa

Delivered at Florence American Cemetery and Memorial,
Florence, Italy, September 14, 2021

Mr. Matos, Thank you for that great overview and for hosting us.

I'd like to thank you and the entire Florence American Cemetery and Memorial team for daily honoring and remembering these World War Two heroes—who all answered our nation's call to serve during a time of great uncertainty and global conflict.

More than 43-hundred Americans are buried here—comprising nearly 40 percent of the U.S. Fifth Army's casualties sustained in the months following the liberation of Rome on June 5, 1944. But these headstones that we see today represent only a fraction of the more than 135-thousand U.S. service members who died in the fight to liberate Western Europe.

This week we are retracing just a portion of the Allied campaign that pushed north out of Rome—attacking the Axis power's entrenched positions along the Gothic Line.

Just before coming here, we studied the Arno River Crossing, which included the Sixth South African Armored Division—the very unit that liberated this specific area on August 3, 1944—more than seventy-seven years ago.

Stalled by bad weather, and personnel and supply shortages, it wasn't until the following year that allied forces broke through—liberating Bologna and Verona, and forcing the ultimate surrender of Germany on May 2, 1945.

This past Memorial Day—Brigadier General Borrás traveled to Carthage, Tunisia. She represented U.S. Africa Command at another American Battle Monuments site—the North Africa American Cemetery. 2,841 Americans are buried there and 3,724 names are inscribed on their Wall of the Missing.

The significance and importance of the North Africa Campaign cannot be overstated. It marked the entry of the United States into the European theater. It set the stage for the Allied invasion of Sicily and up into mainland Italy. And it provided invaluable lessons learned that were applied to the planning of the D-Day invasion.

As U.S. Army Southern European Task Force, Africa—we are the U.S. Army's designated lead in Italy and in Africa. We regularly emphasize the security linkages between Europe and Africa. Which are clearly evident in these World War Two campaigns.

These linkages are just as relevant today as they were more than seventy years ago.

So utilizing our Battle Staff Ride program, we have followed the progress of the allies. Traveling to Southern Italy last year. And Central Italy this year.

These campaigns have direct linkages to our headquarters and our modern day missions.

This is our history.

This is our lineage.

I believe it is our obligation—our duty—to study these campaigns, apply the lessons learned, seek to understand the new world order that resulted, and take moments like these—to honor and remember the thousands of service members who died in freedom's pursuit.

Heroes like: Medal of Honor recipient Lieutenant Colonel Addison Baker—commander of the 93rd Heavy Bombardment Group, Eighth Air Force, assigned to Benghazi, North Africa. In support of Operation Tidal Wave, he led his command on a daring low-level attack destroying the largest of Nazi-held oil refineries in Romania. One-hundred-and-seventy-nine B-24s

participated in this mission—which is the most highly decorated military mission in U.S. history. Fifty-four B-24s and their crews never returned, including his own.

Heroes like: Private First Class Frederick Olson of the 351st Infantry Regiment, 88th Infantry Division. Private First Class Olson died on a combat patrol along the Arno River near Santa Croce Sull'Arno. He was 21 years old and from my home state—Wisconsin. The Town of Santa Croce remembers Private Olson with a plaque that honors him and all American service members who paid the ultimate sacrifice during World War Two.

And heroes like: American Red Cross nurse Gertrude Tempkin, a native of Poland, who received her U.S. citizenship in 1930 and attended Ohio State and the University of Chicago. She dedicated her life to working in welfare and the relief work sector. She served as a civilian war relief representative here in Italy for nearly a year before dying in an automobile accident in Modena Province on August 3, 1945.

Inscribed on a wall at the North Africa American Cemetery are these words from President Dwight D. Eisenhower:

"Here, we and all who shall hereafter live in freedom, will be reminded that—to these men and their comrades—we owe a debt to be paid with grateful remembrance of their sacrifice, and with the high resolve that the cause for which they died [freedom] shall live."

So, let us now all take a moment to pause and remember the sacrifices of these men and women, acknowledge the incredible price they paid, the debt we owe, and renew our resolve to carry on the fight for freedom. Thank you.

WINNER: FAREWELL/RESIGNATION SPEECH

“Shell AGM—The Teenager Test”

By Kathleen Wyatt for Chad Holliday,
Chairman, Shell



Delivered virtually from The Hague,
the Netherlands, May 18, 2021

Today is my last day as part of Shell—and my last day as your Chair.

And I wish I could talk to you in person... because throughout my career... it is the connection with people that I have valued most.

The questions... the challenges... the ideas!

In fact, I remember a conversation I had just before I became Chair, six years ago.

I was travelling to sites across the world to see Shell people in action—it was a very different time back then...

I was in Singapore having dinner... sitting around a picnic table, rotating, meeting people.

I said to one colleague: “I am going to be Chair of Shell. What should I do?”

Now, I asked this question many times over my three months of travel to see the “real” Shell in 2015.

And it was this colleague’s answer that stayed with me.

It was very simple.

He said: “I have a 13-year-old daughter and when she goes to school... she will not tell her friends where I work! She is embarrassed. I want her to be proud of what I do... proud of Shell. And...” he said, “I want you to change that.”

Now that is what I call a conversation!

In fact, I made his challenge a personal goal I would take on as Chair.

And now... I ask myself: “Have I achieved this goal?”

Well, in my ten years on the board, and six years as Chair, I have seen Shell evolve in many ways—our strategy, our portfolio, our products... and I have never felt as great a sense of purpose and pride in the organisation as I do today.

I only need think of how our teams stepped up when the COVID-19 pandemic hit. Again and again, I heard stories of retail sites finding safe ways to stay open during lockdown... Fueling vehicles, offering fresh produce, helping to keep communities going.

I have also seen how other teams kept assets running, delivered products and helped many others where they could.

As I recounted in my letter in the Annual Report...

Earlier this year, I spoke to a shift superintendent at Shell’s regasification plant in India.

We spoke again last week, as India confronts a second wave of COVID-19... and lockdowns are in force again.

He is one of many taking extra precautions... going the extra mile... and keeping the site running safely.

He is providing an essential service, but I asked him, how does his family feel about him going to work?

He said he told his 11-year-old son: “If I don’t go to the facility, our gas can’t get to those who need it.”

Our teams across the world have helped to keep the lights on during some very dark times—and they continue to do so today.

Those are all reasons for great pride, but there is more.

It is tied to my own proudest moment, 18 months ago.

And I am proud of it because I knew it was the start of something big.

That was when your Board and the Executive Committee decided to reshape Shell’s strategy.

The question was how do we accelerate the transformation of Shell?

How do we become a net-zero emissions energy business?

And that led us to where we are today...

Becoming the first energy business to give its shareholders an advisory vote on its energy transition strategy.

And I want to thank Ben and Shell’s key leaders for their exceptional work in bringing the Powering Progress strategy to life.

Ben will talk more about how we have developed our plans... taken action... made change.

I want to emphasise that the publication of our strategy is about broadening the debate... exchanging ideas...

We may not be face-to-face, but this is a dialogue.

We want you with us as we go on this journey... understanding how Shell is managing the risks... and moving to take the opportunities ahead.

And it makes me proud that all the work Shell has done means we can publish a detailed strategy, like this, and submit it to you.

Now, to be clear, this vote is purely advisory. It will not be binding.

We are not asking you to take responsibility for our strategy.

Your Directors continue to take full responsibility.

And we are determined to ensure Shell changes... in a way that sets up Shell’s businesses... to succeed as the world moves to a low-carbon future.

But... if I’m proud of this... does it also make Shell’s younger generations proud?

And what about the 11-year-old... and the 13-year-old who might join them at Shell one day?

I wanted to test how close I was to achieving my personal goal.

So, a few weeks ago, I organised a virtual meeting with what you might call “the future of Shell”.

Eight of our people from five countries...

Four women and four men...

And they worked in areas as diverse as hydrogen, polymers, exploration, wind operations, R&D and blockchain applications.

They were young! They had an average of eight years' service across the businesses.

Our strategy is not an academic exercise for them... it is their careers, it is their working lives!

And they could still be with us when Shell gets to net zero.

I asked them to discuss Shell's future and our ability to deliver the Energy Transition Strategy.

They challenged me—of course. They said they wanted Shell to move even faster, be even bolder!

They all had different views, but they all agreed on one thing:

The Shell Energy Transition Strategy is what we need now to truly transform Shell.

One said, and I'm quoting: "This is an audacious plan. It has unlocked a passion in our people... The team is fired up like never before."

Another said: "If we don't do this now, we will lose the opportunity."

It was a video call, so I could see in her eyes that she was telling me... if we do not do this now, we are going to lose her!

We want to keep all of our talented teams with us as we go on this journey... We want to make every employee and their families proud to be part of Shell.

And we want to take you... and our customers... and wider society with us as we make change. Even the teenagers!

To do this, we have to show the kind of change we are making... measure progress as we go... challenge ourselves to do even better.

That is why, today, we are asking you to support the approach described in the Shell Energy Transition Strategy.

The Board recommends that you vote in favour of Resolution 20.

Supporting this resolution will help us ensure that Shell can continue to focus on delivering our business transition plans.

This means we also recommend a vote against Resolution 21, the Follow This resolution.

Given Shell's more comprehensive strategy and the actions we have set out, we consider Resolution 21 unnecessary.

Shell has set out the path we plan to take...

We want you with us on this journey...

And we want you... just like our staff... to challenge us all the way!

The Board believes that the publication of the Shell Energy Transition Strategy—and the advisory vote—is the best way for you to do this.

A positive vote for Resolution 20 will send a powerful message to the eight people I talked to—and the tens of thousands of people at Shell. Believe me, they pay attention to what you say.

A positive vote for this strategy will be a positive vote for their futures.

And with the actions we are taking today... and the changes laid out in the strategy, I hope, that in just a few years' time...

My colleague's daughter will not just be very proud of her father...

She might join him at Shell and play her part in the transformation.

Thank you.

WINNER: MOTIVATIONAL SPEECH

"Soccer, Serendipity, and the Courage to Lead in a Crisis"

By Jayette Bolinski for Susana A. Mendoza,
Illinois State Comptroller



Delivered virtually for Illinois College's
Hispanic Heritage Month student convocation, September 16, 2021

Thank you, Cameron, for that warm welcome and introduction.

I am delighted that the team at Illinois College invited me to speak with you tonight.

I would have loved to be there with you in person in Jacksonville for this event, but I have an 8-year-old son here at home who is not vaccinated against COVID-19. So, as you might imagine, I—like so many other parents out there—am still limiting my public appearances until we get vaccine approval for children, which I hope comes soon.

But I hope to be invited to visit the college in person again someday in the near future. In the meantime, we're lucky to have great tools like Zoom that make it so easy for us to be together virtually and have a great discussion. I'm excited to answer your questions a little later in the program.

But first, I want to spend some time talking to you tonight about leadership and the cost of doing nothing when challenges or opportunities come our way.

As you know, I am one of the more than 2.3 million Hispanic people who live in Illinois. My parents immigrated to the United States from Mexico in the 1960s. My oldest brother was born in Mexico, and my other brother and I were born in Chicago.

When I was young, we lived in Chicago's Little Village community on the southwest side of the city.

Little Village was a neighborhood in transition at the time. It was home to many first- and second-generation Mexican families, like mine.

These were proud, hard-working

families who had an eye on joining America's middle class. My father was a pipefitter at the Brach's candy factory. (Trust me—I have the cavities to prove it.)

Unfortunately, street gangs had also established themselves in Little Village, and violence had become more common. My brothers had faced pressure at one time or another to join a gang.

One night when I was in the second grade the violence hit shockingly close to home. A murder occurred right outside my family's house. We were told it had been a gang killing, and it shook my parents to the core—especially my mother.

They simply could not handle the fear of thinking their kids could get shot while playing outside or walking to and from school.

Literally the next, day my parents packed us up and moved our family out of Little Village to west suburban Woodridge. It was 35 miles away and far from the violence and uncertainty.

My brothers and I were lucky. My parents moved heaven and earth to get us away from the violence. They were determined that we would enjoy a peaceful childhood, free of violence and trauma.

They borrowed money, worked multiple jobs, and lived paycheck to paycheck. We didn't have fancy cars or take elaborate vacations, but we were safe and happy in our new community.

It was there that I developed a passion for soccer.

I started playing when I was 7, mostly on all-boys teams, because it was the '80s and soccer and Title 9 compliance weren't taken as seriously as they are now, so there weren't a lot of options for girls who wanted to play.

I love soccer. I love the game, I love the competition, and I love that it helped me build character and mental toughness at a young age.

I went on to be captain of the soccer team at Bolingbrook High School and played offensive center mid-fielder. I earned All-State and All-Midwest honors. And I was the first girl to ap-

pear on Bolingbrook High School's Wall of Fame.

After high school graduation, I attended at Truman State University in Missouri on an academic and athletic scholarship.

Playing soccer throughout my youth taught me so much more than just skills and strategy. I learned discipline, respect, teamwork, and leadership—all qualities that I rely on today in politics and government.

Looking back, I know I had a great childhood. I'm grateful every day for the choices my parents made so that their kids could be safe and happy.

Much of the success I've had as an adult can be traced directly back to that moment forty-some years ago when my parents acted to protect their family and the way of life they dreamed of and worked so hard for.

Their determination and willingness to act when confronted with a challenge ignited the fighter in me.

It deepened my desire to stand up for people who can't stand up for themselves.

And it steeled my resolve to chart my own course in life, one that came to include public service. Because what better way is there to protect the vulnerable and right the world's wrongs?

As a kid, it wasn't my choice to leave my neighborhood, but as an adult and a college graduate, it was my choice to move back to Little Village to try to make a difference.

True story: It was a chance encounter with a poorly written campaign brochure that led me from a career in advertising to a career in public service.

In 1994, I graduated from college in Missouri with a degree in business administration. I returned to Chicago to get a job and moved back to Little Village.

My first job out of college was working the front desk at the Marriott on Michigan Avenue. And then I worked at an advertising firm that specialized in Spanish-language advertising. They

had great clients, like Miller Brewing and Coca-Cola.

In the spring of 1995, I happened to pick up a bilingual campaign brochure in which a political candidate was attacking his opponent. As I read the literature, I was surprised—and frankly offended—to read its sloppy argument and botched Spanish.

I thought to myself, "If this candidate doesn't care enough about my community to take the time to proofread his work in Spanish before getting elected, I could only imagine how things would be if he actually got elected."

I could have simply thrown it in the trash and gone about my business that day. Instead, I acted.

I was so incensed that I called the office of the targeted candidate—who, by the way, I had never met—and offered to write a rebuttal. He accepted the offer.

I didn't have a computer back then, so I was up all night at a Kinko's working on a mockup of a brochure and presented it to him the next day. (That's what people with no computers had to do "back in the old days.")

Here's the really cool part: That interaction, that phone call, led to a friendship and later a working relationship with the candidate.

And after seeing my passion for working to help people in the community, he eventually encouraged me to run for his old seat in the state legislature.

I realized that using a position of power to help make people's lives better was so much more important and meaningful to me than what the design of the new Coca-Cola can was going to look like.

I knew I had found my true passion. And once again, I acted. I went for it.

I was only 25 years old when I first ran for state representative. I lost that first election—by only 55 votes.

But I didn't give up. I campaigned non-stop for the next two years and was elected to the Illinois House of Representatives at age 28—the youngest member of the 92nd General Assembly.

I served six terms and went on to become the first woman elected city clerk

of Chicago. And in 2016 I became the first Hispanic independently elected to statewide office as state comptroller.

I'm proud of the trails I've blazed for the women and Hispanic-Americans coming up behind me.

But, as I look back on my life, I find it amusing to think that all it took to awaken my interest in politics was one really bad campaign brochure and a phone call to someone I didn't even know at the time.

Today, the advertising career I once thought I wanted is a faint memory because of a spur-of-the-moment decision I made one day 26 years ago, which ultimately led me to my true passion of public service.

Remember that a vision without action is nothing more than a hallucination. We have to look forward to the possibilities and the pleasant surprises that can come our way in life if we put our positive thoughts into action.

Let's fast-forward a bit.

As you know, I'm the comptroller for the State of Illinois. I'm the state's chief fiscal and accountability officer, responsible for managing all of the state's finances.

In the simplest terms, this means I write the checks that go out to everyone who works for or does business with state government.

When I became the comptroller in 2016, it was really an awful time for the State of Illinois, because political bickering had taken over at the Capitol and we were in a prolonged state budget impasse.

As soon as I took office, paying the bills became next to impossible as the impasse wore on and money in the state's accounts dried up.

We were six months behind paying hospice centers. Some nursing homes were on the verge of closing because the state had not paid them for so long. State payments for special ed students were running nearly half-a-year behind.

I was staring down a crisis that no one had ever experienced before.

There was no play book or blueprint for how to navigate it, because nothing like it had ever happened before.

But I knew that doing nothing was not an option. We had to devise a plan.

So, I quickly rearranged priorities in the Comptroller's Office to make sure services for the state's most vulnerable got paid first. This included things like mental health services and programs that help children, the elderly, the hungry, and the homeless.

My office became a triage unit.

Every day was an exercise in determining who had been waiting the longest for their state payment, which service provider could no longer make payroll, which small business was about to shut its doors—all because the state had no budget.

It was grueling and emotionally taxing.

I knew that some large companies would be able to wait for their payments a little longer than small social service providers could.

And when you consider that lives were on the line, there was no question that human service providers had to be moved to the front of the queue.

Unfortunately, it was too late for some of them, like the Wells Center, an alcohol and drug treatment center here in Jacksonville.

The Wells Center had been in operation since 1968 and helped 500 people annually with addiction problems. But it was forced to close its doors and lay off its staff in April 2017 because of cash flow problems caused by the state budget impasse.

It broke my heart.

At the same time as I was managing the fiscal crisis from the comptroller's office, I knew it was important to do everything I could to help Illinoisans understand what was happening and why.

I publicly went toe to toe with the former governor and lawmakers who tried to mislead Illinoisans about reasons for the impasse and its impact on people and communities.

And I successfully pushed for changes to state laws so that we could bring more transparency to

government finances to help us avoid future fiscal crises.

When all was said and done, the budget impasse lasted 736 days. Illinois' backlog of unpaid bills reached a peak of \$16.7 billion in November that year.

I'm happy to report the state is in much better shape today. That's in large part because my office has continued to prioritize payments and we closely monitor the cash flow. We're now able to pay companies and vendors as soon as the invoices land in our office.

Now, I don't want to bore you with more details about state government or the budget impasse.

But I'm sharing all of this with you to drive home the point that doing nothing in the face of adversity can come with a heavy price tag.

Because of political and ideological differences, our former governor and lawmakers could not agree on a state budget. So they opted to shirk their duties and do nothing—for two years.

And look what happened as a result: they nearly collapsed state government; sent companies, schools, and municipalities all over the state into a tailspin; and made Illinois a laughingstock.

So why did I tell you these three particular stories?

I shared them with you because collectively they illustrate why it's so important for leaders to be courageous and ready to act when faced with danger, uncertainty, or an unexpected challenge.

Doing nothing was never a thought for my parents when they realized street violence had become a threat to their family and their home.

On the soccer field, players can't just keep their eye on the ball. They also have to pay attention to what else is happening on the field. How is the opposing team setting up? Where are the holes on the field? What are the possible outcomes of the next play?

When it was time for me to take a calculated risk and run for office, I took

a look at what else was out there on the field and weighed the possibilities for success. And I went for it. I didn't sit on the sidelines and passively wait for my life to unfold before me.

By contrast, we've now seen in state government what happens when leaders disagree on a path forward and are content to do nothing. Real people suffer, and taxpayers foot the bill.

So, here's my advice for the young people in our audience: be a leader

who understands that solving problems means taking action.

The cost of doing nothing is tallied in the opportunities we miss, the experiences we never have, and the disappointment of knowing things could have been better if we'd only acted.

Bring people together when they're divided.

Protect those who can't protect themselves.

Be on the lookout for opportunities disguised as challenges.

Don't worry if life takes you in an unexpected direction.

And reject the notion that you are not in control of your own future, because you are.

And with that, I'll stop talking and turn things back over to Cameron. I want to thank you for having me join you this evening, and I'm looking forward to answering your questions.

WINNER: TED TALK/TEDX TALK

"How to Deal with Anxiety and Start Living a Happier Life"

By Soness Stevens for Jesse Giunta-Rafeh,
LMFT, Psychotherapist



Delivered at, TEDx
South Lake Tahoe, California, November 2, 2021

“What do you want to achieve in your life?”

“What do you need in your life to be happy?”

These sound like positive, motivating questions, right?

In fact, a lot of self-improvement gurus will start by asking you these.

And don't get me wrong, if you have a specific goal in mind this works.

But if you're one of the hundreds of millions of people around the world who experience anxiety, then just hearing this question made your stomach turn.

“Happy? I should be happy. But I'm not. What's wrong with me?”

“Achieve? Oh no, I haven't achieved anything. There's so much I should be doing right now.”

If you have anxiety, any question that asks, “What could be wrong with you?” will have your anxiety answering, *Crack knuckles* “I'm so glad you asked! [paper scroll rolls down to the floor] Here's the list of all the things that are wrong with you.”

It's because of this that in my psychotherapy practice, I make sure I never lead with these kinds of questions.

I tend to start with “How are you doing?”

Simple as that.

The power of this question lies in its simplicity—for whatever is on the surface, whatever is below will start coming up.

When you run a therapy practice long enough, you start noticing patterns in what unfolds as you keep asking this question.

And in the past 15 years, there's been a generational shift in what people want in their lives to be happy.

Before, young people would come in and say things like: “You know what'd make me happy? A Benz. A house. That new Louis Vuitton bag.”

Now I have young people coming in who are saying: “I want to have a job that makes a difference in the world.” “I want to have an impact on the environment.” “I want to end systemic racism.”

This is very different from what you hear about “young people” in the media, right? The Netflix watching, Uber eating, “Me, Me, Me” kids. These are not the daydreams of “lazy”, “attention-seeking”, “entitled” people.

These are genuine hopes of a generation that shows a huge shift in wanting to make our world a better place to live in.

But what happens when these big dreams meet reality?

Anxiety, low self-worth, panic attacks, and a crippling sense of doom.

It turns out, these big dreams get weighed down by big expectations.

Expectations from outside, like: I need to get a job that pays the bills, pays my student loans, and lets me save a million dollars for a deposit on a one-bedroom apartment. I should be able to have the perfect relationship, but if it doesn't work out I need to have the perfect uncoupling. I need to work more than my peers, but also network and cultivate hobbies for a good work-life balance. Oh, and I have to forget to optimize my self-care!

And then there's also the internal expectations like: I gotta show I'm super confident—even when I am breaking down I need to show acceptance, empathy, and understanding—even when jealousy bubbles beneath the surface I need to be relaxed, at peace, loving, unattached, non-reactive, fearless, emotionally balanced, showing up as the best version of myself every single day.

These are all ‘SHOULDs,’ and added all together, your ‘shoulds’ can easily feel like they're crushing you.

“But what do all these ‘shoulds’ have to do with happiness”, you might ask?

Well, here's a fun science fact about happiness.

Our brains are not wired to be happy.
Our brains are not wired to be happy.
Our brains are wired for survival.
To protect us.

It often feels like we're evolved creatures because of how quickly our technology has advanced and we're living these modern lives so far removed from caveman times.

But in reality, our brains haven't changed.

There's a sudden noise in the restaurant and we still turn around to check if there's a sabretooth tiger hiding behind that coat rack.

To maintain our social standing in the tribe, we're still posting our stories on walls.

And to find mates who will increase our survival chances, we still go clubbing.

That's why even when we're working on our big goal to reverse climate change and we're this close to finishing up our 20-step plan to replant the Amazonian rainforest...

...what our anxiety is worried about is "Why is Mike not texting me back?"

Because two hundred thousand years ago it would have been a matter of life and death if Caveman Mike didn't text you back.

Mike doesn't matter that much nowadays, but we don't know that. We didn't get the 'Mike' update! None of us did. Luckily for Mike.

The question remains, though. There are way more resources, information, and even technology available to tackle anxiety. So why are anxiety rates rising across the world?

And it's not because of Mike.

Well, it's because we can see where we want to go on an intellectual level, but we are triggered by our survival mind—we feel anger, frustration, insecurity, shame, jealousy.

So we try to jump from that to "I want to be a confident, manifesting, calm, accepting, fulfilled, loving, truest version of myself!!!"

So we put on the meditation app, and the soothing podcast, but we listen to these, intellectually.

We hear that we need to let go, and

our brains process that we need to let go, but we don't get it emotionally.

And then we feel bad that we can't make the jump and we think "something's wrong with me".

And then we go on to Instagram and we're like, "Well clearly everyone else has got this figured out! I should have already figured this out, too."

And there's that 'should' again.

And the spiral of anxiety starts once more.

Legendary psychoanalyst Karen Horney, who laid a lot of the modern framework for how we think about neurosis, wrote that in neurosis, we're split between an ideal self and a real self, and our constant struggle to try to live up to the ideal self leads us further and further away from happiness. This is what she calls "the tyranny of the should".

Is it any wonder that so many people are crippling under the weight of their 'shoulds'?

And is it any wonder that multiple studies are reporting huge rises in people seeking mental health treatment for anxiety?

The pandemic has laid bare how unattainable external expectations are for many of us—expectations like "keep working full-time!", "switch to working from home!", "switch to homeschooling your children!", "don't forget to learn a new skill with all your free time!", all while living through a collective global trauma that hasn't had a precedent in a hundred years. (6:14)

Even worse, our own internal "shoulds" have been amplified. "I should have been more prepared for this... unprecedented global event." "I should have been more productive." "Why have I not taken over the world from my new kitchen slash office?!"

We've ended up with an even bigger gap than we had before, between the goals we set ourselves and where we are right here, right now.

The gap is huge.

The bridge is missing.

And we don't know how to build it.

That all sounds a bit grim. I know.

But here's why knowing all this is actually good news.

When we know our brain is not wired to be happy, we can instantly dismiss all the bad advice we get about anxiety and happiness.

People say, "be happy because happiness is a choice". Not true.

People say, "don't be stressed, just let it go." Not true—you can't just let it go.

Even Elsa, the patron saint of Letting It Go, when she sings about it, she locks herself in a castle alone and doesn't talk to anyone for half of the film. Letting go is not a song and dance number.

People say, "Just think positive." Yeah, positive thinking could be a step in the right direction, but sometimes it backfires when we are trying to jump from anxiousness to the positive affirmation you're trying to embody. One of my clients, she read some online articles about affirmations, she came in saying, "I'm saying affirmations every day, Jesse. I don't feel more beautiful. I don't feel more confident, I don't feel more secure about money. And my relationship still sucks. Now I just feel like on top of everything else, I'm failing at affirmations. Is there an affirmation for saying better affirmations?" So what should we do instead? Face the anxiety head-on and then meet it with compassion and love. We are trying so hard to be "emotionally evolved" that we don't give ourselves permission to feel what we feel. Anxiety isn't the bad guy. It's a signal. It's a signal to make changes in our lives. It can give us:

Awareness to do something different.

Awareness to work on ourselves.

Awareness to create change.

Anxiety can be an indicator in a relationship that something's off.

Or it can be a "Ping! Here are some messages you received as a child that you need to work through." Or that feeling in the pit of my stomach around giving this talk that got me to focus on it every day and to ask for help when I felt stuck.

Therapists are trained to listen. Usually, it's you who speaks. Noting anxiety has the potential to create momentum. Anxiety can be a motivator to take ac-

tion. Make things better for the future. The time when anxiety backfires is when we deny it or judge it. When we deny that it is there, it has a tendency to grow bigger and bigger like a wildfire until we are frozen with fear and can't make any progress. When we judge a feeling as "wrong", that is when we get stuck in the "should" spiral and it goes something like: "It's so stupid I am having these feelings about this! Why can't I get over it??" Versus, "It's ok that I am scared" (me hugging myself) this is what I do with myself and then I ask myself what do I need? Do I need to go for a walk, call a friend, make progress on the thing that is making me anxious? Or as my client came to the rocking decision, "I know! I'll go volunteer at my local candidate's office." The more we show compassion and self-love, we can have more understanding for ourselves, and hear what it is saying to our benefit.

So how do we start building that bridge towards a happier life?

Gratitude is a great practice and I recommend it. But it focuses on the external. You're grateful for the things that are outside of yourself in order to be happy. So if your only way of dealing with your anxiety is gratitude

journaling, you ultimately place your happiness at the whim of events outside of your control.

Because it's actually not gratitude that eliminates anxiety but compassion, we want to find a way to focus on things that are inside of yourself to be happy.

And you can do that through Self-Appreciation Practice.

Refocusing on self-appreciation means that instead of asking "What am I grateful for today?" you ask "What are 3 things that I did today that I feel good about?"

And you could say things like

I feel good that I made a homemade lunch

I feel good that I made time to go on a walk today

I feel good that I'm taking action on a TED talk I'm watching now

You focus on the things within your control and within your power.

You are cultivating self-love. When we feel better about ourselves, we feel more empowered and confident in our lives. That's when we can start using anxiety in a productive way.

When's the best time to do this?

Anytime. Though I recommend to my clients to do it at the end of the day so it gets ingrained in the unconscious mind.

This actually changes our neuro-pathways. The next time Caveman Mike doesn't text you back, after a while, your brain will stop seeking external validation, and go instead to self-appreciation because you're now looking for validation from within.

It won't stop him not texting you, but it will stop you from caring.

So what I hope for, from this talk is that instead of trying to run from anxiety or mask it or cover it or beat it into submission is to actually deal with it.

Practicing self-appreciation allows you to start accepting yourself. You can feel more and more who you are and who you have the potential to be.

Whether that's through my self-appreciation exercise or through finding a therapist or admitting it to your friend, so that you can know: I'm not abnormal for feeling this. I can face it. I can create change.

And I sincerely hope that if you walk on this path long enough, there will come a time, when you next think of your list [another paper scroll roll], it's now a list of all the things that you love that you did.

Thank you.