

# Bulletin

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Issue 3/2019

"I want to be an astronaut."  
The artist Marie Steinmann  
asked children in the slums of  
Kibera (Kenya) about their  
dream job and then filmed  
them in these roles. Page 4



Engagement  
what drives people



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# The benefits of engagement



What makes us want to become socially engaged? Why can't we simply be content to earn money, without insisting that our work be meaningful?

We consider it perfectly normal that our decisions about activities outside of the workplace are made rationally, but based on the potential for social dividends and not only on financial considerations. What differentiates such activities from "regular" work? Nothing, really. People who are ambitious and committed to their work for a company are also demonstrating social responsibility. In Rainer Hank's essay (page 14) you will find modern-day examples in support of Adam Smith's insight that self-interest and altruism are not so very different. Today's companies are continuing to demonstrate that business models can directly address social challenges. One example is the online job exchange ZoEasy, which ensures that migrant workers who have moved to Dubai in search of work and a better life are no longer at the mercy of unreliable middlemen. Its founder, Spandana Palaypu, is providing clear evidence that sustainable business models always have a social component (page 18).

You will also learn in this issue that animals, too, have feelings – we already knew that, but it is always touching to read such stories (page 28). Generations Y and Z have feelings as well. Friendships are what they value most highly. This is in keeping with sociologist Heinz Bude's view of humans as "rational egoists" who cultivate a natural instinct to help and, out of conviction, are unwilling to abandon solidarity. This attitude leads to cooperative action – which is clearly necessary in any case, given the enormous challenges facing the world today (page 34).

Peter Sands, the former CEO of Standard Chartered and now director of the Global Fund, is tackling some of these challenges. With the support of government agencies and private industry, Sands is fighting some of the scourges of modern life: HIV, malaria and tuberculosis. He spoke with Marisa Drew (page 22).

I highly recommend this issue of Bulletin – because it shows once again that the world is not just better than we think, but that it's also getting better.

I hope you enjoy this issue.

Urs Rohner

Chairman of the Board of Directors of Credit Suisse Group

The image on the cover is a section of a still from the video installation "There Is a Crack in Everything" by Marie Steinmann. More on this starting on page 4.

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# ART



# ALL



# FOR

1



Inspiring, making a difference and improving the world: Eight socially-engaged art projects, from the residents of Nairobi's slums to the Aborigines in Alice Springs.



Photos: "Sweet One, Restricted with Sabrina Nangala Roberson," "Can't Get This in Big Shop, Restricted with Otto Jungaray Sims," "I Look This Way, Restricted with Jessica Napunangka Lewis" from "Restricted Images - Made with the Waripi of Central Australia"



1 (pages 4 and 5)  
Marie Steinmann-Tykwier, "There Is a Crack in Everything," five-channel video installation, 2018, Nairobi, Kenya. German artist Marie Steinmann asked children from Kibera, one of the largest slums in Africa, what they want to be when they grow up. The answers included ballerina, pilot, professional football player and astronaut. She made their dreams come true on the screen. In 2008, Steinmann and her husband, director Tom Tykwier ("Run, Lola, Run," "Babylon Berlin"), founded One Fine Day, an association that offers art, dance, ballet, music, theater and writing classes to the children of Kibera and is currently planning an art center for the slum.

2 Patrick Waterhouse, "Restricted Images – Made with the Walpiri of Central Australia," photo project, 2011–2018, near Alice Springs, Australia. The British photographer Patrick Waterhouse worked with and photographed the Walpiri, an Aboriginal group from Australia, in the heart of the country. Afterwards, the Walpiri painted over the black and white images using their own traditional technique of dot painting. The idea was to explore creating a situation in which people depicted in photographs could regain control over their own images. The Walpiri became known when European ethnologists released 1899 a book about them. They described their lives and customs in great detail and thus violated their privacy. They also photographed their belongings and customs, which were sacred and secret.

3 José Antonio Abreu, "El Sistema," music foundation, since 1975, Caracas, Venezuela. Venezuelan economist and musician José Antonio Abreu founded his first youth orchestra in 1975. This later gave rise to "El Sistema," a national network of music schools, orchestras and choirs. "El Sistema" aims to "counter violence, drug abuse and child neglect in socially disadvantaged communities." There are now more than 800,000 children in over 400 music schools in the country. Founder José Antonio Abreu died in 2018.





4 Theaster Gates, "Rebuild," neighborhood redevelopment, since 2010, Chicago's South Side, USA. Theaster Gates is a sort of social psychologist and installation artist, all rolled into one. The aim of his Rebuild Foundation is "restore the cultural foundation of neighborhoods where there is little investment." The foundation offers art programs, builds new cultural facilities and provides housing and studios. The Rebuild Foundation is based in Chicago's South Side, where nearly 90 percent of the population is black and crime rates remain high. Pictured: The Stony Island Arts Bank houses a gallery, a library (the Johnson Publishing Archive, pictured here), a media archive and a community center, as well as the collections of the Rebuild Foundation.









5 Christoph Schlingensief, "Opera Village Africa," international art project, since 2009, near Ouagadougou, Burkina Faso. Opera Village Africa is an international art project started in Burkina Faso in 2009 and based on an idea developed by German artist Christoph Schlingensief (1960–2010). The aim of the village is to allow "people from different backgrounds

to produce artistic works and discuss art together." To date, 23 buildings have been erected on a site provided by the Burkina Faso government. Opera Village Africa was Schlingensief's last artistic work, and he described it as "his most important project." His wife, Aino Laberenz, has continued the project following his death.







sad (emphatic s)  
sahn plate  
the object to serve food in  
*I have a plate.*

shin (sh)  
shamm smell  
to discover an odor  
*The girl is smelling the flower.*



'ayn (a strong guttural sound)  
'ima blind  
loss of vision, cannot see  
*The boy was blind.*

6 Wendy Ewald, "American Alphabets," photography, 1997–2005, USA. The American photographer has created alphabets together with students from different cultural backgrounds by finding a word for each letter (for example, "normal" for "n") and then translating that word into an image. This has resulted in very different alphabets. Wendy Ewald worked with Spanish- and Arabic-speaking young people (pictured). In her opinion, the American education system does not reflect the cultural diversity of its students – something that the "American Alphabets" specifically aims to do.



ghayn (gh)  
ghezaá lunch  
the food that we eat at midday  
*I had my lunch.*

7 Tania Bruguera, "10,148,451," installations, 2018–19, London, UK. Celebrated performance artist Tania Bruguera is from Cuba and in her work she looks at the relationship between art, activism and social change. She created a number of different spatial interventions for the Tate Modern, working with people who live in the same postal code as the museum. The exhibition room was renamed for one of them, social worker Natalie Bell. Its floor responds to body heat: As more people enter the room, a hidden portrait of a Syrian man is revealed, symbolizing the millions of people who migrated in 2018. In this way, visitors themselves become activists in Bruguera's work.

8 Fabio Cherstich, "Operacamion," opera project, since 2016, various locations in Italy. Fabio Cherstich is an Italian theater and opera director. He teaches directing, builds stage sets, works on fashion shows, wrote a talk opera, founded a theater group and is temporarily serving as a festival director – and he is just 33 years old. One of Fabio Cherstich's most remarkable projects is "Operacamion," an opera performed on a refashioned truck, with major actors appearing on a revolving stage – in regular Italian neighborhoods. Cherstich's aim is to "take the opera out of the opera house."







Essay — Entrepreneurs are the true heroes of the market economy. Over the years, economists have come to this conclusion time and time again. They make their greatest contribution to society by running their businesses with commitment and passion.

Text Rainer Hank

# The lever to achieving prosperity



Does the name Smart Cloud Farming ring a bell? Probably not. Smart Cloud Farming is a start-up founded in Berlin in 2016. The company uses satellite imagery and artificial intelligence to analyze the soil health of farmlands and fields. Smart Cloud Farming is part of a new industry called “precision farming.”

The company’s objectives are quite diverse: Focusing on the health of lands utilized for agricultural purposes ensures that farmers use only the amount of insecticides, herbicides and fertilizers actually needed, thereby contributing to the sustainability of farming. Meanwhile, precise satellite data also allows farmers to figuratively squeeze more out of every inch of land than ever before. As the resource of space grows ever scarcer, this represents a promising way to increase agricultural yields. Employing such methods aimed at boosting efficiency in developing countries would be vital to alleviating global hunger, contributing to the new green revolution currently very much in demand.

**CONTRIBUTING TO PROSPERITY** Smart Cloud Farming, a flagship company in the new field of high-tech farming, is just one of millions of start-ups that have sprung up in recent decades. Why do highly educated young scientists strike out on their own? Are they driven by profit or altruism? We know from the writings of Adam Smith that one of capitalism’s main strengths is that it eliminates the need to choose between a desire to do good and a hunger for profit. “It is not from the benevolence of the butcher, the brewer, or the baker that we expect our dinner, but from their regard to their own interest,” he wrote in “Wealth of Nations” (1776). “We address ourselves, not to their humanity but to their self-love [...]” When we depend on the benevolence

of another, we also place ourselves at their mercy. Yet when that dependence is on the person’s own love of themselves, then the customer is seen as an equal. In a market economy, an entrepreneur can generate a profit with a clear conscience. It goes without saying that this comes hand in hand with the risk of failure. This represents the flip side of the concept of competition. Entrepreneurs are only successful if their business models serve the good of the customer and the prosperity of the nation that needs their products.

In this sense, Adam Smith’s baker is no different to the savvy founders of Smart Cloud Farming. If a company’s home page says it aims to “save the world,” it might at first glance appear to be that pathos of salvation so typical of the start-up community. But wouldn’t it truly be a contribution to saving the world if more people had food thanks to artificial intelligence and if, at the same time, fertile farmland was preserved when realizing this dream?

**IN THE NAME OF GOD AND PROFIT** A merchant from Florence, Francesco Datini (1335–1410) was one of capitalism’s forefathers. A self-made man, Datini is the prototype of today’s modern businessman. A cloth merchant, banker and speculator, he became unbelievably wealthy, founding his first global company with branches scattered throughout the Mediterranean, and enabling the arts to flourish through his patronage. He even established a charitable foundation for the poor that still exists and celebrated its 600th anniversary in 2010. Quite often, entrepreneurs were and continue to be involved in activities beyond their own companies – holding political offices, taking part in interest groups and belonging to associations.

In the words of his biographer Iris Origo, Francesco Datini owed his success to the balance between his fearless and creative spirit and a certain common sense, even mistrust of those around him. As a tough businessman, he made his gold florins wherever he could. Yet he never shirked his religious and social duties. This was not only an outward homage to the conventions of his time but also an expression of his true belief that faith and economic success are mutually dependent rather than contradictory. Every transaction was entered into “cho’l nome di dio e di guadagno”: in the name of God and profit. What emerged from the renaissance cities of northern Italy in the 14th and 15th centuries demonstrated better than anywhere else that the

Rainer Hank is a journalist who served as the head of the business and finance editorial department of the weekly newspaper “Frankfurter Allgemeine Sonntagszeitung” for many years, and has authored numerous books, most recently “Lob der Macht” (“Praise of Power”). He has received numerous awards, including the Ludwig Erhard Prize, the Hayek Medal and the Karl Hermann Flach Prize.

“Be crazy, be cool,  
be ambitious.  
Learn from your  
mistakes.”

“spirit of capitalism” – in the words of Max Weber – not only feeds on ascetic values but also on the adventurousness of the passionate merchant conquering new worlds, his fearlessness and his quest for wealth.

**BORROWING THE WAY TO SUCCESS** As much as it sounds like a contradiction, debt is a lever to achieving prosperity. Economists still disagree on what is more important in achieving business success: a brilliant idea or the money to finance it. The Solomonic solution is that probably both are necessary. An entrepreneur’s idea will succeed if the people involved in the transaction – the market, in other words – have the feeling that this is something they have subconsciously always needed. Economists refer to this tendency to want something when it becomes available as “adaptive preferences.” We feel that we need something that, only recently, we were not even aware we wanted. Wasn’t this the case with the iPhone? A hundred years ago, people probably felt this exact same effect with the automobile. New things seem strange at first, but it doesn’t take long before we find that we simply can’t live without them.

But even the best idea needs funding to succeed. Innovation requires investment. Companies borrow money from lenders. These loans discipline the borrower and provide an incentive to generate both the amount needed to repay interest and principal as well as an additional mark-up, or profit, that the borrower can live on. Even today, we credit Joseph Schumpeter with the pivotal theory of entrepreneurship according to which “talent in economic life rides to success on its debts” (“theory of economic development”).

**HEROES OF THE MARKET ECONOMY** The concept that business fortunes are associated with work can be traced back to Adam Smith (1723–1790). He considered wealth to be a matter of productivity. Productivity, in turn, was a question of work organization. It was Smith who first examined work in terms of economic efficiency, recognizing the benefits that the division of labor and specialization could bring to production. According to his logic, productivity is highest when the people themselves decide how to utilize their labor. Productivity of work is a theory that is easier to believe today, as many regions are seeing a booming labor market, than in times of high unemployment. Creating jobs is more or less a side effect of the entrepreneurs’ willful dedication. In a market virtually free of political interventions, it would ideally result in zero unemployment, in other words, a state where everyone can do the work they find most satisfying – though not necessarily in the location they choose.

Entrepreneurs are therefore the true heroes of capitalism. They make their greatest contribution to society by running their businesses with commitment and passion. This is how they meet people’s needs while also giving them suitably paid jobs and training young people. Economic history as the history of wealth provides proof of this. Entrepreneurs need the government primarily to guarantee legal certainty, because they will only be willing to take economic risks if they can depend on their property rights. Government intervention in the market is detrimental, while a business-friendly political climate is conducive. The categorical imperative of entrepreneurship is as follows: Be crazy, be cool, be ambitious. Be willing to experiment and learn from your mistakes (coined by economist Mariana Mazzucato). Progress and prosperity happen whenever entrepreneurs – as “creative disruptors” – win out over the status quo. ■



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# Fair, sustainable and innovative



Many migrant workers from the Philippines live in Al Satwa. The district in the southwest of Dubai is known by locals as Little Manila.



Young people around the world are launching start-ups with the aim of combining purpose and profit. In Dubai, Spandana Palaypu established the recruitment platform ZoEasy to provide fairer employment conditions for migrants.

Text Philipp Mattheis Photos Alexander Wolfe

Dubai takes your breath away – and not just because of the incredible heat that awaits visitors. Temperatures already reach 45°C at the start of June, and that is not even the hottest month of the year. Dubai is, first and foremost, a futuristic vision that has become a reality in the heart of the desert. With artificial islands, the world's tallest building, and a shopping mall complete with an underwater zoo, it has a shimmering and beguiling façade. Dubai is a microcosm of globalization, with all the opportunities it brings.

More than 80 percent of Dubai's three million inhabitants are foreigners. While Western expats on generous salaries tend to spend a few years in the Emirate, millions of migrant workers from developing nations who come to the United Arab Emirates (UAE) carry out simpler tasks for lower levels of pay. Young entrepreneur Spandana Palaypu, aged 24, grew up interacting with people from different walks of life, including migrant workers who came to the UAE to make a living. Spandana was born in India but has lived in Dubai since the age of seven and is familiar with the problems facing workers on low incomes: "If you live here, you are constantly surrounded by workers from around



Start-up founder Spandana Palaypu (24): "Getting rich was never important to me. My main priority has always been to have an impact."

the world," she says. "When I was younger, I was already interested in their stories and asked them to tell me more about their lives. And most of what I heard was not very nice."

**EVERYONE WANTS TO MAKE MONEY** Taxi drivers from India, housemaids from the Philippines and mechanics from Ethiopia – many of these people often work for less than 1,000 US dollars a month. For a lot of them, their experience of Dubai begins with a broken dream. Back in their homeland, recruitment agents promise them a dream job with good wages. Once they arrive in Dubai, they discover that they are in debt and have to drive a taxi or do other work for which they are overqualified.

"The recruitment chain is long," Spandana explains. "Suppose a restaurant is looking for a waiter or waitress. It first contacts a local recruitment agency in the UAE, which then reaches out to its international partners in countries such as Uganda, Nepal or Sri Lanka." However, that is far from being the end of the story. There are three or four more stages until the job finally reaches an interested party. "The problem is that all of these intermediaries in the recruitment process want to make money – at the cost of the employees." For many workers, it takes up to a year to repay the 2,000 to 3,000 US dollars that recruitment agents demand for their services.



And that is not the only problem. “A lot of people are lured to Dubai by false promises from these recruitment agents and end up in jobs that they don’t even want,” says Spandana. “I know English teachers who had to clean toilets for a living.” She adds that ultimately this is also an issue that employers and host nations such as the UAE wish to address.

**“A SHOP OF MY OWN IN MANILA”** That is the reason why Spandana established ZoEasy in mid-2016. The start-up educates and matches jobseekers with validated employers using ethical and transparent processes. Most online talent platforms focus on the already educated white collar community, with very few solutions catering to the migrant workforce. ZoEasy moves away from this model and strictly observes the principle of cutting out the middleman. Employers gain access to a now sizeable database of 65,000 jobseekers. Agents, intermediaries, recruitment agencies – all the different parties that previously held out their hands to be paid by employees – are no longer part of the process. This benefits all the overqualified workers who make a living as construction workers, taxi drivers and waiters or waitresses.

Teddy Sakwera from Kenya was one of the first people to find employment through ZoEasy. He came to Dubai at the start of 2016 to look for a job after working in air freight logistics back in Kenya. To begin with he found a position in a warehouse, but had to leave after an argument with one of his colleagues. Teddy encountered numerous fraudsters when looking for another job. “There are a lot of agencies that tell you they can send out your CV and demand money for doing so. But it is all a scam,” says the 32-year-old. With only a few weeks left before having to go back home, Teddy then came across ZoEasy and reached out to the company to help him find employment. ZoEasy was able to match him to a leading employer in the hospitality sector. Today, he works on the reception of a five-star hotel and has almost doubled his salary.

Herna dela Cruz from the Philippines also found a job through ZoEasy. The 22-year-old first completed training in the hotel trade and wanted to work in hospitality. In 2018, she flew to Dubai on a visitor visa and had three months in which

to find a job. The time went quickly and when she still hadn’t found anything after two-and-a-half months, she started working in a store selling eyewear. “It was okay, but it wasn’t what I wanted to do,” she says. “I was just desperate for money.” A friend told her about the Facebook page of ZoEasy, where she found a job at the ICONS coffee shop chain. Herna talks enthusiastically about organic coffee beans and gluten-free cakes. “I am saving a hundred dollars every month so that I can one day open my own shop in Manila,” she explains.

The number of jobs available on the platform is still relatively limited. ZoEasy has so far been able to arrange employment for around 100 people – but its potential is enormous. “I was recently approached by someone from the manufacturing sector, who asked if I could find them 100 technical diploma professionals,” Spandana recalls. “To be honest, we couldn’t manage that, but we are working on it by focusing on technology for scalability and building our partnerships,” she adds.

ZoEasy earns money from the placement fees paid by companies when they hire an employee through the platform. For Spandana, this is not necessarily the most important thing. “I think that when you do the right thing, you will eventually earn. Getting rich was never important to me. I always wanted to create an impact first,” she says. Even when she was still in school, she preferred spending her vacations in Tanzania renovating and teaching at a school.

Spandana comes from Hyderabad in India and moved to Dubai with her parents 17 years ago. Her father was an entrepreneur who came to the UAE to set up his overseas business. Spandana majored in business and management, and graduated with a first class honors degree from the UK. After graduation, she considered pursuing a career at one of the

**“Lead2030,”** an initiative of One Young World and nine leading businesses, including Credit Suisse, recognizes the most impactful youth-led solutions for the United Nations Sustainable Development Goals (SDGs). Credit Suisse’s Impact Advisory and Finance department sponsored SDG number four: quality education with a specific focus on for-profit business models. Spandana Palaypu, founder and CEO of ZoEasy, won in the respective category. Out of 282 applicants from 93 countries, Spandana’s vision, purpose-driven motivation and aspiration won over the judging panel made up of Credit Suisse clients, partners and employees. As a result, Spandana Palaypu will receive financial and non-financial support from Credit Suisse for ZoEasy. This contribution is part of the bank’s commitment to promoting talented entrepreneurs whose businesses also have a positive impact within the scope of the SDGs.



Herna dela Cruz (22): “I am saving so that I can one day open my own shop in Manila.”





Teddy Sakwera (32): “Agencies tell you they can send out your CV and demand money for doing so. But it is all a scam.”

major business consulting firms. She wrote job applications while simultaneously working on the creation and marketing of her own company. On the same day that she received the offer of a job as a consultant at KPMG, she also received news that an investor wanted to come on board at ZoEasy. From then on, she worked 14 hours a day at her parents’ kitchen table. “I spent a lot of time doing research, further validating the idea, establishing contacts and presenting the project to people,” says Spandana. “I even forgot to eat sometimes,” she recalls.


**DUBAI’S REPUTATION IS KEY** Her daily routine has since become a little less hectic. Today, ZoEasy has seven employees. Five of them work remotely – and therefore have flexible working hours – and four members of the team are based in India. Another employee travels from place to place, establishing contacts. Only Spandana and one intern are based at Area 2071, in Jumeirah Emirates Towers, in the heart of Dubai. The complex is called “Area 2071” because the government and the UAE Prime Minister have set an ambitious goal: By the time the UAE celebrates its centenary in 2071, it wants to rank as one of the world’s leading centers of innovation. ZoEasy has been part of this program since 2017 and is also being supported by the Dubai Government, having recently won Expo 2020’s Innovation Impact Program. Dubai’s reputation as a host nation, with fair and ethical employers, has been growing. “There have been a

lot of improvements in the area of employee rights in recent years,” says Spandana. “It is not the host nation or employers that are the problem. It is the network of middlemen who prey on the financial desperation of these workers.”

ZoEasy has also made progress. Its collaboration with state governments in India represents an important milestone. Since Spandana presented her project to the Chief Minister of Andhra Pradesh, a province with a population of around 50 million, ZoEasy has been granted access to its local databases. The aim is to replicate this model. “We want to work together with several governments and skills development programs around the globe,” she says. This enables government offices in countries such as India to respond more effectively to demand and to offer training and development courses for emigrants, for example. This cooperation with governments could also open up a second income stream for ZoEasy, in the form of subsidies for training and placements conducted.

“Our goal is to ethically employ 100,000 job seekers within the next three to five years,” says Spandana. That is ambitious – like so many things in Dubai. ■

Philipp Mattheis is a Middle East correspondent for various German-language newspapers and has written a number of books. He lives in Istanbul.

A photograph of a young child with dark skin and short hair, wearing a colorful patterned top and a light-colored skirt. The child is standing in profile, looking towards the right. Behind them is a large, white, translucent mosquito net that hangs from the ceiling, partially obscuring the background. The setting appears to be a simple, possibly outdoor or semi-outdoor, structure with a wooden frame.

“The only  
option  
is to step up  
the fight”

After a successful career in banking, Peter Sands, former CEO of Standard Chartered, took over the helm of the Global Fund. Combatting HIV, malaria and tuberculosis is a role that he “could not refuse.”

Interview Marisa Drew, CEO Impact Advisory and Finance, Credit Suisse





"We have unfortunately not been very successful in breaking the transmission dynamic between mosquitoes and humans," says Executive Director Peter Sands of the Global Fund. Pictured: A mother in Nigeria fits mosquito nets.

# P



**Peter Sands (57)** is Executive Director of the Global Fund to Fight AIDS, Tuberculosis and Malaria. He began his career at the consulting firm McKinsey & Co. and later served as CEO of Standard Chartered, one of the UK's biggest banks. Peter Sands is married to a writer and has four children.

Peter Sands, you have been Executive Director of the Global Fund since 2018. It is the world's largest initiative to fight HIV, malaria and tuberculosis. Where do we stand today with regard to these three infectious diseases?

In 2017, these three diseases killed a total of nearly 3 million people, who are concentrated in the world's poorest communities. However, the figure was almost twice as high a decade ago. We have made huge progress but we still have a lot to do if we really want to end these epidemics.

Can we look specifically at each of the three diseases, starting with HIV?

One of humanity's greatest triumphs is that we have been able to transform this deadly disease into a chronic illness as a result of modern antiretroviral therapy. Reducing infection rates must be the next step – but this is where we have to battle against various prejudices and discrimination. Those affected are often sex workers, men who have sex with men, people who inject drugs, migrants, refugees and prisoners. These groups often have limited access to healthcare services or they are worried about using them. Another challenge is the lack of protection for girls and young women, especially in East and Southern Africa. In certain regions, an 18-year-old woman is five times more likely to become infected than an 18-year-old man.

What needs to be done?

We support initiatives that pay girls to stay in school, where they are proven to be less vulnerable. We finance programs to combat gender-based violence. And, of course, we also support classic prevention work and supply clinics with condoms. However, the root causes lie deeper than that: As already mentioned, HIV has a lot to do with equality and human rights – and the failure to respect them.

What can you tell us about malaria?

There are two different challenges when it comes to malaria. On the one hand, we have a set of countries that are well on their way to eliminating the disease. Argentina and Algeria have just become malaria-free, while others are close to achieving that goal. The challenge in these countries is to



avoid a complete loss of political attention and funding. Once people take their eye off the ball, malaria surges back again. On the other hand, there is a second set of countries that still have a very high incidence of malaria. We have succeeded in reducing the number of deaths through more rapid and effective diagnosis and better treatment. However, we have unfortunately not been very successful in breaking the transmission dynamic between mosquitoes and humans. A mosquito lives for around two weeks, during which time it has to bite a person who is already infected with malaria in order to pick up the parasite and then bite another person without malaria in order for the disease to keep going. It is only by breaking that cycle that we can reduce the spread of malaria.

And finally, tuberculosis. What is happening with that disease, which may be as old as mankind itself according to the latest research?

I am glad that you mentioned how long tuberculosis (TB) has been around. TB was the infectious disease that claimed the greatest number of adult lives in Europe and the US in the '30s and '40s and in Japan in the '50s – and yet we have almost completely forgotten about it. Tuberculosis doesn't attract nearly the same level of attention nowadays as HIV or malaria. We need to change that – it is one of my stated aims.

Just how dangerous is TB for humanity today?

The biggest danger is that a lot of carriers are not diagnosed and therefore go untreated. Each year, around 10 million people fall ill with TB but around 3.6 million of them are unaware of it. You don't need to be an expert to understand that 3.6 million people unknowingly living with a highly infectious disease represent a major problem. We can't wait for patients to turn up at a clinic; we need to actively go out and find them. Another problem is the emergence of a new strain of tuberculosis, multidrug-resistant tuberculosis, which doesn't respond to the common antibiotic treatment and kills about half of all people infected. It poses an enormous threat to global health. We cannot afford to be complacent about tackling this disease and developing the next generation of antibiotics.

**We can't wait  
for patients to turn up  
at a clinic.**

The third UN Sustainable Development Goal (SDG) is to end the three diseases by 2030. Is that realistic?

It is very difficult to completely eradicate the diseases themselves; that will probably take more time. But we should be in a position to stop these epidemics – in other words, to ensure that they are no longer a threat to public health.

You have spoken about your clear goals. Could you tell us about the Global Fund's successes to date and give us an insight into the related figures?

The number of people dying from AIDS has come down by more than 55 percent. In the case of malaria, the death rate has been reduced by 60 percent. We have been somewhat less successful with tuberculosis, where the death rate is down by around 40 percent. It is important to note here that there has been a subtle shift of strategy at the Global Fund and an adjustment of its objectives. The Global Fund was established during a period of crisis and had to respond to an emergency situation. The imperative was to save the lives of people who were in acute danger. We have expanded on this objective and are now focusing on ending epidemics in order to save future lives. This is why we are also turning our attention to infection rates which, incidentally, have not come down quite as fast as the death rates I just mentioned. We need to change that.

You were CEO of Standard Chartered, one of the UK's biggest banks, for many years. Was it very different to the Global Fund?

Not really. The Global Fund invests around 4 billion US dollars each year and my job is to maximize its returns. However, my return metrics are not of a monetary nature; they relate to the number of lives we save and how many infections we prevent. The Global Fund is also data obsessed and we constantly ask ourselves whether we are focusing our investments in the right way. We have a complex supply chain: We have drugs, bed nets and diagnostic kits for TB – we are the world's largest purchaser of these items – but the question is how can we help our partners get them to people who don't live in the most accessible places in the world? Risk management is another area that we put a lot of focus on at the Global Fund, just as I did previously at the bank.

The Global Fund is a public-private partnership involving a wide range of stakeholders. How do you find the interaction between the two sides?

We work with governments, private philanthropic institutions, companies, suppliers, technical partners and representatives of civil society, as well as large, international NGOs and small



local NGOs. All the different stakeholders bring their own perspectives, which can lead to tensions and challenges. However, I see that in itself as very constructive. The Global Fund has developed a proper culture to reconcile these different viewpoints.

Could you describe what happens at a board meeting?  
At the bank, these meetings were quite small, whereas as at the Global Fund there are 300 people in the room. I had never seen anything like it before. But I have since concluded that having all stakeholders present is a major strength. It means that everyone is involved in reaching sometimes difficult trade-offs.

The Global Fund has a three-year funding cycle. The next cycle will run from the start of 2020 to the end of 2022.

What are your expectations?

We want to raise at least 14 billion dollars, which is an increase of 15 percent compared to the current cycle. That is not a randomly defined figure. We have conducted very detailed epidemiological modeling along with external partners and, in fact, 14 billion dollars is the minimum amount of funding needed for this cycle.

What is your response if someone says that he or she would rather support a cause that is less well funded?

Malaria is a disease that kills around half a million people annually – primarily small children and pregnant women. Around 250 million people are newly infected each year. Large swathes of the world's poorest regions are affected, especially in Africa. Total global spending on malaria amounts to around 3.5 billion dollars annually. That is equivalent to the budget of a large hospital in New York – but we are talking about 250 million patients. And malaria is a good example of how we could manage to end an epidemic – but we need to invest more money to achieve this. From an economic standpoint, what we are doing is in fact irrational.

Irrational in what respect?

We are spending enough to keep the disease at bay but not enough to really beat it. Another perspective is to then ask whether the investments are really worthwhile. In the case of malaria, there is a return of 19 dollars on every

We are spending  
enough to keep the  
disease at bay  
but not enough to  
really beat it.

dollar invested. And, lastly, it is important to emphasize that there is no middle ground. We either win or we lose in the battle against these illnesses. We have seen cases where governments limited the action being taken and the number of infections immediately rose again. As soon as we pause our efforts, there is a resurgence in the number of cases. The only option is to step up the fight in order to end these epidemics once and for all.

Are there other factors in addition to funding that are needed to eliminate these diseases?

We need more innovation in terms of drugs and, in particular, diagnostics. We need to help patients to adhere to drug regimens – this is where a lot of impact is lost today. The relevant stakeholders need to work together more closely and effectively. In the end, what we need is better data so that we can scale up the measures that work and scale back other interventions.

You spent 12 years at Standard Chartered, including almost nine years as CEO. It would have been possible to step back and take on well-paid board positions. What motivated you to accept this role at the Global Fund?

You don't often get the opportunity in life to take on a job where the difference between doing it well and doing it badly can literally be measured in terms of hundreds of thousands, if not millions, of lives. Turning it down was not an option. ■



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# When

Elephants mourn when others of their species die, and they have glands that produce tears.





n



Previously, it was thought that only humans were capable of emotions and altruism. But modern behavioral research shows that animals are also capable of mourning, comforting and helping one another selflessly.

Text Herbert Cerutti

# elephants cry



# S

Scholars long believed that animals were merely biological machines, concerned only with their own lives and reproduction. If they helped another member of their species, what appeared to be an act of selflessness was in fact due to a sense of kinship, which in turn benefited the animal's own genes. Only humans had a sense of altruism and feelings (in addition to substantial egotism), and therefore were capable of happiness, fear, pain and sadness.

Since the 20th century, a number of observations and experiments have shown that animals are highly capable of having feelings and can even display empathy. This is plausible even just on an evolutionary basis. Empathy, which has an enormously important social function for humans, cannot suddenly have appeared out of the blue; rather, like intelligence, it must have developed in animals gradually over the course of their evolution.

Yet some experts argue that ultimately we can never know what and how animals truly feel, despite their apparent emotions. However, this argument is not very convincing, as we also cannot peer into the innermost being of our fellow humans. But we can now use electrodes or positron emission tomography (PET) to measure the brain activity in both humans and animals. This reveals that the same areas of the limbic system in higher species of animals are active as in humans when they are believed to be experiencing emotions such as fear, happiness and well-being.

Dogs can sense and correctly interpret human emotions.







Primates such as bonobos and gorillas show empathy beyond their own species.

**PACKING MUD ON WOUNDS** Take elephants, for example: When one of the herd is sick or wounded, the rest of the herd take care of it. They use their trunks to stroke an animal lying on the ground, pack an open wound with mud and even assist the patient by having a Samaritan provide artificial respiration with its trunk. The herd reacts with visible sadness at the death of an elephant. They gather around the deceased, stroking the lifeless body and sometimes covering it with dirt, leaves and branches. If they find the skeleton of a member of their species on the savanna, they sniff the bones and tusks. They sometimes even pick up some of the bones, carry them for miles and bury them. Elephants can even cry. A gland in their eye sockets emits a secretion that rolls down their face like tears. Charles Darwin wrote of how an elephant in Ceylon lay helplessly on the ground after it was captured

and chained, making stifling cries while tears ran down its cheeks.

#### **PYGMY CHIMPANZEE CARES FOR A BIRD**

An experienced animal keeper at the zoo in the village of Twycross in the UK was astonished when she observed the behavior of Kuni, a female bonobo. It was an episode that demonstrated the ability to feel empathy for a creature of a different species. A starling became caught in the pygmy chimpanzee's enclosure. The animal keeper urged Kuni to free the unconscious bird. In response, Kuni carefully placed the bird on its feet. When it did not respond, she picked the limp starling up in her hand and climbed to the top of a tree. She gently held the outer tips of the wings with both hands, spread them and threw the bird toward the edge of the enclosure. However, the bird landed inside the enclosure. Later that evening, it had disappeared without a trace. This astonishing event shows that the chimpanzee must have learned that birds and flying go together. And her efforts, which served no personal interest, clearly demonstrated empathy for a helpless creature.

**SUBTLE PERCEPTIONS** Animal empathy is not limited to other animals; they can also empathize and communicate with humans. Domestic dogs are the prime example of this. The performance of guide dogs is especially striking. They must memorize the city's streets, anticipate the movements of their human partner, quickly recognize when their human becomes uncertain or disoriented and modify their own behavior accordingly. This is only possible if the dog is able to subtly perceive and correctly interpret human emotions. Even typical dog owners have no doubt that their furry friends are capable of a full range of emotions: when they bring their leash to go for a walk and look at their owners with pleading eyes; when they wag their tail as they drop the stick at their owner's feet again and again while playing fetch. Or when they


tuck their tail between their legs and slink past with a sidelong glance after stealing some food in the kitchen.

#### **A GORILLA COMFORTS A ZOOLOGIST**

Empathy between animals and humans is not limited to household pets. On a trip to Rwanda to study local wildlife, Basel-based zoologist Jörg Hess discovered that the mountain gorillas there had individual personalities and were full of surprises. For example, he had to put up with Pablo, a bold, young male, who would occasionally grab and drag him several meters into the bush probably in an attempt to show off. One time, when Hess stopped to watch a mother and her baby, Pablo jumped down out of nowhere and landed with both feet on the zoologist's back. Pablo disappeared again within seconds – but the researcher lay on the ground moaning in pain.

Hess described what happened next: "Two minutes later, Maggie, who was not quite yet an adult, showed up. She sat at a distance, her chin on her arms, and looked at me with a serious face. Then she approached, sat very close to me and looked into my eyes for a long time. Suddenly, she reached over and gently stroked my hair several times. I was overwhelmed." ■

Herbert Cerutti is an experimental physicist and has received numerous awards for his work as a science writer. He lives in Maseltrangen (St. Gallen).



"I'm getting to know people I would never meet in the Bronx": Jalene Valdez.

# Learning from Switzerland

New York's South Bronx is among the poorest areas in the United States. In an effort to provide better opportunities for young people, the nonprofit Here to Here is introducing a dual vocational education and training program based on the Swiss model.

Text Lars Jensen Photo Ike Edeani



## Connections and role models are lacking, not talent.

Jalene Valdez is in the ninth grade at a school with an impressive name: The Laboratory School of Finance & Technology. Like most of her classmates, however, Jalene had little realistic hope of eventually landing a well-paid job in the financial or technology sector. It's not because Jalene and her friends at MS/HS 223 – as it is known in New York's bureaucracy – are lazy or stupid.

They merely have the misfortune of growing up in the South Bronx, one of the poorest areas in the country, which ranks near the bottom on every measure of quality of life, whether it is unemployment, criminality, diabetes, teen pregnancy or quality of education. Jalene says that she likes living in the Bronx and she also likes school; computers are her passion. "But I don't know anyone who could explain to me how to apply for a job or training program." There is no lack of talent in the Bronx. What are lacking are personal connections to people who work for companies in Manhattan, where the best jobs are to be found.

**THE VICIOUS CYCLE OF POVERTY** This is the problem the Here to Here (H2H) organization wants to solve – by introducing a training program inspired by Switzerland's dual education model. H2H coordinates a network that connects schools and universities with business associations and employers like Amazon, JPMorgan Chase and Bloomberg. The goal is to prepare young people in the Bronx more effectively for professional life, as well as to open up a new talent pool for companies. While it may sound trivial to Europeans, for Americans this is a revolutionary idea – since school systems and the working world are strictly separated in the United States.

Abby Jo Sigal, the founder and CEO of H2H, is sitting in her office, which is located just a short walk from Jalene's

school. "I spent a long time working for organizations that try to provide housing for needy families. It became clear to me that ending the vicious cycle of poverty in areas like the Bronx would only be possible if young people were able to find jobs that pay a decent wage. The problem is usually that they lack contacts and education. We founded H2H to change that." The project is funded by the Bill & Melinda Gates Foundation and Jamie Dimon, CEO of JPMorgan Chase. The members of the first cohort started their internships in the fall, and in a few years, 10,000 young residents of the Bronx will begin their training with the help of H2H.

When Jalene heard that her school was offering this new program that enables participants to intern with a technology company while still in school, she was immediately enthusiastic. She was able to obtain an internship with the software company Infor. "It's a dream come true, since I definitely want to work in the high-tech sector in the future." The program is designed to continue for three years, so if all goes well, Jalene will work for Infor until she graduates from high school. She already has some idea of what this means for her future: "I'm getting to know people I would never meet in the Bronx. And I'm learning practical skills with one of the top companies. I'm incredibly lucky."

By 2020, according to a Georgetown University study, 65 percent of all jobs in the United States will require postsecondary education and training beyond high school. Jobs that pay enough to support a family will require even more education. But in the Bronx – as well as in South Central Los Angeles, the South Side of Chicago and Miami's Little Haiti – only about one in five students acquires that level of training. This accounts for the increasingly dramatic wealth gap within cities.

**UNREALIZED POTENTIAL** Over the past decades, education policy has focused on increasing the graduation rate. Despite a

**Here to Here** Over a period of three years, Credit Suisse is providing 1 million US dollars in funding for Here to Here through the Credit Suisse Americas Foundation. This partnership is supporting CareerWise New York (CWNY), an employer-led training system based on Switzerland's apprenticeship model, with the goal of helping as many New York high school students as possible. Credit Suisse is partnering with Here to Here as part of its Future Skills Initiative, which seeks to fill gaps in young people's education and employment.

diploma, however, most young people who have grown up in a poor family and an unsafe environment lack what it takes to have a successful career in corporate America. "It is outrageous that we allow so much potential in our society to go untapped," says Abby Jo Sigal. "I hope that our model will eventually set an example for the entire country."

Young people are not the only ones who benefit when large companies open their doors to talented, yet underprivileged young people. The companies themselves benefit as well. Wendy Cambor, managing director of the Accenture consulting firm, urged her company's New York headquarters to work with H2H. "Particularly in our industry, it's important to hire employees with different backgrounds and experiences. People from places like the Bronx are underrepresented in our organization. We want to change that." This is how Abby Jo Sigal sees the future of Here to Here: If Accenture and Infor are able to recognize how valuable someone like Jalene Valdez can be to their companies, her project will have succeeded. ■

Lars Jensen is a freelance writer in New York.

German sociologist Heinz Bude wants to see a new kind of social solidarity. The era of hyperindividualism is coming to an end, he says, and given all of the world's problems, we have no choice but to acknowledge our existential need for one another.

Interview Michael Kroboth

**“We can’t do it  
alone”**







# M

Mr. Bude, you've written a book about solidarity. When was the last time that you, personally, showed solidarity? When our family ordered mineral water from a delivery service. Instead of ordering from the cheapest company, we chose the one that charges a bit more but pays its drivers a decent wage. This kind of solidarity is becoming more and more important.

Why?

Because many services – whether logistics, cleaning or nursing care – are poorly paid and offer virtually no opportunities for advancement. Creative businesses are increasingly affected as well, thanks to the boom of the gig economy, in which workers bid for jobs posted online. A “service proletariat” threatens to develop in Western societies. Anyone who wants to live in a decent society should be willing to pay, even for simple services. And these services aren't really so simple.

So is solidarity the same as sympathy or empathy?

No. Solidarity can't be reduced to compassion or empathy as this is always symmetrical and reciprocal. Condescending pity is very different to the kind of mutual assistance that is offered from a position of equality. In contrast to sympathy, which can be an end in itself, solidarity always implies action.



Heinz Bude (65) teaches sociology at the University of Kassel and is the author of numerous books. His most recent publication is “Solidarität: Die Zukunft einer grossen Idee” (“Solidarity: The Future of a Great Idea”).

Is this in keeping with the concept of the homo economicus, the rational person who seeks to maximize utility?

Let's put it this way: Even a rational egoist needs solidarity. The behavioral scientist Michael Tomasello conducted a famous experiment: A toddler was placed in a room where an adult was putting items away in a closet. The adult then left the room, returning after a few minutes with his hands full of towels. As he was standing in front of the closet, the child came over and opened the door so that he could put the towels away. The child did this of his own accord, without being told to and without being offered any kind of reward. He was happy to help, even without gaining any direct benefit from his actions. We appear to be born with a certain natural solidarity, a spontaneous inclination to help.

How do we learn solidarity?

It's part of our nature, as the example of the toddler and the towels demonstrates. It's a fundamental human characteristic, but it can atrophy. Solidarity is traditionally learned in the context of sibling socialization. Children learn that they may sometimes hate their sister or brother, but when it really matters – when an external threat arises – they show solidarity. In modern societies, with more people growing up as only children, this type of socialization has become less common in learning about solidarity.

Can parents encourage solidarity in their children?

My advice is simple: When your children demonstrate solidarity, don't try to reinforce that behavior. Don't tell them that they've behaved well and offer them a reward. Individuals acquire a stable sense of solidarity only when they realize that they are freely choosing that course. That's the most important thing for them to experience. Solidarity doesn't mean that children are nice to their playmates because they want to please their parents.

In your new book you point out that social solidarity is in crisis. How has that happened?

Today, thirty years after the fall of the Berlin Wall, we are at the end of a cycle that was focused on individualism, in which the well-being of the collective

faded into the background. Influenced by the neoliberalism of the 1980s, the idea gained ground that a good society is one that is made up of strong individuals. It was basically a positive idea that encouraged each individual and showed that a single person could make a difference. However, it led to the primacy of the self-reliant individual, and to the belief that each of us is responsible for our own happiness and needs. Solidarity was no longer seen as a virtue, but rather as a formula for weakness and dependence.

So what still binds people together in our era of hyperindividualism?

Or, to put it another way: How is it possible to reconcile individual freedom and social solidarity?

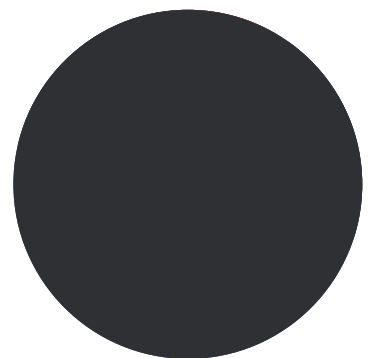
That is the crucial question I address in my book. One thing is clear: We can't turn back time. In an era of globalization, we can't rely on national myths. We can't reactivate the Marxist concept of solidarity, which was based on a collective experience of oppression and exploitation, because many people are doing well economically. They have good wages and interesting jobs. We therefore need to find another source of solidarity.

For example?

Solidarity can no longer be based on “we”; it must be based on “I.” It develops only when people want to show solidarity, not when it is motivated by a moral calculation or by the demands of some elite. Solidarity is derived from the existential experience that we are not strong alone; that if we are to make a difference, we need to collaborate with others; and that we can rely on the encouragement and support of other people in times of stress and despair.

Is this even possible, given the extreme fragmentation of modern society?

The more diverse our interests and identities, the more we need solidarity. We are more dependent on one another than





ever before, and nothing would function without the participation of other people. One example: If air traffic controllers don't care what is going on with flight attendants, and if flight attendants, in turn, have no interest in how the ground personnel are doing – everyone's work is adversely affected. Economically, too, this makes sense. A person who wants to make money should be willing to let others do so as well. Not because he or she is a good person, but because it makes sense and reinforces a sense of community.

We have laws, courts and government institutions that regulate how we live and interact with one another. Why do societies need solidarity at all? Because it's essential for precisely these institutions. Take the concept of the welfare state: It doesn't function when the government dictates social justice to its citizens. Policymakers must continually ask themselves: What kind of solidarity are people willing to demonstrate? What are they prepared to give up so that, together, we can have a better life? The welfare state makes sure that the minimum needs of all citizens are met, but no more than that. And this is where the second dimension comes in – civic solidarity. The question is not, "What are you entitled to?" but rather, "What do you need?" "Obligatio in solidum" is the principle that was enshrined in Roman law: "All for one and one for all."

What does that mean in political terms? What has been the response to people's growing need for solidarity? Right now it tends to be right-wing political groups that have recognized and taken advantage of this need. But the solidarity they propagate is exclusive, with natives pitted against migrants, Christianity against Islam. The Left stands by helplessly, offering nothing more than a liberalism rooted in a guilty conscience. I believe that if a political idea is to regain the support of moderates, it must offer a comprehensive, sophisticated vision of solidarity that considers each individual as part of the greater society.

Your goal is to achieve a broad-based, global kind of solidarity. How realistic is that, in view of the breakdown of solidarity

Don't ask,  
"What are you  
entitled to?"  
but rather,  
"What do you  
need?"

we are witnessing in Europe, both between and within nation-states? I think it's possible, and I think that the time for global solidarity has come. Why? Because the vulnerability of each individual has found its counterpart in the vulnerability of the planet. And because we recognize that challenges like climate change, energy problems and migration require global solutions. We have to share this one earth, as the French philosopher Bruno Latour observed, and this brings us closer together. People who show solidarity see others not as a burden, but as an asset. They are aware that they are not alone in the world, and that's a good thing – they perceive it as an opportunity.

For nearly ten years, the Credit Suisse Youth Barometer has shown that young people consider "friends they can count on" to be very important in their lives. Does that confirm the idea that people are yearning for greater solidarity? Absolutely. Such surveys make me even more optimistic. It is not leisure time, success or income that is most important, but friendship. And what is friendship? It's voluntary dependence and mutual assistance. Fundamentally, that's what solidarity is all about. Young people recognize that they won't be able to accomplish everything they want in their lives by themselves. They realize that they must rely on friends if they want to combine a career with having children. Despite technological advances, they know we are unable to cope with modern life on our own. They are – and they want to be – dependent on solidarity, which can take very unspectacular forms. I see this as an incredibly positive development. ■

USD 1,348,00





0,000,000,000,000

This number has 13 digits, so it represents 1.348 trillion dollars – or double the gross domestic product of Switzerland. This is the amount of economic value generated by volunteer work globally each year, as calculated by economists at Johns Hopkins University.

Source: Salamon, Sokolowski and Haddock (2011)



## A country called Volunteerland

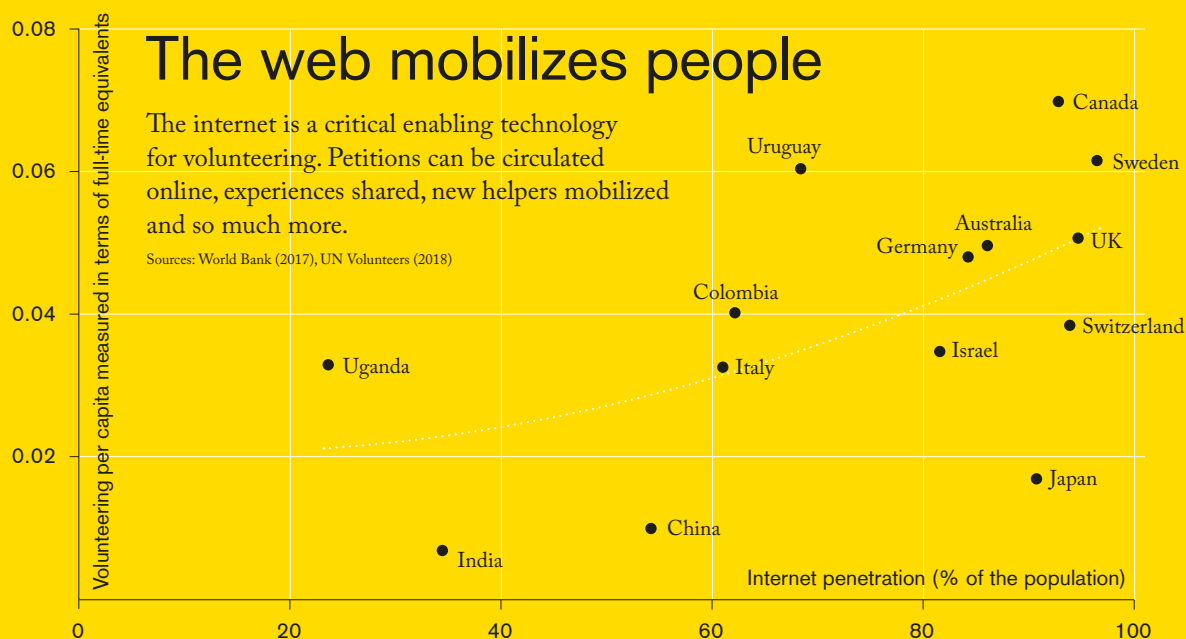
If all volunteer workers were citizens of a single country, it would have the fifth-largest labor force in the world.

Sources: UN Volunteers (2018), Swiss Federal Statistical Office (2017)

# Any

Text Sara Carnazzi Weber and Thomas Mendelin, Credit Suisse Swiss Economics

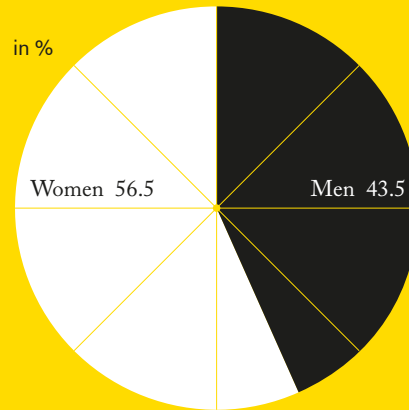
Volunteers create prosperity, work many millions of unpaid hours, are internet savvy and tend to be female: facts and figures on global volunteer work.







China  
775 mn



Volunteers work 227 billion hours each year.

Source: UN Volunteers (2018)

**WOMEN DO MORE** Women work more volunteer hours than men in almost every region of the world.

Source: UN Volunteers (2018)

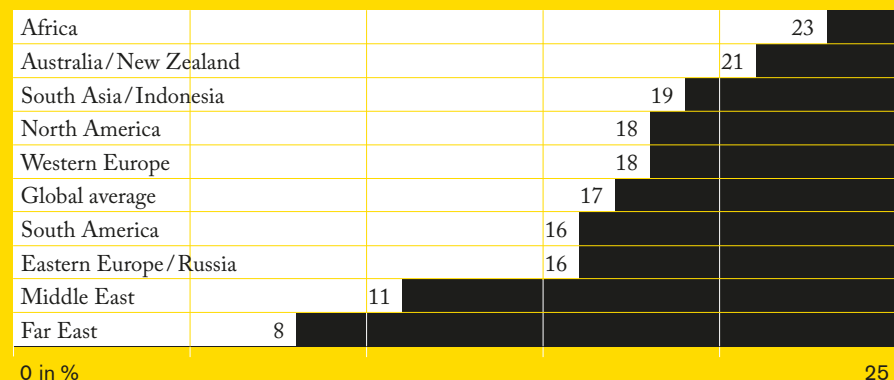
227,000,000,000<sup>h</sup>

# volunteers?

30 %

## Most important in Africa

The chart shows where unpaid work is particularly important, i.e. where it makes a significant contribution to the economy. The white area corresponds to the value of volunteer work compared to government spending.



Source: Salamon, Sokolowski and Haddock (2011)

Just under one-third of global volunteer work takes place on an institutional basis, i.e. working in an association, an organization or an institute. More than two-thirds of the work is informal and carried out under private initiatives. This can include childcare, elder care, watering plants, doing the shopping for others and much more.

Source: UN Volunteers (2018)

# EVERY-

## POLITICS

“As a member of the Council of Education, I’m involved in the public schools’ strategic decisions – such as whether to make a subject like information technology part of the curriculum. Decisions are then implemented by the school’s governing body, for example by providing the infrastructure needed to teach the new subject. Good schools are the heart of society, so I’m happy to do my part. I benefit professionally, too, as my job has a great deal to do with educational issues. Credit Suisse allows its employees to devote up to 20 percent of their work hours to militia service, and I’m grateful for that. I have been involved in these activities for four years. To make that possible, I reduced my responsibilities and work hours; previously I didn’t have the time for militia service. My family is proud of my social engagement, and I’ve been able to expand my network of contacts. Who knows, perhaps there will be other political positions in my future.”

**Volunteer activity** Member of the Council of Education of the canton of Zurich (FDP), vice-president of the secondary school governing body in Uster

**Commitment** 10–15 hours per week

**Location** Zurich/Uster, Switzerland

**Occupation** Head of Campus Recruiting & Young Talents Switzerland, Credit Suisse

# DAY

Sabine  
**BALMER  
KUNZ**  
(56)

# H

They are involved in politics, clean up polluted waters and take care of their grandchildren: Over a hundred million people all over the world are engaged in altruistic, unpaid work. The world wouldn't be able to function without them. Five portraits.

Transcribed by the editorial staff

# EROES









#### ENVIRONMENTAL PROTECTION

“People often ask me why I do this to myself. Twice a week I spend time cleaning, planting and weeding at what used to be a waste disposal site. For nothing? But no, it’s not for nothing. I see this work as my way of repaying some small portion of what Mother Nature has given me. I spent my childhood in the fields of Argentina’s poverty-stricken northern region. At the age of 11, I arrived in the loud, crowded, polluted city of Buenos Aires. In 2015, when I learned that the city was looking for volunteers to help restore the garbage dump at the Arroyo Cildáñez river to its natural state, I immediately stepped forward. At first it smelled disgusting. We pulled three tons of diapers out of the water on a single day. Over the past years we have planted 6,000 trees; fish and ducks can be seen once again; and herons, iguanas and beavers have returned to the riverbanks. This all used to be a dead zone. Now it’s a peaceful oasis.”

**Volunteer activity** Restoring the Arroyo Cildáñez river to its natural state

**Commitment** Eight hours per week

**Location** Buenos Aires, Argentina

**Occupation** Assistant to a tax consultant

Mercedes  
BORDÓN

(58)



## Andreas ACHERMANN

(28)

### EDUCATION

“Volunteer work has always been part of my life. My mother worked at a retirement home, and we children would often help out with major events. Credit Suisse allows its employees to devote up to four work days per year to volunteer work. I’ve been using that time to start my own project – organizing training days at the business high school I used to attend. About six of my colleagues from Credit Suisse join me, and one of our main goals is to teach students the skills they will need in the future. Other large companies, such as Novartis, DHL and Baloise, have long been involved in these efforts as well. Last year, all 90 of the students that we trained and who successfully graduated were able to find an internship.”

**Volunteer activity** Job application training for business high school students

**Commitment** Approx. two days per year

**Location** Zurich/Basel, Switzerland

**Occupation** Client advisor,  
International Wealth Management,  
Credit Suisse



## CHILDCARE

"We decided to retire early when Daniel, our first grandchild, was seven weeks old. Only a week later we were caring for him in our home on a regular basis. Today, at the age of five and a half, he goes to school. Now we only have to help him get ready for school and drop him off, and then we pick him up again in the afternoon. His little cousin Maria is one and a half, and she spends the whole day with us. One of our daughters is a doctor; the other works for a major international company and travels a great deal. I don't think their careers would have been possible without our support. We're very proud that both of them are so successful, and that we've been able to make a contribution. Our grandchildren really enjoy coming to our house, and they especially like to spend the night. We often cook, play in the backyard and dance – we never get bored."

Volunteer activity Childcare

Commitment 10 hours on weekdays

Location Seattle, Washington

Occupation Retired

## Galina and Ivan ZBAGERSKA

(65 and 66)









## Sarah MACPHERSON

(36)

### SHARING EXPERTISE

"I spent three weeks in Kampala as part of Credit Suisse's Global Citizenship Program, providing assistance to Opportunity Bank Uganda Limited (OBUL). It was an intense time; the head of Risk Management and I overhauled the bank's entire risk management strategy – in just three weeks. My previous social engagement was limited to making donations. But I decided that I had gained enough expertise that I could make a contribution on site. I, too, learned a lot in Kampala – about risks in an unfamiliar context, and about microfinance and financial inclusion in general. I was able to attend a village meeting of borrowers. The determination, entrepreneurial spirit and zest for life of these men and women are something I will never forget."

**Volunteer activity** Advising  
a microfinance bank in Uganda

**Commitment** Three weeks

**Location** Kampala, Uganda

**Occupation** Enterprise Risk Director,  
Credit Suisse



# “A cornerstone of our national identity”

Around 100,000 people in Switzerland are active in militia service. Yet the willingness to take part in volunteer work is trending downward. What can be done about this, Christoph Niederberger?

Interview Michael Krobath

Mr. Niederberger, how do you explain the nature of the Swiss militia system to foreigners?

This institution is unique to Switzerland, and it helps to keep regular people involved in politics. Militia service can be seen as doing volunteer work for the government. In more specific terms, it may mean working for the municipal authorities or for the local fire department. An estimated 100,000 people are currently doing militia work in the 2,212 Swiss municipalities.

Militia service is time-consuming, unpaid and hardly appreciated. Why would anyone do it?

One important factor is the subjective motivation of giving back to the community. There are also objective reasons for doing militia service. By serving as the mayor of a municipality, for instance, you learn leadership and presentation skills. Skills like these can come in handy in your professional life, too. If you look at it this way, militia service is a kind of on-the-job professional training.

How important is the militia system for the Swiss identity?

It is part of Switzerland's political DNA and is therefore also a cornerstone of our national identity. A fully professional municipal government would come with less diversity in the municipal landscape. It would be more centralized, and proximity to citizens would be lost. No one wants that.

Fewer and fewer people are choosing militia service. Why is that?

In my opinion, this is not due to the people themselves but rather their circumstances. The professional world has become more mobile. People have longer commutes, which leaves less time for other things. Municipal governments have changed, too. There are fewer things that can be decided independently at the local level, and this makes the work less attractive. The Schweizerische Gemeindeverband (Swiss Association of Municipalities) is trying to counteract this trend at the federal level.

How can we get young people excited about militia service?

It never hurts to be involved in politics and to make a tangible contribution to society, and the personal benefits such work offers are cross-generational. In addition, many studies show that meaningful work is important to millennials. Militia service suits this purpose very well.

The Swiss Association of Municipalities has declared 2019 to be the Year of Militia Service. How can militia service be made more attractive?

This calls for internal and external reforms. There are some good examples: A number of communities have introduced certificates and training programs, which are valuable in a person's professional career. Others have relieved the municipal council of its operational responsibilities so that it is able to focus on strategic tasks. With the Year of Militia Service, the Swiss Association of Municipalities aims to promote ideas like these and to inspire new ones.

Credit Suisse and many other companies make it possible for their employees to exercise a political role on the side (see profile on page 42). How important is this support from within the private sector? It's wonderful that the private sector is committed to creating favorable conditions for militia service. This benefits Switzerland as a whole. In addition to incentive systems, flexible working time models are also crucial. Fortunately, these are becoming more and more common.

Fewer and fewer volunteers, increasingly complex responsibilities – will professionals assume these roles in the future, or will the militia system still exist 20 years from now?

The militia system will definitely still exist. It is still the most efficient and effective political system and will remain so. It also creates citizen involvement. This is one of the main assets of Swiss politics, and we need to protect it. ■



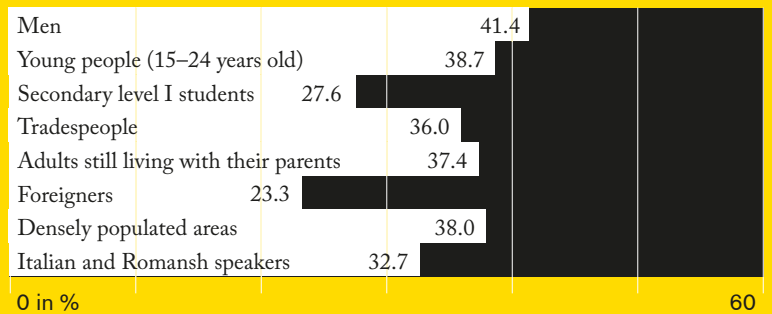
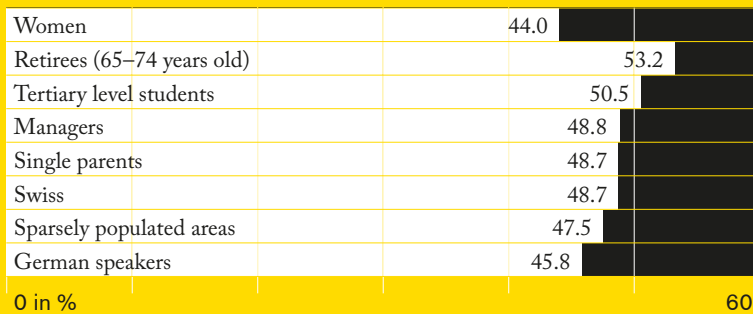
Christoph Niederberger (48) has been director of the Swiss Association of Municipalities since 2018. The association has declared 2019 to be the Year of Militia Service. More information can be found at [milizsystem.ch](http://milizsystem.ch)

# 42.7%

## of people in Switzerland take part in volunteer work



## Who is **more** involved, who is less involved?



## Contributing virtually

The internet promotes volunteer work (see page 40).  
How to get involved online in Switzerland.

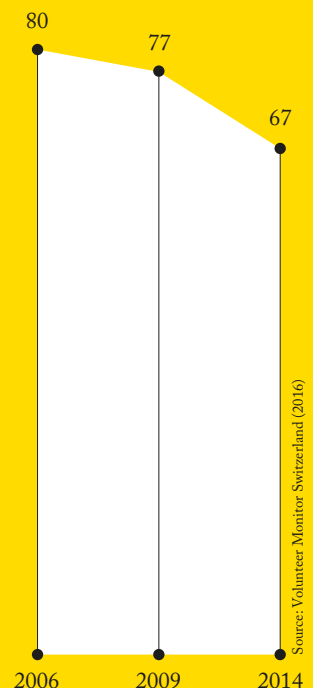
Source: Volunteer Monitor Switzerland (2014)



## We (don't) have an association

The share of the population involved in associations has fallen steadily over recent years.

Association members as % of total population





# Making optimum use of money and time

Liv Boeree is one of the most successful poker players in the world (and an astrophysicist). Her goal: to do as much good as possible, in the most efficient way possible. Her method: effective altruism.

Text Simon Brunner Photo Anton Gottlob





**L**iv Boeree is dealt two fives, a challenging hand: too good to fold, but marginal enough to require some consideration. Right now of all times! Standing between Boeree and 1.25 million euros is a 22-year-old Swede in a hoodie, but he is one of the best heads-up poker players in the world. They're in San Remo, Italy, and 1,238 participants have already been eliminated from the biggest poker tournament in Europe. Boeree places her bet; the Swede reacts immediately and pushes all of his chips into the middle. She calculates the probability of winning. After all, she studied astrophysics and is quite good with numbers. But in reality she already knows. She has to go all in, gamble her remaining chips. The two players reveal their cards. The Swede has an ace and a six, slightly worse than Liv Boeree's pocket fives. The dealer puts the next five cards on the table. No change – Boeree wins!

San Remo was almost 10 years ago. Liv Boeree was 25 years old at the time and stuttered something about “buying a house” into the cameras after the victory, something which she did actually do later on. She also

remembers seeing a TV documentary on animal cruelty in the days after her massive win and spontaneously donating a substantial amount. “As rational as I was at the poker table at the time,” says Boeree, now 34, “I tended to only be guided by my feelings and emotions when donating to charity.”

“I have always been aware that there is an obligation on those of us who are doing well in life to do things for others,” states the Brit. “I first came across the concept of effective altruism at a dinner – in Switzerland, actually.” Simply put, it's about making the most of our limited resources – that is, money and time – to improve the lives of as many people and animals as possible.

“Poker players are rational beings and are open to new ideas; they see themselves as free spirits,” explains Boeree. In 2014, Boeree and her friends from the poker world founded Raising for Effective Giving, or REG, an organization for effective altruism in poker. The members donate a percentage of their income. “I chose 10 percent,” says Boeree. In total, REG has already raised more than 11 million US dollars for various foundations. One exceptional aspect of the organization is just how efficiently the money is used. The fundraiser multiplier is 1:24, which means that “for every dollar we need for public relations and fundraising, 24 dollars go directly to the foundations.” Of course, the members also

make sure that the projects supported are as efficient as possible and have a broad impact. Boeree explains: “It costs 3,337 dollars to save the life of a malaria patient. With rare diseases, it's much more expensive.” Her conclusion: “You should think carefully about the causes to which you are donating.”

Another basic principle of effective altruism is that donors focus on where they can contribute the most. “For a long time, that was playing poker for me, and that's where I earn the most money,” Boeree says. “Nowadays, I have expanded my field of activity: I work a lot in fundraising, make appearances, run a YouTube channel, write articles. If I can encourage other people to donate by doing this, I may be doing even more good than I do at the poker table.”

In years gone by, Liv Boeree tried to make decisions based on objective criteria. But now, at the age of 34, she's letting her intuition and feelings play a bigger role. As an example: “I love my boyfriend Igor more than anything. Can I explain this? Is there a better person for me somewhere? Do I want to know? No!” ■





# A new political awakening



Youth culture has long been considered a politics-free zone, but now Generation Z is joining its predecessors in taking to the streets. Why? Are we witnessing the political awakening of young people?

Text Cloé Jans Illustrations Erin Aniker



It's a familiar cliché: Young people have no interest in politics. They would rather spend hours on Instagram, focus on self-improvement at the gym or hang out smoking cigarettes at a small-town train station. They are becoming less and less active in clubs and other organizations – and in any case, social engagement overall has become the exception. So why are news broadcasts full of images of young people waving protest banners? Are we seeing a new generation of political activists? Or is it possible that there has not been any fundamental change, and that sooner or later this political awakening will fizzle out?

We know from both experience and research that young people are, in fact, less likely than adults to participate in the formal political process. In Switzerland, roughly 30 percent of 18- to 24-year-olds voted in the 2015 elections, whereas among the population as a whole approximately 50 percent of eligible voters went to the polls. Yet it would be wrong to conclude that 70 percent of young people are apolitical; 75 percent participate at least occasionally. The percentage of those who are selective in their participation is simply larger among young people than among adults.

**REGULARLY OUTVOTED** It is not true, therefore, that the young have no voice in the political process. Yet it is true that young people's views on specific decisions often fail to make a difference – because they are routinely outvoted by their elders. In Switzerland, for example, voters under the age of 30 favored the 2011 gun control initiative. If it were up to young voters, the United Kingdom would have rejected Brexit, and it is fairly certain that it would not be Donald Trump sitting in the White House right now, but Hilary Clinton or maybe even Bernie Sanders.

But research shows that young people are not eager to commit themselves to participation in traditional institutions. Only 26 percent of 15- to 25-year-olds in Switzerland can see themselves becoming involved in a political party or its youth organization, but 40 percent are willing to demonstrate for an issue they consider important. Our surveys show that young people see politics as often far removed from their day-to-day lives. They are paying little in taxes, they're generally healthy, they have no school-age children and they don't yet own their own homes. A vote that concerns imputed rental value is of little interest to a 21-year-old.

It therefore makes sense that young people have always played a more disruptive role. They take action when they are outraged, when they feel personally affected or when they feel robbed of their future and their freedoms by the adult generation that is currently in



power. More and more, young people are calling public attention to the issues they care about, insisting that their demands be met. The protest movement of 1968 fundamentally altered the political landscape. In the 1980s, Swiss youth successfully fought for open spaces and youth centers; in the first decade of this century, young people played a significant role in global protests against the Iraq war, calling for peace. And in 2019, a broad-based youth movement focusing on the issue of climate change is having an impact on the media and the political sphere.

## As young people see it, the safety net has disintegrated.

**HOW IS Z DIFFERENT FROM Y?** What distinguishes the youth of today, known as Generation Z (born in 2000 or later), from their older siblings in Generation Y (the millennials, born between 1980 and 1999)? The answer can be summed up in two words: context and resources.

Although the two generations are only a few years apart in age, there are striking differences between them. As a millennial born in the 1980s, I spent my formative years in a period of relative security and stability. The 1990s and the early 2000s were a time of triumph for the Western world. The Cold War had ended; Francis Fukuyama (see Bulletin 1/2018) declared the “end of history.” We Western millennials had the luxury of concentrating primarily on our own self-realization. We could manage the challenges of growing up in the knowledge that a stable safety net was there to catch us.

The socialization of the members of Generation Z, in contrast, is shaped by something that most millennials had little or no experience of: global instability – caused by financial crises, terrorism, technological change and political polarization. As a result, young people throughout the Western world are increasingly worried about their future. Their concerns range from the consequences of climate change, which are already being felt, to the financing of their retirement. As the members of Generation Z see it, the safety net of the past has disintegrated.

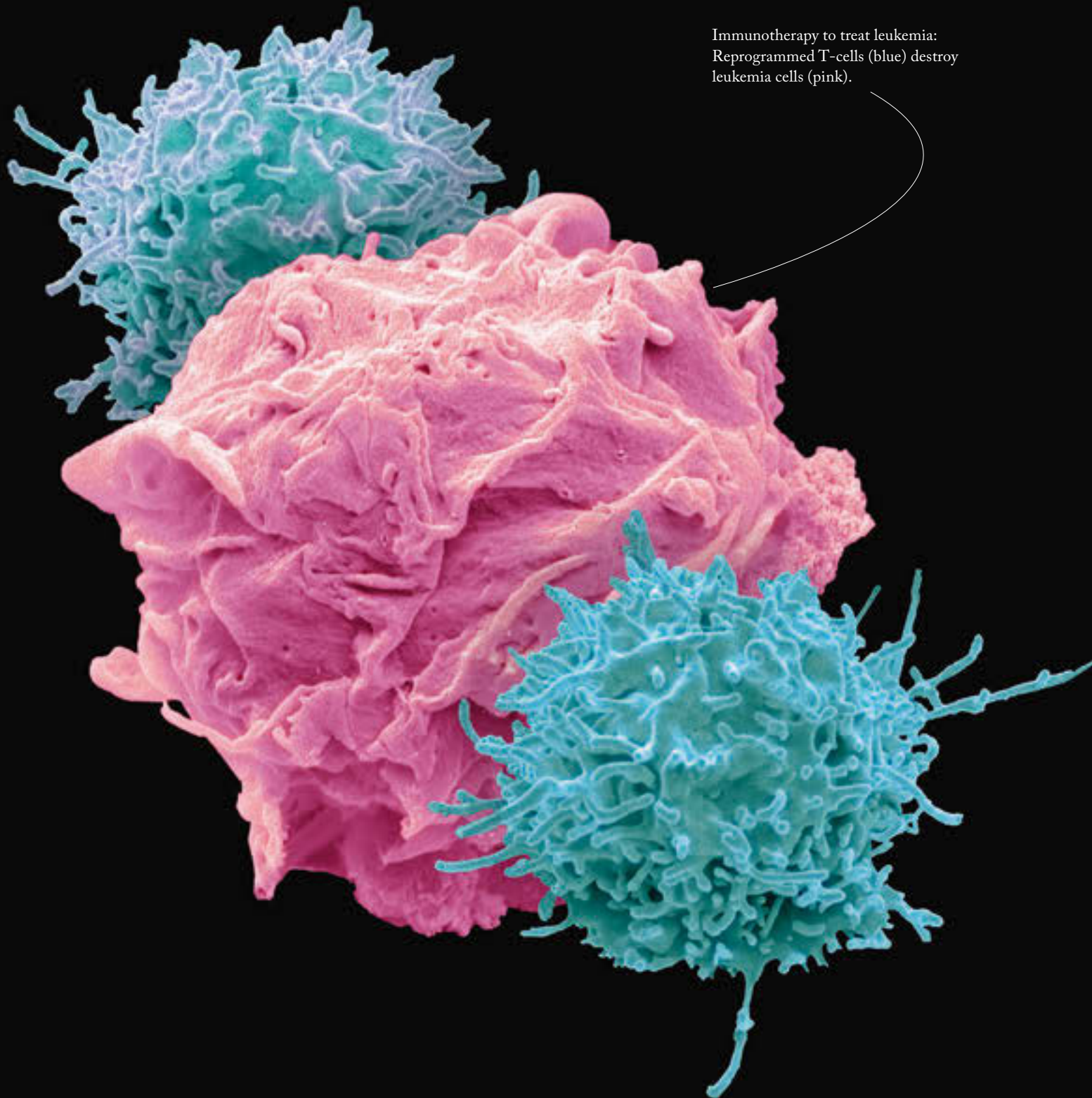
At the same time, they are more informed than any previous generation. They employ their expertise and skills, as well as the (digital) resources at their disposal, with a high level of confidence and competence. The viral power of social media is making the broad range of political movements more visible today than they were in the past. Whether it's 10,000 people taking to the streets in a large city or strikes in the schools of 100 small towns – it's all part of a single whole when viewed through the lens of Twitter, Instagram and the like. Ultimately, it's that sense of being part of a larger whole that keeps a movement going.

**A POLITICAL GENERATION** Politics is a cyclical business, with thematic cycles as well as cycles of mobilization. The issues at the forefront today speak to the concerns of the youth movements, since people feel personally affected; those issues include gender equality, social justice and climate issues. History tells us, though, that it is always difficult for a movement to maintain its momentum and energy over the long term. Be that as it may: Since the foundation for a generation's political awareness is laid in its formative years, we can expect Generation Z to be a political generation.

Still, studies have shown that, over the long term, political participation is determined primarily by a person's family background. It is strongly influenced by upbringing; participation is best learned in the immediate environment – in other words, from one's parents. If politics is not discussed at the dinner table, young people are much less successful at learning to navigate the political system. They may then feel that they lack the competence needed for participation, or they may simply have no interest in politics. It is crucial for schools to provide political education so that the political awakening of young people is not dependent on thematic cycles or family background, but rather experienced anew by each generation – thereby ensuring that future generations play an active role in the social decision-making process. ■

Cloé Jans (33) is a political scientist and researcher at the opinion research institute gfs.bern, which conducts the Youth, Worry and Progress Barometer surveys for Credit Suisse. Lukas Golder contributed to this article.





Immunotherapy to treat leukemia:  
Reprogrammed T-cells (blue) destroy  
leukemia cells (pink).

**Personalized medicine** In CAR T-cell therapy, white blood cells that serve as part of the immune defense system are drawn from patients with acute lymphatic leukemia who did not respond to first-line therapy. These cells are reprogrammed genetically in the laboratory so they can recognize and attack cancer. The cells are then re-administered intravenously to the patient. According to studies, they are able to eliminate cancer cells for months or years. In a clinical study conducted at Seattle Children's Hospital in resistant patients with multiple relapses (see main article), the new treatment was 93 percent effective in achieving remission. Prior to this immunotherapy, treatments were about 20 percent effective.

# Research in memory of Liam

Their son died from leukemia at the age of three. His parents want to help children in similar situations. They started the Little Big Hero Foundation, which promotes new, innovative forms of treatment.

Text Franziska Engelhardt Portraits Basil Stücheli

A reminder of their dream wedding hangs in the living room: Thomas kisses Tiffany's hand under the oak trees at a plantation in South Carolina, United States. Stuffed animals sit below the photo, along with a baby buggy and tiny backpack: an altar of toys for Liam. The young couple's son died of a rare form of leukemia in May 2018.

Tiffany and Thomas Wermelinger had been a couple since they were teenagers, and their lives were running according to plan. Their son Liam was born on May 11, 2015. Tiffany was 26, Thomas was 29 years old. The young family was living happily and their son was healthy and lively. But everything changed when he was 18 months old when an ear infection turned out to be deadly serious.

**AT HOME IN THE HOSPITAL** "He almost died from severe sepsis," says Tiffany Wermelinger. Her husband continues: "The doctor at the University Children's Hospital Zurich was very direct. He said that Liam had acute

lymphoblastic leukemia (ALL). I broke down and burst into tears, but Tiffany immediately switched into survival mode and asked: 'OK, what are the next steps?'" Things looked good initially: About 80 percent of all childhood ALL cases are curable with first-line therapy. In Switzerland, around 250 children get cancer every year, and ALL is the most common form.

His parents were confident that their son would fall into the "cured" category. They started treatment and moved into the Children's Hospital, not suspecting that the hospital room would be their full-time home for most of the next 18 months.

Liam's fight for survival began with countless operations. His bedroom in Wollerau has seven long strings of colorful glass beads hanging next to his bed as a reminder of his medical journey. There was a specific bead for every procedure – his parents called them "bravery beads." They look at them: "Here he was relapsing, and that's the chemo chaos. The rainbow beads mean the intensive care ward. This is the stem cell transplant, and that's the blood draw. He got to choose the angel himself." Liam always recovered very quickly and lived in the moment. The hospital was his world. "He loved it when the clown visited," says





Tiffany Wermelinger, who now works at the Children's Hospital Zurich as a coordinator for patients with a rare type of brain tumor. "When he was feeling well, he was a happy child. Then he would ride up and down the halls in a Bobby Car with his IV – he even had a hospital girlfriend. She survived her cancer."

**HE WAS A FIGHTER** Liam had a relapse in November 2017. As a last resort, oncologists at the Children's Hospital advised his parents to consider the CAR T-cell therapy being conducted in a study in Seattle. "It's the most revolutionary medical advance in the fight against acute leukemia in children in the last 20 years," says Swiss pediatric oncologist Francesco Ceppi. Doctors have achieved groundbreaking successes with this treatment in the United States and China. This immunotherapy has been approved in Switzerland since August 2018. However, the CAR T-cells are produced in the United States and the treatment costs of around half a million Swiss francs continue to be the greatest barrier to widespread use.

The oncology clinic at University Hospital Lausanne (CHUV) headed by Professor George Coukos has worked closely with the Seattle Children's Hospital to develop a program for an innovative immunotherapy to combat lymphoblastic leukemia and lymphoma in children. CHUV is planning to launch a clinical study at the beginning of 2020. "We are working with the Children's Hospital in Seattle to produce the CAR T-cells there initially and then here in Lausanne. We will then be able to treat Swiss patients much more quickly." Meanwhile, researchers at the Ludwig Institute for Cancer Research in Lausanne are working on the next generation of pediatric CAR T-cells, "in order to increase their effectiveness and reduce toxicity," says George Coukos.

In the end, the Wermelinger family flew to Seattle as their last hope. Liam's condition had to be stable for him to undergo CAR-T therapy, but his blood count kept getting worse. He had a cardiac arrest. "But two hours later he looked at us and

wanted to watch videos," says Thomas Wermelinger, who works as a data specialist at Swiss Life. "We thought, if he survives this, then he can survive anything." Ceppi, an oncologist and one of the doctors in charge of the CAR T-cell therapy study in Seattle, shared their hopes. "Liam was a fighter," recalls Ceppi. "I can't remember how often the doctors predicted that Liam would die soon, but he always fought his way back. He taught us a lesson in getting back up again – until he had no strength left."

The doctors performed the procedure in May 2018 despite his critical health condition. The treatment worked, and the cells destroyed the cancer in his blood. But Liam was already too sick – his organs had stopped functioning, and doctors expected a heart attack at any time. When his par-



Committed to helping children suffering from cancer: Thomas and Tiffany Wermelinger.

**Little Big Hero** "Children should laugh, even in exceptional situations": Photos of a happy Liam underscore the foundation's motto on its flyers and the website. In addition to their jobs, the Wermelingers devote all their energy to fundraising, organizing charity runs, and selling Little Big Hero items online. All of the money donated goes to the foundation's projects. It operates as a sub-foundation of the Rütli Foundation. More information: [littlebighero.ch](http://littlebighero.ch)

ents decided to switch off the dialysis machine for that reason, they were both quiet. They lay down next to their son in his hospital bed and held him until he fell asleep for the last time.

**“WE WANT TO GET INVOLVED”** Liam showed them that you have to make the best out of every situation, no matter how difficult. “We knew on the first day after his death: We want to ensure that sick children like Liam can be comfortable in the hospital,” says Thomas Wermelinger. For that reason, they started the Little Big Hero Foundation.

The clown visits at the hospital are especially near and dear to their hearts, for example. “Clowns take away the fear of injections and anesthesia. That’s especially important with children who have to undergo one procedure after another. It’s also a huge relief for the parents and staff when the child isn’t crying and struggling,” says Liam’s father. The University Children’s Hospital currently employs two clowns part-time to work with the children individually. This pri-

vately funded pilot project – the only one of its kind in Switzerland – is partly financed by Little Big Hero.

The preschool project at the Children’s Hospital is also dependent on third-party funding. The Wermelingers were able to contribute 70,000 Swiss francs to keep the pedagogical support program for children starting at age two through kindergarten up and running. “Children can otherwise fall too far behind if they spend long periods of time in hospital. This can have a negative effect on them throughout their entire school career,” says Tiffany Wermelinger.

With regard to treatment, the couple wants to support childhood cancer research at the CHUV in Lausanne. “We’re supporting the CAR T-cell therapy study so that sick Swiss children can be treated faster and more cost-effectively, and so they don’t have to deal with the added strain of extensive travel like Liam did.”

#### **FUNERAL SERVICE ON HIS THIRD BIRTHDAY**

Liam was cremated back in Seattle. On his third birthday. “It was a wonderful service, our parents came, doctors and nurses,” recalls Tiffany Wermelinger, pointing at a series of photographs. Liam is all around us here, a plaster cast of his tiny left hand is on the table, “the most precious thing we have,” says Thomas Wermelinger.

For a long time, the idea of having another child was inconceivable. But now they’re ready to try again. “This time we’ll be much more conscious of parenting right from the start,” says Thomas Wermelinger, “but our little big hero will always be in our hearts.” ■



Taking away children’s fear of anesthesia: clowns at the University Children’s Hospital Zurich.

Franziska Engelhardt is a freelance journalist and lives in Zurich.



And what  
can  
I do?



“Every human on earth – even the most indifferent, laziest person among us – is part of the solution,” writes the UN\*, and it provides tips on how each of us can help to achieve the Sustainable Development Goals (SDGs).



Illustrations Jean-Michel Tixier

Turn off the lights.  
Your TV or computer screen  
provides a cozy glow,  
so turn off other lights if you  
don't need them.

## From your couch

Save electricity by plugging  
appliances into a power strip  
and turning them off com-  
pletely when not in use,  
including your computer.

Stop paper bank statements  
and pay your bills online or  
via mobile.

*Share, don't just like:* If you  
see an interesting social  
media post about women's  
rights or climate change,  
share it so folks in your  
network see it too.

Report online bullies. If you  
notice harassment on a  
message board or in a chat  
room, flag that person.

Tell us about your actions  
to achieve the global  
goals by using the hashtag  
#globalgoals on social  
networks.

Offset your remaining  
carbon emissions! You can  
calculate your carbon  
footprint and purchase  
climate credits from  
Climate Neutral Now. In  
this way, you help reduce  
global emissions faster.

## At home

Take short showers.  
Bathtubs require gallons  
more water than a  
5–10 minute shower.

Eat less meat, poultry and  
fish. More resources are used  
to provide meat than plants.

Freeze fresh produce and  
leftovers if you don't have  
the chance to eat them before  
they go bad. You can also  
do this with take-away or  
delivered food, if you know  
you will not feel like eating  
it the next day. You will save  
food and money.

Compost. Composting food  
scraps can reduce climate  
impact while also recycling  
nutrients.

Buy minimally packaged  
goods.

Avoid preheating the oven.  
Unless you need a precise  
baking temperature, start  
heating your food right  
when you turn on the oven.



Let your hair and clothes dry naturally instead of running a machine.



Replace old appliances and light bulbs with energy efficient models.

If you have the option, install solar panels in your house. This will also reduce your electricity bill!

Get a rug. Carpets and rugs keep your house warm and your thermostat low.

If you use a dishwasher, stop rinsing your plates before you run the machine.

Choose a better diaper option. Swaddle your baby in cloth diapers or a new, environmentally responsible disposable brand.

Shovel snow manually. Avoid the noisy, exhaust-churning snow blower and get some exercise.

Use cardboard matches. They don't require any petroleum, unlike plastic, gas-filled lighters.

## When shopping

Shop local. Supporting neighborhood businesses keeps people employed and helps prevent trucks from driving long distances.

Buy "funny" tomatoes or squash. Many fruits and vegetables are thrown out because their size, shape or color is not "right."

When you go to a restaurant and are ordering seafood always ask: "Do you serve sustainable seafood?"

Bike, walk or take public transport. Save the car trips for when you've got a big group.

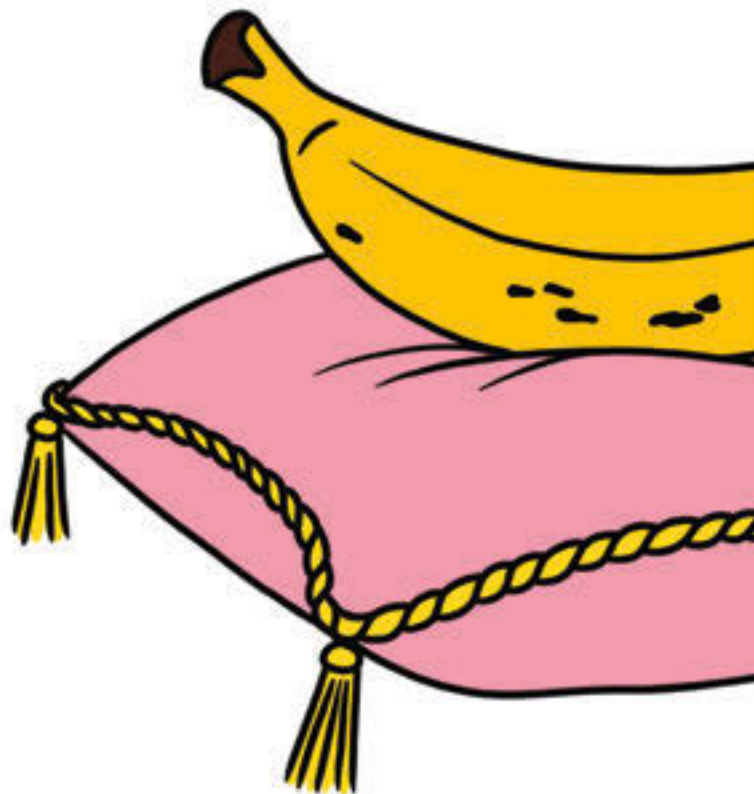
Bring your own bag when you shop. Pass on the plastic bag and start carrying your own reusable totes.

Shop vintage. Brand-new isn't necessarily best. See what you can repurpose from second-hand shops.

Maintain your car. A well-tuned car will emit fewer toxic fumes.

Donate what you don't use. Local charities will give your gently used clothes, books and furniture a new life.

Vaccinate yourself and your kids. Protecting your family from disease also aids public health.



## At work

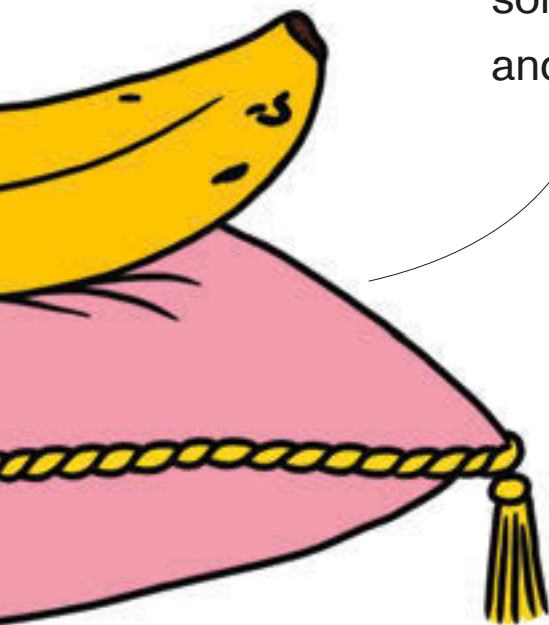
Mentor young people. It's a thoughtful, inspiring and a powerful way to guide someone toward a better future.

Women earn 10 to 30 percent less than men for the same work. Voice your support for equal pay for equal work.

Four billion people lack access to basic sanitation services. Lend your voice to talk about the lack of toilets in many communities around the world!

Raise your voice against any type of discrimination in your office. Everyone is equal regardless of their gender, race, sexual orientation, social background, and physical abilities.

If you have a fruit or snack that you don't want, don't throw it out. Give it away to someone who needs and is asking for help.



## “The tough questions”

### New guidelines for impact investing

Interview Daniel Ammann

The International Finance Corporation (IFC) states that “a strong and engaged private sector is indispensable to ending extreme poverty and boosting shared prosperity.” How can companies contribute to achieving the SDGs; what is their role?

Getting a good job is the surest path out of poverty and toward increased prosperity. Private companies generate most new jobs in low- and middle-income countries, so they play a central role in creating economic opportunity. Private companies also provide people in low-income brackets with important goods and services. Finally, private investment is critical to meeting the enormous infrastructure needs of fast-growing economies.

In spring this year, the IFC launched the Operating Principles for Impact Management.

What is their goal?

Investors are confused by the different labels and different claims made by “impact” funds and products. The Principles aim to bring transparency to the market for impact investing.

How do they work?

Investors will be able to compare how impact funds and institutions manage their investments. Discipline is improved because these disclosures will be subject to independent verification.

As an individual investor, what can I do if I want to “make the world a better place”?

The most important thing an individual investor can do is ask how an investment will contribute to achieving impact. Investments that follow the Operating Principles must demonstrate that they contribute to the impact created by the investee company. ■

Neil Gregory is the Chief Thought Leadership Officer at the International Finance Corporation (IFC). The IFC is based in Washington DC; as a member of the World Bank Group, it focuses on encouraging private-sector development.



# “Bill Gates is driving his child to school;

On average, women around the world spend more than twice as many hours as men on unpaid work. In fact, cutting women’s unpaid work from five hours a day to three boosts women’s participation in the labor force by about 20 percent.

Text Melinda Gates

# you can, too.”



**Melinda Gates (55)** is an American businesswoman, philanthropist and author. She has degrees in computer science and business. Her first job was at Microsoft, where she met her future husband Bill Gates, with whom she has three children. According to Forbes, Melinda Gates is one of the world's most influential women.



That is hugely significant because it is paid work that elevates women toward equality with men and gives them power and independence. That's why the gender imbalance in unpaid work is so significant: The unpaid work a woman does in the home is a barrier to the activities that can advance her – getting more education, earning outside income, meeting with other women, becoming politically active. Unequal unpaid work blocks a woman's path to empowerment.

Of course, there are some categories of unpaid work that can make life deeply meaningful, including caring for family members. But it's saying nothing against the meaning and value of caregiving to say that it helps all family members – those giving care and those taken care of – when these duties are shared.

T

*There is no country where the gap is zero.* — What do I mean by unpaid work? It's work performed in the home, like childcare or other forms of caregiving, cooking, cleaning, shopping and errands, done by a family member who's not being paid. In many countries, when communities don't have electricity or running water, unpaid work is also the time and labor women and girls spend collecting water and gathering wood.

This is reality for millions of women, especially in poorer countries, where women do a much higher share of the unpaid work that makes a household run.

On average, women around the world spend more than twice as many hours as men on unpaid work, but the range of the disparity is wide. In India, women spend six hours a day doing unpaid work, while men spend less than one. In the US, women average more than four hours of unpaid work every day; men average just two-and-a-half. In Norway, women spend three-and-a-half hours a day on unpaid work, while men spend about three. There is no country where the gap is zero. This means that, on average, women do seven years more of unpaid work than men over their lifetimes. That's about the time it takes to complete a bachelor's and a master's degree.

When women can reduce the time they spend on unpaid work, they increase the time they spend on paid work. In fact, cutting women's unpaid work from five hours a day to three boosts women's participation in the labor force by about 20 percent.

“I didn't feel like Bill and I were even on the same page of what we wanted.”

H

*“Hey, what's up? There are a lot of dads here.”* — Thinking about the concept of unpaid work shapes the way I see what happens in our house. I want to be honest – I've had terrific long-term help in raising our children and managing our household tasks. I don't know all the personal struggles of other couples who have to balance work with the responsibilities of family and home. I can't speak for them, and I would never compare my situation with theirs. But I do know an imbalance in unpaid work when I see it in my own home – and I see it! It's a lot of work raising kids: taking them to school, to the doctor, to sports practice and drama lessons; supervising homework; sharing meals; keeping the family connected to friends at birthday parties and graduations. It takes a lot of time. And at different points, I have come to Bill, exhausted, and said “Help!”

When Jenn started kindergarten in the fall of 2001, we found a school that was ideal for her, but it was thirty or forty minutes away and across a bridge, and I knew I would be driving back and forth from home to school twice a day. When I complained to Bill about all the time I would be spending in the car, he said, “I can do some of that.” And I said: “Seriously? You’ll do that?” “Sure,” he said. “It’ll give me time to talk with Jenn.”

So Bill started driving. He’d leave our house, drop Jenn at school, turn around, drive back past our neighborhood and on to Microsoft. Twice a week he did that. About three weeks in, on my days, I started noticing a lot of dads dropping kids off in the classroom. So I went up to one of the moms and said, “Hey, what’s up? There are a lot of dads here.” She said, “When we saw Bill driving, we went home and said to our husbands, ‘Bill Gates is driving his child to school; you can, too.’”



*It would have been easy for me to let Bill speak for both of us. —* The gender imbalance in unpaid work is such a compelling subject for me in part because it’s a common burden that binds many women together, but also because the causes of the imbalance run so deep that you cannot solve them with a technical fix. You have to renegotiate the relationship. To me, no question is more important than this one: Does your primary relationship have love and respect and reciprocity and a sense of teamwork and belonging and mutual growth? I believe all of us ask ourselves this question in one way or another – because I think it is one of the greatest longings of life.

Years ago, I was talking to my friend Emmy Neilson about life and marriage and some of the difficulties I was facing at home and work. Emmy is one of my closest friends in life. She was married to John Neilson, one of my best friends at Microsoft. She and John were Bill’s and my closest couple-friends until John died at age 37 from cancer, and Emmy and I have become even closer since then. I was sharing with her some of the challenges of being married to Bill, like sometimes feeling invisible, even on projects we worked on together. And she said, “Melinda, you married a man with a strong voice.”

That was a piercing line for me, and I’ve been grateful to her ever since because it gave me perspective. I’ve been trying to find my voice as I’ve been speaking next to Bill – and that can make it hard to be heard.

It would have been easy for me to let Bill speak for both of us. But if I let him speak for us, then some important things would not be said, and I wouldn’t be challenging myself, or him. I wanted to find my voice, and I wanted an equal partnership, and I couldn’t get either without the other, so I had to figure out how to get both with a man who was used to being the boss. I obviously wasn’t going to be Bill’s equal in everything, nor would he be mine, but could I get an equal partnership? And would Bill want an equal partnership? What would be in it for him?

When we first had Jenn, I felt very alone in our marriage. Bill was CEO of Microsoft at the time, probably at the peak of his commitment there. He was beyond busy; everyone wanted him, and I was thinking: Okay, maybe he wanted to have kids in theory, but not in reality. We weren’t moving forward as a couple to try to figure out what our values were and how we were going to teach those to our kids. So I felt I had to figure out a lot of stuff on my own.

Early on, we had moved into this nice family-sized house that I had picked out after we got engaged. He was fine with it. But a year-and-a-half later we were moving into this enormous house that Bill had begun building when he was a bachelor. I didn’t particularly want to move into that house. In fact, I didn’t feel like Bill and I were even on the same page of what we wanted, and we had little time to discuss it. So in the middle of all that, I think I had a crisis of self. Who do I want to be in this marriage? And it pushed me to figure out who I was and what I wanted to do. I was no longer the computer science business executive. I was a mom with a small child and a husband who was busy and traveling a lot, and we were moving into a gigantic house, and I was wondering what people would think of me, because that house was not me.

That’s where I was when I began the long climb toward an equal partnership. We’ve come a long way in the twenty or so years since then. We both clearly wanted an equal partnership, and over time we took the steps we needed to get one.







Melinda and Bill Gates with investor Warren Buffett (right) in New York in 2006 on the occasion of his major donation to the Gates Foundation.

“I also felt overwhelmed by the responsibility of deciding how we would invest his wealth.”

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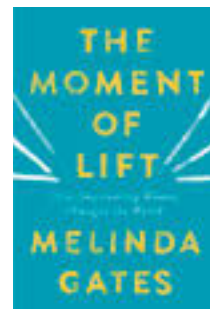
*I never told Warren the effect his gift had on me.* — In 2006, Warren Buffett announced the largest single gift anyone ever gave anybody for anything. He committed the bulk of his fortune to our foundation, doubling our endowment and opening up new opportunities for us to invest around the world. We were astounded by his generosity and humbled by his trust. Warren was leaving to Bill and me the decisions about how to spend the money. We were both very excited about what could be accomplished with Warren’s gift, but I also felt overwhelmed by the responsibility of deciding how we would invest his wealth and get a return in lives saved and improved.

The three of us were planning a press conference at the New York Public Library to announce the gift. At the time, Bill was running Microsoft, Warren was running Berkshire Hathaway, and I was focusing on the foundation, traveling extensively to see our programs but still not doing a lot of public speaking. This would be the first press conference I had ever done on behalf of the foundation, and I prepared for it intensely. I thought a lot about what I wanted to say and what I had learned and seen around the world. I wanted to honor Warren and be prepared to talk wisely about what we could do with his money.

At the press conference, Bill, Warren, and I answered a lot of questions in depth. When reporters asked how we planned to expand our work, I had

answers. We wanted to invest in improving agricultural yields, I said. We wanted to invest in microlending and in fighting more infectious diseases. When reporters asked for specifics, I gave them, offering lessons from my travels.

That was a turning point for me. I honestly hadn’t realized how passionate I was about the work until I heard myself talking about it in public with Bill and Warren. It seemed obvious to me then that this needed to be an equal partnership. It wasn’t just that I needed it and Bill needed it; the foundation needed it. And that’s when I knew I really wanted it. I never told Warren the effect his gift had on me, but I should have, long ago. He is an incomparable mentor of mine, and his gift sparked a dramatic upturn in my growth. ■



Extracted from “*The Moment of Lift*” by Melinda Gates, published by Bluebird (Pan Macmillan), April 25, 2019.

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Bulletin 2/2019  
“Mainstream”



Bulletin 1/2019  
“Crucial questions for a changing world”

#### Oldest reader?

At the age of 96, I am probably one of the oldest Bulletin readers, having subscribed for almost 50 years. Like many of your readers, I thoroughly enjoy this excellent publication. My friend and neighbor, Mr. Fredriksson, has also become a regular reader, and we discuss the contents of each Bulletin issue. Even though both of us have retired, we want to stay engaged with the questions that matter, now and in the future. Also, because Swedish is our native language, reading Bulletin gives us an opportunity to maintain our German language skills, at least to some extent.  
Nils Nehlin, Uppsala, Sweden

#### A huge bravo

As a longtime reader, I have learned a lot from your wonderful articles, and I look forward to every single issue! Your magazine is truly the most interesting and exciting entertainment that today's media landscape has to offer. A huge bravo to your journalists and everyone involved in its publication.

Annette Altwegg, Uetendorf

#### Waiting room reading material

As I sat in the waiting room today while my wife was at the dentist, I reread this year's first issue of Bulletin – some articles for the second time, others for the third. They are simply incredibly good!

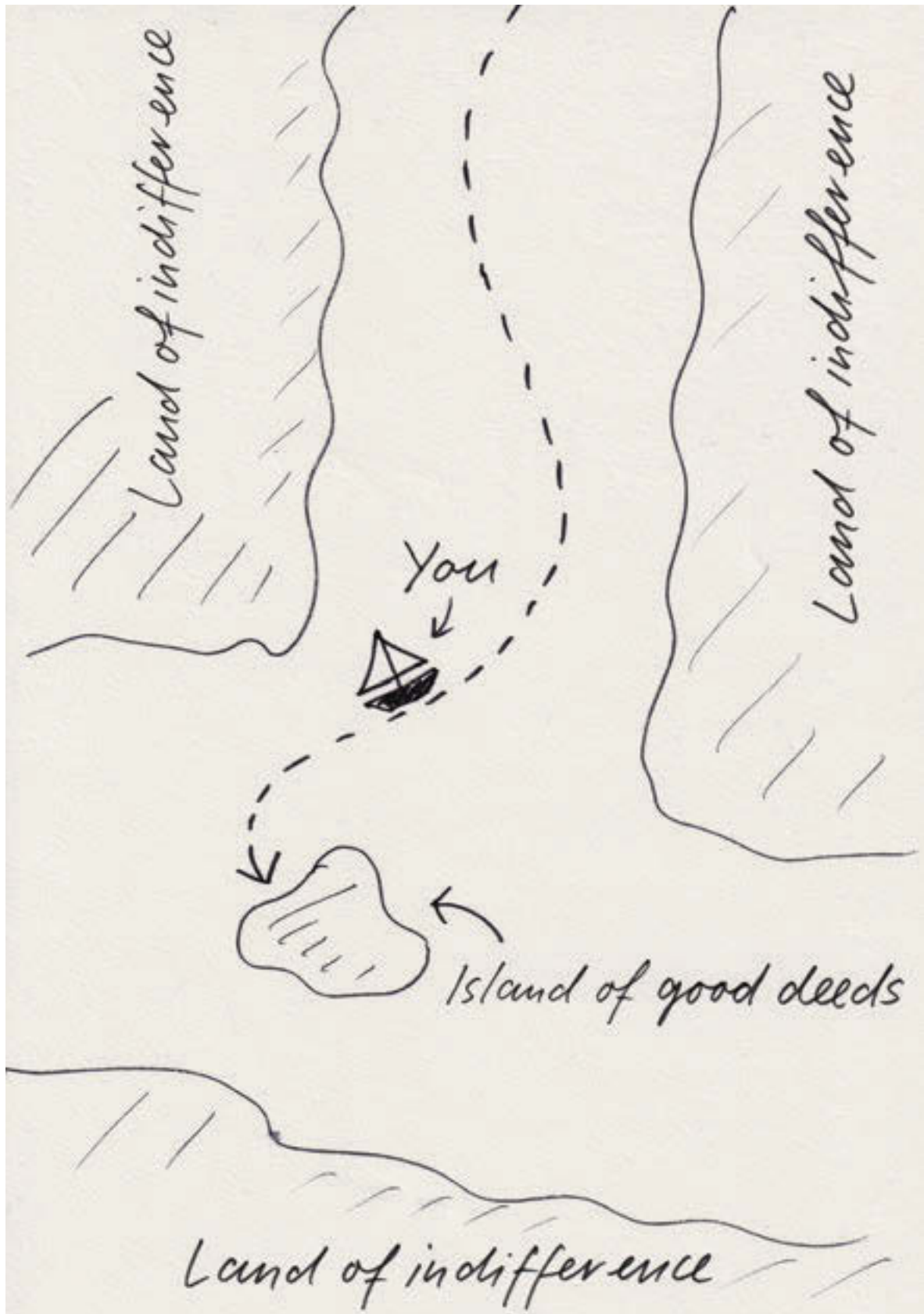
Ivo Livansky, Třeboň, Czech Republic

#### Food for thought

As a longtime reader, I would like to congratulate you on the most recent issues. I particularly enjoyed issue 1/2019, which offered food for thought in the best sense.

The article about Fareed Zakaria was really great.

Antje Parkel, Rapperswil



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





**“I’M GOING TO BE  
AN **ASTROPHYSICIST.**”**

Júlia, 16, São Luis, Brazil

**MENINAS LIVRES PARA**  
**LIDERAR**  
**APRENDER**  
**DECIDIR**  
**PROGREDIR**

Photo: Plan International  
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