



**ESTORIL  
CONFERENCES**  
A FUTURE OF HOPE

CALL-TO-ACTION REPORT

# RE-HUMANIZE OUR WORLD

PLANET | PEOPLE | HEALTH | PEACE | POLICY

2023 EDITION

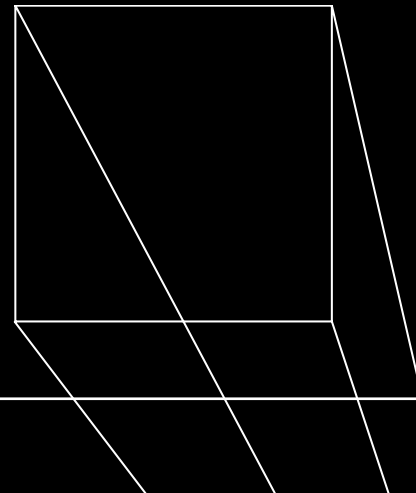
ORGANIZATION & HOST



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# A BRIEF REFLECTION

Health is the cornerstone of a thriving and resilient society, yet it stands today as one of the most pressing issues of our time. The health sector has been facing numerous challenges, magnified by the profound impact of COVID-19 on healthcare infrastructures worldwide. Adding to this, the demographic changes with ageing populations in countries with high incomes, increasing flux of migrations with more vulnerable populations, climate changes, antibiotic resistance, new transmissible diseases, contribute to amplify the need for comprehensive solutions, interdisciplinary strategies, and international cooperation to strengthen healthcare systems on a global scale.

At NOVA Medical School, we stand at the forefront of medical education, bringing to life a forward-thinking vision that relies on shaping innovative graduate learning, fostering specialized post-graduate programs, while pioneering interdisciplinary education and impactful research. A commitment that aims not only to tackle global health challenges, but to take the lead in this ever-changing field.

United by the principles of collaboration, innovation and re-humanization, NOVA Medical School proudly hosted the 2023 Edition of the Estoril Conferences for the first time, together with Nova School of Business & Economics and Cascais Municipality. This collaborative endeavour spotlighted health within the global challenges discourse, a partnership that not only enriched the core essence of the Estoril Conferences, fostering open and inclusive discussions, while also provided a platform to cultivate groundbreaking ideas and solutions in the healthcare sector.

Estoril Conferences 2023 went beyond the traditional perception of health limited to diagnosing and treating diseases, adopting a more holistic approach of health and wellbeing within the broader social, economic and environmental systems. This report summarizes the main takeaways of the +20 sessions that brought together inspiring leaders from all over the world and outstanding speakers and performers, serving as a call-to-action for a future where health and well-being thrive, enabling every individual to live with dignity and purpose.

Together, we can and must build a healthier and more equitable future for all.

Today, our world confronts an array of complex challenges that have no simple solutions. Escalating polarization is fracturing societal bonds precisely when collective action is imperative to address our shared global challenges. This pivotal moment in our history requires individuals with the ability to honour and uphold diverse beliefs, fostering peace, while acknowledging the immense potential held by innovation and entrepreneurship to tackle the most pressing issues of our time.

At Nova SBE, we uphold the fundamental tenets of science and knowledge dissemination, placing immense value on ethical discussions and their societal implications. The Estoril Conferences serve as a fundamental platform to this endeavour—a concrete proof of our commitment to nurturing spaces for open dialogue and exchange of perspectives.

Initiated by the Municipality of Cascais in 2009, the Estoril Conferences have evolved to become an annual event, striving to transcend borders and foster meaningful discussions. Our ambition is to create an inclusive and pluralistic forum, where ideas converge, inspiring the youth and society at large, to engage in actionable debates that shape public discourse, both nationally and internationally.

The 2023 edition of the Estoril Conferences took a step further in this direction, by shedding light on key ideas and strategies to re-humanize our world. It delved into five key spheres—Planet, People, Peace, Policy, and Health—unveiling valuable insights. This report encapsulates the wisdom shared by +70 renowned global leaders, hailing from diverse backgrounds and corners of the world, aiming to serve the world as a driver for positive transformation at a global scale.

The success of this edition was achievable thanks to the unwavering support of our partners. Notably, the strategic alliances with CEMS – The Global Alliance in Management Education and McKinsey & Company which have played an instrumental role in reinforcing the depth and expanding the reach of the conversations surrounding global challenges to diverse corners of the world.

As Philippe Petit once remarkably said: “Limits exist only in the souls of those who do not dream”. Our dream is for these annual gatherings to fuel the transition towards a new era of leadership – one that champions our shared humanity as a catalyst for a healthier, more peaceful, and ethical world.



**Pedro Oliveira**

Dean of Nova School of Business & Economics



**Helena Canhão**

Dean of NOVA Medical School

## CREDITS

### Published by

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and Economics | NOVA Medical School  
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### Photos

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# A NEW CYCLE

The same commitment

Driven by the willingness to being an educational project and a pedagogical tool to create impact in the society, the Estoril Conferences has always believed in the extraordinary role of people to change the course of history. Established in 2009, it has bi-annually brought to Portugal some of the most prestigious world and national leaders from politics, business, universities, and civil society levels, including several Nobel Prize Laureates and Heads of State, to discuss the main global challenges the world is facing, keeping an active role in finding actionable solutions for positive change.

**From 2023 onwards**, the Estoril Conferences **will be held annually**, keeping its objective to open, inclusive, elevated, and participatory discourse on pertinent routes to a sustainable future, based on more equality, fairness, justice, and peace.



### About the Municipality of Cascais

The Estoril Conferences have been promoted by the Cascais City Council since 2009. Cascais is a traditional and charming Portuguese fishing town located near Lisbon, in Portugal, and is known for the many members of the royalty who lived there. Nowadays, Cascais is an important touristic point and a popular resort town. For decades chosen as a summer resort, Cascais has been, since the beginning of its history, a village sought after by those who wanted to make the most of the magnificent coastline of beaches and stroll in the nature. Among Cascais' streets, you can discover lavish villas, a fort and museums, as well many interesting sights and attractions.



### About Nova SBE

Nova School of Business & Economics is the most prestigious business school in Portugal and one of the leading business schools in Europe. Nova School of Business & Economics has been a member of CEMS since December 2007 and is one of 77 business schools with the Triple Crown attribution worldwide, which implies accreditation by EQUIS, AMBA and AACSB. It was the first Portuguese business school to acquire international accreditations and world-renowned recognition in higher education.

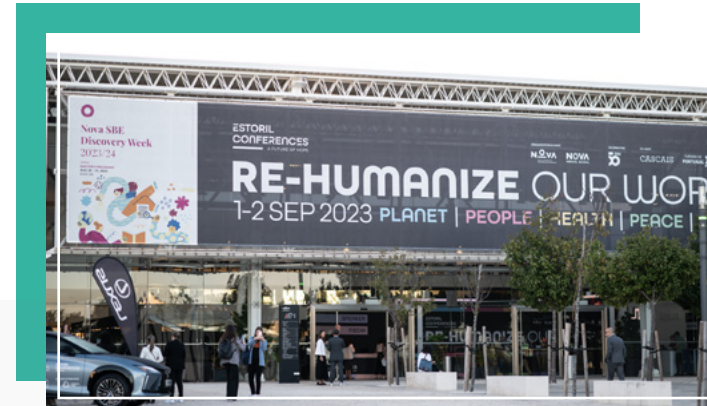


### About NOVA Medical School

NOVA Medical School is one of the leading medical schools in Portugal, with more than 45 years of history. Prof. Helena Canhão is the current Dean. In 2022 NOVA Medical School reached, for the seventh consecutive year, the 1st position in the ranking of admissions to Higher Education, in Medicine, in the Lisbon Area. It is the medical school with the best teacher/student ratio in the clinical years in Portugal and its students have had excellent results in the exam of access to specialty.

# RE-HUMANIZE OUR WORLD

2023 EDITION



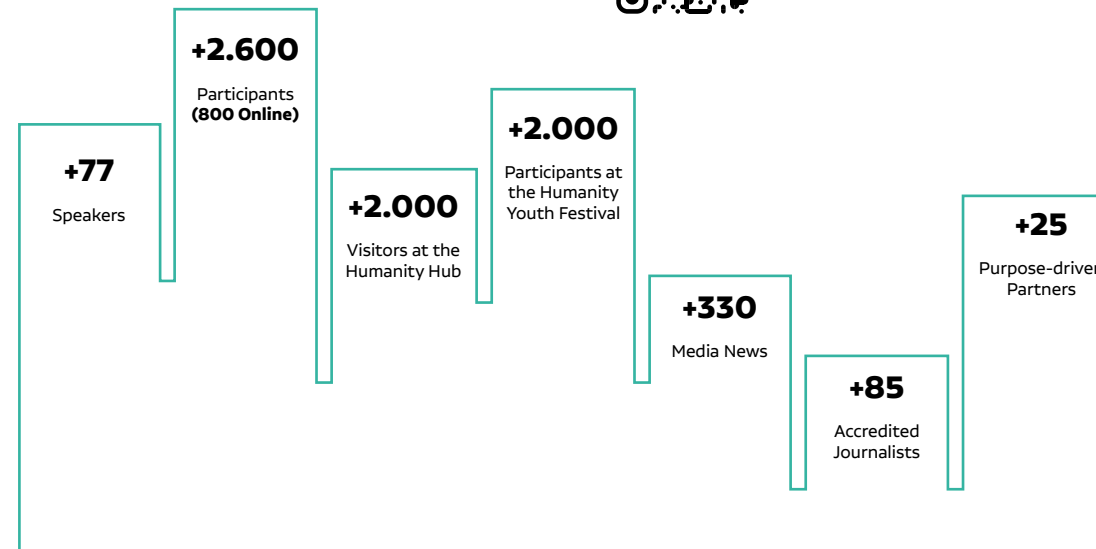
Every day, we move towards tomorrow, without knowing what it will be. The impossibility to see the future, to feel it or to touch it, often makes us close ourselves in our own box. Inside these walls, we are all we see, losing touch of them – our counterparts to whom we are deeply connected to in our shared human essence. Behind closed doors, we pull away from our best self. We lose awareness of the impact of our actions, of our surroundings, of our peers, that have also embarked in this journey of life like us. We must not lose the feeling of how precious life is and how powerful we, humans, are to make it even more astonishing.

Carrying our humanity to the stage of life, by giving voice to those who transform it into impactful action, was the main mission of the **8th Edition of the Estoril Conferences**, that took place on **01 – 02 September of 2023**, co-organized by **Nova SBE** and **NOVA Medical School** and co-hosted by the **Municipality of Cascais** at **Nova SBE Carcavelos Campus**.

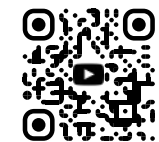
A 2-day journey that addressed the major global concerns that the world is facing regarding the planet, people, health, peace, and policy, by encouraging a discussion and a call-to-action among world leaders on the most important issues facing all generations, with a particular focus on the younger generations.



WATCH OUR MANIFESTO

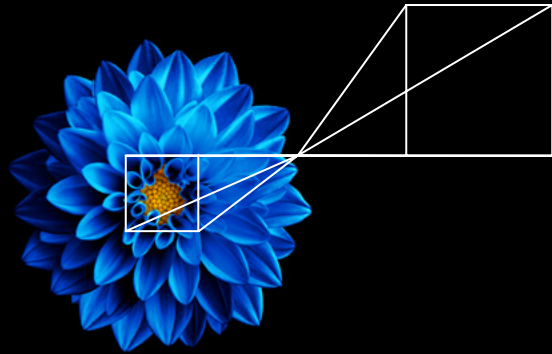


The first edition with sign language interpretation



WATCH A GLIMPSE OF THE 8TH EDITION

# MAIN THEMES



## PLANET

Earth has been humanity's home for millions of years, but we are far from being its only inhabitants. It has also been hosting the life of thousands of other species, as the only planet in the known universe confirmed to support life. Instead of practicing our most valuable human values towards our surroundings, we have been taken away by a strong focus on our sense of self, led by an extractivist mindset that has been deeply damaging our environment. Nature has been reacting fiercely to the way we are conducting our lives. How can we restore the planet's capacity to regenerate and provide a safe home for all?



WATCH THE VIDEO

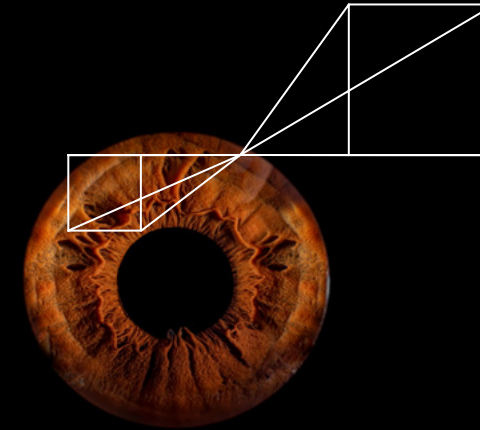
We are the writers of our own history. Not just our own, as individuals, but that of all of us. Humanity. We define how our chapters are going to look like and we choose how we want to punctuate it. There are those who carry this work of art and there are those who sign it and give everything for it. Finding the balance between the "I" and the "We" sets the foundation for brighter lines ahead. Understanding our singularities is the first step. The second step is just seeing how quickly, by working together, we get to the third. How do we get out of our own box and find ways into others?



WATCH THE VIDEO



## PEOPLE



## HEALTH

Human history is filled with chapters of fights, conflicts, and wars. A series of conflicts continue to take place worldwide, threatening our most sacred human rights. Our inability to lead open and inclusive dialogues in some parts of the world are driving increasing fragmentation, fueling an atmosphere of distrust while creating a safe place for radical and extremist movements to rise. How can we find ways of understanding, forgiving and helping each other in the middle of conflict?



WATCH THE VIDEO

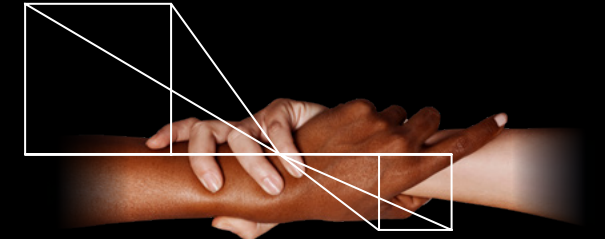


## POLICY

We all ask for health. It is part of our most immediate and aspiring desires – for ourselves and for all of those we hold dear. Yet, what stands out as our greatest source of vitality can easily be turned into our greatest fear, sometimes in a blink of an eye. We are flesh and blood, but we are also thoughts and feelings. Our way of living is leaving evidence that our physical and emotional well-being is under threat in several fronts. How can the health sector address the emerging challenges that are calling many human lives into question?



WATCH THE VIDEO



## PEACE

The political sphere is extremely relevant in defining our path. Exercising our rights and making ourselves heard through the practice of active citizenship is fundamental because everything we decide today will have an impact on tomorrow. For that tomorrow to look brighter, our decisions should be taken from a human perspective, taking into consideration the values and beliefs that brings us together for a more inclusive and impactful leadership. How can policies drive change?



WATCH THE VIDEO

# FROM PORTUGAL TO THE WORLD

Strategic partnerships for a global dialogue

- The 2023 Edition of the Estoril Conferences partnered with **CEMS** (The Global Alliance in Management Education), encompassing leading business schools worldwide, as *Strategic Partner*, to amplify the intergenerational dialogue on global challenges worldwide.
- **McKinsey & Company** reinforced its engagement as *Knowledge Partner* with the active contribution of Gordon Müller-Eschenbach, Partner, and also Harry Bowcott, Senior Partner.

Strategic Partner



Knowledge Partner



## Initiatives powered by CEMS



**35**  
Students

CONDUCTED BY  
**Gerard Ryle**  
Director of the International Consortium of Investigative Journalists (ICIJ)  
Ireland

CONVERSATION during the BLOCK SEMINAR at  
**IVEY**

Investigative Journalism as a Game Changer



**42**  
Students

CONDUCTED BY  
**Sameera Holmes**  
Director and Founder of Needlab & Obama Leader  
India

SKILL SEMINAR at  
**NOVA**  
NOVA SCHOOLS OF BUSINESS & ECONOMICS

What will shape politics in the next 10 years?



# OPENING SESSIONS

Solemn moment & welcome speeches

WATCH THE OPENINGS



DAY 1



DAY 2



**Pedro Oliveira**  
Dean of Nova SBE  
Portugal

### Welcome to Nova SBE

In a complex, fragmented and polarized world, it is fundamental to bring different perspectives to the table. The Estoril Conferences stands as the perfect instrument to keep cultivating an open and plural dialogue to address global challenges across borders. From 2023 onwards, it will be held annually, aspiring to foster an impactful leadership for a more balanced society.

From now onwards, expect the Estoril Conferences to play a consistent role in shaping public discourse, both nationally and internationally.



**Helena Canhão**  
Dean of NOVA Medical School  
Portugal

### Welcome to NOVA Medical School

The recent pandemic has exposed the fragility of our global health sector, currently facing multiple challenges that require integrated solutions, cross-disciplinary approaches, and global collaborations. The Estoril Conferences fosters a world that values the health and well-being of all. NOVA Medical School, the new school of medicine in Carcavelos, shares its motto of collaboration, innovation and re-humanization, aiming to bring a forward-thinking vision for the future of medical education.

Together we can and we must build a healthier, more equitable world for all. A future of hope. Re-humanize today. Every day.

### What do we need more: decision-makers or inspirers?

We must re-introduce humanity to what has lost its human touch. While the experience and wisdom from the old world are valuable, it is not sufficient. We need fresh leaders, new role models, innovative paths, and a new era. The transformation is inevitable, irreversible. Emotion, empathy, leading by example, mobilization, closeness, and the vigor of youth are essential in confronting exacerbated inequalities. Every field demands new heroes and narratives. This is an entirely different world, and clinging to familiar faces and old solutions will push us back.



WATCH THE SOLEMN MOMENT



**Marcelo Rebelo de Sousa**  
President of Portugal  
Portugal

The world has changed and the answer to the crucial question is one, just one: we need inspirational leaders.



**Carlos Carreiras**  
Mayor of Municipality of Cascais  
Portugal

### Welcome to Cascais

The Estoril Conferences were born out of a shared concern for envisioning and influencing the future. We aspire to actively contribute to shaping the path ahead. It is common to attribute blame to others, yet each of us bears a responsibility in this endeavor. Whether as individuals or leaders within our communities, be it in business, social spheres, or environmental realms, we are all called upon to shoulder this responsibility. The framework of the Sustainable Development Goals works as a great formula of purpose and action.

The Estoril Conferences were born in 2009, in Cascais (...) [aspiring to create] a future that humanized our society.



**João Costa**  
Minister of Education  
Portugal

### Re-thinking Education

When discussing education, we are discussing the future and hope – an avenue to transform lives. Schools must teach about humanity since, above all, we are human beings. Education shouldn't cater only to a privileged few, but must be inclusive. A standardized system won't suffice as every student is unique. Schools should equip students to navigate the deluge of information, helping them assess what they read. Education is a field of uncertainty and experimentation, but also a place of hope, transformation, reflection, and gratitude.

Education is about touch and affection, learning and future, humans and hope.



**Miguel Pinto Luz**  
Vice-Mayor of Municipality of Cascais & President of Alfredo de Sousa Foundation  
Portugal

### Welcome to Alfredo de Sousa Foundation

At the Estoril Conferences, we have seen history unfolding and the future being unveiled. It has always been a warning place, a window to the future, but also a space that summons us to action. Changes will undoubtedly happen. It is up to us, particularly the youth, to actively engage in shaping the future, by addressing global challenges through local solutions. Estoril Conferences stands as a lighthouse that reminds us where solid ground is, advocating for collective action for a re-humanized world.

Creating a future of hope is our dream. Re-humanize our world is our vision. Creating local answers to global challenges is absolutely our mission.



**Tedros Adhanom Ghebreyesus**  
Director-General of the World Health Organization (WHO)  
Eritreia

### A healthier world for all

2023 marks the 75th anniversary of the World Health Organization (W.H.O), that since its beginning has been harnessing the power of technology for global health improvement. A commitment that continues today. While digital tools, including AI, hold immense potential for healthcare improvement, there is a pressing need to use them ethically and equitably to avoid deepening inequalities. W.H.O collaborates with governments and the private sector to establish strong governance and inclusive solutions.

Around the world. W.H.O. is working to harness the power of digital technologies for a healthier, safer, and fairer world for all.





STORIES OF  
VISION



STORIES OF  
PERSISTENCE



STORIES OF  
COURAGE



STORIES OF  
EMPATHY



STORIES OF  
UNITY



STORIES OF  
RESOLUTION

### At the Estoril Conferences 2023

We were populated by tales of victory and triumph, we learned lessons about overcoming obstacles and pushing limits, while we opened new horizons and discussed new paths to follow. These stories **left a mark** by unveiling the possibility of a future of hope, one where equity, justice and peace are the beating heart of our societies.

*We live in a fractured world. War is still raging across the world, including here in Europe. Inflation and inequality are feeding the sense of hopelessness in a society that is powered by a system that seems to benefit only a minority, but **we are here to imagine something different.***

**Anelise Borges**  
International Correspondent at Euronews

FRANCE



MORE ABOUT  
ANALISE'S WORK





*Where do you think we will be by 2050? It is not that far way, but experts believe we might start getting up small basis or perhaps even permanent colonies on Mars. Even if we go to Mars, will we have fixed Earth problems by then?*

**Anelise Borges**  
International Correspondent at Euronews

FRANCE



## STORIES OF VISION

Explore different perspectives of looking at the present and envisioning the world ahead.

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PLANET | PEOPLE | HEALTH | PEACE | POLICY

# GMOs ARE NOT ONLY GOOD BUT NECESSARY

GMOs (Genetically Modified Organisms) for a better world

## A misleading term

### Generating a lot of resistance

Every form of life on this planet has been genetically modified by evolution. Plants and animal breeding have been practiced for centuries and involves genetic modification. No one had a problem until now, that we have learned to do genetic modification in a much more precise way, moving from traditional breeding to CRISPR Methods.

## Lack of coherency

### The anti-GMO movement

Misinformation surrounds GMOs, despite their crucial use for insulin, vaccines, and livestock feed, for instance. Anti-GMOs evangelists have been influencing politics worldwide, to the point of contributing to the approval of anti-GMOs laws, affecting mainly the developing nations, that truly need better yielding crops for survival. We need a lot more science in politics and less politics in science.

## Global action

### For the sake of the developing world

In developed nations, agricultural companies invest billions in breeding for taste, rapid growth, and high yields, while the developing world lacks such investment due to limited profit potential. Though food is abundant in developed countries, global consequences of their actions must be recognized. It is crucial for politicians, media, civil society, and influencers to speak out, especially the youth.

## A crime against humanity

Vitamin D deficiency is widespread, with 250.000-500.000 annual child deaths, due to insufficient Vitamin A, primarily in the developing world. Ingo Potrykus and Peter Beyer developed the **golden rice**, enriched with beta-carotene to combat Vitamin A deficiency. Despite its potential to save lives, Greenpeace's opposition, driven by GMOs concerns, led to significant delays in its global availability. Since 2005, millions of children have died or suffered from Vitamin A deficiency while we have a solution.



**Non-GMOs is an indulgence of the western world. We have a choice (...) That is not true in the developing world. They need all the food that we can produce for them.**

SIR RICHARD ROBERTS

**In the developing world, 800 million people go to bed hungry every night.**

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**Sir Richard Roberts**  
Chief Scientific Officer  
at New England Biolabs  
[Nobel Laureate]  
**UNITED KINGDOM**



Start thinking about Generative AI in your own practice (...) as the copilot (...). You are responsible for what it produces.

KARIM LAKHANI

**Karim Lakhani**

Dorothy & Michael Hintze Professor at Harvard Business School

USA



It is up to educators and leaders to understand AI's capabilities and ensure people know how to use these systems.

# GENERATIVE AI IS A MASSIVE OPPORTUNITY

How AI changes organizations and cognition

## Strong vs. Weak AI

### There is a ton of hype about AI

Misconceptions surrounding AI are primarily rooted in the non-existent concept of autonomous machines (*Strong AI*). The dominant force is *Weak AI*, where algorithms perform specific tasks once done by humans. The surge in AI interest stems from the exponentially decreasing cost of innovation and a shift in framing various challenges as AI problems, driving both hype and action.

## Changes in labor

### Different kind of organizations

The structure of corporations that were established 100 years ago is now changing rapidly. Two types of organizations are emerging and competing: those that grow in a scalable, exponential way and those that grow in a traditional product business type of way. Inevitably, there is collision. The new companies are going to be born today.

## A new world

### The frontier of AI

Generative AI is lowering the cost of cognition – problem solving and creativity, innately human characteristics. That is why is so terrifying to some people. Suddenly, these machines can do things that we thought were only reserved for humans. Three changes are expected: workforce replacement, augmentation, and transformation.

## AI has been going on for +50 years

The first generation of AI were the **cybernetic systems** (1950s – 70s), then came the **trained experts** (1980s – 90s) and, starting 2000, it was the time of the **good learners**, who have been around us since then. We are now in the world of **generative systems** (2020s). It is not just about prediction, but about generating new content.

WATCH THE TALK



# WE MUST TRANSITION TO A CLEAN ENERGY ERA

Sustainability in motion: navigating the energy transition

## The science is clear

### Yet, some people still deny it

We still have people questioning climate change. It is crucial to take a stance, advocate for more science in politics, and act urgently to limit temperature rise per the Paris Agreement's 1.5°C target within the next decade. Immediate decisions will significantly impact our ability to achieve this goal, emphasizing the need for collective action now. There is no Planet B.

## There are solutions

### The potential of renewables

Cleaner and CO2-free, renewables enable energy independence and are proven to be more affordable than fossil fuels, with a 95% cost reduction in solar energy in the past two decades (now under 20€ per megawatt hour). Beyond economic benefits, it generates jobs and offers dispersed accessibility. Using these technologies is key to drive energy transition.

## The ride is bumpy

### It requires all of us

Resistance to altering the energy mix stems from powerful lobbies to NIMBY movements as well as public perception. Acceptance of inevitable impacts and collective effort from citizens, policymakers, politicians, and companies are crucial for this transition. Overcoming the difficulty lies in sustaining decision-making processes and consciously changing human behaviors beyond comfort zones.

## Energy as a weapon

Energy was one of the biggest weapons used by Putin in the war in Ukraine. By shutting off the gas, Russia was hoping to create pressure for Europe to back down and not support Ukraine in the war. This situation is one of many that underscores the critical need for **energy independence**, a safeguard that renewable sources can provide.



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Climate change is one of the most existential threats that we have at this moment.

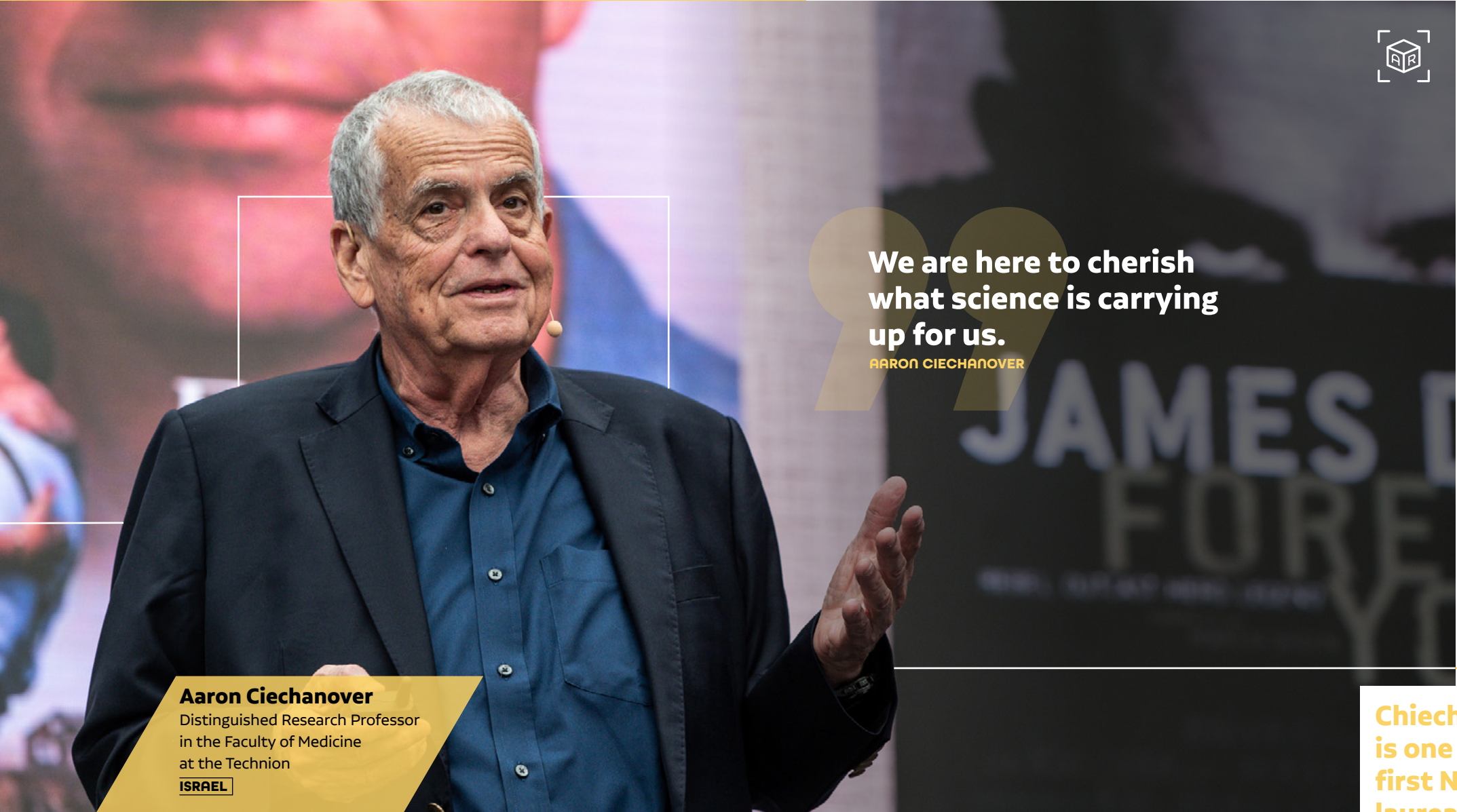


I believe in technology. I believe in progress. I believe we have the ability to solve this, but we need to make sure that we are putting money where our mouth is.

MIGUEL STILWELL D'ANDRADE

**Miguel Stilwell D'Andrade**  
CEO at EDP  
PORTUGAL

© Owen, Michael  
The Hawaiian Islands  
apartments burn  
2023.



**We are here to cherish what science is carrying up for us.**

AARON CIECHANOVER

**Aaron Ciechanover**  
Distinguished Research Professor  
in the Faculty of Medicine  
at the Technion  
**ISRAEL**

**Ciechanover is one of Israel's first Nobel laureates in science**

# THE REVOLUTION OF PERSONALIZED MEDICINE

Ethics and Medicine:  
The case of the corona pandemic and beyond

**Will we cure all diseases?   A new face of medicine   The big genome leak**

**We are not identical genetically**  
Not even twins. What we think is the same disease is not the same disease in any of us. Diseases have personal signatures. We are moving from a one-size-fits-all approach into a suit-like medicine, tailored to the specific mutations of the patient, who is now a major player in the decision-making process.

**Targeted and Personally Fitted**  
Diseases will be diagnosed before the patient has symptoms. The patient might not be the sick patient. It might be the sperm, the egg, or the embryo. The treatment is going to be drugs, based on our repertoire, but also gene correction. These changes raise a set of ethical, moral and price implications both for patients and companies.

**A question of genetic privacy**  
The first test that we are going to undergo soon is going to be the sequencing of our genome to understand the mutation and only then fit the treatment. There is an explosive knowledge in this genome about our future diseases. To whom is this information going to be available? Is it going to be impenetrable, or some hackers will have access to it?

## The discovery of the DNA Structure

Made by Crick and Watson, it was the most important discovery that was made in life sciences ever. From this came our ability to read, to sequence the **entire human genome**, and to understand what makes the code of each and everyone. All modern sciences are lying on it.

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# HUMANS AND MACHINES ARE COMPLEMENTARY

Building the next generation AI organization:  
A multi-pillar data-driven framework

## Human limitations

### We all have restrictions in what we can actually convey

There are four consistent human limitations that are the genesis of the next AI-driven organizations: we are not very good at multidimensional thinking; we know more than we can actually articulate; we have difficulties assessing what might have happened and we also struggle with multiple changing factors simultaneously.

## The House of AI

### Key pillars for business change

There are four foundational elements shaping the next AI-organizations: descriptive (*What happened?*); predictive (*What will happen next?*); Causal (*Did X actually cause Y?*) and prescriptive (*How should we respond?*). Some methodologies require a combination of machine learning, statistic modeling, econometrics, testing and optimization.

## Man-Machine duality

### Pairing prediction and judgment

As the world becomes more AI based-influenced, the value of human prediction goes down because the machines are better, but the value of human judgment goes up. We have seen consistently across the world that machines are very good at taking data, making the prediction and articulate insights, but in every aspect of life, you have to make a judgment. That is where human beings are going to be.

## A best-selling & Award-winning writer

Anindya is the author of the best-selling and award-winning book, **TAP: Unlocking The Mobile Economy**. He has been recognized globally for his contributions, named among the Top 40 Professors Under 40 and Top 200 Thought Leaders in Big Data and Business Analytics. He is now preparing the launch of a new book focused on providing a framework to build the next AI-organizations.



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**I do not think AI will replace managers, but managers who use AI will replace managers who do not use AI.**

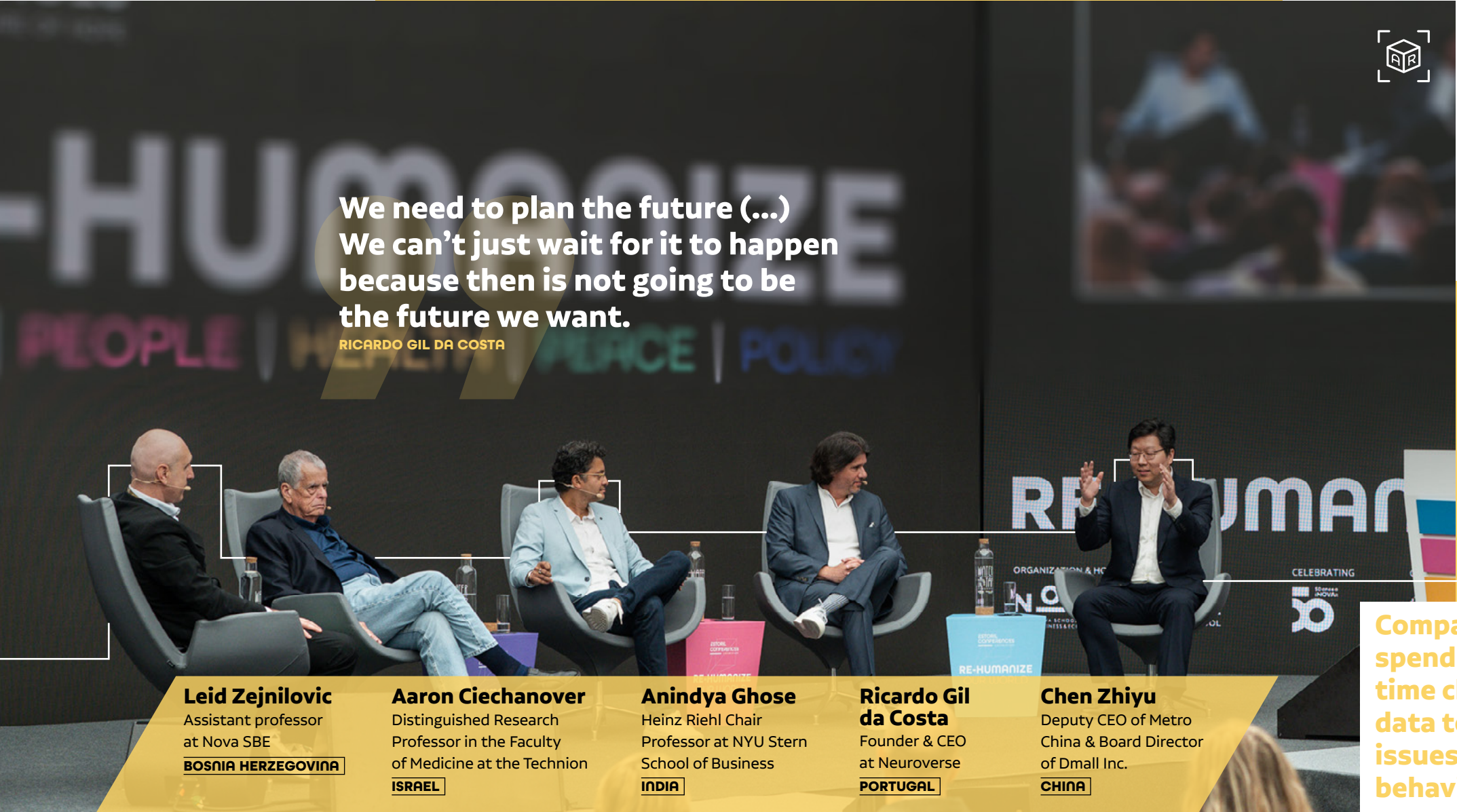
ANINDYA GHOSE

**The future belongs to those that optimize the man-machine duality.**

### Anindya Ghose

Heinz Riehl Chair Professor at NYU Stern School of Business

INDIA



**We need to plan the future (...)  
We can't just wait for it to happen  
because then is not going to be  
the future we want.**

RICARDO GIL DA COSTA

**Leid Zejnilovic**  
Assistant professor  
at Nova SBE  
**BOSNIA HERZEGOVINA**

**Aaron Ciechanover**  
Distinguished Research  
Professor in the Faculty  
of Medicine at the Technion  
**ISRAEL**

**Anindya Ghose**  
Heinz Riehl Chair  
Professor at NYU Stern  
School of Business  
**INDIA**

**Ricardo Gil da Costa**  
Founder & CEO  
at Neuroverse  
**PORTUGAL**

**Chen Zhiyu**  
Deputy CEO of Metro  
China & Board Director  
of Dmall Inc.  
**CHINA**

**Companies should  
spend 70% of the  
time cleaning the  
data to mitigate  
issues of unethical  
behavior.**

ANINDYA GHOSE

# AI AS OUR COPILOT

AI unleashed

## The narrative of AI

### Double-edge sword

AI's profound impact requires critical conversations for its regulation and ethical use, acknowledging its reliance on human-generated data. While it enhances lives, as proven by scientific evidence, there is a need for a nuanced dialogue to counterbalance both sides and shape its responsible integration into society. Everyone needs to be part of the conversation – the public must take a stand.

## The place of humans

### In a world where AI is unleashed

Human interaction and dialogue remain vital. Safeguarding against biases and ethical issues in data is crucial for responsible AI use, recognizing that emotional intelligence, evolved over millions of years, is something that AI do not possess yet. While AI revolutionizes many areas, scrutiny and comprehension of its operations are imperative—AI should aid, not replace human decision-making.

## A paradigm shift

### Accommodating the pace of change

The transfer of information from humans to AI prompts concerns about governance, societal dynamics, and fair distribution of power. Rapid technological changes will affect deeply organizations, altering business models and job landscapes. While AI fosters human advancement, safeguarding human dignity amidst technological progress demands deliberate planning and consideration.

## The transgenerational issue behind AI

It encapsulates a profound societal shift that crosses generations, fundamentally altering human experiences and interactions with technology. As shared by Aaron Ciechanover: *When I go to the concert hall, I want to hear Beethoven. I don't want to hear music composed by a computer or AI. The music that will be composed by AI might be even better than the one Beethoven composed, except for the fact that I grew up on Beethoven (...)* I grew up on people.

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# BE HUMAN

Blinded by numbers

## Numbers in health

### A challenging dilemma

Understanding numbers in natural sciences is clear, but as we move into cultural and societal realms, their meaning becomes increasingly ambiguous. Numbers convey information, but if their translation from reality fails, math and algorithms cannot compensate. This challenge arises in trusting and interpreting numbers in cultural contexts, where fancy figures may blind us.

## The AI Revolution

### Humans are still important

There is no doubt that using machines, AI, algorithms, and computers, is going to revolutionize health, but still, we have to remember the important place of humans in this context. When problems are really complicated, we do not turn for a machine for answer. We ask our professors for advice, we go see our medical doctor, we talk with our friends and family, sometimes just for the sake of hearing their voice.

## To put a number

### It is not always the best way of understanding humans

The human body is a profound tool to understand others. We have tons of knowledge, but we struggle in distributing it effectively. The challenge lies in communicating it effectively, building trust, and making it understandable and memorable through storytelling. It is not just about facts, but about the emotional connection that defines our humanity, surpassing even the most advanced technology and algorithms.

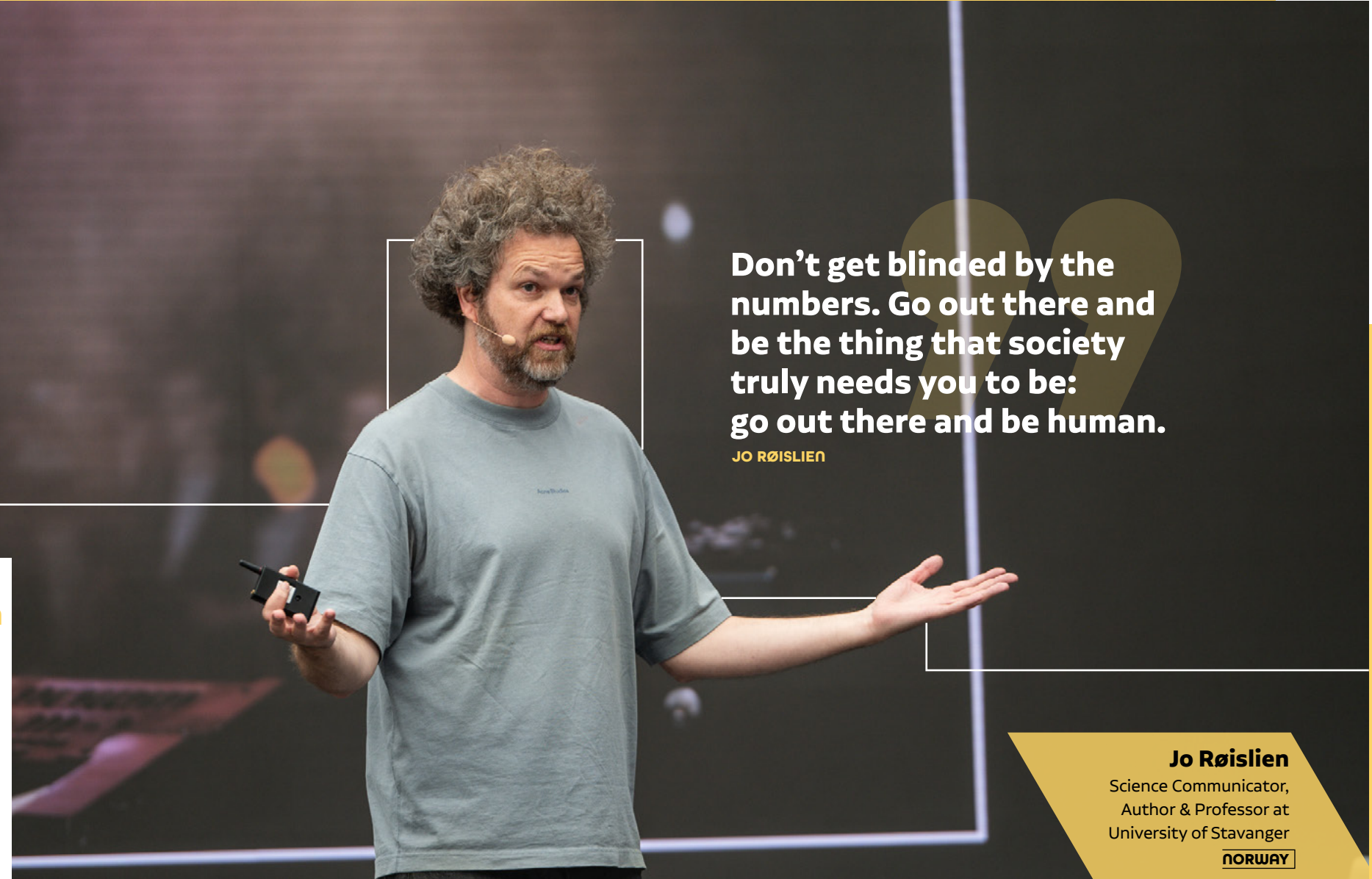
## A failure or a success?

Joe is a professor of medical statistics, but initially he aimed to be a pop star. He engaged in music passionately, but ended up becoming a statistician, a profession he never dreamed of. If this experience was analyzed at quantitative lens, it would be rated as a zero, since he was not able to become a pop star. However, despite being marked as unsuccessful in spreadsheets, the experience was profoundly worthwhile, bringing him immense personal value by teaching him about collaboration, creativity, and self-discovery.



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Communicating with other human beings is about all those little things that make us human and no one is better at being human than humans.



Don't get blinded by the numbers. Go out there and be the thing that society truly needs you to be: go out there and be human.

JO RØISLIEN

### Jo Røislien

Science Communicator,  
Author & Professor at  
University of Stavanger

NORWAY

# THE RISE OF COMFORT CREATORS

Streamer-led communities:  
Redefining entertainment

The streamers that I work with (...) are the superheroes of the Gen Z audiences. They are the best storytellers of the modern world.

ANA CAROLINA SENA



**Ana Carolina Sena**  
Senior Strategic Partnerships  
Manager at Twitch  
**PORTUGAL**

Gen Z have deemed their favorite Twitch streamers as one of the safest places to consume entertainment.

### Beyond escapism

#### No longer being told what to watch

For the past decades, we have been watching content that has been curated by some of the top media conglomerates in the business. Today, audiences are deciding to watch their own content and are now seeing themselves represented in the content they consume, fostering not only a form of escapism from reality but also a sense of belonging.

### Gathering crowds

#### Creating powerful bonds

Throughout history, artists use their pieces to mainly create two types of feelings: reflect or escape the reality they live in. Now, we are seeing the same approach being reproduced in digital media and livestreaming, driven by the rise of content creators. They are bringing new art forms to the forefront, driving the creation of communities around common interests and passions in real time.

### Diverse voices

#### Being brought to the forefront

Streamers initially required complex gear, but today, just a phone and a good internet connection enable widespread streaming, amplifying diverse voices and supporting underrepresented communities. This accessibility allows us to shape a more inclusive society, with entertainment personalities, especially Gen Z creators, wielding considerable influence, with a direct impact on communities.

### Twitch

Founded in 2011 and acquired by Amazon in 2014, it is the largest digital livestreaming platform. It attracts thousands of people to watch, chat, interact with their favorite creators, but also to create their own content together. It averages 15 million daily users who use the platform further and further to create millions of channels for live, real-time interactions and content creation.

WATCH THE TALK



# AI WILL ENHANCE TAILORED EDUCATION

Education & technology

## The pace of systems

### It is preventing advancements in education

Education is a highly regulated sector, which often lags behind technological progress due to slow legislative processes and static systems. Governments need to prioritize innovation and experimentation in the educational field, collaborating with citizens for effective learning methods that balance tech and human interaction.

## Tech as an enabler

### AI's biggest promise

Technology enables an experience that is already natural and organic. It provides abundant knowledge, increasing productivity, but it should be seen as complement, not a replacement of human decision-making. AI and new technologies need to be experimented by people in their own terms, avoiding shortcuts and too early conclusions on defining AI's best practices.

## Agency is key

### Prioritizing student-centric approaches

Hybrid learning models, blending technology and interaction, are crucial for comprehensive skill growth. Placing learners at the center, focusing on teaching socio-emotional skills and fostering metacognitive abilities, ensures adaptability for the future. Encouraging questioning enhances citizenry for informed and effective choices.

## The impact of COVID-19 on education

Education was not disrupted by technology, but by the societal upheaval of COVID-19, compelling us to adopt tech suddenly. Amid urgency, there was a rush for available tools. This shift highlighted the value of connections over knowledge dissemination.



Education is probably the single most important tool for the development of individuals and societies.



We still have an educational system that is based in a model of the 18th century (...) for students that will live in the 21st century.

CARLOS OLIVEIRA

**Carlos Oliveira**  
CEO at José Neves Foundation  
PORTUGAL

**Klara Jelinkova**  
Vice-President & CIO  
at Harvard University  
USA



**We are the most educated generation of all time (...) that comes with the responsibility to act as ambassadors to create those healthy habits.**

**BRUNO CALO FERNANDEZ**



**MODERATOR**

**Salomé Azevedo**  
Head of Digital Health  
at VOH.CoLab  
**PORTUGAL**

**João Paulo Firmeza**  
Director of Digital &  
Innovation Strategy  
at Altice Labs  
**PORTUGAL**

**Jacobo Muñoz**  
Country Medical Affairs  
& Regulatory Director  
at Janssen  
**SPAIN**

**Hugo Marques**  
Head of Sales Digital  
Health Business at  
Siemens Healthineers  
**PORTUGAL**

**Bruno Calo Fernandez**  
CFO of Astrazeneca  
**SPAIN**

**Almost half of the world's population do not have access to basic and essential health services.**

# HEALTHCARE AS A WAY OF LIFE, NOT JUST A SERVICE

The future of health

## Tech kind of magic

### To support, not replace humans

Technology allows for enhanced accuracy, but we should not forget the significance of human intelligence and interactions in healthcare. AI can grant us time for genuine patient dialogue, through attentive listening and empathetic communication, prioritizing meaningful doctor-patient relationships over excessive reliance on technology, for a more balanced approach in healthcare outcomes.

## Taken for granted

### Shortage of healthcare professionals worldwide

Addressing the scarcity of 43 million healthcare professionals by fostering purpose-driven workplaces that cater to their intrinsic desire to heal. Urging modernization and AI integration to streamline documentation, allowing multidisciplinary teams to collaborate, optimizing patient care through real-time data and tailored pathways for each individual's needs.

## Prioritize innovation

### To improve people's lives

Healthcare's future thrives on personalized medicine, placing patients at the center for precise and timely treatment. Collaboration across patient-centric approaches involves holistic patient understanding, leveraging tech for precision therapy, and utilizing AI to scale physicians' capabilities. Real-time data sharing between institutions is pivotal, enhancing healthcare effectiveness.

## A sustainable health system

As stated by Bruno Calo Fernandez, the healthcare system represents 5% of global emissions. Achieving net-zero health systems requires minimizing patient numbers through sustainable healthcare — focusing on early diagnosis and early treatment for all life-threatening diseases, running global real world evidence and being inclusive. Promoting healthy lifestyles, coupled with technological advancements, can create a more resilient healthcare system, with less patients and lower emissions, safeguarding both people and the planet.

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### The power of technology in health

Diagnosed with a rare heart disease at 21 years old, Salvador was put on a defibrillator that continuously saved him from multiple heart attacks. Later on, he undergone a life-saving heart transplant. Both solutions played a pivotal role in ensuring Salvador's survival. Winner of the 2017 Eurovision Song Contest, he is currently one of Portugal's most distinguished musical talents.



**WATCH THE PERFORMANCE**

### Salvador Sobral

Singer & Songwriter

**PORTUGAL**



# STORIES OF COURAGE

Dive deeper into a world of people who keep pushing our limits as a society and individually.

*My job is to find words for things and I am honestly having a really hard time to actually define what they do, the courage that they show and the efforts that they put in their craft.*

**Anelise Borges**  
International Correspondent at Euronews

**FRANCE**

- A visually impaired olympic sprinter **44**
- First solo circumnavigation by human power **46**
- A giant wave surfer fighting for a greater good **48**
- A woman in a world of men **50**

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**It feels great when we finally assume our differences as they are. We stop hiding, we find and live our essence.**

CAROLINA DUARTE



**Carolina Duarte**  
Olympic Sprinter  
[World Cup Vice-Champion]  
**PORTUGAL**

**In the 2023 World Championship in Paris, Carolina run her fastest time over the past ten years.**

# A VISUALLY IMPAIRED OLYMPIC SPINTER

10% vision, 100% champion

### A fearless woman

**Who always tried to fit in**  
Diagnosed with a genetic condition that affects her hair growth and only allows her to see 10% of what an average person can, Carolina has been running her way through life without barely seeing anything. It did not stop her from concluding her studies in Business Management and, after never being chosen in her area of expertise, accepting different jobs, from handing out leaflets to making French fries, to earn money.

### A resilient champion

**Running without seeing**  
Between her jobs in London, Carolina started training with a new coach who realized she could be eligible to participate in disabled athlete competitions, persuading her to go to the next Paralympic Games. After feeling convinced to participate, Carolina became aware that the sight impairment she had was more severe than she thought. Yet, she kept on training and today she is a decorated Portuguese para-athlete.

### A caring mother

**Balancing between shifts**  
Being a mother and an athlete has been the hardest challenge of her life. She was training hard for the 2021 Paralympic Games in Tokyo, when she found out she was three months pregnant. Her daughter was born in July 2021 and, three weeks later, Carolina was already running, training more than ever and sleeping less than ever.

### An award-winning career

Carolina has achieved several notable accomplishments in track and field events. Her most recent achievement was becoming the 400-meter silver medalist, for the second time, in the World Championship held in Paris, in July 2023, which has granted her the title of **World Cup Vice-Champion**.

WATCH THE TALK



# FIRST SOLO CIRCUMNAVIGATION BY HUMAN POWER

Bearing witness – History in the making

## Choosing boldness

### Instead of the easier path

More than 20 years ago, Erden dreamed about travelling around the world using only human power. Then his friend Göran Kropp who had encouraged him, fell to his death while rock climbing together. Instead of being overwhelmed by his sorrow, Erden chose to use his pain as an energizer to turn this journey into reality. At the beginning, he promised his wife that death, bankruptcy or losing her were not on the table.

## Human power only

### Quitting was not an option

Erden used a rowboat on the oceans, a bicycle to cross continents and, where there were no paved roads, a sea kayak along the shore. He walked, climbed and borrowed dugout canoes from villagers to cross deep river mouths. Every morning he started where he was, with what he had in hand. It would take him 5 years and 11 days to complete his circumnavigation in 2012.

## New records

### Embracing a new adventure

The pandemic brought an opportunity to reframe everything, and Erden decided to not wait for another tragedy. In memory of Göran, he had been on a human powered journey to climb the highest summit on six different continents. With Everest next on his list, he rowed from California to the Philippines. This became the first row across the Pacific Ocean from North America to Asia. By the time he made landfall, he had spent a record 1,084 days of his life and covered another record 26,705 nautical miles rowing solo on the Ocean.

## Plastic: we are currently at a fork

Along his travels, Erden witnessed the magnitude of plastic pollution and the damage that is bringing upon nature, with creatures not knowing the difference between plastic and food. We are currently in a state of overshoot. We can choose the easy path, *business as usual*, or the difficult path, that will lead to a livable planet for our grandchildren.

By 2050 there are going to be more plastic in the ocean than fish.



A circumnavigation is a journey that starts and ends at the same place, goes around the world generally in the same direction and crosses at least one pair of antipodal points.

**Erden holds 18 Guinness World Records, including the first person to row the three major oceans.**



**We are often spectators to history evolving around us, and we each have power in us, individually and in collaboration, to be authors of that history.**

ERDEN ERUÇ



**Erden Eruç**  
Environmentalist Adventurer  
TURKEY - USA





**To protect things legally, we need to interact with the state (...) Don't give up on politics. We need you to create your own ideas. Keep at it.**

JOÃO DE MACEDO

**João de Macedo**  
Co-Founder of the Save The Waves Coalition of the World Surfing Reserves Movement & President of the Hopes Zones Foundation

**PORTUGAL**

**Surfing a big wave, at 80% of places around the world, might require the ability to hold your breath for, at least, 30 seconds.**

# A GIANT WAVE SURFER FIGHTING FOR A GREATER GOOD

Pushing the limits

## Fear is everywhere

### It is up to us to transcend it

Fear is prevalent in everything we do. In big wave surfing, it comes in many forms. From the fear of uncertainty, passing through the stress of performing and the possibility of being dropped by the sponsors, to the most primordial: the fear of not breathing underwater. Yet, we need fear to measure the risk and we hold the power to transform it into something special.

## Gratitude is key

### Practice it daily

Amidst our focus on performance, it is very easy to forget the bigger picture. Understanding he had a lot of things to be grateful for allowed João to rebuild himself after a near-fatal injury in Nazaré, ending up riding one of the best waves of his life. At the end, it is always about the way we bounce back from injuries. It is impossible in anyone's career to not have some failures.

## Preparation is needed

### But do not forget to have fun

Preparation builds teams and allows us to anticipate the challenges that come in our way. However, if we overprepare, it normally feeds into stress and then we stop having fun. We need to enjoy what we are doing. At certain moments, we need to take a step back and not feel guilty about having some fun. Like gratitude, we have to feed it. It is not something that just occurs naturally.

## Embracing service augments your purpose

After an inspiring experience in Australia, where he saw one of the biggest coal harbors in the world surrounded by pristine water, with dolphins and whales passing, and locals having recreation, João understood the importance of local policymaking in the environment. He is now the President of the **Hope Zones Foundation**, through which he has been finding ways in Nazaré to help contribute to more marine protected areas.

WATCH THE TALK



# A WOMAN IN A WORLD OF MEN

Overcoming fear, embracing courage and passion

## A passionate dreamer

### Easy was never an option

The passion for surf began at the age of 13. Quickly Brazil got too small. At 17, Maya was learning her way through the world alone, surfing and waitressing, despite her mother's resistance. In Hawaii, she fell in love with big waves, a turning point in her life that led to becoming a professional wave surfer, a career that was not established in the world for a woman at that time.

## A brave fighter

### To fall and get back up

After being accomplished in America, it was time to achieve the so dreamed world record, but Nazaré was not like any other place. An understanding that only arose after drowning. Taken to the beach lifeless, Maya was resuscitated, facing multiple severe injuries and a lot of criticism. All sponsors, opportunities and self-esteem were lost. Between surgeries and rehab, she kept on training.

## A timeless champion

### Breaking records and stigmas

In 2018, Maya surfed the biggest wave of her life, in Nazaré, against society's pressure, receiving a women's world record, that she fought to be created in the first place. In 2021, competing against 18 men, she surfed not only the largest wave ever ridden by a woman, but the biggest wave ever surfed by anyone in the 2019-2020 winter season, breaking her own world record.

## A life of service to ocean conservation

After feeling fulfilled with her own dreams, Maya has now been dedicating her life to speak for the ocean and all its creatures, as a Board Member at **Oceana**, the biggest conservation organization solely focused on oceans, and as a Champion for the Ocean and Youth at **UNESCO**.



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I completely did what I believe and I can honestly say that was the most brave thing I have done in my life.

MAYA GABEIRA

Currently, Maya has more titles than any other big wave surfer in history. Male or Female.

**Maya Gabeira**

Professional Big Wave Surfer  
[Guinness World Recordist]

**BRAZIL**



**Defying all odds**

Hugo is a self-taught artist. Everything he knows, he has learned by himself. He has been playing the piano in public spaces, so that his arts gets to the highest number of people as possible.



**WATCH  
THE PERFORMANCE**

**Hugo Lopes**  
Artist  
**PORTUGAL**



## STORIES OF UNITY

Discover some powerful examples of collective action across politicians and journalists.

The power of intergenerational dialogue in politics

56

The impact of cross-border journalism

58

*Trust has become a rare commodity in the 21st century. Politicians (...) were not the only ones losing the trust of the people. We, journalists, have had our fair share of attacks.*

**Anelise Borges**

International Correspondent at Euronews

**FRANCE**

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**We live in a time when inspiration is in short supply. There is a lot of pessimism. There is a lot of doubt.**

DANILO TÜRK

**Anelise Borges**  
International Correspondent  
at Euronews  
**FRANCE**

**Danilo Türk**  
Former President of Slovenia  
& President of Club  
de Madrid  
**SLOVENIA**

**Club de Madrid counts with 125 members from 73 countries from all regions of the world.**

# THE POWER OF INTERGENERATIONAL DIALOGUE IN POLITICS

Club de Madrid - Global leaders at the service of humanity

## Go beyond survival

### Reconnecting with a sense of purpose

Much of the political class in democratic societies is focused on political survival. That is a problem, because that is how people lose a sense of ambition and purpose. That is happening to democratic politics in most of the world nowadays. When they see what they become, disappointment settles in. Political function cannot be reduced to political survival.

## Act globally

### Working with international institutions

Each country is different, but some tasks are global. If we want change, we have to work with international institutions. None of them is perfect, but all of them are real. The United Nations is severely criticized nowadays, but we should not forget that it is the best idea of the 20th century and still the best hope for the 21st century. We have not invented anything better.

## Do your own thing

### It is not enough to rely on political parties only

Mobilization of civil society is critical, especially young people. At the end, we will not have a completely different concept of democracy, but the important thing is that they should do something that belongs to their generation, to invent their own ways of supporting change, to ridicule, to have fun. Something that creates confidence, trust and sense of purpose.

## A Club of leaders promoting Democracy that Delivers

The world's largest forum of democratic former Presidents and Prime Ministers, who leverage their individual and collective leadership experience and global reach to strengthen inclusive democratic practice and improve the well-being of people around the world. This unique alliance stimulates dialogue, builds bridges and engages in advocacy efforts to strengthen public policies and effective leadership on challenges such as inclusion, sustainable development and peace, at the national and international levels.

WATCH THE TALK



# THE IMPACT OF CROSS-BORDER JOURNALISM

Investigative journalism as a game changer

## To confront authority

### Holding everyone together

Being a collective has allowed ICIJ to publish stories in multiple countries. Sometimes, it requires a lot of convincing to make sure they all break the story at the same time. Even though there are some real dangers, working together assured that there was no point in attacking any one of them. If one person was attacked, it would not stop the story because everybody else was publish it.

## To call out injustices

### To serve the public

The job of a journalist is to think ahead. Today's heroes might not be tomorrow's. Journalists have lost their way and need to find it again to win back the trust of the public. Everyone is realizing that by giving the story away, you get a much better result in the end, which is contradictory to the *keep it to yourself* philosophy journalists have always learned.

## To demand change

### Tech as a facilitator

Social media and big internet firms have destroyed the business model that used to support the kind of journalism done in the last century. Communications suddenly become very easy. The challenge now is not finding information, but making sense of the vast amount of information, ensuring the protection of the sources. Technology can be used to make journalists relevant to the public again.

## From a small non-profit to a charity-based organization

Following a model that consists in finding stories that are so compelling that all journalists want to collaborate, **ICIJ** is responsible for some of the most important transnational investigations in history, such as the **Panama Papers** and the **Pandora Papers**. The first brought down three world leaders, triggered legal investigations in +70 countries, led to the arrests of members of Mexican cartels and to the recovery of over \$1.4 billion in taxes that have been evaded.



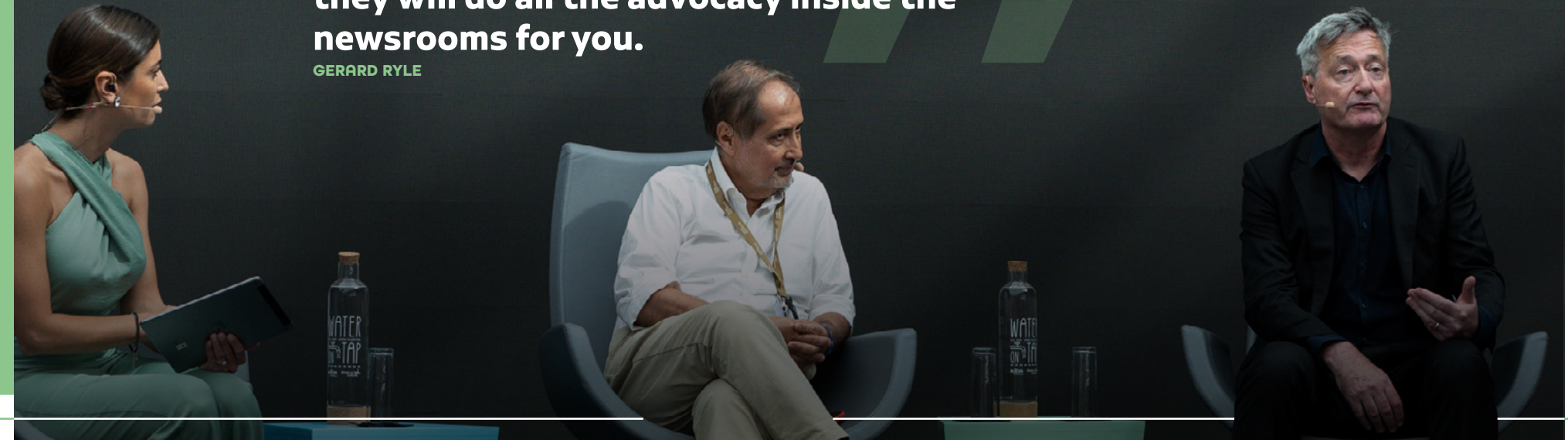
WATCH THE TALK



Every journalist, no matter what language you speak, loves a great story (...) they will do all the advocacy inside the newsrooms for you.

GERARD RYLE

The Panama Papers were the biggest cross-border journalism project in history.



MODERATOR

**Anelise Borges**

International Correspondent at Euronews

FRANCE

**José Manuel Fernandes**

Administrator & Publisher of Observador

PORTUGAL

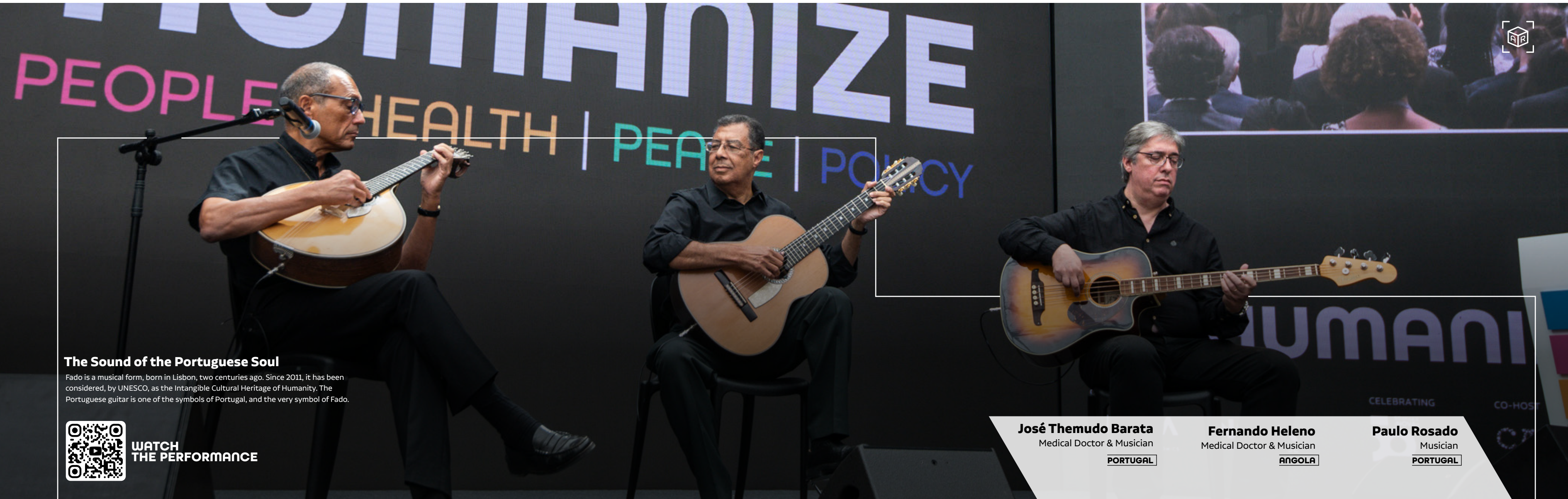
**Gerard Ryle**

Director of the International Consortium of Investigative Journalists (ICIJ)

IRELAND

ESTORIL CONFERENCE  
RE-HUMANIZE OUR WORLD

ESTORIL CONFERENCE  
RE-HUMANIZE OUR WORLD



### The Sound of the Portuguese Soul

Fado is a musical form, born in Lisbon, two centuries ago. Since 2011, it has been considered, by UNESCO, as the Intangible Cultural Heritage of Humanity. The Portuguese guitar is one of the symbols of Portugal, and the very symbol of Fado.



WATCH THE PERFORMANCE

**José Themudo Barata**  
Medical Doctor & Musician  
PORTUGAL

**Fernando Heleno**  
Medical Doctor & Musician  
ANGOLA

**Paulo Rosado**  
Musician  
PORTUGAL



*Most of the stories I tell come from places that have lost all hope (...) I don't go after death and destruction, devastation and despair. I go after the resilience, the resolve, the stubbornness, the power, the strength people don't even know they have until they are confronted with some massive crisis.*

**Anelise Borges**  
International Correspondent at Euronews

**FRANCE**



## STORIES OF **PERSISTENCE**

Get to know testimonials of people who have been standing tall through fierce storms.

- An asian girl transforming communities worldwide **64**
- A deeply injured nation fighting for a democratic world **66**
- From criticized to one of the world's most cited scholars **68**
- Patients and caregivers who became pioneers **70**

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# AN ASIAN GIRL TRANSFORMING COMMUNITIES WORLDWIDE

Persistence, my key to hope

At 24, a person of color in Europe, on a student visa, with no plan, no investment, understanding her thesis is not going to work out (...) I started this organization (Needlab).

SAMEERA CHUKKAPALLI HOLMES



## Always on the move

### A misfit trying to understand the world

Sameera was born in the South of India in a post-colonial world, in a house located at the top of a hill, designed spatially to exclude people. Throughout her life, she moved many times, always adapting to new schools, new friends, new languages. As a dyslexic person, she was often seen as a bad student, with a bad attitude, because people did not understand the language she spoke. Yet, she kept going.

## Educational shock

### A transformative grassroots experience

After being encouraged by her parents to study architecture, Sameera ending up hating it. After realizing the syllabus was filled with unhealthy materials, she decided to learn how to build buildings on her own. She travelled 30 countries and learned how to build with recycled materials, understanding how it could change people's lives.

## More than homes

### Rebuilding communities

At 24, Sameera founded Needlab, after realizing her masters' thesis in 3D Printing Houses, to help solve the Global South crisis, would not work, as it would take a huge chunk of the investment from the community. In her organization, Sameera has been equipping and skills training women for building construction, designing not for, but with communities worldwide.

## An Obama Leader

In President Obama, Sameera found a father figure and a North Star. Through his foundation, Sameera has been working, along other leaders worldwide, to bring the voice of young leaders to the world, showing what value-based leadership looks like.

100% bamboo structure was built by Needlab in Ho Chi Minh City, Vietnam in 5 days, using 100% local material and investment. It is a regenerative structure which is growing food for the community and upskilled 35 Vietnamese youth on how to build using bamboo.



**Sameera Chukkappalli Holmes**  
 Director and Founder of Needlab & Obama Leader  
 INDIA





# A DEEPLY INJURED NATION FIGHTING FOR A DEMOCRATIC WORLD

Ukraine

## +1 Year of War

### Aiming at winning with minimum human loss

Many around the world want the war to end as soon as possible. It is a real tragedy. Thousands and thousands of people have already been killed and continue to be. One of Putin's major failures is believing that the more Ukrainians get killed, the more they will be willing to sit down and to make a deal. It is vice-versa: the more Ukrainians suffer, the more resilient they are.

## Allies' slowness

### Recent bold moves

Some European states have recently decided to give Ukraine F-16s, but it requires many months to train the pilots. It is not only about the transfer of the aircraft. The western support has been quite slow, enough to allow Russia to build the fortifications and minefields that limit the speed of Ukrainians' progression. Ukrainian counter-offensive cannot advance faster.

## The role of the UN

### Not wise to turn our back

To walk out on the United Nations is what opponents want. The UN needs to reform but, despite all the difficulties, it still does very important work on the ground. Many people get food, water, and other essential resources for their survival, due to the cooperation of many countries in the United Nations. BRICS cannot and will never be able to replace the UN.

## A shift in Europe's collective thinking

On 24th February 2022, Russia invaded Ukraine. Many of us wondered how in the world it happened. Certainties about stability and peace were shattered as Russian tanks rolled across the border into Ukraine. A conflict that continues to last, with profound consequences for the world, impacting significantly the global geopolitical landscape.



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If Putin wins (...) all of you lose. It will be a chain reaction, the end of the modern western civilization as it is. We should be patient and stay resolute in our unity.

SERGIY KYSLYTSYA

More than 80% of Ukrainians are against territorial concessions. They will fight until the end.

### Anelise Borges

International Correspondent at Euronews  
FRANCE

### Sergiy Kyslytsya

Permanent Representative of Ukraine to the United Nations  
UKRAINE



# FROM CRITICIZED TO ONE OF THE WORLD'S MOST CITED SCHOLARS

Failure, resilience & success



Even though the struggle was long, and sometimes painful, it was well worth it to be able to hopefully impact billions of people.

ROBERT LANGER

**Robert Langer**  
Professor at MIT & Founder of Moderna

USA

Online participation by pre-recorded video.

Moderna vaccine is 94% effective.

## No one believed

### Everyone thought it was impossible

Robert is a chemical engineer, but he has been dedicating his life to improving people's health. During his work at the Boston's hospital, he started studying how he could stop blood vessels from growing, to understand if that hypothesis could lead to the treatment of cancer and other diseases. Everyone was very skeptical about this. All experts, including Nobel Prize winners, said it was impossible.

## Standing firmly

### Rejection after rejection

After spending 2 years working in the laboratory, Robert eventually found a solution, published in the journal *Nature*. However, when he first presented this work at a scientific meeting, he was ridiculed. Things went downhill from there – research grants were declined, and no one would hire him. After finally getting a job in a nutrition department, he was advised to leave after his boss left.

## Tables turned

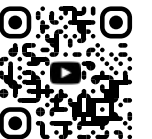
### Recognition finally arrived

It took 28 years for the first blood vessel inhibitor to be approved by FDA. After five years of rejections for a patent, Robert was finally able to convince the examiners to allow it. From here, he got involved with companies, teaching about all kinds of products for different types of diseases. In 2010, he started exploring how we could use messenger RNA to rate proteins, that by that time have become successful.

## Moderna: one of the vaccines that saved the world from COVID-19

When Moderna was founded, it had 13 products in clinical trials and then COVID-19 hit. It did not take much time until the vaccine was designed, and first patients started to be treated. People and the media were incredibly skeptical, but it turned out to be an incredibly effective vaccine used all over the world. Alongside his clinical partner, Merck, Moderna is now working on personalized cancer vaccines.

WATCH THE TALK



# PATIENT AND CAREGIVERS WHO BECAME PIONEERS

## 5<sup>th</sup> Patient Innovation Awards Ceremony

### Sharing solutions, improving life

**Patient Innovation** is an online platform where patients and caregivers around the world connect to share innovative solutions, they have developed for themselves or people around them, to cope with a health-related problem.

This project was founded by **Pedro Oliveira**, Dean of Nova School of Business & Economics, and **Helena Canhão**, Dean of NOVA Medical School, together with other professionals from the healthcare sector.

This award ceremony aims to award **the most impressive and promising solutions** developed by patients, caregivers and employees to deal with the challenges imposed by health conditions.



**What we do now is to actually help these patients to further develop what they have and bring those solutions to market**

PEDRO OLIVEIRA

**Pedro Oliveira**  
 Dean of NOVA School  
 of Business & Economics  
 PORTUGAL

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**+3 000**  
 medical devices developed  
 by patients from +80 countries

**1 800/3 000**  
 Have been validated  
 by the medical team





As someone who is born with a disability, I learned early on that tech would be the key to my independence

ADRIANA MALLOZZI

**Adriana Mallozzi**

Puffin Innovations

USA

Category "Patient Innovator"

**Puffin Innovations**

Empowering people with disabilities, specifically those who have been diagnosed with spinal cord injuries, to live with greater independence, through **smart and adaptable assistive technology**.

**250 000 – 500 000**

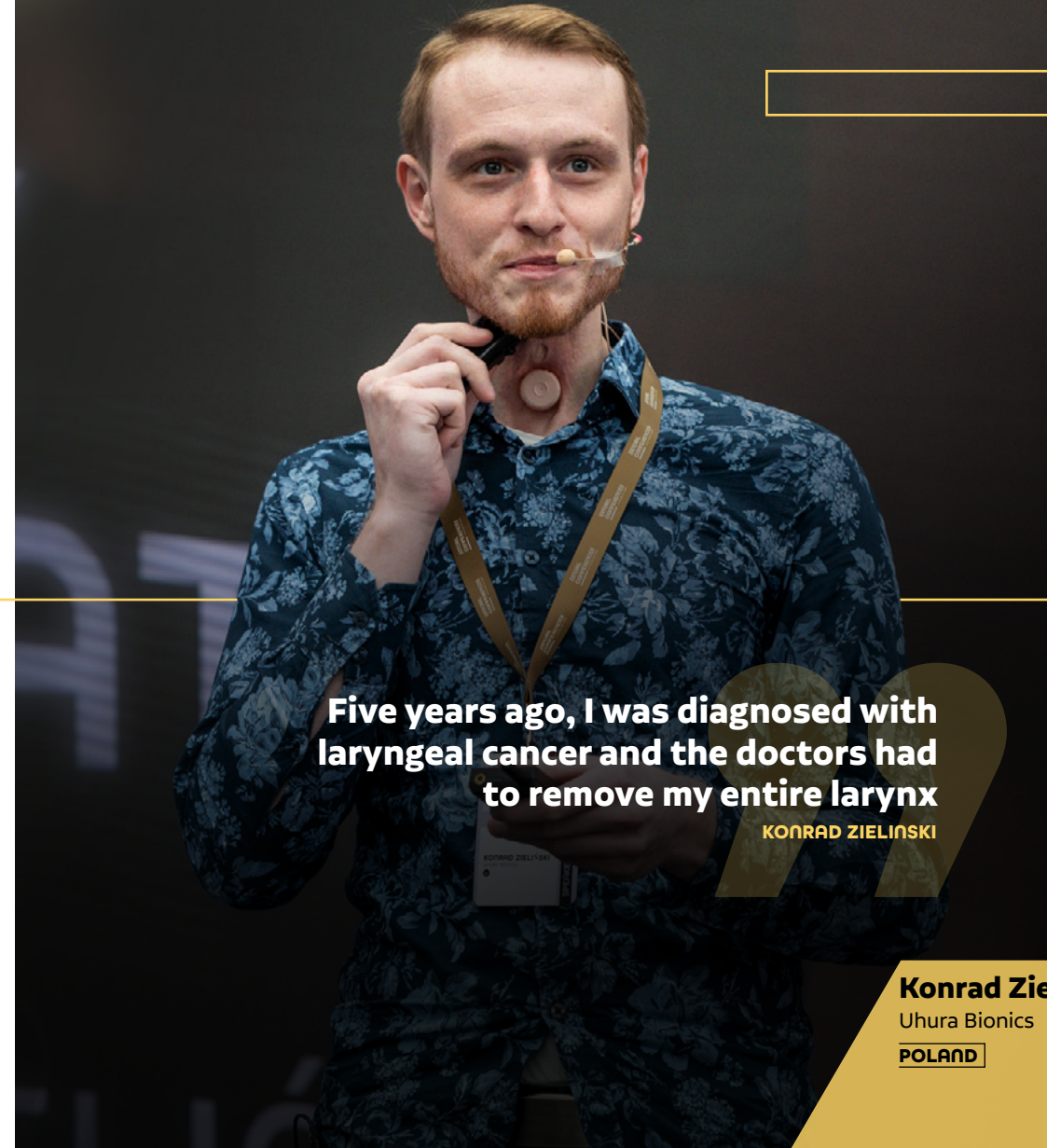
New spinal cord injury cases occur each year worldwide.

AWARD DELIVERED BY

**Sir Richard Roberts**

Chief Scientific Officer at New England Biolabs (Nobel Laureate)

UNITED KINGDOM



Five years ago, I was diagnosed with laryngeal cancer and the doctors had to remove my entire larynx

KONRAD ZIELINSKI

**Konrad Zielinski**

Uhura Bionics

POLAND

Category "Patient Innovator"

**Uhura Bionics**

Providing people with speech disability **the ability to speak** with their own voice, through technological devices that leverage the power of artificial intelligence.

**500 000**

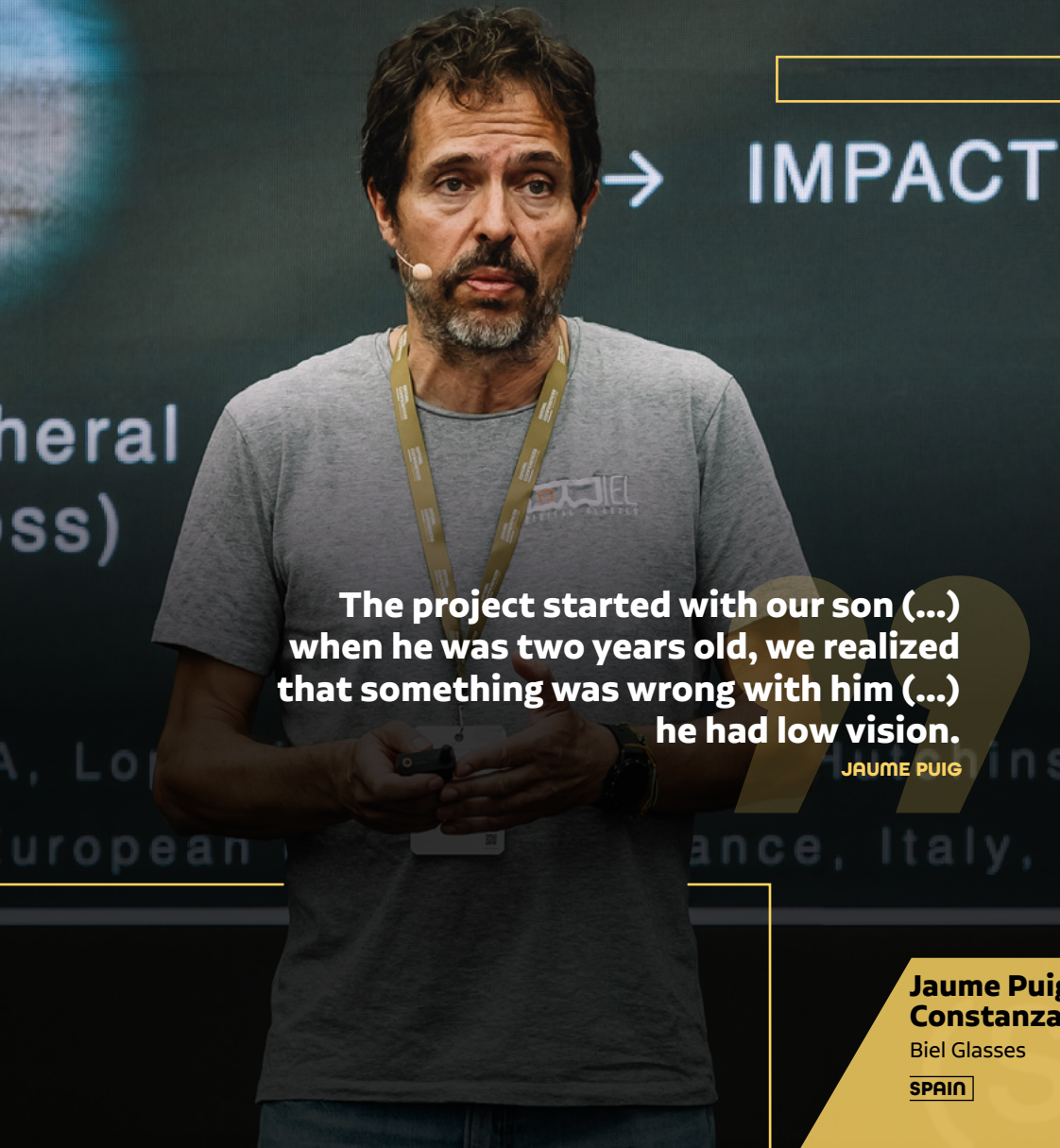
People are living without the larynx all over the world.

AWARD DELIVERED BY

**Carlos Carreiras**

Mayor of Municipality of Cascais

PORTUGAL



The project started with our son (...) when he was two years old, we realized that something was wrong with him (...) he had low vision.

JAUME PUIG

Category "Patient Innovator"

**Biel Glasses**

Improving mobility and autonomy for visually impaired people, through **smart glasses** that adapt the reality to the remaining vision of the patients.

**+70M**

People suffer mobility issues caused by low vision worldwide. (When you are not completely blind, but you have a visual impairment that cannot be fixed with surgery or glasses.)

AWARD DELIVERED BY

**Miguel Pinto Luz**

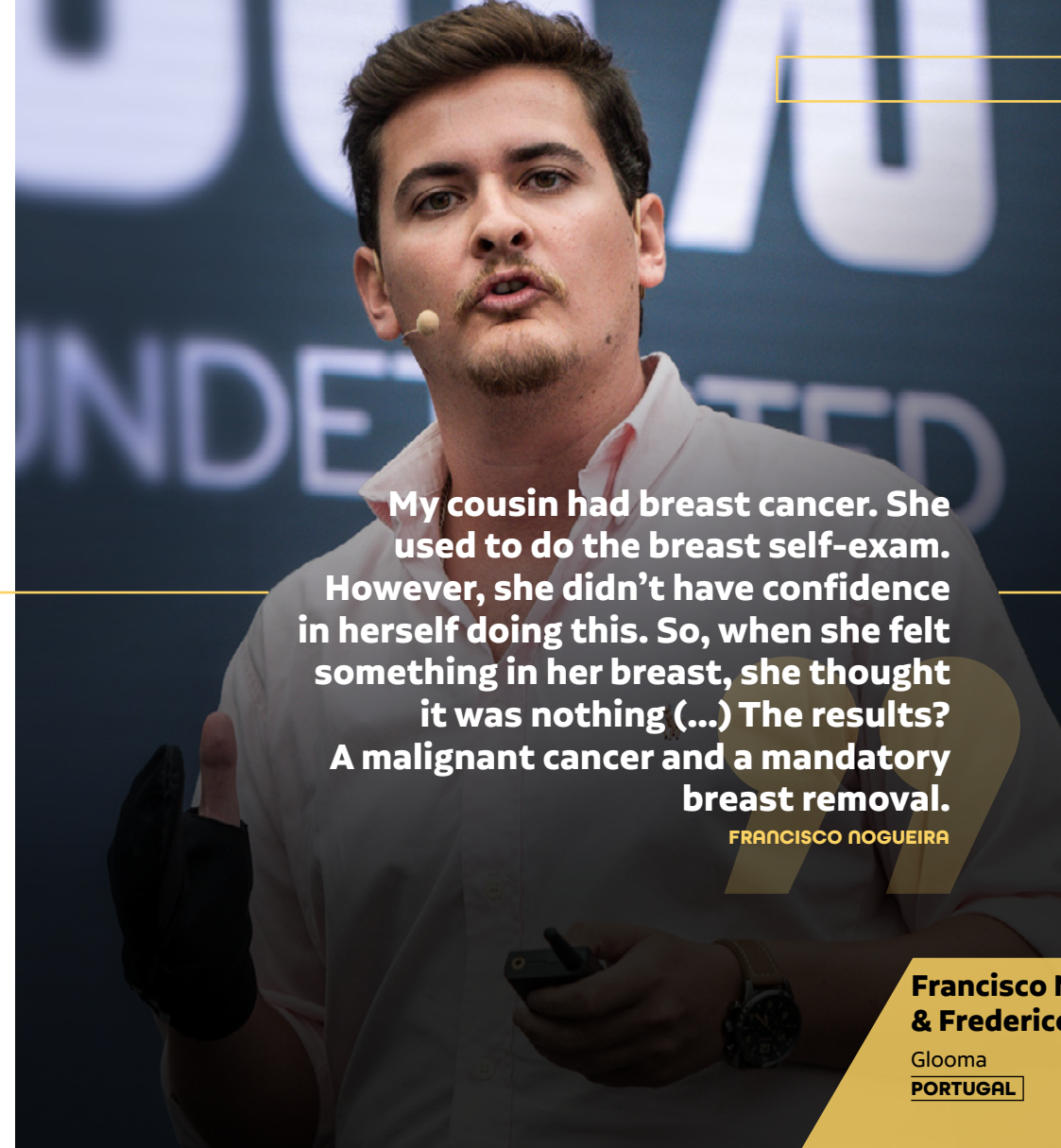
Vice-Mayor of Municipality of Cascais & President of Alfredo de Sousa Foundation

PORTUGAL

**Jaume Puig & Constanza Lucero**

Biel Glasses

SPAIN



My cousin had breast cancer. She used to do the breast self-exam. However, she didn't have confidence in herself doing this. So, when she felt something in her breast, she thought it was nothing (...) The results? A malignant cancer and a mandatory breast removal.

FRANCISCO NOGUEIRA

Category "Patient Innovator"

**Glooma**

Helping detect breast cancer at an early stage, through a **sense glove** – a portable medical screening device that detects and monitors abnormalities, in size and texture, by combining pressure sensors and artificial intelligence.

**35%**

of breast cancers are not detected at an early stage because women don't have confidence doing the breast self-exam, don't know how to do it, or simply forget to do it.

AWARD DELIVERED BY

**António José Teixeira**

Director of Information at RTP & President of NOVA Medical School Council

PORTUGAL

**Francisco Nogueira & Frederico Stock**

Glooma

PORTUGAL



Our friend, Dipali, who was doing extremely well in the first semester of her college, lost eyesight (...) She had to spend two years trying to learn Braille to get back to education, but was denied admission almost everywhere, because no college could address her needs.

AKSHITA SACHDEVA

**Akshita Sachdeva & Bonny Dave**

Kibo - Trestle Labs

INDIA

Category "Collaborator Innovator"

**Kibo Trestle Labs**

Making education and employment inclusive for the blind and visually impaired community, through **Kibo** – an end-to-end solution to listen, translate, digitize and audiotize any kind of printed, handwritten or digital content across 60 languages.

**Every 5 seconds**

Someone goes blind

AWARD DELIVERED BY

**Maria João Carioca**

CFO at GALP & President of Nova SBE Council

PORTUGAL





### Music as way to build bridges

From the rhythm of Bana Congo to the influence of Brazil, a performance that showed the power of music to unite people for peace.



WATCH THE PERFORMANCE

**Mário Laginha**  
Pianist & Composer

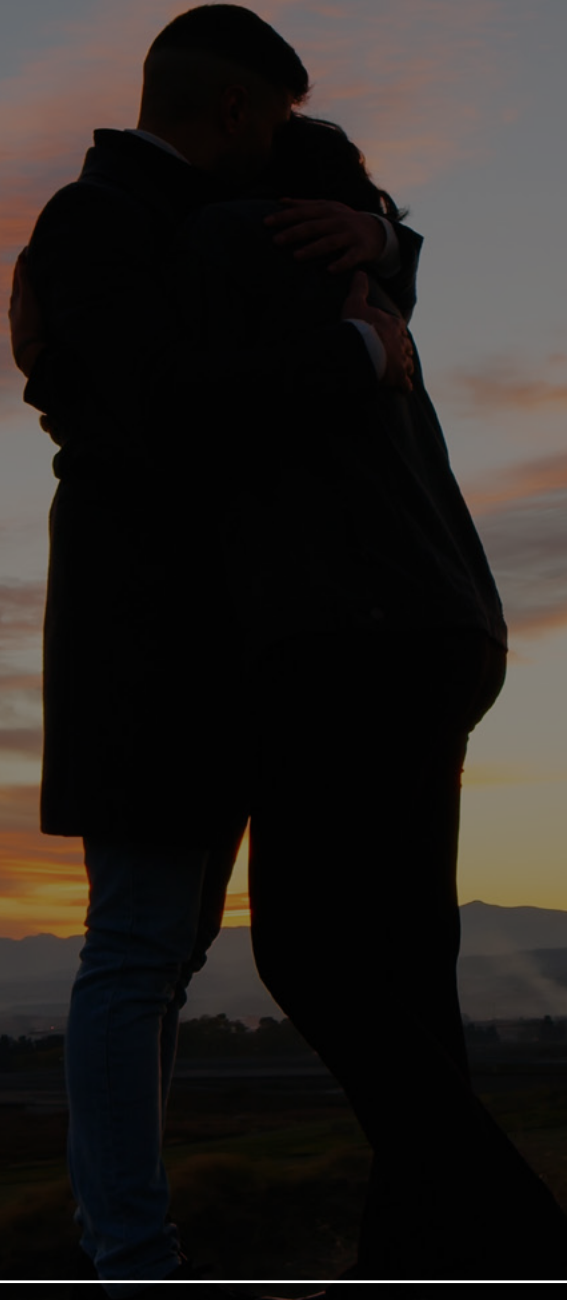
PORTUGAL

**Tânia Trindade**  
President at ASBL-ONGD

Bana Congo

PORTUGAL





## STORIES OF EMPATHY

Explore tales of individuals who have been improving lives by connecting with others.

*Individuality and competition have been sold to us as keys to success. The only way to make money. To find the meaning in our lives. (...) Empathy is something that struck me (...) how important it is to put ourselves in each other's shoes.*

**Anelise Borges**  
International Correspondent at Euronews

**FRANCE**

- Healing children through music **82**
- Meeting ourselves and the world with softness **84**
- Celebrating our differences **86**
- Helping communities worldwide **88**

**PLANET | PEOPLE | HEALTH | PEACE | POLICY**

# HEALING CHILDREN THROUGH MUSIC

Music can be a life saver

## The wish for more

### From engineering to ESG

After working in the aviation field, Tânia realized she wanted more. With her boyfriend, she moved to Congo, her native land, to start a new chapter of her life in a village. Part of her professional duties as ESG Chief in a forestry company, included managing a hospital in the area. For the first time, Tânia saw children dying in her arms from malnutrition, a condition that affects 4 out of 10 children in DRC.

## Soul whisper

### Moved by personal purpose

Tânia tried to communicate with these children through music, a passion she has always kept since her childhood. She was only able to truly connect with them, when she started singing in Lingala, their own language, breaking the culture barriers that were preventing her to get closer to them. Step-by-step, they start singing very well, witnessing improvements on their health.

## Saving lives

### Through the power of music

Tânia opened a free music school, outside the hospital, accessible to every child. The priority was given to the children who were healed, who would often visit the hospital to sing with those who were still being treated, often neglected and put apart from society, to give them hope. Music, combined with medical treatment, has led to a decrease in the mortality rate.

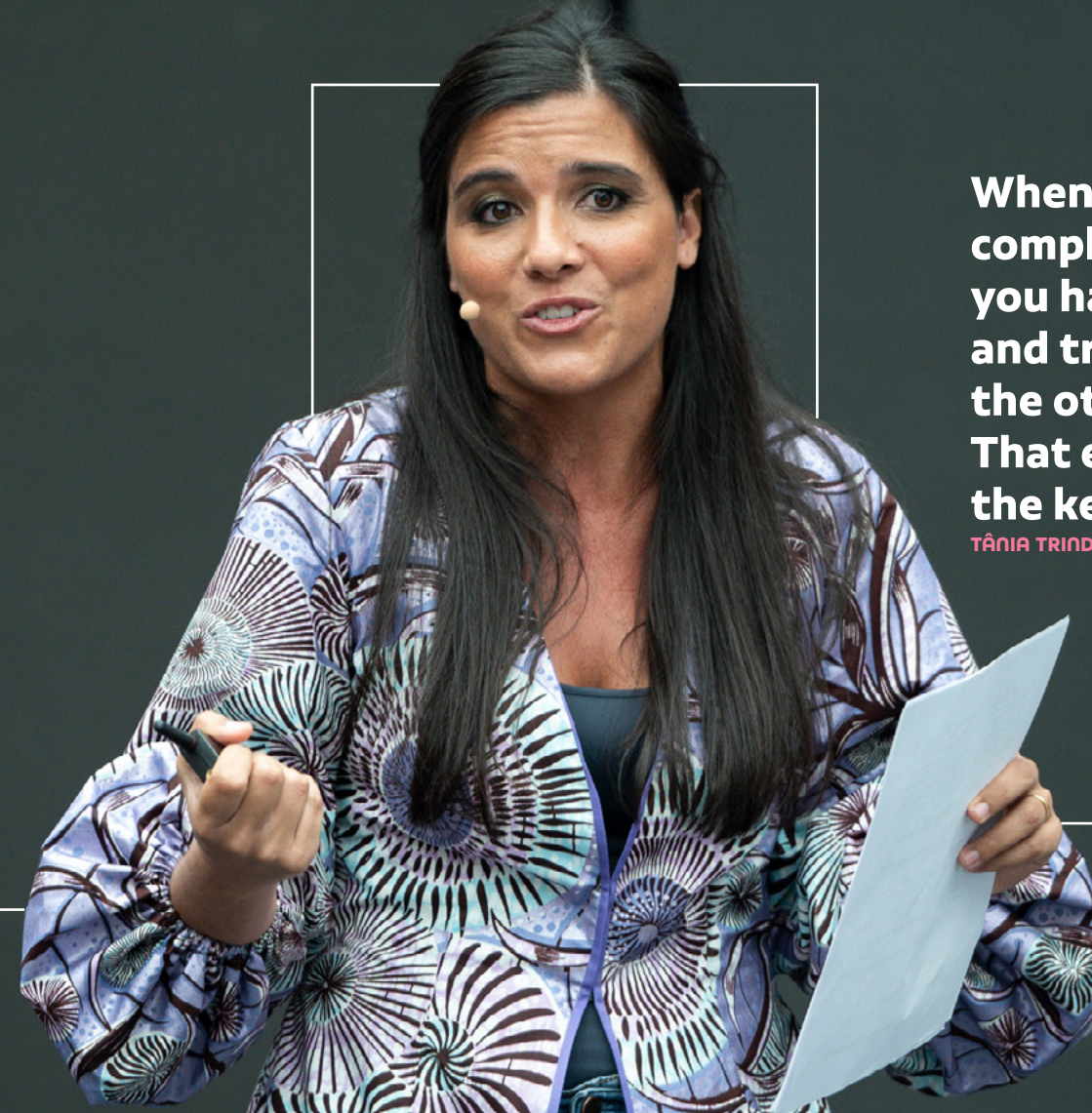
## DRC, a country mainly covered by forests

The **Democratic Republic of the Congo** (DRC) has 155 million hectares of forests. Since COP 27, it is acknowledged as the largest carbon reservoir worldwide. When considering climate change and forestry conservation, we often focus on trees and wildlife, but it is crucial not to overlook the people living within these forests, who play a crucial role in environmental conservation, especially women.



WATCH THE TALK

Tânia has provided +6.500 children a new chance to live.



When you change completely your life, you have to look ahead and try to understand the other culture. That empathy is really the key to make peace.

TÂNIA TRINDADE

**Tânia Trindade**  
 President of ASBL-ONGD  
 Bana Congo  
 PORTUGAL

# MEETING OURSELVES AND THE WORLD WITH SOFTNESS

Softspot

**When feeling is deployed as a weapon, when it is used in order to dismiss another's humanity, there is no way out but inwards.**

JAMES TAYLOR-FOSTER



**James Taylor-Foster**

Editor & Writer, Architectural Designer & Maker of Exhibitions

UNITED KINGDOM

**Are we awakening to the fact that we can't conduct our collective self, let alone culture, in the ways that have been inherited?**

## The world of culture

### Particularly exhibitions

Art can provoke very strong feelings. Exhibitions, specifically, can stretch far beyond the boundaries of the room it is in, carrying the possibility to affect discourse and to change our perspective, even if it is only slightly. Exhibitions are cultural moments, inherently temporary, but spatial. Social places we go to, to look at other people.

## The job of a curator

### It is to care

Making an exhibition is a very complex process. All a curator does is care about ideas, people, objects, and tries to synthesize them into something that is lucid, accessible and makes a point. The thing about exhibitions is that you do it, but suddenly is not yours anymore. In a heartbeat, everyone has all sorts of opinions about it.

## Cultural reverse

### Towards softness

We are in a moment where culture has lost a lot of its potency, where we acknowledge that cultural institutions are somehow failing us. They are not doing what they should. They have become bastions of tradition instead of representing us more. This change needs to come. To be sensitive is not to be sore. To be vulnerable is not to be fragile.

## Soft Spot: a series of collaborative essays

Put together by James Taylor-Foster, over the course of the pandemic, the essays argue for a radical reversal towards softness, a quality James believes is completely relevant in our society right now and potentially lacking. In the book, *softness* is described as a trace, an inkling, an impression or instinct.

WATCH THE TALK



# CELEBRATING OUR DIFFERENCES

Human rights, diversity & inclusion

## Beyond morality

### A business case for diversity

Promoting diversity yields financial benefits for organizations, but its impact is often hindered by a lack of serious consideration. To harness the advantages, inclusive environments fostering leadership, voice, and innovation are essential, addressing the unequal distribution of opportunities. Business leaders must grasp the business case, preparing to advocate for diversity's benefits amid challenges to move beyond mere profit.

## It is everyone's job

### To build a culture

Fostering belonging involves intentional efforts across organizational levels, expressing care, acknowledging value, and promoting inclusion through active listening, respectful engagement and mentoring. Recognizing talent in unconventional places, addressing bias and staying open to feedback, despite inevitable mistakes, fosters adaptability and forward progress in changing behaviors and habits.

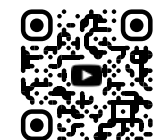
## Create space for all

### Developing a D&I capability

Effective diversity and inclusion require proactive efforts beyond just bringing in diverse individuals. Building capability at all levels is crucial, embedding D&I in every aspect, from team-building to product marketing. It will be a key differentiator for competitive success. Start by prioritizing inclusion within existing talent, measuring and addressing risk groups to become more participatory.

## The meaning of D&I

**Diversity** is making sure we have inside our organizations what we call representation at all levels. **Inclusion** is making sure that all diversity inside our walls feel that they belong to the workplace.



WATCH THE TALK

Companies that are ethical and racially diverse are 30% more likely to have financial returns above the industry mean.

PEDRO CARMO COSTA



True change comes from being in deeper connection with people that come from different lived experiences than ourselves

ELIDA BAUTISTA

MODERATOR

**Jenny Hoobler**  
Professor at Nova SBE

USA

**Elida Bautista**  
DEI Director at the Berkeley High School of Business (UC Berkeley)

USA

**Pedro Carmo Costa**  
CEO at Pulsely

PORTUGAL



**Our path, as scientists and agents of change, is clearly closer linked with the destiny of those who are often invisible to society.**

FERNANDO BOZZA

MODERATOR

**Inês Viva**

Health Policy & Researcher at OECD

PORTUGAL

**Fola David**

Medical Doctor & Artist at Fola David Foundation

NIGERIA

**Fernando Bozza**

Infectiologist, Researcher & Humanitarian at Oswaldo Cruz Foundation

BRAZIL



**More than 1 billion people are now living in slums.**

FERNANDO BOZZA

# HELPING COMMUNITIES WORLDWIDE

Humanitarians

## Working together

### Changing as part of the journey

We need to come together to create new spaces for innovation, to work on a common agenda for development, together with the communities, especially the poorer ones. Technology is not necessarily the solution. It is part of the solution. The ones who will use it need to be included in the conversation. Not only startups, big techs, and universities.

## Taking health seriously

### Health education as a priority

In Nigeria, the amount of people that know about preventive medicine is very reduced. There are a lot of traditional medicines, with people self-medicating themselves, only coming to the hospital when things are looking very bad. The Fola David Foundation has been visiting these poorer communities, to help them use less the emergency centers and more the preventive methods, through primary care centers.

## Art as a facilitator

### Finding creative ways to communicate

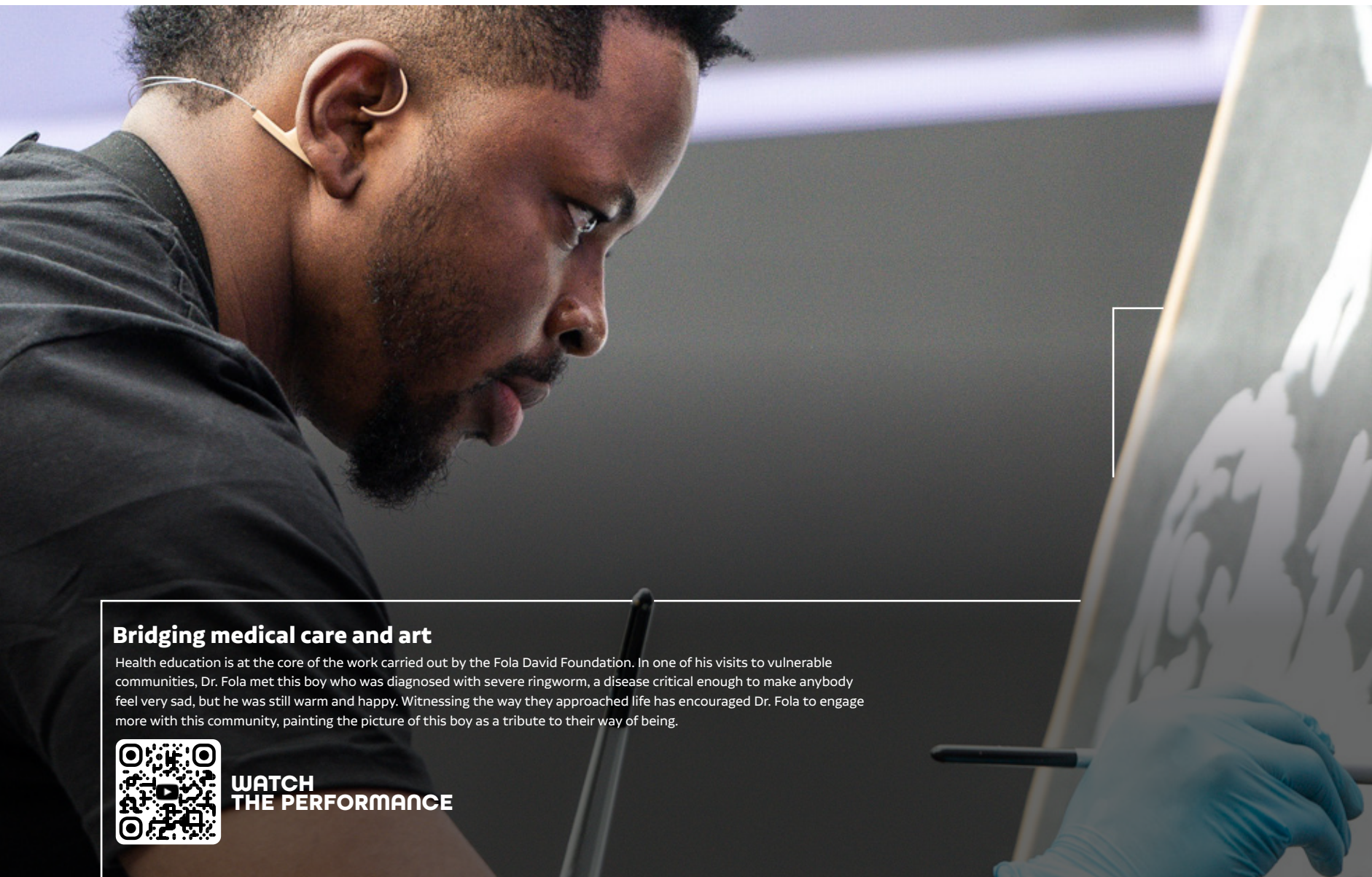
The last three years have been quite a challenge for healthcare professionals. How to communicate about science and generating trust within the community as emerged as one of the challenges at hand. For instance, in low-income areas, the Fola David Foundation has been using art, through diagrams and illustrations, to help the population better understand how to protect their health.

## From Africa to Rio de Janeiro

The **Oswaldo Cruz Foundation** and the **Fola David Foundation** are both dedicated to help improving the health of communities, in Brazil and Nigeria accordingly, driving change for more resilient healthcare systems.

WATCH THE TALK





### Bridging medical care and art

Health education is at the core of the work carried out by the Fola David Foundation. In one of his visits to vulnerable communities, Dr. Fola met this boy who was diagnosed with severe ringworm, a disease critical enough to make anybody feel very sad, but he was still warm and happy. Witnessing the way they approached life has encouraged Dr. Fola to engage more with this community, painting the picture of this boy as a tribute to their way of being.



**WATCH  
THE PERFORMANCE**



**Fola David**  
Medical Doctor & Artist at  
Fola David Foundation  
**NIGERIA**



# STORIES OF RESOLUTION

Delve into ideas that aim to shed light on possible solutions for new paths to follow.

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PLANET | PEOPLE | HEALTH | PEACE | POLICY

*Putting people first would certainly profoundly alter the way rulers govern us and the way civil society works towards fixing some of our most pressing issues. This is what re-humanize means.*

**Anelise Borges**  
International Correspondent at Euronews

FRANCE



# A NEW GLOBAL NARRATIVE

The Africa the world needs

## In a silent way

### We have been losing values and principles

A process of de-humanization with economic and political effects. Advanced economies witnessed growth, but stagnant labor income, breaching the social contract. Western democracies shifted from representation to substitution. This erosion of values has impacted Africa too, affecting the multilateralism and fostering deep chronic paradoxes, with significant financial losses that hinder its development by about \$500 billion yearly.

## It is imperative

### Africa must be part of the equation

By 2050, with an additional 2.3 billion people to feed, Africa's role becomes imperative. Ethnical, political, and state geographies have silently contributed to increasing instability, reinforcing the inability to mobilize generated wealth. Building effective states, through robust institutions, offers a larger policy space for decision-making, enabling control over economic and financial flows.

## Energy is magic

### It is key to solve all issues

To create jobs, we need energy. In 2019, Africa's electricity consumption equaled France and Germany's. Climate change discussions in Africa should be linked to energy access, its primary challenge. The global narrative on energy transition does not align with Africa's reality, where only 3.8% of CO2 emissions are produced.

## An individual-focused society

Young people are finding it difficult to find their own space, because in a silent way, we have been destroying the feeling of community, the space where we, as individuals, link and build our own path. When looking at professional careers, young individuals should explore opportunities outside Europe, with Africa standing as a place with many amazing challenges to address.



In Africa, there are 600 million people without electricity in the 21st century.



Africa countries cannot be put in a straight jacket (...) We do have the same destination, a green palette, but please acknowledge that we do have different starting points.

CRISTINA DUARTE

MODERATOR

**Cátia Batista**  
Professor & Vice-Dean of Nova SBE, Founder & Scientific Director of NOVAFRICA  
PORTUGAL

**Cristina Duarte**  
Under-Secretary-General & Special Advisor on Africa to the UN Secretary-General  
CAPE VERDE

ESTORIL CONFERENCES  
RE-HUMANIZE OUR WORLD







**The race is on (...) to see which companies and countries can capture the significant growth opportunity that the sustainability imperative will create.**

HARRY BOWCOTT

**Harry Bowcott**  
Senior Partner  
at McKinsey & Company  
**UNITED KINGDOM**



**The sustainability imperative could create 300 global decacorns – businesses with values of over \$10 billion.**

# A FORMULA TO BECOME A CLIMATE TECHNOLOGY DECACORN

300 Global Decacorns – Leadership in scaling climate technology

## A planetary imperative

### To scale climate technology

It is crucial to limit global warming to 1.5°C. While there has been progress, it is insufficient to keep up with the forecasts for a warming planet. Although 90% of needed emissions reduction can be achieved with proven tech, only 10% comes from commercially mature options. Even technologies that we think of as mature, like solar and wind, need to be scaled. The fundamental challenge is scaling, not invention.

## An opportunity

### For substantial value creation

Transitioning to a net-zero global economy offers a colossal opportunity for businesses through potential capital reallocation. Over this decade, value pools worth up to \$12 trillion will be created across 11 key sectors if we deploy in line with the 1.5°C scenario. Achieving this requires aligning growth, profit, and sustainability, yet more action is needed to seize this opportunity, despite the progress made.

## A formula for success

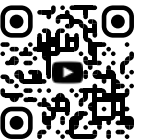
### To excel in climate technology

Businesses need to lead with game changing ambition; to design unassailable cost leadership; to sign up captive demand early; to treat their plant as a product; to proactively create a sourcing advantage and privileged ecosystems; to access low-cost finance and to build talent and the capabilities to execute. Success depends on the ability to execute this formula, but it requires a level of executional capability that we have not seen anywhere before.

## A business system without precedent

Lessons from recent waves of industrial innovation do not apply in full, due to the unique dynamics of rapid climate technology advancement. One significant differentiating factor is the high-level of capital intensity, particularly the substantial upfront capital required long before generating revenue. This characteristic poses considerable financial risk.

WATCH THE TALK



# A DIFFERENT VALUE SYSTEM

Sustainability: What kind of leaders (leadership) we need

## We are responsible

### For the economic system we are living in

We are collectively responsible for our economic system as consumers, leaders, and citizens. The traditional focus on profits and business basics is not enough for the change required. Both business and political leaders need deeper questioning, vision, and values to navigate this transformative era, which demands a new level of leadership globally.

## Conflict comes easily

### We live in hyper fragmented societies

There are enormous challenges to ensure a safe operating space for humanity, ranging from environmental issues to poverty, inequality, and discrimination. Additionally, we are witnessing a rise in societal divisions where confrontation arises over various matters, often escalating via social networks. People do not come together to work and find solutions, they fight each other.

## Common decency

### Decent leaders are needed

People who embody empathy, sincerity, and authenticity, understanding societal realities and connecting with people's experiences. People who have the courage to make informed decisions, taking responsibility even when there is uncertainty. True leadership requires courage tied to values beyond self-interest, encompassing dignity, respect for people and all living beings, acknowledging the interconnectedness of our world.

## Rethinking education to train decent leaders

Achieving sustainability is not just an opportunity where you will make money. It involves sacrifices and tough decisions as some activities may need to cease due to planetary limitations. Courage to uphold values becomes crucial for a decent leader in navigating these challenges.

To foster such leadership, there is a need to reform education systems to train and nurture individuals who embody these values and possess the courage to prioritize sustainability amid difficulties.



WATCH THE TALK

Not just rock star CEOs, simple humility from one human to another.



We don't have the leaders we need today in the world (...) Most leaders lack vision and values to lead this transformation. This is a whole new game.

ALEXANDRA PALT

### Alexandra Palt

Executive Vice-President and Chief Corporate Responsibility Officer of L'Oréal & Executive Vice-President of the L'Oréal Foundation

AUSTRIA

# A NEW ECONOMIC AND SOCIAL CONTRACT

Superstars and the Precariat

### Key trends

#### **The Superstar Effect vs. The Precariat**

The *Superstar Effect* reflects the fact that top stars earn disproportionately more money than their talent would suggest, due to globalization and digital shifts, a trend that extends to firms, with market caps rivaling entire economies. Conversely, *The Precariat* represents individuals who are basically left behind, facing unemployment and instability amid strained welfare systems. This gap generates deep discontent and social unrest.

### De-tax labor

#### **Major restructuring of the tax code**

The *de-tax* concept aims to reduce the significant burden on firms in employing workers. By significantly decreasing the tax burden on labor, which historically served as an easy method of tax collection, the goal is to remove economic incentives or firms to replace workers with automation. Ultimately, it aims for a system where the cost of employing someone aligns with the actual payment.

### Invest massively

#### **In early human development**

Research shows that by the age of 2/3 years old, there are already enormous differences in IQ across groups of the population. It can be as much as one standard deviation differences. These disparities accumulate, leaving some behind early on. Evidence points out that the biggest return on investment is in early childhood development. Supporting families is key for its success.

### International cooperation is needed

Extensive global collaboration is necessary. For instance, in addressing labor *de-taxation*, we will probably need to tax capital. However, this requires international consensus, such as establishing a minimum corporate tax rate. Lack of such agreement might lead to capital flight, potentially undermining the entire effort. It is not easy, but it can be done.

WATCH THE TALK



We badly need a new economic and social contract (...) sustainability is not just about the planet, it is also about the people.

LUÍS CABRAL

**Luís Cabral**  
Professor at NYU Stern School of Business  
PORTUGAL



Social sustainability is an enormous challenge for the 21st Century.

# HUMANS FIRST

Putting humans at the center of the decision process

## Man-centered world

### The centerpiece of society

We need to return to the ideas that have been proven by centuries and millennia and passed down through generations, disregarding modern slogans like *cancel culture* or *get rid of the past*. Genderism interventions must be stopped while the idea of a traditional family (man/woman) must be defended, recognizing its exclusive role in reproduction as essential for a healthy and meaningful society.

## Democratic system

### It is key for the future

To preserve democracy, the *nation-state* must be defended as its suitable territory. People exist within national cultures, histories, traditions, and languages. Additionally, there is a need to return to politics, through parliamentary systems and ideologically well-defined parties. Without them, the democratic society cannot exist. NGOs cannot replace their role in upholding democratic values.

## Freedom is crucial

### To improve the world

We must return to European humanism, the Age of Reason, the Enlightenment. This involves honoring individual freedoms, embracing free markets with clear property rights, fostering open exchange of ideas, and respecting diverse opinions. Reason has retreated in recent times, replaced by political correctness, shutting down debate and public discourse and hampering society's problem-solving abilities.

## The former Czechoslovakia

It achieved two remarkable accomplishments often overlooked. Firstly, the peaceful split into Czechia and Slovakia. Acknowledging Slovaks' right to seek independence, President Klaus, then Prime Minister, was able to lead the separation through concessions and negotiations. Secondly, the very successful integration of both Czech and Slovak economies into the European economy.



WATCH THE TALK

Any change must be part of a democratic process. Otherwise, it would lead to an absolutist or autocratic system.

VÁCLAV KLAUS



The best thing we can leave the future generations is a free and democratic society.

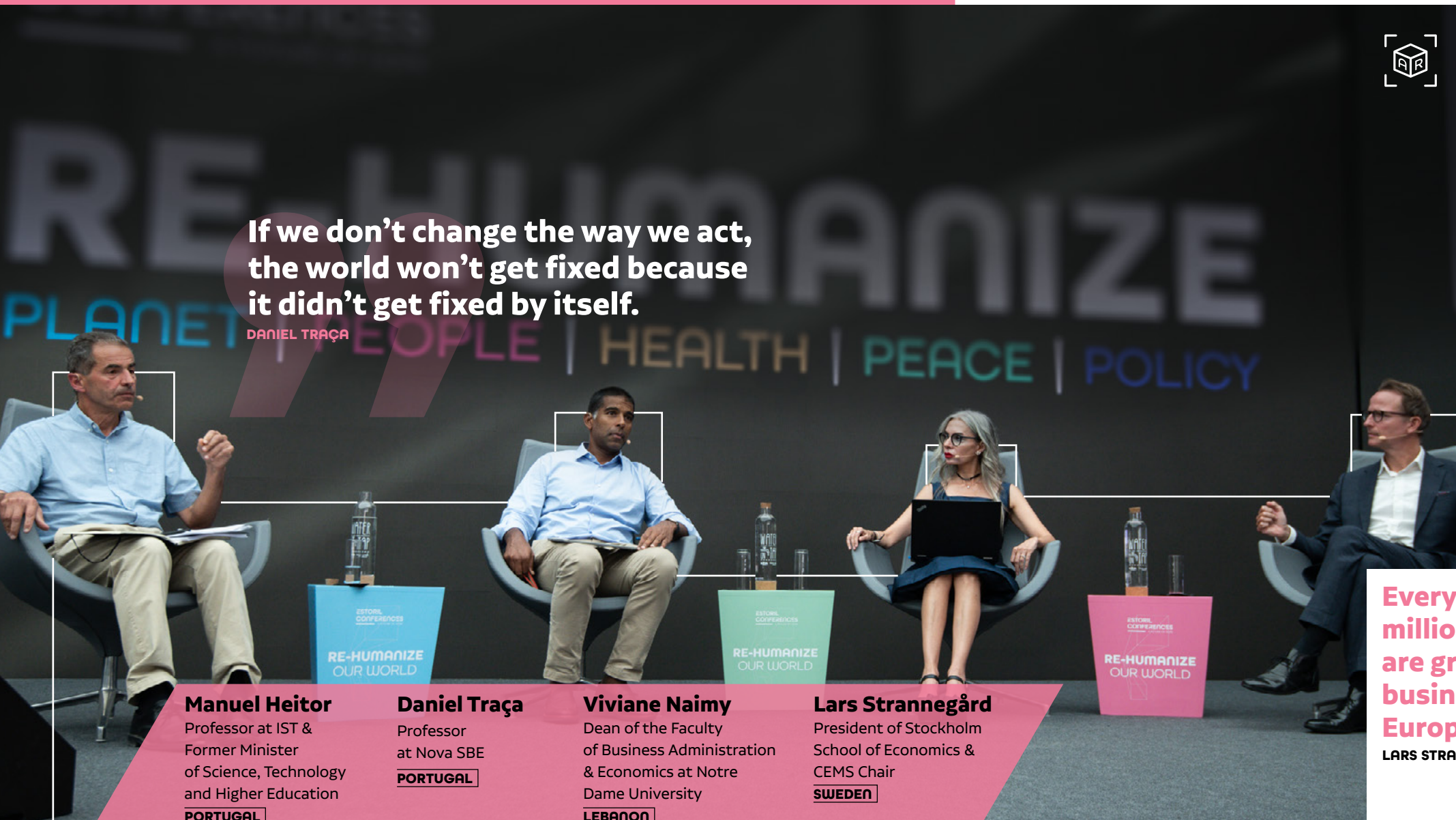
VÁCLAV KLAUS

**José Tavares**  
Professor at Nova SBE & Research Fellow at the Center for Economic Policy Research

PORTUGAL

**Václav Klaus**  
Former President of Czech Republic

CZECH REPUBLIC



**If we don't change the way we act, the world won't get fixed because it didn't get fixed by itself.**

DANIEL TRAÇA



**Manuel Heitor**  
Professor at IST & Former Minister of Science, Technology and Higher Education  
**PORTUGAL**

**Daniel Traça**  
Professor at Nova SBE  
**PORTUGAL**

**Viviane Naimy**  
Dean of the Faculty of Business Administration & Economics at Notre Dame University  
**LEBANON**

**Lars Strannegård**  
President of Stockholm School of Economics & CEMS Chair  
**SWEDEN**

# EDUCATION NOT ONLY TO DEAL, BUT FIX REALITY

Research with impact and business schools in a world under pressure

## At the university level

### Research and partnerships for development

In the European context, there is a need to boost the quality of research and innovation jobs to attract the youth and to empower them to address the unprecedented challenges at hands. There is also the necessity for European educators to understand and engage with professionals from different cultures and areas of expertise, advocating for collaborative partnerships, particularly with the Global South.

## At business schools

### There is space for improvement

Business schools are struggling to stay relevant amid technological shifts and sustainability demands. Outdated teaching methods risk producing graduates ill-equipped for today's transformed industries and global challenges. To adapt, schools need to foster a more comprehensive human development approach, preparing students to collaborate effectively with AI rather than merely compete against it.

## Change in motion

### New vision and curricula

Both in the Faculty of Business Administration & Economics (Lebanon) and in Stockholm School of Economics (Sweden), business schools are acting on their responsibility to fuel the transformation needed. From changes in curriculums to incorporate more human-driven skills, such as emotional intelligence, to the completely redesign of the educational mission, in the case of the Stockholm School of Economics.

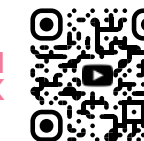
**Every year, 70 million students are graduating from business schools in Europe.**

LARS STRANNEGÅRD

## A business school operating in turmoil

The Faculty of Business Administration & Economics in Lebanon is currently operating in one of the most complex places in the world, facing immense challenges amidst historical significance, cultural diversity, and an unparalleled economic crisis. The school is currently implementing changes to foster empathy and to revamp the curriculum, addressing corruption with ethics, and prioritizing entrepreneurship in response to crisis-driven needs, to better shape responsible future leaders.

WATCH THE TALK



# POLICYMAKING FOR PEOPLE TO SOAR, NOT CRASH

Policy in contexts of scarcity and inequality

## More than one face

### Poverty comes in many forms

Poverty cannot be equated to just economics. It encompasses other dimensions, such as social deprivation and time constraints, for instance, impacting decision-making. Sometimes, great innovations come out of resource constraints settings, because people simply do not have a choice, they are in survival mode. There is scope for innovation and progression in lower income countries.

## Context matters

### Designing policies to help people thrive

The way we function is largely function by the context we are put in. People who live in poverty face immense context-driven challenges. Poverty demands constant firefighting, reducing even more our already limited mental bandwidth. Outside impoverished contexts, poor people show equal talent. There is a clear need for policymakers to create supportive contexts for people to thrive - a responsibility often overlooked.

## Three key elements

### To address scarcity and inequalities

Policies should focus on three crucial points: to put people back at the center of policy, prioritizing wellbeing, through holistic approaches that are driven from inside; to emphasize inclusive, localized decision-making processes, empowering people who are in vulnerable situations with the resources to become agents of change and bring themselves out of poverty; and to promote gender equality to drive transformative policies.

## A message for the young people

*I know we have not left you with the best possible cards to deal with. We have shown you by example what not to do. (...) I think you will do better. You dream, you innovate, you are bold. You have courage. You work as a movement and you are not as individualistic as we are, I think (...) go out and discover the world. Leave a little piece of yourself out there and gain a whole lot (Nelly Enwerem-Bromson).*



WATCH THE TALK

The breaks in history are a great opportunity to reassess fundamental inequalities.

NELLY ENWEREM-BROMSON



When you take a global perspective and see all the bars around the cage, you understand why the bird is stuck.

ELDAR SHAFIR

### Nelly Enwerem-Bromson

Senior Consultant at United Nations & International Organizations

**NIGERIA - PORTUGAL**

### Eldar Shafir

Professor & Director of the Center for Behavioral Science & Public Policy at Princeton University

**USA**



**Be flexible. Be aware that the world is changing. Be open to the changes that come (...) Remember that we are all in this together.**

GEIR ESPNES



MODERATOR

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**Zohray Talib**  
 Executive Vice-Dean for Education at the California University of Science and Medicine  
 USA

**Parenting in today's age is an incredible responsibility.**

ZOHRAY TALIB

# HUMAN CONNECTION AS AN ANCHOR

The re-humanization of the new generation

## Stay close to people

### A pandemic of loneliness

We live in our own little worlds. The COVID pandemic worsened existing mental health issues, emphasizing the need to prioritize mental healthcare and resilience-building in communities. There are powerful forces, such as science and technology, transforming the way healthcare will be provided. It will vary across different regions globally, but there are commonalities in the movements and mission.

## Build partnerships

### As a core competency

We have become too comfortable working virtually and individually. In some cases, we have allowed technology to make life more efficient, but at the expense of human connection. We need to co-create much more, prioritizing collaboration across different fields, while finding common ground through language. Human connection is vital for developing judgment and mutual understanding.

## Learn how to learn

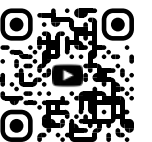
### Expect the unexpected

In a fast-evolving world, it is impossible to fully grasp all the necessary knowledge as it quickly becomes outdated. Education faces the challenge of ensuring students are literate in the fields of the future, yet fit for purpose to practice in different local contexts, while upholding human-centered principles, like learner-centered education and patient-centered care at the same time.

## The concept of Social Accountability

As explained by Zohray Talib, **social accountability** requires institutions to be responsible and accountable to the communities they are part of, partnering with them to drive change. It extends beyond individual care to encompass families, communities, and the environment, bringing partners to the decision-making table. The challenge lies in finding a sustainable business model that prioritizes community partnership.

WATCH THE TALK



# THE CITIES OF THE FUTURE

## Livable Proximity

### Negative keywords

#### Reflecting the process of de-humanization

*Individualization* – we are pushing too much in the name of individual freedom, leading to isolation; *Marketization* – everything becomes a market, making us more clients than human beings; *Distancing* – caused by technological and societal shifts, separating individuals from meaningful physical and relational connections, resulting in environmental detachment, and escalating environmental crises.

### Positive keywords

#### To design a new context

*Collaborate* – we need to advocate for systems that facilitate rediscovering what it means to work together; *Care* – to be nearby, to take time for others; *Proximity* – what happens if we lose closeness amidst the pandemic of loneliness? All these words are connected, but only proximity can be designed. We can make care possible through proximity, but genuine care cannot be designed.

### Cities of Proximity

#### The urban future

The cities of the past, dense and diverse, were disrupted by modernity's push for separation and zoning, resulting in unlivable cities today. Creating cities of proximity means to reorganize infrastructures to have what we need around and, after building on the site, creating new communities. It requires collaboration between top-down and bottom-up levels and a strong political will to make it happen.

### Cascais: a city committed to the vision of proximity

As shared by Miguel Pinto Luz, collaboration is key to narrow the enormous trust gap between the body of voters and the elected. Cascais stands out as an example, where citizens co-created policies like free mobility, accessible healthcare, and participatory budget. Among good practices, it is also the investment in inclusive education, the city's collaborative nature, resulting in impactful projects such as Nova SBE, as well as the efficient use of data to create a promising future.



WATCH THE TALK

Cities are capable of being the game changers we need.

MIGUEL PINTO LUZ



We are in this de-humanized condition (...) [because] we are a careless society.

EZIO MANZINI

MODERATOR

Anne-Laure Fayard

Professor at Nova SBE

FRANCE

Ezio Manzini

Professor at Politecnico di Milano & Author of the book "Plug-ins: Design for City Making in Barcelona"

ITALY

Miguel Pinto Luz

Vice-Mayor of Municipality of Cascais & President of Alfredo de Sousa Foundation

PORTUGAL

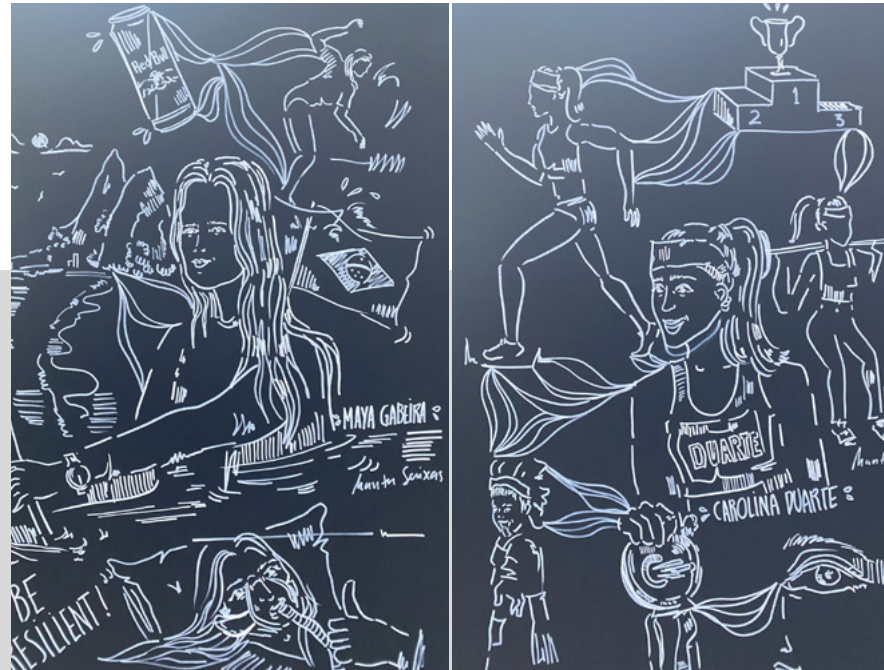




# LIVE SKETCHES BY MARTA SEIXAS

Designer & Live Sketcher

PORTUGAL



# MOMENTS TO CONNECT

For a balanced and immersive experience



**WELCOME COCKTAIL**  
31 August 2023  
Hotel Palácio Estoril



**HUMANITY YOUTH FESTIVAL**  
1 September 2023  
Nova SBE

**+2.000**  
PARTICIPANTS



**OFFICIAL DINNER**  
1 September 2023  
São Julião da Barra Fort

# +25 PURPOSE-DRIVEN PARTNERS

Joining forces for a more humanized world

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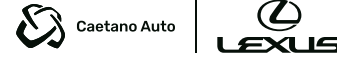
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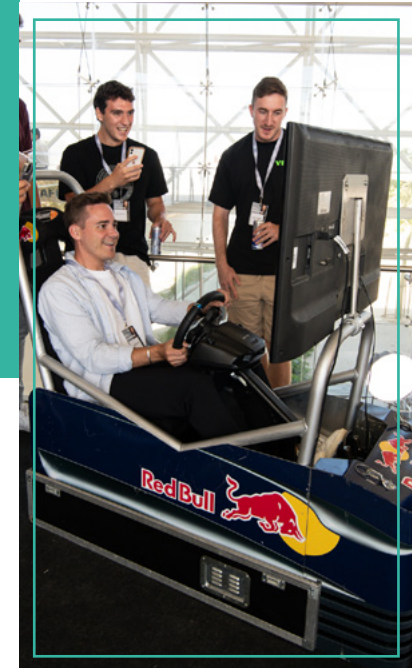
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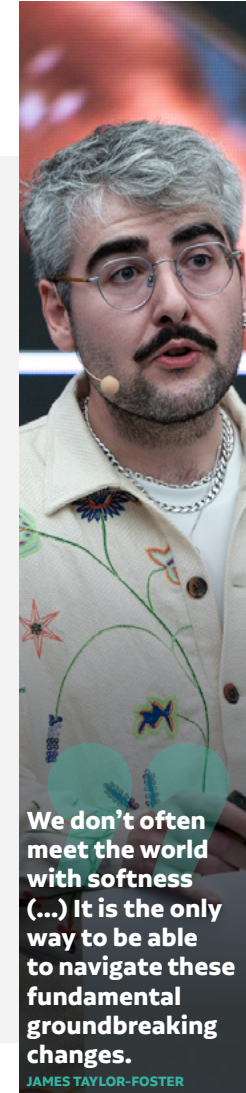
**HUMANITY HUB**  
1-2 September 2023  
Nova SBE

**+2.000**  
VISITORS

# RE-HUMANIZE OUR WORLD

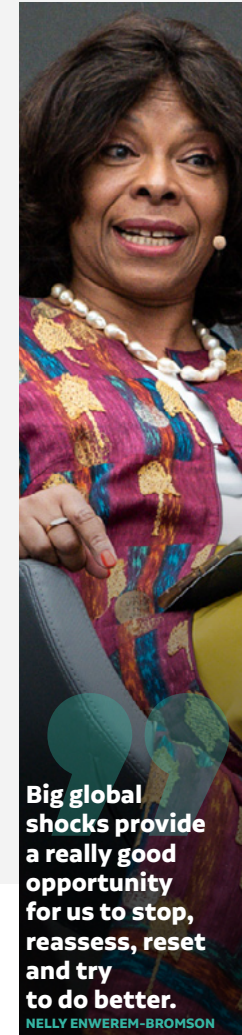


WATCH  
THE TESTIMONIALS



We don't often meet the world with softness (...) It is the only way to be able to navigate these fundamental groundbreaking changes.

JAMES TAYLOR-FOSTER



Big global shocks provide a really good opportunity for us to stop, reassess, reset and try to do better.

NELLY ENWEREM-BROMSON



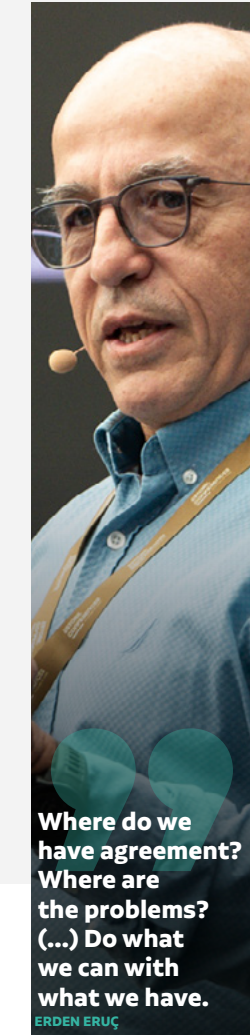
It is those that (...) look at the world with optimism, invent the future, that actually do succeed in the end.

KARIM LAKHANI



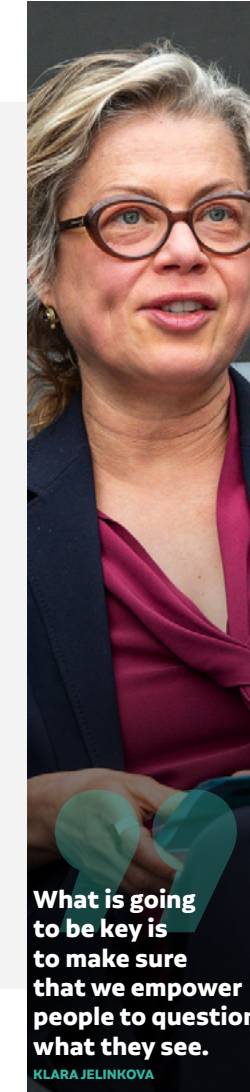
We have all the ingredients to build a bright future. What is missing? Mindset.

CRISTINA DUARTE



Where do we have agreement? Where are the problems? (...) Do what we can with what we have.

ERDEN ERUÇ



What is going to be key is to make sure that we empower people to question what they see.

KLARA JELINKOVA

HOST & CO - HOST



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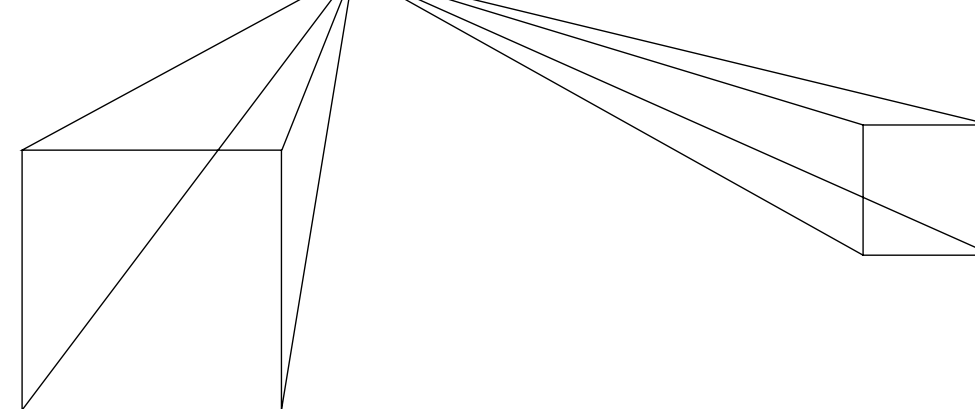
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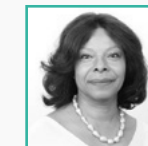
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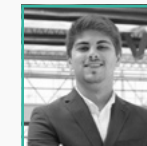
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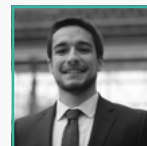
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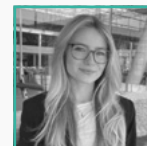
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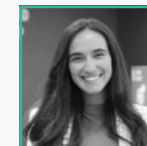
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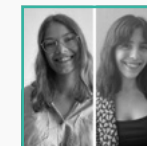
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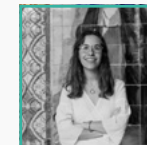
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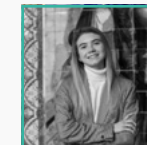
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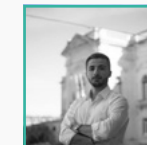
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We believe in the power of co-creating the future, with the active participation of all of those who want to reflect, be involved and act by building a more re-humanized world.

### NOVA MEDICAL SCHOOL



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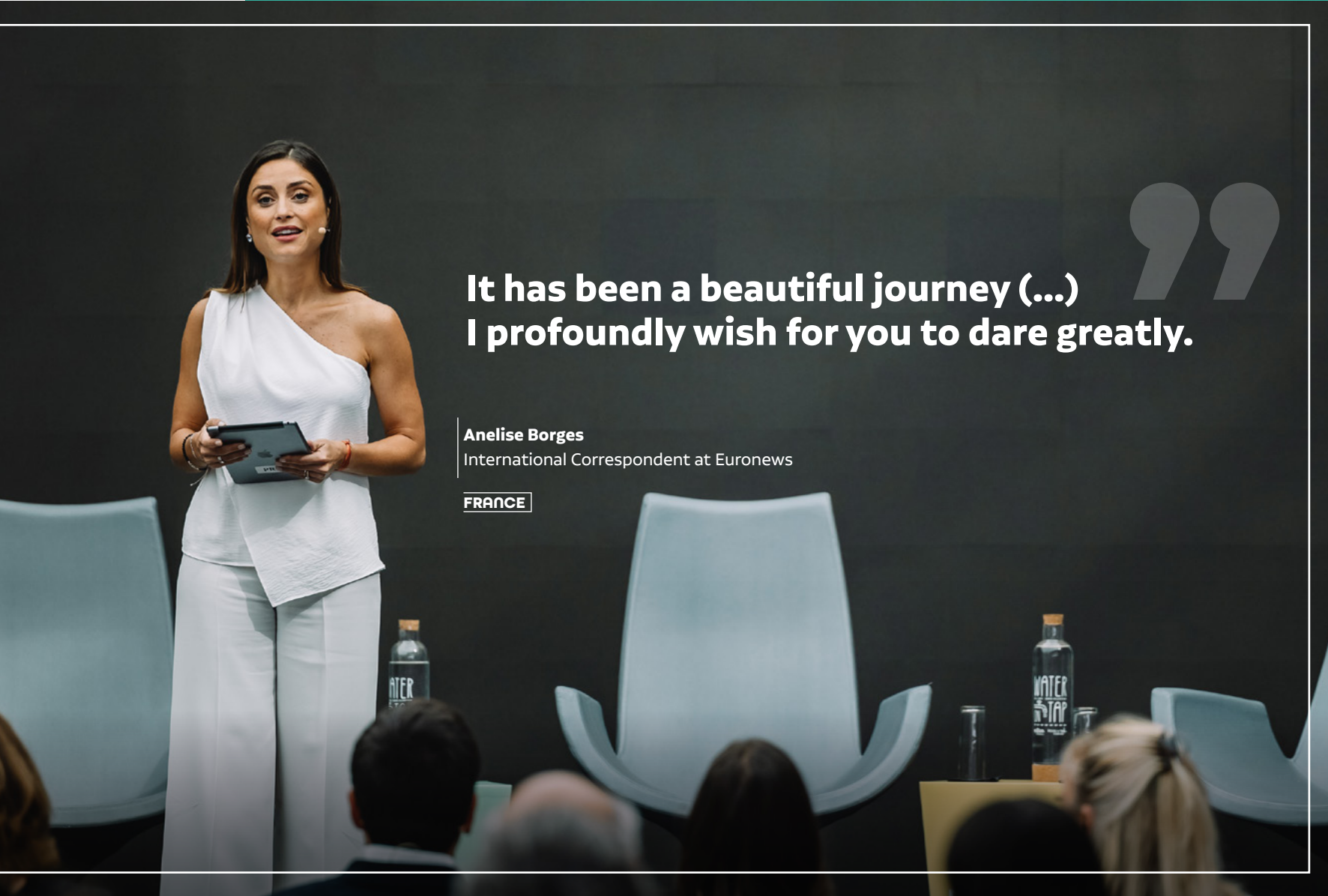


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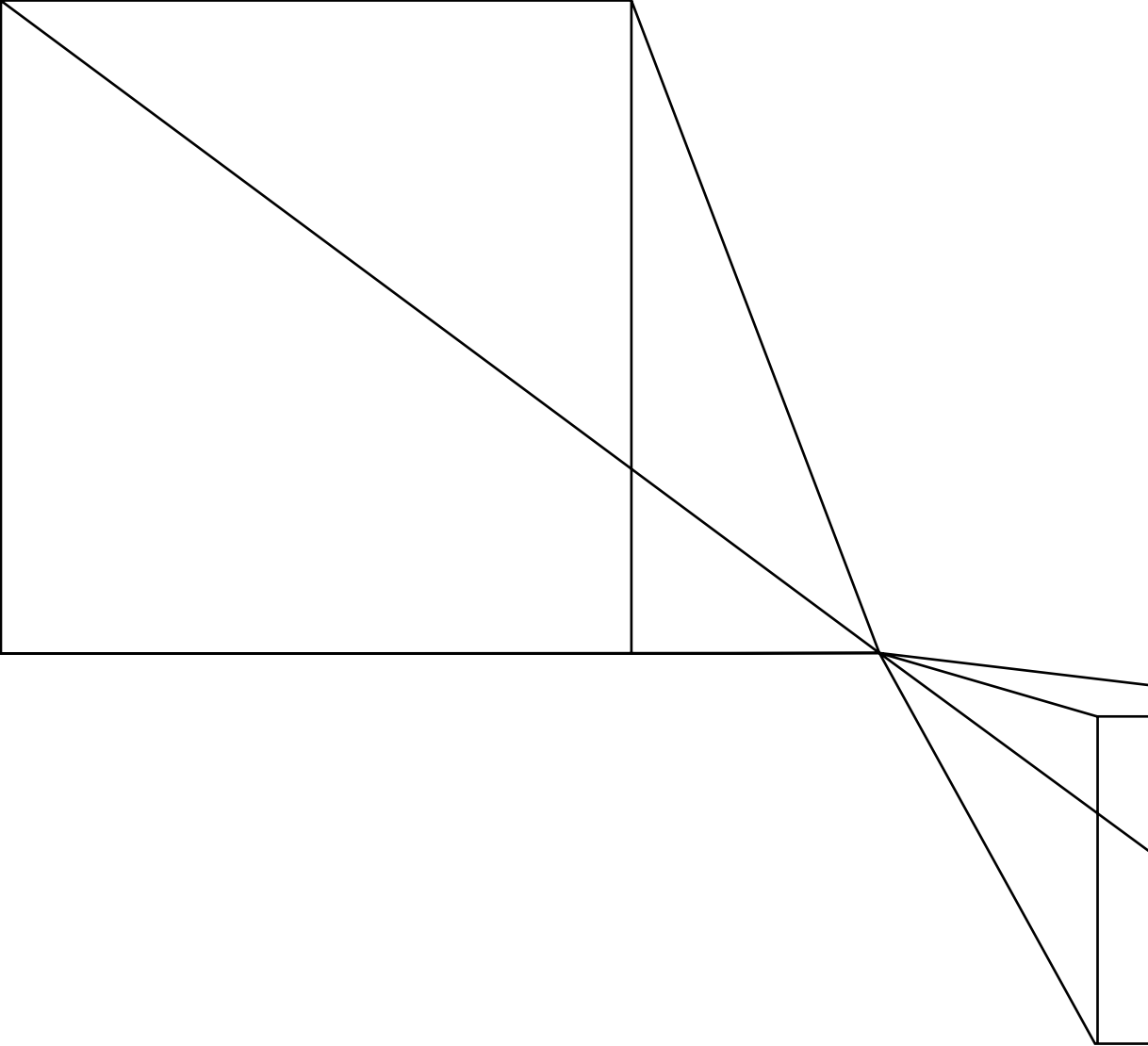




”  
**It has been a beautiful journey (...)  
I profoundly wish for you to dare greatly.**

**Anelise Borges**  
International Correspondent at Euronews

**FRANCE**





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A FUTURE OF HOPE