TIME100

THE WORLD'S MOST INFLUENTIAL PEOPLE

TIM COOK

By LAURENE POWELL JOBS

VOLODYMYR ZELENSKY
By JOE BIDEN

CANDACE PARKER
By DWYANE WADE

JOE ROGAN
By KARA SWISHER

CHANNING TATUM
By MATTHEW MCCONAUGHEY

& 95 MORE

TIME 100
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Power for good

WHEN OUR TEAM GETS TOGETHER TO CHOOSE the TIME100, we have one barometer: influence. Who shaped the year? Who stood up? Who stood out? Influence, of course, may be for good or for ill—a dichotomy never more visible than in this year's TIME100, which includes both Vladimir Putin and Volodymyr Zelensky. They are the poles of this list, and of this moment. The Russian dictator behind a brutal war, and his foe, the Ukrainian President, whose leadership has made him a rare heroic figure in our divisive time.

Indeed, while so many crises of recent years—from COVID-19 to climate change—have seemed like calls to collective action, it was in many ways Putin who finally, unwittingly, pulled it off. "The nations of the free world," writes President Joe Biden in a tribute to Zelensky in this issue, "are more united, more determined, and more purposeful than at any point in recent memory."

The war has also been a motivating force for many others who are on this year's list: figures like Valeriy Zaluzhnyy, Commander in Chief of the Armed Forces of Ukraine; journalist Sevgil Musaieva, whose courageous team at Ukrayinska Pravda has made it a leading independent news organization in Ukraine; and European Commission President Ursula von der Leyen, who has done much to shape the response to the conflict.

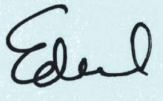
OUR HOPE IS that the TIME100 list is not simply a recognition of influence but a study in how influence can be wielded. This year saw advocates for equality and human rights responding to unprecedented pressures. People like Nadine Smith, whose work in Florida elevated the voices of families and kids hurt by the state's "Don't Say Gay" law; Syrian lawyers Mazen Darwish and Anwar Al Bunni, who made critical contributions to the first conviction of a Syrian official for crimes against humanity; Megan Rapinoe, Becky Sauerbrunn, and Alex Morgan, who led the fight for equal pay in U.S. soccer—and won. "It was the biggest win of their lives," writes tennis legend and equal-rights advocate Billie Jean King. "And something tells me they are not done yet."

Advocates for the planet challenged us too. Reports released in the past year by the Intergovernmental Panel on Climate Change—made possible by scientists such as Valérie Masson-Delmotte and Panmao Zhai, both on the list—gave the sternest warning yet that to avert catastrophe, we must change. And in a speech heard round the world, Mia Mottley, Prime Minister of Barbados and a voice for countries on the front lines of climate change, made clear the intersection between environmental action and equity. As World Trade Organization director-general Ngozi Okonjo-Iweala writes, Mottley reminds us "to treat our planet, and therefore one another, with love, dignity, and care."

This year's TIME100 team was led by executive editor Dan Macsai, and included editors Jennifer Duggan, Merrill Fabry, Lucy Feldman, Cate Matthews, and Nadia Suleman, with design by Rich Morgan and photo editing by Dilys Ng, all of whom worked around the globe to bring the list to life. Deputy editor Sam Jacobs and staff across the newsroom provided reporting and insight throughout.

In addition to geopolitical notables, the list highlights an incredible group of entertainers and artists, whose role has taken on new importance as, after two years of pandemic, we emerge into a new phase. We're all thinking more about how we spend our days and whom we spend them with. That may mean comparing Wordle results with faraway friends—you'll find the game's creator Josh Wardle on this list, with an incredible five-letter-words-only tribute from musician and filmmaker Questlove—or spending hours watching Zendaya onscreen (director Denis Villeneuve calls her "a cultural icon in the making") or, of course, listening to Adele, who burst back onto the music scene this year. In his tribute to her, TV host James Corden describes the unique sense of solace her work offers. "It's as if she is holding out her hand and saying, 'I know how you feel. I've been there,'" he writes.

If crisis is going to unite us, we must find within ourselves that same empathy. The spectrum of leaders on this list, wielding influence in so many ways, is a reminder that we all have the option to use our powers for good.



Edward Felsenthal,
EDITOR-IN-CHIEF & CEO
@EFELSENTHAL

TIME100 poll results

The TIME100 poll offers readers the chance to let us know who they think should be on the list. This year, Ukraine's President received the most votes.

1. Volodymyr Zelensky
UKRAINIAN PRESIDENT

2. Elon Musk
TESLA AND SPACEX CEO

3. Boris Johnson
U.K. PRIME MINISTER

4. Health care workers

5. Joe Biden
U.S. PRESIDENT

LAURENT VAN DER STOCKT—LE MONDE/GETTY IMAGES

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Behind the scenes

PHOTOGRAPHING THE most influential people in the world is a global effort. Micaiah Carter's photo shoot with Mary J. Blige *(center)* took place in New York City, as did Camila Falquez's with actor Zendaya *(bottom right);* Falquez also traveled to Barbados to photograph the Prime Minister of the island nation, Mia Mottley *(top)*. And across the Atlantic, Nhu Xuan Hua photographed Simu Liu in London *(bottom left)*.

The cover subjects weren't the first VIPs captured for TIME by these photographers: for example, Falquez photographed President Joe Biden and Vice President Kamala Harris for the 2020 Person of the Year issue, and Carter has photographed entertainers Spike Lee and the Weeknd.

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YOUR GUIDE TO THE FUTURE OF THE INTERNET

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The Brief

NO ‘LONE WOLVES’

BY VERA BERGENGRUEN

The alleged shooter in the Buffalo massacre saw himself as part of a movement

INSIDE

SOMALIA’S NEW PRESIDENT FACES A TOUGH ROAD AHEAD

WHAT’S BEHIND THE FALLING VALUE OF CRYPTOCURRENCY?

UKRAINE’S EUROVISION WIN TAKES ON NEW MEANING AMID WAR

PHOTOGRAPH BY CRAIG RUTTLE

THE GUNMAN ACCUSED OF MURDERING 10 people in a Buffalo supermarket seemed to fit a familiar pattern. Isolated and bored during the pandemic, he had become radicalized by consuming white-supremacist content online. He had previously threatened to commit violence at his high school and been sent for a mental-health evaluation, according to authorities. After he allegedly carried out the violent solo massacre, targeting Black shoppers, police said they believed he acted alone. So it's no surprise that Payton Gendron, 18, was widely portrayed as a "lone wolf" attacker, like many white-supremacist terrorists before him.

But the gunman did not act in a vacuum. He saw himself as part of an engaged community. In lengthy online writings being examined by authorities, he situated his alleged crimes as part of a larger movement. Part of the document is written in a conversational question-and-answer format and cites his "many influences from others" about how to take violent action to prevent white Americans from being "replaced" by Jews, immigrants, and people of color. Dozens of pages lay out a clear instruction manual for the next attacker to follow.

"I think that live streaming this attack gives me some motivation in the way that I know that some people will be cheering for me," the document states. After driving several hours to a grocery store chosen for the high percentage of Black residents in the area, the gunman donned a military-style helmet with a GoPro camera attached, and proceeded to broadcast the massacre.

The Buffalo shooting highlights one of the most pernicious and poorly understood aspects of the recent wave of domestic terrorist attacks. Even when crimes like these are committed by solitary extremists, the perpetrators see themselves as acting on behalf of a movement. "There is a community of like-minded individuals that give these people strength and make them feel like they're part of a greater cause," says Daryl Johnson, a former Department of Homeland Security senior analyst who authored a 2009 report warning of the rise of right-wing extremism. "And when you have that sense of community, it makes your cause seem more legit."

FOR A NEW GENERATION of extremists, this online engagement has taken the place of formal affiliations, group meetings, and plots. But it should be taken just as seriously. Documents circulate from attacker to attacker, who build on and claim allegiance to one another while laying out the playbook for the next violent act.

The Buffalo shooter's screed is covered in antisemitic and racist memes, and in isolation might be dismissed as the delusional ravings of a madman. But such documents, however abhorrent, need to be understood as part of a coherent political ideology, former U.S. extremism officials and experts tell TIME—one whose reach extends far beyond fringe internet forums. According to new polling, about 1 in 3 U.S. adults believes an effort is under way to replace native-born Americans with immigrants for electoral gains, which is the root of the "replacement theory" cited by the Buffalo attacker.

That's why portraying individuals like the Buffalo shooter as lone extremists whose self-radicalization on the internet led them to commit inexplicable, "evil" acts divorces their actions from the larger movement they belong to. "We shouldn't be dismissing these people as mentally ill or just a one-off," Johnson says. "There are many, many people out there that are on a spectrum of radicalization following each other's path."

Rarely has this feedback loop been as clear as in the case of the Buffalo shooter. The alleged gunman did not leave a hint of doubt as to his motivations, chronicling his radicalization in his diatribe. After "extreme boredom" during the early months of the pandemic, he wrote, his browsing on outdoor-sports and gun forums led him to white-supremacist material. But it wasn't until he saw a video of the 2019 Christchurch, New Zealand, mosque shootings, he said, that he was inspired to act.

Significant sections of the Buffalo gunman's document are copied from the writings of the man who killed 51 people in the Christchurch massacre. The Buffalo shooter cites other racist

THE VICTIMS OF THE MAY 14 BUFFALO SHOOTING

Celestine Chaney, 65

Roberta A. Drury, 32

Andre Mackneil, 53

Katherine Massey, 72

Margus D. Morrison, 52

Heyward Patterson, 67

Aaron Salter, 55

Geraldine Talley, 62

Ruth Whitfield, 86

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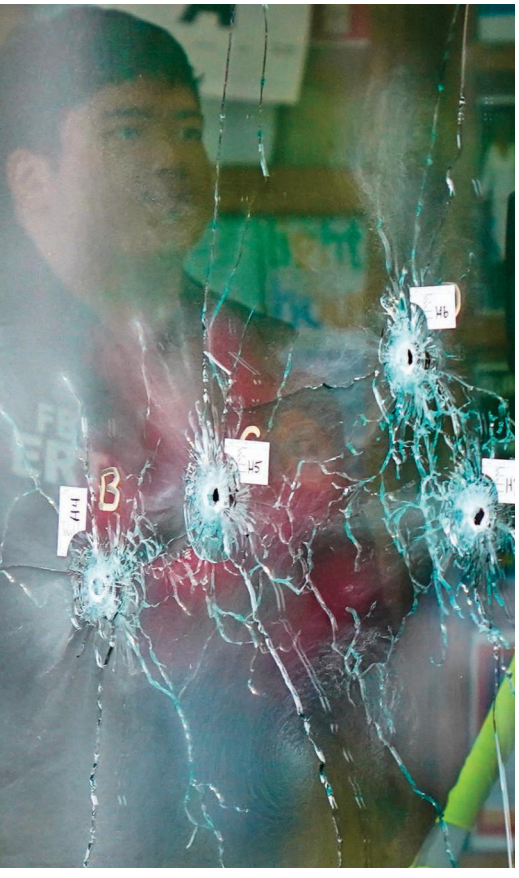
The Brief is reported by Eloise Barry, Madeleine Carlisle, Tara Law, Sanya Mansoor, Ciara Nugent, Billy Perrigo, Olivia B. Waxman, and Julia Zorthian



The scene at the Tops market in Buffalo, N.Y., is examined two days after the shooting

mass shooters as well, including Dylann Roof, who killed nine Black parishioners during a Bible study in Charleston, S.C., in 2015. He situates his act as part of "the movement," discusses "techniques that increase media coverage," and encourages fellow extremists to "use edgy humor and memes in the vanguard stage, and to attract a young audience."

"This is not just violence in the name of what they believe to be a righteous cause. It's also performance. It's signaling … to potentially like-minded people," says Seyward Darby, a journalist and researcher of the evolution of white-nationalist movements.

"There's no such thing as a lone wolf," Darby adds. "Racism and white supremacy are not mental illnesses. They are learned behavior. Saying that is a way for people in positions of privilege and power to comfort themselves that they have no responsibility here." ◻

HISTORY

The scars of segregation

Intent on killing as many Black people as possible, the accused Buffalo gunman drove three hours to a grocery store in one of the most racially segregated cities in America. Roughly 85% of the city's Black residents live in the economically devastated East Side.

This too is no accident. It's a legacy that dates to World War I, when Buffalo was a major steel city producing materiel for U.S. forces—and home to an abundance of jobs that drew Black Americans in search of opportunity. Officials and white residents responded with racist zoning laws and restrictive covenants, according to the Partnership for the Public Good, a Buffalo think tank.

Despite such covenants being outlawed in 1948, the problem got worse after World War II, when the construction of a highway destroyed a growing Black neighborhood and split the city in half. Even as Buffalo has enjoyed a renaissance over the past decade, city hall has neglected the working-class Black neighborhoods on the East Side.

"The fact that there's only one grocery store on the East Side that serves Black communities is a choice," says India Walton, an activist and former Democratic candidate for mayor. "This is not something that's, like, accidental. No one cares about Black people on the East Side of Buffalo."

—Eric Cortellessa/Buffalo, N.Y.

TECHNOLOGY

The persistence of attack videos

Three years after social media companies committed to stopping viral videos of terrorist attacks, their efforts are still a work in progress. The Buffalo rampage was planned on the chat app Discord, broadcast live via Amazon-owned Twitch, and recirculated on Twitter and Facebook. Even though the latter three acted faster to scrub the video than during previous attacks, they still left time for malicious users to download and share copies of the footage.

Such videos are a potent radicalization tool. In March 2019, a white supremacist in New Zealand massacred 51 people live on Facebook. Months later, a man attacked a synagogue in Halle, Germany, and livestreamed it on Twitch. In writings the Buffalo shooter allegedly posted online, seen by TIME, he said he was inspired by the Christchurch shooter, and livestreamed his attack in order to inspire others.

While platforms are collaborating more closely than ever before to remove terrorist content, experts say their basic information-sharing tools are still no match for the persistent users finding new ways to evade them. Unless they find a better way, they will continue to exacerbate the wider problem of white-supremacist terrorism. "I'll blame the platforms when we see other shooters inspired by this shooter," says Dia Kayyali of the digital-rights group Mnemonic. "Once something is out there, it's out there." *—Billy Perrigo*

NEWS TICKER

Biden boosts baby-formula production

On May 18, President Joe Biden responded to a nationwide shortage of baby formula **by invoking the Defense Production Act**—a Korean War–era law intended to allow the Executive to mobilize companies in wartime—to increase production. The same day, Biden authorized flights to import formula from overseas.

Slain Calif. man stopped shooter

Dr. John Cheng, a 52-year-old sports-medicine doctor, who was the only person killed in the May 15 shooting at the Geneva Presbyterian Church in Laguna Woods, Calif., **confronted and tackled the gunman,** allowing other churchgoers to disarm him, officials said May 16. The attack, which wounded five others, is being investigated as a possible anti-Taiwanese hate crime.

FDA approves boosters for kids 5–11

The U.S. Food and Drug Administration authorized a **COVID-19 booster shot for kids ages 5 to 11,** amid another surge of the virus throughout the U.S. The booster must come at least five months after the child's last dose of the vaccine.

Shifting sands

Volunteers help clean up during a dust storm at the Imam Ali shrine in Iraq's holy city of Najaf on May 16. Eight sand- and dust storms have battered Iraq since April, the latest sending at least 2,000 people to the hospital and leading to closures of schools, airports, and public offices across the country. Dust storms are becoming increasingly common in Iraq and surrounding areas, according to NASA, in part because of droughts and changes in land use.

QASSEM AL-KAABI—AFP/GETTY IMAGES

THE BULLETIN

Somalia—with U.S. help—looks to target al-Shabab

HASSAN SHEIKH MOHAMUD WAS ELECTED as Somalia's President on May 15 in a ballot open only to 328 parliamentarians. Mohamud, 66, a former educator who also ruled the country from 2012 to 2017, pledged to move the embattled nation forward following more than a year of political gridlock that saw his predecessor Mohamed Abdullahi overstay his term as part of a widely condemned bid to hold on to power. But Mohamud faces a difficult road ahead.

HUNGER AND WAR Somalia's worst drought in decades has displaced 760,000 people and left around 40% of the country hungry, and the al-Qaeda-allied insurgent group al-Shabab—viewed by the Pentagon as a threat to U.S. security, and a top concern for Washington—controls large swaths of southern and central Somalia.

COUNTERTERROR The Pentagon has confirmed plans to redeploy U.S. troops to Somalia, reversing a Trump-era decision to withdraw forces to nearby Djibouti. The Mohamud administration supports the move and is planning an offensive against al-Shabab. A renewed U.S. military presence will enable "a more effective fight against al-Shabab," said National Security Council spokeswoman Adrienne Watson. The Biden Administration will reportedly target a small section of influential al-Shabab leadership that is suspected of orchestrating attacks abroad.

STATE FAILURE However, key to the stability of the country is not military force, but political unity that can effectively respond to deep challenges including drought, says Omar Mahmood, senior Somalia analyst at the International Crisis Group. Al-Shabab exploits a lack of public services to govern its territories, collect taxes, and administer court judgments. "Al-Shabab is a symptom of political dysfunction in Somalia," Mahmood says. "As long as the elites remain divided, as long as there's grievances on the ground, it will remain a very pertinent actor." —ELOISE BARRY

GOOD QUESTION

Why does Bitcoin keep crashing?

BITCOIN TOOK A BRUTAL FALL IN MAY, with the value of each unit dipping below $30,000 for the first time since July 2021. The world's largest cryptocurrency is now worth less than half of what it was last autumn. Other cryptocurrencies, like Ether and BNB, have seen similar falls. Some experts are now warning of a "crypto winter," in which the sector's astonishing growth is replaced by an extended period of contraction.

The current crypto slide is being caused by a combination of short-term and long-term inputs. To start off, Bitcoin rises and falls with the rest of the financial market. While crypto evangelists have long hoped that its independent nature would make it resistant to inflation and crises, the past few years have proved this false.

Recently, general financial markets have been unsettled by Russia's invasion of Ukraine, which has exacerbated inflation and supply-chain issues and increased oil prices. Slowed growth in China amid COVID-19 outbreaks there is also contributing to financial anxiety. Inflation led the Federal Reserve and other central banks to raise interest rates, which has led to decreased spending. For investors looking for a safe port, Bitcoin, which swings wildly by nature, may seem too risky.

Crypto markets can be rattled by surrounding skepticism

THE VOLATILITY OF BITCOIN and other cryptocurrencies is part of their very appeal to many speculators, who hope to make money at rates far faster than what's possible with normal stocks. But with the promise of the boom also comes that of the bust. Since Bitcoin's inception in 2009, there have been several major bear and bull cycles, with short-term investors alternately flooding the market and then losing interest. Many crypto exchanges, especially during high times, offer inherently high-risk propositions, allowing traders to invest with borrowed crypto. If prices start to drop, whether because of big investors selling off their shares or other reasons, a lack of actual cash flow can contribute to even faster free falls.

Given that crypto derives some of its value from people's belief in its potential, markets can be rattled by surrounding skepticism or policy changes. China's crackdown on bitcoin mining in 2021, for example, led to bitcoin crashing from $65,000 in April to $35,000 in June. The total market capitalization of crypto similarly fell around that time when Elon Musk announced in May 2021 that Tesla would no longer accept Bitcoin for payment, citing environmental reasons.

Many crypto investors have watched anxiously as governments of countries central to crypto trading or mining—including the U.S., China, India, and Germany—have moved toward regulation. Meanwhile, crypto has been shaken by a wave of hacks and security breaches, including a $600 million hack of the Ethereum side chain Ronin. These hacks have shaken consumer confidence in crypto and slowed growth from new potential buyers entering the field.

Finally, crypto's struggles were gravely exacerbated by the failure of a stablecoin called TerraUSD (UST), a $60 billion project that critics are calling a Ponzi scheme. UST was designed to always be worth $1, but sank to as low as 6¢ as holders panicked and sold off their tokens en masse in a pseudo bank run.

In response to the crash, the Luna Foundation Guard, which essentially insures the coin, deployed more than $3 billion in hopes of defending its dollar peg. But in doing so, it caused downward pressure on the entire crypto market, causing other large investors to sell off their Bitcoin shares. Bitcoin hit its lowest point since December 2020.

As for whether the crypto slide will continue, some believe that things will only get worse as investors panic. But others are "buying the dip," or entering the market at a discounted rate. They believe that despite day-to-day turbulence, a zoomed-out look at Bitcoin will continue to show the growth pattern it has displayed over the past decade. —ANDREW R. CHOW

NEWS TICKER

Israel refuses criminal investigation

Israel said May 19 it would not hold a criminal investigation into the May 11 **killing of Palestinian American journalist Shireen Abu Akleh,** which witnesses have blamed on Israeli soldiers. The Palestinian Authority rejected an Israeli request to examine the fatal bullet, saying it does not trust Israel.

Russian guilty of war crimes in Ukraine

A captured Russian soldier **pleaded guilty May 18 to killing a civilian in Ukraine,** in the country's first war-crimes trial relating to the conflict. Vadim Shysimarin, a 21-year-old tank commander, admitted to shooting an unarmed 62-year-old man on a bicycle in northeastern Ukraine. He will face life in prison.

Jailed for a miscarriage in El Salvador

A woman was sentenced on May 9 to **30 years in prison for homicide, after she suffered a miscarriage** and sought medical attention in El Salvador, where abortion is criminalized. Abortion-rights activists condemned the decision and warned of similar scenes in the U.S. if *Roe v. Wade* is overturned.

WON

Ukraine's song

Eurovision victor

When Ukraine's Kalush Orchestra won the 2022 Eurovision Song Contest in Torino, Italy, on May 14, the moment was bittersweet. The band was already preparing to return home, where conscription laws suggest they will be required to serve in the ongoing war.

Ukraine bested 39 other countries with a song that group leader Oleh Psiuk wrote about his mother. Now it has been adopted by listeners as a broader allegory about Mother Ukraine. "After the war, a lot of people seem to be finding new meanings there," Psiuk told TIME over Zoom the day before the victory. "The enemy is trying to destroy our culture. But we are here to prove that we still exist, that we deserve to be seen."

As tradition dictates, Ukraine will now be expected to host the 2023 version. President Volodymyr Zelensky vowed to uphold that tradition in a "free, peaceful, rebuilt" Mariupol. As for Psiuk and his bandmates? "If we have to, of course we will take arms and we will go fight for our land," he said. *—Raisa Bruner*

The Kalush Orchestra celebrates with the Ukrainian flag after winning the 66th Eurovision Song Contest

A visitor pauses on the National Mall in Washington on Sept. 17, 2021, amid an art installation commemorating COVID-19 deaths

DIED

1 million Americans

COVID-19's tragic toll

THERE ARE A LOT OF WAYS TO THINK about 1 million people. It's roughly one Delaware; it's 26 sold-out Fenway Parks. Now, 1 million is also the number of Americans who have died of COVID-19, a mortal milestone the nation passed on May 17, according to figures kept by Johns Hopkins University. Five days earlier, as the 1 million mark approached, President Joe Biden ordered flags on public buildings flown at half-staff, and said, "As a nation, we must not grow numb to such sorrow. We must remain vigilant against this pandemic and do everything we can to save as many lives as possible."

For the lost 1 million, of course, those efforts are too late. Though no one will ever know with certainty who the first American was to die because of SARS-CoV-2, the virus that causes the disease, the initial handful of deaths are believed to have occurred in January 2020. It took only until May for the first 100,000 deaths to be recorded. In January 2021, the country tallied nearly 100,000 deaths in a month. The arrival of vaccines slowed the dying, but with uptake nowhere near universal, the count continued to climb.

Overwhelmingly, it has been seniors who have been hit the hardest, with the 65-and-older population accounting for 75% of the deaths. Black, Hispanic, and Native American communities paid a steep price in the early pandemic, while lagging vaccination has more recently led to bad outcomes for white populations. Even as the country comes to grips with the scale of the loss, health experts assume that the overall count of pandemic-related deaths—including lives lost because of missed care for chronic conditions as people sheltered at home and doctors' offices shuttered—pushes the total higher still.

The good news amid the bad numbers is—ever and always—vaccines. The shots, along with measures like masking and social distancing, have saved millions of lives. Exactly how many millions we'll never know—and that is a good mystery to live with. A life *not* lost to a fatal disease is, after all, an impossible thing to count. —JEFFREY KLUGER

DIED
Activist **Urvashi Vaid,** who led the National Gay and Lesbian Task Force during the AIDS crisis, at 63, on May 14.

LOST
A North Carolina Republican primary on May 17, by scandal-plagued, **Trump-backed U.S. Representative Madison Cawthorn.**

TRIPLED
Gun production in the U.S., since 2000, per a May 17 Bureau of Alcohol, Tobacco, Firearms, and Explosives report.

CLOSED
McDonald's in Russia; the chain said May 16 that nearly 850 locations there will be sold, to operate under a new name.

DETECTED
The first verified case of the **deadly disease monkeypox** in the U.S. this year, officials confirmed May 18.

BEGAN
President Joe Biden's **first trip to Asia while in office,** on May 20, amid intel that North Korea may be prepping a missile test.

COVID: BRYNN ANDERSON—AP; EUROVISION: JENS BÜTTNER—PICTURE ALLIANCE/GETTY IMAGES

The View

THREE WAYS FORWARD

As global leaders gather in person for the first time in more than two years at the World Economic Forum in Davos, Switzerland, solutions to crises are percolating: Intel CEO Pat Gelsinger extols partnerships for prosperity, Sadhguru bids attention to distress signals from the earth beneath our feet, and Rachel Kyte has a warning on cooling a warming world.

INSIDE

TECH PROSPERITY WITH PARTNERSHIPS

SAVE OUR SOIL

EXTREME HEAT ON THE FRONT BURNER

Partnerships are the path to digital-age prosperity

By Pat Gelsinger

WE ARE STANDING AT THE PRECIPICE OF the digital age. The lightning-fast pace of the tech evolution we are experiencing today will seem slow in the not-so-distant future as technology continues to change how we interact.

Semiconductors are the brains accelerating this digital revolution. These tiny chips power education, business, health care, and more. They are vital to us today and essential for the world we want to live in tomorrow. But as demand grows, chip supply is tightening. Waves of the pandemic, the war in Ukraine, and supply-chain shortages have shown us just how fragile our technology ecosystem is—even leaving some industries at a standstill.

We need bold new ways to strengthen our industrial capacity if we hope for a future filled with personalized medicine and autonomous cars. Now is our opportunity—as businesses, governments, and citizens—to chart a better, more resilient course. That's why public-private partnerships are vital to our innovation, well-being, and prosperity.

An Intel employee holds a tray of microchips at the company's complex in Chandler, Ariz.

Public-sector investment boosts private-sector productivity by 15% to 45% by supporting the premarket foundations for success in areas like research and development, manufacturing capacity, and workforce training.

Workforce development and incentives to build manufacturing facilities like Intel's new factories in the U.S. and E.U. create thousands of jobs, as well as much-needed supply-chain infrastructure. In turn, the cities and towns that welcome these new facilities become magnets for other industries. And investing in research and development creates life-changing technologies for the future. The internet, GPS technology, and the Human Genome Project all stemmed from federal funding—and their public benefit is impossible to measure.

TODAY, 80% OF CHIPS are produced in Asia. That is no accident. South Korea, mainland China, and Taiwan implemented policies that recognize the strategic importance of the industry. But by having a high concentration of advanced semiconductor manufacturing in one region, the world's digital foundation is susceptible not only to geopolitical risks, but also to resource constraints and natural disasters. A one-hour power outage in a small area of Taiwan affected 10% of the world's dynamic random-access memory (DRAM) supply.

We have an ambitious goal to restore chip manufacturing in the U.S. and E.U. to 50% of the world's total—but a coordinated effort between public and private sectors will be key.

The E.U. recently announced a public-private strategy for advancing its semiconductor industry. The European Chips Act adds €15 billion to an existing €30 billion in public investments to create new STEM-focused programs, attract new talent to Europe, and build new infrastructure. In response, Intel announced it would spend as much as €80 billion over the next decade to build a next-generation chip ecosystem across the E.U. And in the U.S., hope for building a more robust domestic supply chain lies in the CHIPS for America Act, a plan to invest $52 billion in U.S. chip manufacturing, design, and research. This investment would attract significant participation from the private sector. Intel alone anticipates investing an additional $100 billion in U.S. manufacturing capacity over the next decade, in addition to a new $20 billion foundry announced this year.

Critics argue that the free market is best at identifying successful industries. But this ignores the necessity of governments to help structure the economy in the national interest when there is a market distortion due to policies elsewhere. The challenge is just too big and complex for public and private entities to assume we don't need each other's help.

As our world grows more and more digital, let's not leave our most vital industries to chance. Only by engaging public and private stakeholders can we simultaneously drive innovation, meaningful social outcomes, and economic prosperity for all. Let us enter the digital age with intent—and unfettered access to critical technologies for society.

Gelsinger is CEO of Intel

PHILIP CHEUNG—THE NEW YORK TIMES/REDUX; GELSINGER—AP

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A newsletter featuring conversations with the world's top CEOs, managers, and founders.

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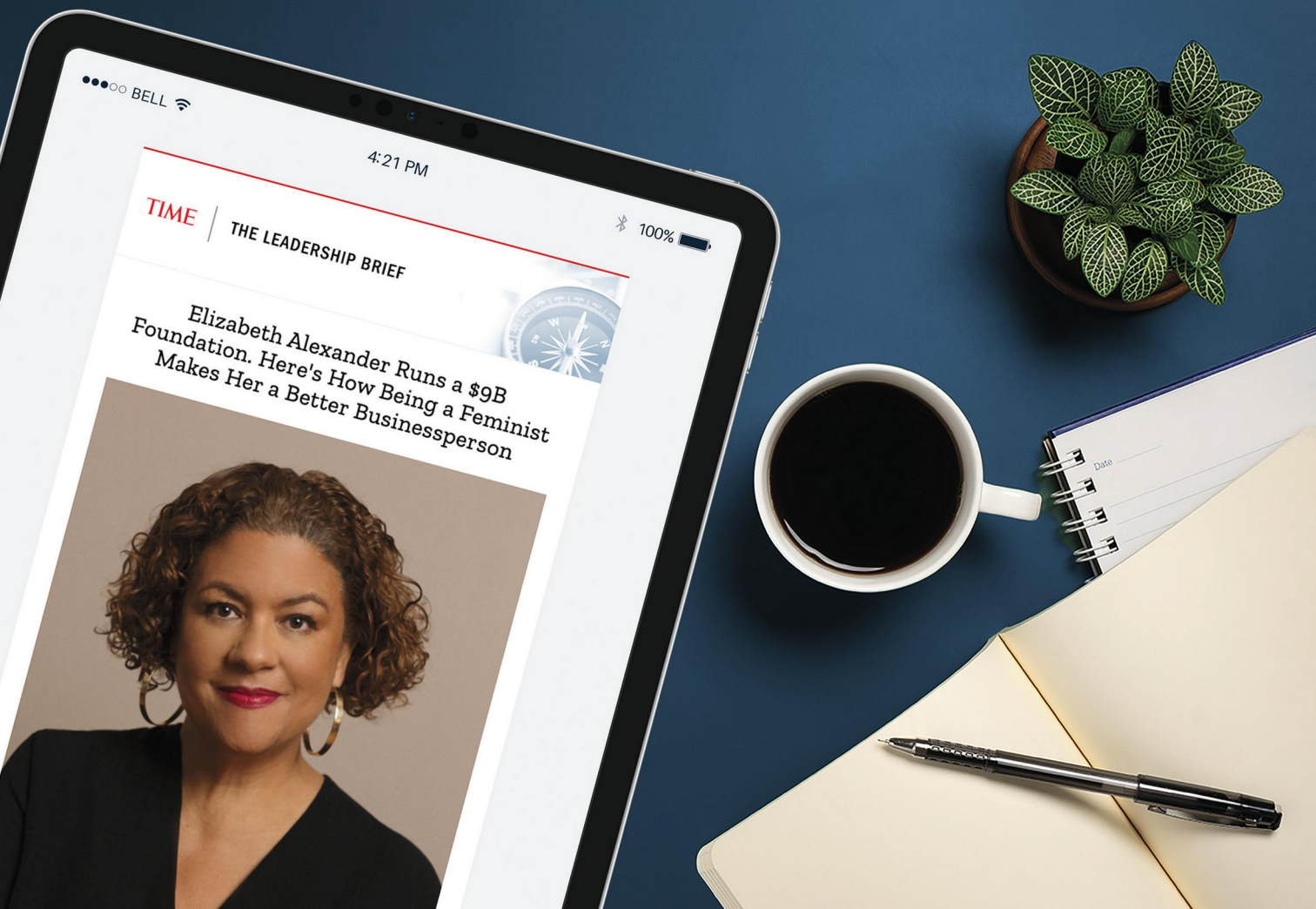

Our planet is sending a new distress signal

By Sadhguru

WHEN PEOPLE HEAR THE WORD *extinction,* they invariably think of dinosaurs. But we are now on the verge of soil extinction—the greatest crisis of our times.

Can soil ever turn extinct? Yes, it can. If you remove organic content (in the form of plant litter and animal waste) from soil, it turns into sand. This is called desertification. Conversely, if you add organic content to sand, it becomes soil. *Soil extinction* may be a relatively new term, but the process it describes has been unfolding over the past 100 to 150 years because of unsustainable agricultural practices. An acre of soil in the world is turning into desert every second. This is a statistic with grave consequences for all life on this planet.

The problem is that we treat soil as a mere resource, an inert substance into which we can pump chemicals. This is an unfortunate consequence of the fragmentation of human consciousness. We forget that soil is the largest living system we know. It is not dead matter; it is living earth. A teaspoon of fertile soil can contain, in some cases, more than 9 billion organisms. Nearly 60% of our body is microorganisms; less than half is from our parental genetics. If we were conscious of this, would we ever embark on such wanton ecocide?

Ninety-five percent of our food comes from soil. But studies show a tragic depletion in the nutrient value of vegetables worldwide. Americans are potassium-deficient, 88% are deficient in vitamin E, 67% in vitamin K, 52% in magnesium, 43% in vitamin A, and 39% in vitamin C, according to a study by the U.S. Centers for Disease Control and Prevention (CDC).

If this is true of the world's most affluent nation, consider the state of the rest of the world! Acute soil degradation contributes to lower crop yields—and even if you eat enough, your food may be devoid of nourishment. Research shows that some of the foods we grow are less nutrient-dense than they once were. The result: impending famine, future forced migrations, civil wars over food security, and considerably weakened forthcoming generations. How much longer before we awaken to the urgency of the problem?

PEOPLE OFTEN ASK, "But what about other environmental issues?" They are certainly important, but soil conditions are plummeting so rapidly that the problem could spiral out of control. Addressing soil could alleviate many other ecological issues, helping to reverse climate change and water scarcity. If the ozone-layer problem has been addressed with some success, it is because it was pursued with a single-point agenda. The same needs to happen with soil.

Dry soil, like the one in this field in Brandenburg, Germany, increases the risk of forest fires

We forget that soil is the largest living system we know. It is not dead matter; it is living earth

Conscious Planet—Save Soil is a global movement to change the narrative around soil. I have embarked on a crazy motorcycle journey across 27 countries, covering 30,000 km in 100 days, to meet with government leaders, influencers, and the general public; raise awareness; and recommend policy changes that ensure a minimum of 3% to 6% organic content in soil. The aim is to inspire more than 3 billion people, or 60% of the adult population, to urge their national leaders to support soil-friendly policies.

At age 65, this expedition is no joyride! But I know the importance of staking one's life to open doors. Recently, I initiated two movements—Rally for Rivers and Cauvery Calling—that have galvanized the support of 162 million people toward revitalizing India's rivers and promoting tree-based agriculture. Individual efforts are commendable, but collective action is clearly the need of the hour.

We have not lost the fight yet. But we're standing on the brink. If we act now, we can initiate the necessary policy changes and make a vital turnaround in soil health in the next decade. This is both a challenge and a privilege. Let ours be the generation that acted responsibly, that rescued the planet from its wanton and tragic project of self-sabotage. Save soil. Let us make it happen.

Sadhguru is a yogi and environmental advocate

PATRICK PLEUL—PICTURE ALLIANCE/GETTY IMAGES; SADHGURU: AP

ESG values are essential to LG Chem's growth and success

New growth engines in the areas of sustainability business, battery materials and innovative new drugs will secure LG Chem's position as a top global science company

Celebrating its 75th anniversary this year, LG Chem is one of Korea's most sustainable companies, having achieved continuous growth throughout its long history. LG Chem's growth is the result of the company's efforts in diversifying its business portfolio to respond to global industry demands and megatrends, including EV batteries, high-tech IT and battery materials, and bio products and solutions.

CEO Shin Hak Cheol said LG Chem will achieve its goal of becoming a top global science company, guided by strong ESG values. The company's strategy is being driven by the World Economic Forum's The Great Reset initiative that seeks to improve the post-pandemic world through solutions such as climate action and digital transformation.

Q. From a sustainability standpoint, what are some of LG Chem's current challenges?
A. Our primary focus is reducing carbon emissions to combat climate change, which is directly linked to the survival of humanity. Governments are rushing to transition to low carbon societies. The number of companies that have pledged to achieve carbon neutrality doubled in the past year. To be a disruptor in this increasingly busy space, LG Chem believes in creating blue oceans by proactively tapping into unexplored opportunities and new markets.

Q. What are some of LG Chem's efforts towards carbon neutrality?
A. In 2019, we set the first carbon-neutrality goals in the Korean chemical industry, pledging to achieve net-zero carbon emissions by 2050. Toward this end, our plan is to conduct lifecycle assessments on all our domestic and global products by next year. Scope 3 emissions account for 65 percent of LG Chem's total carbon emissions. To address this, we are decarbonizing and improving the management of our supply chains.

LG Chem Vice Chairman & CEO Shin Hak Cheol

New Growth Engines	Objectives
Sustainability Business	*Lead the industry's Great Reset in three major areas: mechanical/chemical recycling, biodegradables/bio, and renewable energy materials.*
Battery Materials	*Become the world's best comprehensive battery materials company by expanding global productions of anode materials, separators, and CNTs as well as initiating the battery recycling business*
Innovative New Drugs	*Launch innovative new drugs globally by accelerating clinical trials for medications that treat diseases such as gout (Phase 2 completed, U.S.), rare obesity (undergoing Phase 1, U.S.), and NASH (undergoing Phase 1, U.S.).*

Q. Your goal is to be a 'top global science company' guided by ESG. How will you achieve this?
A. Climate change and the COVID-19 pandemic have changed the world. What was successful for LG Chem in the past cannot guarantee success in the future. ESG values are essential to LG Chem. They power our three new growth engines: our sustainability business, battery materials, and innovative new drugs, while also innovating our entire business portfolio.

Q. These seem like rather challenging goals. How will you cultivate these growth engines?
A. We are reinforcing sustainability and circular economy solutions. We are working with global partners on recyclable materials, bio/biodegradable materials, and renewable energy materials for energy transition.

Battery materials is our fastest growing new engine. We plan to become the world's best comprehensive battery materials company through various product lineups including anode materials, separators, and carbon nanotubes (CNTs).

Our life sciences business will become a global pharmaceutical leader, pioneering innovative new anticancer, diabetes, and metabolism drugs. We have ten new drugs undergoing Phase 1 clinical trials or higher, and are working to increase this to 23 by 2030.

As the world heats up, we face a cooling dilemma

By Rachel Kyte

IN THE INDUS VALLEY STRETCHING FROM India to Pakistan, temperatures hit up to 50°C (122°F) in early May. Together with high humidity, this heat pushes people to the edges of survival, especially those who must be outside or cannot get somewhere cool. We saw the same thing last year: dangerous heat and humidity under the heat dome above the U.S. Pacific Northwest. Elsewhere, high heat and strong hot winds are fanning wildfires from New Mexico to Siberia.

The World Meteorological Organization now all too regularly releases statistical firsts that seem to move inexorably up the thermometer. Beyond the headline numbers are the less well understood economic impacts of extreme heat; they range from lower productivity of workers, compromised infrastructure, reduced crop yields, and worsened health outcomes to impacts on tourism and leisure economies.

The truth is that in most countries, the wealthy can afford to stay cool. They live in areas with more shade; they have access to reliable energy or a generator for backup. Extreme heat compounds dilemmas for those with low incomes. Risk increases depending on where you live and the kind of work you have. With the U.N. estimating that over 1.1 billion people are at high risk from extreme heat—most of them in nations and communities with little or no access to affordable and reliable electricity—the need for scale is immense.

As people strive for prosperity, they will choose an air conditioner for comfort when they can afford one. Too often today, that purchasing decision means that these people are, perversely, architects of their own vulnerability, because the AC units available at low price points in many low- and middle-income countries are dangerous for their communities and for global health. They are energy-inefficient, driving up energy demand, and they pollute, often using superpolluting hydrofluorocarbons as refrigerants, further accelerating climate impacts.

The homeless deal with a dust storm and extreme heat in Allahabad, India, on May 13

SANJAY KANOJIA—AFP/GETTY IMAGES

IN THE EFFORT to keep everyone cool in a hotter world, the air conditioner will, as currently deployed, only make the climate hotter. By 2050, the International Energy Agency expects the number of ACs in the world to quadruple. AC alone could account for half a degree of warming. In a world where we are on track for 3.2°C of warming, above the 1.5°C net-zero target, that is significant. Most households in hot countries today have not yet bought their first AC. It will be rising energy demand from those with rising incomes in low- and middle-income countries that will drive global electricity demand. It's another argument for investment at scale in the global south alongside urgent efforts to curb emissions in the global north.

Air-conditioning needs to be hyperefficient, pollutant-free, affordable, and well maintained. But just building better AC is not sufficient; it has to find its place in new strategies to build resilience to heat—that is, city design, building design, new low-carbon materials that keep buildings cooler in hot weather and warmer in cold. It means district cooling and the planned greening of cities, where the social equity of a tree planted in an urban, concrete neighborhood should be valued higher than another tree in a leafy suburb. But one of our best returns on investment would be to reduce the heat we generate cooling things down. The U.S. Department of Energy estimated that some 20% to 50% of industrial energy input is wasted as heat. That profligacy seems unconscionable in the midst of an energy crisis as the West pivots away from Russian energy.

The wet-bulb number—the mix of heat and humidity above which the body cannot cool—should become our key indicator, as important as the weather report and coupled with a clear warning to limit time spent exposed to the heat, to raise awareness, and to change behavior.

Without solutions, the global disparity will grow between those who can find a way to stay cool, protect their food supply, and benefit from vaccine cold chains and those who can't. Extreme heat is literally on the front burner.

Kyte is dean of the Fletcher School at Tufts University

Advertisement

Leveraging AI Innovation to Invent a Better Everyday

Today, what the future holds is of strategic relevance for everyone. The future of healthcare, mobility, sustainability, the future of work and even the future of humanity at large. In conceiving and designing a better tomorrow, human ambitions for the future are intrinsically tied to the confluence of technology and its role for people and the planet.

Historically, new technologies emerge as a solution to existing challenges and as a product of an innovation culture that constantly reimagines the present to make it better for tomorrow's generations. G42 was born with this raison d'être.

At G42, we see artificial intelligence (AI) as a transformative force for good, a tool that powers human progress across industries and markets. As we explore AI's infinite applications, we work with the best minds worldwide to solve complex challenges and discover what will propel humanity forward.

Thanks to our world-class, proprietary cloud infrastructure, a talented and multicultural team, and a global network of partners, we develop responsible AI solutions for the most strategic sectors, including healthcare, smart cities, transportation, public safety, finance, energy, education, aviation and sports.

> *"AI is our generation's super-utility, one that will eventually transform every facet of our lives"*
>
> **Peng Xiao**
> Group CEO, G42

In healthcare, we've applied the power of AI to expedite a successful testing, contact tracing and national vaccination program to fight COVID-19, playing an instrumental role in safeguarding the health of millions of UAE residents. To future proof the health of nations, we launched the Middle East's largest and most advanced multi omics laboratory, the cornerstone of the UAE's national genomics program, set to drive the transition from sick-care to preventive and personalized healthcare.

Expo 2020 Dubai, the largest global mega-event with over 23 million visits in six months, was efficiently and safely run thanks to G42's development and deployment of an AI-powered, integrated smart city solution that created a frictionless experience for millions of people.

In the effort to revolutionize mobility and positively contribute to climate change, Bayanat, a G42 company and a world-class, AI-powered geospatial intelligence player, has successfully completed the trials for autonomous EV taxis that will ease congestion, reduce carbon emissions and make public transportation more responsibly available and accessible in the UAE and beyond.

Since its inception, G42 has been committed to advancing AI research to support the development of breakthrough applications worldwide. Inception Institute of Artificial Intelligence (IIAI) serves as G42's primary research and development capability. Thanks to its world-class team of data scientists and engineers, IIAI is one of the world's most prolific research organizations, with hundreds of papers published every year and collaborations with renowned academic institutions.

At G42, we believe AI will unlock the next frontier of human evolution. With no limits to our imagination, we partner with nations, corporations and individuals, so that together, we can invent a better everyday.

G42

www.G42.ai

DENMARK

Architects of Change

In the space of a single week last October, tech giants Google and Facebook acquired over nine million square feet of land in Denmark that they intend to use as springboards for future European growth. The purchases are a resounding endorsement of the country's claim to be the most digitalized and digital-friendly country on the continent. At a civic level, almost all interactions with the Danish authorities already take place online, and each citizen has a specific digital signature to endorse important documents.

The business community also benefits from this digitalization. With the correct documentation, for instance, it is possible to set up a business and have it officially operational within 24 hours. "Our government identified the need to formulate a digitalization several years before anyone else," says Per Tejs Knudsen, CEO and founder of cBrain. "What also differentiates Denmark is this initiative came out of the Ministry of Finance, so it is driven by business needs rather than by the technology itself."

Although Denmark's recognition of the new technology's importance dates back decades, it took a significant leap forward in 2018 when the government launched its Digital Growth Strategy aimed at establishing Denmark as a digital hub.

This is now paying dividends as Danish companies lead the way in meeting the changing needs of companies in a post-COVID world. cBrain's F2 digital platform is but one example. Another is Impero's compliance management platform, which is fully in tune with the new zeitgeist. "Everyone is talking about how they work differently," says CEO Rikke Stampe Skov. "The pandemic has created a new kind of company culture and new ways of working that people would never have thought possible a few years ago."

Denmark's business technology sector is playing a key role in stretching the bounds of the possible and has emerged as one of the most digitally competitive in Europe. Its technology sector is now worth more than $10 billion and leads the way in fields as diverse as audio and sound, robotics, wireless and mobile technology, security, and encryption as well as software.

In addition to their inventiveness, Denmark's high-tech pioneers stand out for what can best be described as their holistic approach to technological innovation. "I think Europe needs its own tech giants -- organizations with European ethics and business culture instilled in their DNA," says Netcompany CEO André Rogaczewski.

No doubt the Danes will be leading the way.

IMPERO – Building Trust and Transparency

The pandemic has led to exponential growth in employees working remotely. That, coupled with a shift in the business community toward ever-higher standards of environmental, social, and governance (ESG) criteria, has resulted in the compliance market growing at a CAGR of approximately 13.5%. One company that finds itself in a prime position to benefit from this momentum is the Copenhagen-based tech trailblazer Impero.

Established in 2013 by two Deloitte veterans, this software-as-a-service (SaaS) company's digital compliance platform enables its clients to manage compliance through the automation of risk and control management, documentation, and reporting. The software is intuitive, scalable and – crucially -- user-friendly. "We've made it extremely easy for large companies to work across multiple areas, from tax and finance to ESG," says Impero's CEO Rikke Stampe Skov, who took up her position in 2018.

It's no coincidence that Impero was founded in Scandinavia, where the values of trust and transparency are part of the corporate DNA. "We empower companies to deliver on what they promise in terms of adhering to rules and regulations and living up to their responsibilities," explains company chairman Jorgen Bardenfleth. "Compliance is essential to a well-functioning society and economy. It's about protecting stakeholders across the board."

The relevance and ease of use of the Impero platform has earned it a loyal client base, especially, but not exclusively, among companies committed to finance, tax, ESG and IT compliance. It also has many admirers in the investment community, as indicated by its IPO last spring being 324% oversubscribed. Impero concluded a hugely successfully year by signing up Siemens Energy and thyssenkrupp, two of Germany's most prominent industrial giants. They join Volkswagen, Maersk, GroupM and Bertelsmann on its list of satisfied blue-chip clients.

Both the chairman and CEO now have their sights set on the markets of Northwestern Europe, where there is a high degree of digitalization and where the battle against corruption is being fought in earnest. Over the longer term, Australia, Japan, and North America, where Impero recently signed a partnership deal with KPMG in Canada, also look like promising markets for the company.

Rikke Stampe Skov
CEO of IMPERO

Wherever Impero ventures next it will be guided by the beliefs that have brought it so far in such a short time. "It's not just about the bottom line," says Skov. "Our vision is to help build a society founded on transparency and trust. We believe that compliance is crucial to a well-functioning economy and society."

IMPERO
COMPLIANCE. SIMPLIFIED.

NETCOMPANY – Europe's New IT Giant

Denmark became one of the first countries outside Southeast Asia to begin harnessing track-and-trace digital technology to monitor the COVID-19 virus, which was then spreading around the world at an alarming rate. Denmark was also one of the first countries to launch the digital COVID pass. The authorities knew exactly who to turn to for help: Netcompany, the 20-year-old end-to-end IT services and solutions provider.

André Rogaczewski
CEO of Netcompany

Netcompany's track record in developing and running complex IT projects for both the public and private sectors across Northern Europe made it the obvious choice. In the domestic market, the company had already been responsible for developing hundreds of society-critical solutions for government and private enterprises. Its track-and-trace solution and COVID pass certificate (which shows proof of vaccination or recent negative test result) proved just as effective.

The projects all follow founder and CEO André Rogaczewski's simple insight that IT is crucial for creating, supporting, and securing robust welfare societies. "Some people are worried about automation and digitalization, but history has shown that technology actually drives growth, prosperity and welfare for all of us, if we want it," says Rogaczewski. "At Netcompany our goal is to use technology to shape a smarter society that is centred around ensuring better lives for everybody."

From the outset, Rogaczewski was determined to create a European tech enterprise of similar stature to the giants of Silicon Valley, and he is well on the way to achieving that.

Following the acquisition of Luxembourg-based Intrasoft International, a leading European IT solutions and services group, Netcompany now has additional innovative platforms, a wider presence throughout Europe, and a workforce of more than 6,500 talented employees.

The company has a presence in more than 10 countries, including several of its Nordic neighbors, along with the Netherlands, the UK, Spain, and Greece. It has achieved average annual growth of 20% for more than 10 years and in 2021 posted revenues of over $530 million. This represents a 28% year-on-year growth in sales, of which the Intrasoft acquisition contributed 10%.

THERE ARE SEVERAL MAIN REASONS FOR NETCOMPANY'S SUCCESS, ONE BEING ITS CUSTOMER-CENTRIC APPROACH.

"We spend a lot of time talking to key personnel within our client organizations who are not directly linked to the delivery of the IT solution itself," says Rogaczewski. "It's important for us to understand how they envisage their business evolving in a wider context." Its open-platform approach then enables Netcompany to customize a solution specifically suited to each client's current and future requirements, while its "agile with control" project method ensures it completes projects in the expected time and budget framework without compromising quality.

Equally important is Netcompany's commitment to hiring the young talent that has its finger on the pulse of technological development. "The average age of our employees is early 30s," the CEO says. "We have always hired eight out of 10 people directly from university, and this gives us an insight into what is going and where the young tech brains are taking us."

The result is Netcompany has been instrumental in the development of several cutting-edge, flagship European projects that have helped transform a wide range of public and private-sector services in the fields of healthcare, governmental administration, and transport. Netcompany has introduced a common free govtech framework for governments to share knowledge and technology. Two years ago, Netcompany launched Smarter Airports in partnership with Copenhagen Airport to develop a unified digital data-driven airport platform for what is the largest airport in Scandinavia. This solution is expected to see more airports become greener and more efficient, while improving passenger experience and convenience.

Hot on the heels of its track-and-trace and COVID pass initiative, Netcompany was recently commissioned to develop a new digital voting platform for use in Denmark's local, national and EU elections. This appeals to Rogaczewski's desire to create an open transparent society, but what interests him even more is digital technology's potential to transform and streamline healthcare services. "Our experience with COVID-19 taught us that by collecting health data and optimizing processes in the healthcare sector, we could really make a big difference," he says. "In the future I think citizens will expect much more relevant, intelligent, and targeted welfare and health services than today. Digitalization is how we will succeed in doing that."

netcompany

cBRAIN – Digital Thought Leaders

Per Tejs Knudsen
CEO and Founder of cBRAIN

Denmark has topped the UN's global e-Government rankings for the last four years and is first place in the European Digital Economy and Society Index (DESI). The country is clearly the trailblazer in the dynamic digital sector, and the contribution that cBrain is playing in this process is immense.

Founded in 2002 by CEO Per Tejs Knudsen and listed on the Nasdaq OMX Nordic four years later, the cornerstone of cBrain's success is its F2 digital platform. A series of standardized but configurable digital business processes, F2 solutions have been adopted by 17 of Denmark's 21 ministries, including the Prime Minister's office. All of these and many more Danish administrative agencies have used F2 solutions to fast-track the digitalization of their work and knowledge processes and to support everybody from their most junior employees to their permanent secretaries and ministers.

"F2 is like a Swiss Army Knife for government digitalization," says Knudsen. "Its standard software can support almost any type of organization, and its process templates make it easy to use best practices and proven process solutions." Along with its popularity in Denmark's central and local governments, it is also widely used by many other public-sector bodies, universities, trade unions and unemployment insurance funds -- and not just in Knudsen's native Denmark. cBrain has customers in Europe, the Middle East and North America, employing hundreds of staff and with a market cap of approximately $600 million.

But commercial success is only part of what drives Knudsen. "Democracy is built on trust, and in societal terms trust only comes when the authorities are seen to deliver what they promise," he says. "If I can help create accountable institutions in government, then I am contributing to the democratic process."

Through its work with organizations like the Agency of Family Law (AFL), cBrain has also helped minimize the stress associated with domestic processes like adoption, divorce, and child custody. Caught between calls to cut costs by 30% and a desire to make these processes as painless as possible, the AFL commissioned cBrain to rethink the customer journey from start to finish. By setting up a series of checklists, automating tasks and integrating cross-departmental processes wherever possible, the company not only managed to more than halve the customer's costs, but in one instance slashed the process time from five days to five minutes.

The success of the AFL project is the rule rather than the exception. "We have created a language and a computer system, which allows us to describe a process," says Knudsen. "This has given almost any organization the option of acquiring software that can be configured to their needs, rather than having to custom-build a solution. On average, we can fully configure a system 10 times faster than it can be customized, and to a much higher quality."

Knudsen is now applying F2 and cBrain's ever-expanding in-house experience and expertise to help save the planet. In collaboration with the Danish Environmental Protection Agency (DEPA), cBrain has developed what Knudsen describes as climate software, a broad portfolio of F2 solutions that supports DEPA's fight against climate change in areas ranging from nature restoration to emergency preparedness, not to mention the Danish government's commitment to reduce the country's carbon emissions by 70% by the end of the decade.

One means of achieving this involves flooding enough peatlands to cut emissions by 1.4 million tonnes of carbon dioxide a year, approximately what Copenhagen produces on an annual basis. As pragmatic as ever, cBrain's contribution has been to introduce processes that speed up the application and handling of grants to farmers to facilitate the conversion of their lowlands to wetlands. What would previously have taken years can now be achieved in a matter of months.

cBrain's work with the DEPA has since been adopted by, among others, Guyana, whose location in the Amazon rainforest has made it a guardian of the wide array of exotic flora that flourish in its jungles. A signatory to CITES (Convention on International Trade in Endangered Species), Guyana turned to cBrain to analyze the country's combination of on- and offline processes and to recommend and implement a new streamlined digital CITES solution.

This promises to be the beginning of a wider international drive for the company. "EPAs and other climate-action focused authorities around the world like to learn from each other," says Knudsen. "Now we're talking to agencies in Europe and Africa, as well as South America. And we have just announced our first contract in California to help accelerate carbon farming through the use of our climate software."

The message that cBrain can help countries contain the damage of climate change – while also offering tech solutions in an array of other areas -- is being heard round the world.

cBRAIN

cBrain - a Global Thought leader
Please scan the QR code and watch the British short film on cBrain, F2 and the climate and get wiser on how standard software delivers high quality - faster and more inexpensive.
http:www.cbrain.com

TIME100

Most Influential People in the World

The artists, pioneers, leaders, innovators, titans, and icons who shaped the past year

WITH REPORTING BY ELOISE BARRY, LESLIE DICKSTEIN, MARIAH ESPADA, BARBARA MADDUX, NIK POPLI, SIMMONE SHAH, AND JULIA ZORTHIAN

Points o

Where the TIME100 were born

ARTISTS

1. **QUINTA BRUNSON,** PHILADELPHIA
2. **NATHAN CHEN,** SALT LAKE CITY
3. **PETE DAVIDSON,** STATEN ISLAND, N.Y.
4. **ARIANA DEBOSE,** WILMINGTON, N.C.
5. **ANDREW GARFIELD,** LOS ANGELES
6. **MICHAEL R. JACKSON,** DETROIT
7. **ZOË KRAVITZ,** VENICE, CALIF.
8. **MILA KUNIS,** CHERNIVTSI, UKRAINE
9. **SIMU LIU,** HARBIN, CHINA
10. **SARAH JESSICA PARKER,** NELSONVILLE, OHIO
11. **FAITH RINGGOLD,** NEW YORK CITY
12. **AMANDA SEYFRIED,** ALLENTOWN, PA.
13. **JEREMY STRONG,** BOSTON
14. **JAZMINE SULLIVAN,** PHILADELPHIA
15. **CHANNING TATUM,** CULLMAN, ALA.

PIONEERS

16. **ANWAR AL BUNNI,** HAMA, SYRIA
17. **STÉPHANE BANCEL,** MARSEILLES, FRANCE
18. **MAZEN DARWISH,** DAMASCUS
19. **TULIO DE OLIVEIRA,** BRASÍLIA
20. **NAN GOLDIN,** WASHINGTON D.C.
21. **ANA CRISTINA GONZÁLEZ VÉLEZ,** MEDELLÍN, COLOMBIA
22. **EILEEN GU,** SAN FRANCISCO
23. **SÔNIA GUAJAJARA,** ARARIBÓIA INDIGENOUS TERRITORY, BRAZIL
24. **FRANCES HAUGEN,** IOWA CITY
25. **VALÉRIE MASSON-DELMOTTE,** NANCY, FRANCE
26. **SIKHULILE MOYO,** MATOBO, ZIMBABWE
27. **EMILY OSTER,** NEW HAVEN, CONN.
28. **CANDACE PARKER,** ST. LOUIS
29. **GREGORY L. ROBINSON,** DANVILLE, VA.
30. **EMMETT SCHELLING,** SEOUL
31. **AHMIR "QUESTLOVE" THOMPSON,** PHILADELPHIA
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36. **DEMNA,** SOKHUMI, GEORGIA
37. **EVAN EICHLER,** CHEYENNE, WYO.
38. **TIMNIT GEBRU,** ADDIS ABABA
39. **FRANCIS KÉRÉ,** GANDO, BURKINA FASO
40. **MIRANDA LAMBERT,** LONGVIEW, TEXAS
41. **KAREN MIGA,** HUNTSVILLE, ALA.
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43. **DERRICK PALMER,** ORANGE, N.J.
44. **ADAM PHILLIPPY,** HARRISBURG, PA.
45. **MICHAEL SCHATZ,** MADISON, WIS.
46. **CHRIS SMALLS,** PASSAIC, N.J.
47. **DAVID VÉLEZ,** MEDELLÍN, COLOMBIA
48. **TAIKA WAITITI,** WELLINGTON, NEW ZEALAND
49. **JOSH WARDLE,** LONDON
50. **MICHELLE ZAUNER,** SEOUL
51. **ZENDAYA,** OAKLAND, CALIF.

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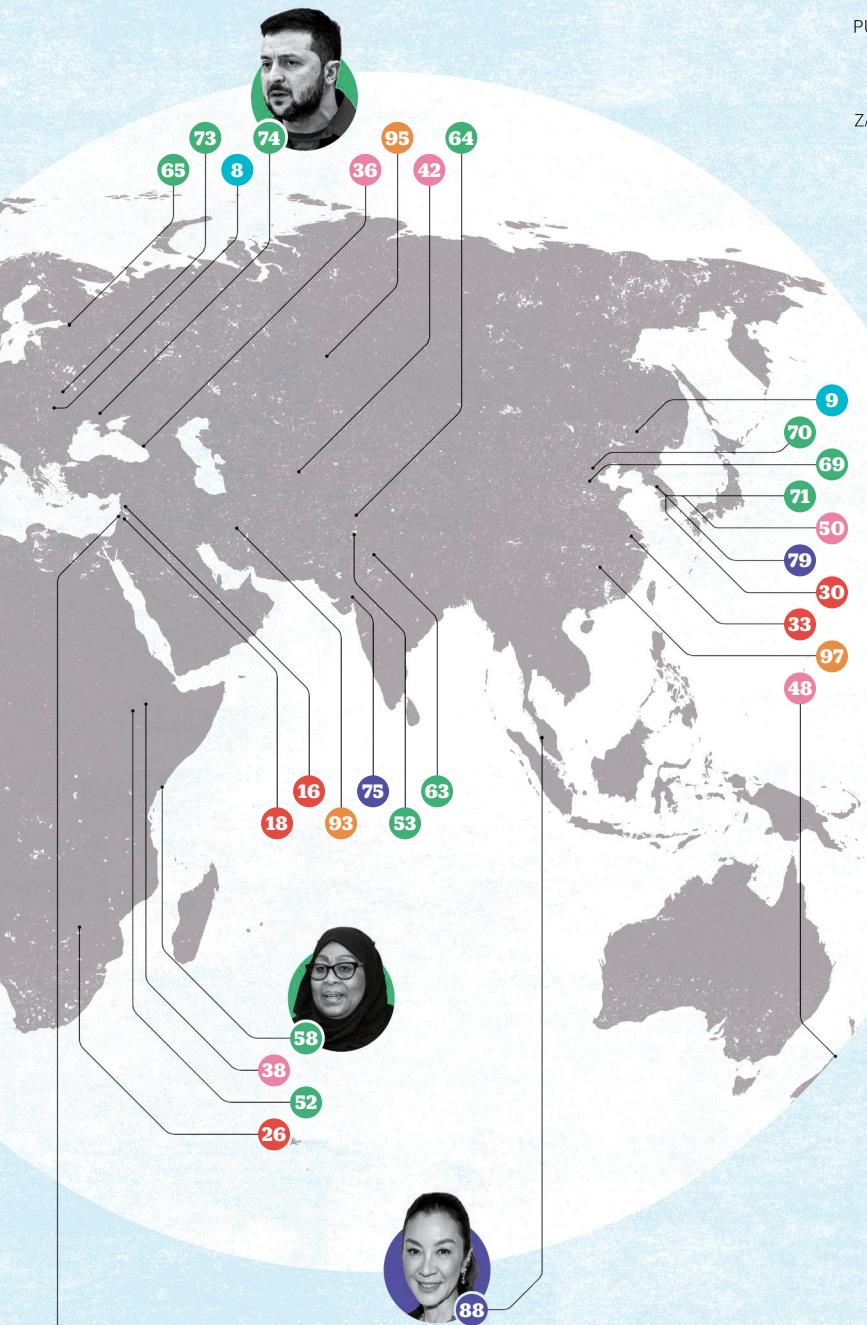
BY NADIA SULEMAN AND SIMMONE SHAH



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Artists

JAZMINE SULLIVAN

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ANDREW GARFIELD

SARAH JESSICA PARKER

QUINTA BRUNSON

MILA KUNIS

PETE DAVIDSON

JEREMY STRONG

◂ SIMU LIU, PHOTOGRAPHED BY NHU XUAN HUA FOR TIME IN LONDON, ON MAY 2

Simu Liu

Superstar

BY SANDRA OH

As a fellow Ontarioan, I was already excited about Simu Liu when he was having "Canada success" on *Kim's Convenience*. But since then, he's been on a path that no Chinese Canadian has walked before. He's part of the first generation of Asian Americans and Canadians to reach true stardom.

It's been amazing to see how beautifully he's balancing representing our community and staying true to himself. I saw *Shang-Chi and the Legend of the Ten Rings* three times. I was so pleased to see Simu exercise his comedy chops, his fighting skills, his gravitas. I love his ability to poke fun at himself. And, of course, the guy looks great in a suit.

Simu has been working hard to get through closed doors, and now he wants to hold those doors open for others. You see him doing that through the way he speaks out against hateful violence, his openness about his own experiences of isolation and discrimination, his professional choices. He's our superhero.

Oh is an Emmy-nominated actor

Faith Ringgold

Essential visionary

BY THELMA GOLDEN

A Renaissance woman born in Harlem during its own Renaissance, Faith Ringgold has painted, sculpted, written, sewed, and incited change all her life. Her fundamental reinvention of narrative-based art, especially her panoptic elevation of the American craft tradition, has firmly established her as one of the great artists of our time. From the late '60s, when she was protesting the exclusion of Black and women artists from museums, to the late 2010s, when the expanded Museum of Modern Art proudly hung her masterpiece, the painting

PHOTOGRAPH BY MERON TEKIE MENGHISTAB

RINGGOLD: THE NEW YORK TIMES/REDUX; KRAVITZ: ANA CUBA—THE NEW YORK TIMES/REDUX

American People Series #20: Die (1967), Faith's path has been courageous, profound, and unflinching in its depiction of contemporary society. Along the way, Faith created a global legacy with her beloved children's books, including the award-winning favorite *Tar Beach*. A creative force and artistic visionary, she has been making breakthroughs for more than six decades, something very clearly exhibited in two retrospectives of her art this past year—at the Glenstone Museum's groundbreaking presentation of the Serpentine-organized survey and at the New Museum's showcase. It is with great joy that I reflect on the Studio Museum in Harlem's seminal 1984 exhibition "Faith Ringgold: Twenty Years of Painting, Sculpture, and Performance 1963–1983," and consider all that Faith has accomplished in the nearly four decades since. The art world is only just now catching up with Faith Ringgold.

Golden is the director and chief curator of the Studio Museum in Harlem

Zoë Kravitz

Cool character

BY REESE WITHERSPOON

Zoë Kravitz defies definition. She contains multitudes and stands fully formed in her beauty, her intelligence, her grace, her humor, her strength. Part maverick, part savant, mostly just … cool. Cool like Dylan. Cool like Cash. Cool like Nina Simone. Forged by the strength and grace of two incredible artists, but made whole by her own grit and intellect. In her performance as Catwoman, you can see it all. She draws in Batman, and the whole audience, as they wait to see if this mysterious creature will show her claws. She does—and they are sharp!

Working with Zoë on *Big Little Lies*, I discovered her hidden talent: her humor. She made me laugh during endless night shoots and always pushed the comedic tension between our characters onscreen. She brings an edgy humor to all her work—and to dinner parties, if you're looking for a perfect guest.

It would be very easy for Zoë to walk through the world in a different way, entitled and accomplished. But that's not her style. She chooses the path of hard work, constantly innovating and pushing the status quo. She hustles, writes her own scripts, stays up all night until the job is done. I've watched it up close, and it never ceases to amaze me.

Zoë has done so much in her career thus far, but what I'm most excited about is all that is coming next. Directing, producing, cutting her own path. But always her way. Always cool.

Witherspoon is an Oscar-winning actor and Emmy-winning producer

Michael R. Jackson

Rewriting the script

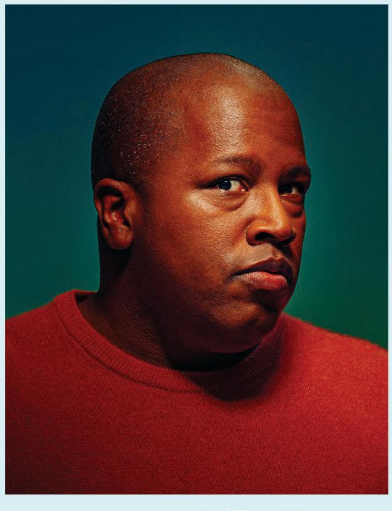
BY BILLY PORTER

When I saw Michael R. Jackson's musical *A Strange Loop* off-Broadway, I saw myself in the lead character of Usher. It was the first time I had ever seen a contemporary musical investigate this particular human being—from his feelings of unworthiness to his relationship with his Tyler Perry–loving, churchgoing mother. I felt so inspired.

When Jackson wrote this play, he was saying: I have to lean in to my authenticity and my truth, even though there's nothing in the market that would encourage me to do so. The manifestation of him doing that is remarkable. My hope is that it will bring a shift in consciousness in terms of where people put their money and what stories are put forward. It gives hope for people like me whose stories have been undervalued for so long.

To have a musical about a Black, overweight, out queer man is the change. And this year, it's the one with the most Tony nominations. So Michael: thank you for being brave and bold, from the bottom of my heart.

Porter is a Tony- and Emmy Award–winning actor



JACKSON: MALIKE SIDIBE; DEBOSE: TRUNK ARCHIVE; SEYFRIED: MOLLY MATALON—THE NEW YORK TIMES/REDUX

PHOTOGRAPH BY JINGYU LIN

Ariana DeBose

Trailblazing talent

BY KRISTIN CHENOWETH

Ariana DeBose is what I call a quadruple threat: she's not only a dancer, an actress, and a singer, but also kind. I first became aware of her when I saw her as the Bullet in *Hamilton*. The role requires her to move in slow motion—and so creative was she! It took such physical strength. I leapt. I could barely leave the theater: I wanted to see her slow-motion movement again.

More recently, we were both cast in the TV show *Schmigadoon!* I got to know the woman: silly, funny, not afraid of what anyone thinks. No fear. She inspired me to be the best I could be at my role.

As the first openly queer woman of color to win an Oscar for acting, for *West Side Story,* she's a trailblazer. I think she'll one day win an EGOT.

Ariana's as authentic as they come, and whatever she does next, I will be cheering from fifth-row center. They'll have to throw me out for screaming for her and clapping so loud. So go for it, baby girl!

Chenoweth is a Tony- and Emmy Award–winning actor

Amanda Seyfried

A true virtuoso

BY DAVID FINCHER

When I lured Amanda Seyfried into *Mank,* her ability to be simultaneously knowing and warm opened that role to a (much) larger conversation than the script might have otherwise intimated. People may have thought of her as a rom-com-edienne, but she's got a lot more going on under the hood. Including the rare ability to make one reassess one's own imaginative shortcomings.

Watching her as Elizabeth Holmes in *The Dropout,* one cannot help but realize: not only does this woman have an instrument, but she can play it. She chewed her nail beds over choices for that role—and after witnessing the results, I thought: I love it when people torment themselves to be great.

Acting is inherently silly, and she still has perspective on the circus of highly trained professionals all waiting for somebody else to repeat their text—in the right order. Clad in a one-off lamé gown, she would hoist its train about her waist, sling her shoes over her shoulder, and hike through ankle-deep mud to our next location—just 'cause it was faster than waiting for a golf cart. That's a rare combo: the assiduous virtuoso.

It's lovely to see her get these opportunities and watch her be recognized for how she (alone) can take us places we just hadn't allowed her to before.

Fincher is an Oscar-nominated director

Nathan Chen

Flawless skater

BY MICHELLE KWAN

From being a tiny prodigy who was a novice national champion, to junior, senior, and now Olympic champion, Nathan Chen has proved his relentless commitment to figure skating. That perseverance never wavered, even after his first Olympics didn't go as he'd hoped. He trained for another four years and showed the world just how fierce a competitor he is.

Nathan was 2 years old when I competed in 2002 at the Salt Lake City Olympics. I saw the picture of him there as a toddler, and was moved to hear he looked to me as a role model as a Chinese American skater. I know how powerful that can be.

But Nathan is an inspiration in his own right. He has forever changed men's figure skating, setting new standards with his quadruple jumps. It won't be long before we hear athletes say they looked up to Nathan Chen. He'll inspire generations of skaters to come who will hear his Olympic story and learn that nothing is impossible.

Kwan is a two-time Olympic medalist and a five-time world-champion figure skater

Jazmine Sullivan

Empathetic entertainer

BY AMBER RILEY

From her first single "Need U Bad," Jazmine Sullivan demonstrated an innate ability to write songs that perfectly capture the stories of so many Black women. Sullivan has a lyrical vulnerability that makes you think she has been reading your journal. She is so deserving of her most recent Grammy win, along with acclaim and other accolades that have been an honor to witness. But the most exciting part of her recent career journey has been that Sullivan has allowed us to share in her journey to self-love, removing herself from the shadows of fear as we can clearly see in her 2021 album *Heaux Tales.* In her speech during last year's 2021 Soul Train Music Awards, she shared that she had made a vow to be present and not to hide away. It is this type of candor that makes Sullivan such an inspiration and icon to so many Black women, including myself. It has truly been my pleasure to call her a friend over the years and I want to thank her for being an example of what happens when you believe in your gift and trust God's calling for your life.

Riley is an actor, singer, and writer

Channing Tatum

Confidently charismatic

BY MATTHEW MCCONAUGHEY

Channing Tatum, money well spent.

A performer who shines in the light, a player who knows the game, and a trickster who never stole my wallet but always knew where it was.

Unafraid to fear, confident enough to be the brunt of the joke, and playful enough to take the dare, Channing calls the youth in all of us out to play.

Innocent sometimes, naive never, he's a nine-lives sleight-of-hand magic trick by design and on purpose.

He doesn't handle his business in the game of Hollywood, he plays his game in the business of Hollywood.

He also knows the secret to keeping secrets—forget them the moment you hear them, even with the person who whispered them in your ear.

I'd bet my wallet on him right now, but it's been missing…

Since the day I met him.

Channing Tatum, money well spent.

Even when he spends yours.

McConaughey is an Oscar-winning actor

SULLIVAN: JOSEFINA SANTOS; TATUM: GARETH CATTERMOLE—GETTY IMAGES

PHOTOGRAPH BY VICTOR LLORENTE FOR TIME

Andrew Garfield

Leading man

BY MARTIN SCORSESE

Casting the lead in my adaptation of *Silence* was not easy: the role was demanding on every level. When Andrew Garfield came to audition, I could see right away that he understood the character of Rodrigues. He gave all of himself to the role. In preparation, he actually completed the Ignatian Spiritual Exercises, which is quite an undertaking. Once we started work, I understood that Andrew could get to any emotional level the story called for, sometimes immediately. I developed a sense of confidence and trust in him that I've found all too rarely. Quite often, when we were getting ready to shoot one of the many emotionally difficult scenes that Andrew and I had painstakingly worked on for months, I found myself checking in with him, seeing that he had gotten himself into the zone, and then just leaving him be. Sometimes I just listened. I knew that he was giving the moment exactly what it needed. He's a remarkable artist, one of the greats of his generation.

Scorsese is an Oscar-winning filmmaker

Sarah Jessica Parker

Timeless icon

BY CYNTHIA NIXON

When Sarah Jessica Parker and I first met in 1977, she was roller-skate-skinny, in two long braids and nondescript kids' clothing. She was smart, disciplined, humble, and clearly super talented. She was studying ballet, and the grace from that was evident then, as now, in every part of her body.

Grownup Sarah Jessica has style for days and is daring when it comes to fashion. She likes to play with clothes but doesn't play it safe.

She isn't tall, but she is a giant—as a performer, producer, and businesswoman. And she is, quite simply, beloved. We love her glamour, her vulnerability, her fearless oh-so-skilled physical comedy, her sexiness, and her sweetness. But most of all, we love the essence of who she is. Myself included.

Because while superficial things about my friend have changed, when I look at Sarah Jessica, I see that same one-of-a-kind, diamond-in-the-rough 12-year-old. And I always will.

Nixon is a Tony-, Grammy-, and Emmy-winning actor and activist

GARFIELD: KATIE MCCURDY; PARKER: PHILIP MONTGOMERY—THE NEW YORK TIMES/REDUX

Quinta Brunson

Educating with humor

BY LEBRON JAMES

Quinta Brunson is more than a writer, producer, actor, and comedian. She's a student and a master of her craft. A game changer in network television. Smart and funny as hell, in that order. She's a Swiss Army knife that can—and does—do it all.

And while she's doing it, she's elevating everyone her work touches. In *Abbott Elementary,* the show she created and stars in, she uses comedy to shine a light on big issues in public education in a very real, relatable way—not to put down, but to give hope that we can do better. Better to support our teachers, wrap around our students and their families, and deliver the education they all deserve.

That's the real beauty of Quinta's brilliance. Using humor and nuance to connect people over everyday realities in order to improve them—for students, teachers, creators, and everyone who comes after her.

Because it's all about opening doors. Breaking down barriers. And doing it with love, kindness, and compassion. While still being an absolute boss like QB.

James is an NBA player, two-time Olympic gold medalist, and a co-founder of the I Promise School

PHOTOGRAPH BY ROZETTE RAGO

Mila Kunis

Leading by example

BY ZOE SALDAÑA

There's this old-soul quality you receive from Mila Kunis the moment you meet her. She gives 100% to each and every one of her roles: as a mother, as a wife, as a daughter, as a granddaughter, as a friend, as a producer, as an actor. She goes all in, and she cares a great deal. I've seen her transform when she's approaching a character—whilst still being the mom who drops off the kids. She's such a curious individual, hungry for conversations that are important, that are thought-provoking. And she's also very generous with information that she learns; she just spreads it around. She is very much a leader, whether she is running a chat group of fellow mothers, organizing an event, or fundraising for causes she cares about.

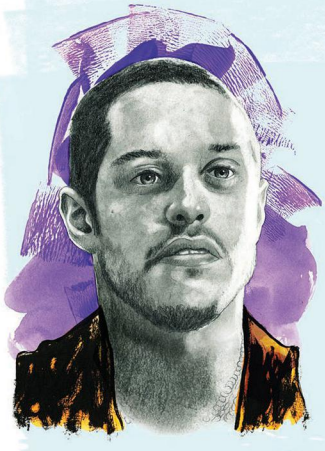
Mila has always been proud of who she is and where she comes from, and the sacrifices that her family made for her and her brother to come to America. She's also been very aware of what it must have been for her parents and grandparents and great-grandparents to have left it all behind. As daughters of immigrants, you understand that you stand in a certain box that makes you quite responsible very early in life. It is a mission and a responsibility and a blessing. Seeing her fundraise for Ukraine and raise tens of millions: it's what we have come to expect the Kutcher-Kunis clan to do, to always rise to the occasion. What needs to be done? They will take it upon themselves, they will initiate anything and everything in their power to be of service.

Saldana is an actor

Pete Davidson

Daringly real

BY JACK HARLOW



My introduction to Pete Davidson was a Comedy Central roast of Justin Bieber. I was a junior in high school at the time, and I had never seen or heard of him. He got to the mic, made a joke about his own dad dying during 9/11, and I immediately knew he was a different breed.

A couple years ago, I was on FaceTime with a girl who said she and her friend were with someone who wanted to meet me. She passed the phone, and suddenly I was looking at Pete Davidson. He told me we had to meet. I agreed.

After a few months of knowing each other (but never meeting), Pete successfully pushed to get me on *SNL*, which was a genuine dream come true for me and my family. I grew up watching the show with them and got to bring them on set. My mom was in tears. The night before the show, I went over to Pete's apartment and he made my friend and me laugh until our stomachs hurt. I felt like I was experiencing elite comedy up close and personal.

Pete's appeal to the world has everything to do with his authenticity. He doesn't try to hide the person that he is. It's a classic recipe for success and connection. I would consider myself truthful, but being around Pete makes me want to continue to reach even further for the realest version of myself.

We don't have another one of him. He's daring, thoughtful, and simply hilarious. And he's only 28. An icon with so much more left to accomplish.

Harlow is a Grammy-nominated rapper

KUNIS: ANGELA WEISS—AFP/GETTY IMAGES; DAVIDSON: ROSALIND O'CONNOR—NBCU/GETTY IMAGES; STRONG: TRUNK ARCHIVE

PORTRAIT-ILLUSTRATIONS BY BRIAN LUTZ FOR TIME

Jeremy Strong

A brilliant talent

BY AARON SORKIN

The final scene of the Season 1 finale of *Succession* is a candidate for the best 10 minutes of television ever made. And while many people with extraordinary talent on both sides of the camera made this scene what it is, at the center is Jeremy Strong.

After two seasons of breathtaking work on the HBO masterpiece from Jesse Armstrong and Adam McKay, Jeremy came back for the third season and dug even deeper into the soul, heart, and mind of Kendall Roy with a nuance and dexterity we only see from our greatest actors. Just when I think I've taken the full measure of what Jeremy can do, time after time he does something to make me think I've underestimated him.

I have a feeling we ain't seen nothin' yet.

Sorkin is an Oscar- and Emmy-winning screenwriter

PHOTOGRAPH BY PAOLA KUDACKI

CANDACE PARKER

SÔNIA GUAJAJARA

GREGORY L. ROBINSON

STÉPHANE BANCEL

EILEEN GU

VALÉRIE MASSON-DELMOTTE

PANMAO ZHAI

EMILY OSTER

TULIO DE OLIVEIRA

Pioneers

SIKHULILE MOYO

AHMIR "QUESTLOVE" THOMPSON

FRANCES HAUGEN

EMMETT SCHELLING

MAZEN DARWISH

ANWAR AL BUNNI

NAN GOLDIN

CRISTINA VILLARREAL VELÁSQUEZ

ANA CRISTINA GONZÁLEZ VÉLEZ

▸
CANDACE PARKER, PHOTOGRAPHED BY NOLIS ANDERSON FOR TIME IN CHICAGO, ON MAY 12

Candace Parker

Committed and conscientious

BY DWYANE WADE

Candace Parker is a force to be reckoned with. Her story came full circle last season after she won her second WNBA championship—her first with her hometown team, the Chicago Sky. She's a champion (and six-time WNBA All-Star) who has built a legacy by revolutionizing her game. As a fellow athlete and a fellow parent, I admire what she's accomplished and how she has taken her daughter all over the world while playing to provide for her family. Her commitment is unparalleled, as are her insights: through her work as an NBA commentator, she always offers me a different way to think about the game. She is inspiring not only to the next generation of players but also to all young people, and she uses her platform with incredible intent, most recently producing a feature-length documentary about how Title IX advanced the cause of gender equality in the U.S. So many young women watching Candace are seeing how she's living out loud and achieving greatness. Her legend is only growing.

Wade is a three-time NBA champion, sports analyst, and entrepreneur

Sônia Guajajara

Safeguarding the Amazon

BY GUILHERME BOULOS

Sônia Guajajara's parents couldn't read, and she had to leave home at age 10 to work. Despite this, she defied statistics and managed to graduate university. From an early age, she fought forces that have been trying to exterminate her community's roots for over 500 years. Sonia resisted and she continues to resist today: against machismo, as a woman and a feminist; against the massacre of Indigenous peoples, as an activist; and against neoliberalism, as a socialist. In 2018, she became the first Indigenous woman

PHOTOGRAPH BY NACHO DOCE

GUAJAJARA: REUTERS; ROBINSON SOURCE PHOTO: CHRIS GUNN/NASA

to appear on a presidential ticket in Brazil. Today, as executive coordinator of the Articulation of Indigenous Peoples of Brazil, Sônia Guajajara is on the front line of the fight against the Bolsonaro government's attempt to destroy Indigenous lands, along with the Amazon rain forest. Her work ranges from attending COP26—which created a $1.7 billion fund for Indigenous peoples and local communities recognizing their essential work protecting land and forests from degradation—to recent months when she led thousands-strong protests, bringing together hundreds of Indigenous ethnic groups, which have helped to stall a "death package" of anti-Indigenous legislation. She has also brought national attention to the trampling of Indigenous rights during the COVID-19 pandemic. Sônia is an inspiration, not just for me, but for millions of Brazilians who dream of a country that settles its debts with its past and finally welcomes the future.

Boulos is a coordinator at the Homeless Workers' Movement of Brazil

Gregory L. Robinson

Peering into the universe

BY JOHN MATHER

Along with my fellow scientists, I've been dreaming and thinking about the James Webb Space Telescope since 1995. It's the most important scientific project I could imagine working on—100 times more powerful than its precursor, the Hubble Space Telescope.

To me, Webb is an engineering miracle. It's a people miracle too; over 10,000 scientists, engineers, and others worked on it. Who can we thank for Webb's success, now that it's up in space and taking sharp pictures just as we hoped?

Greg is our program director at NASA headquarters, and to build such an engineering marvel and scientific success, he channeled the forces of human nature and ingenuity: NASA, the U.S. House of Representatives and Senate, the European and Canadian space agencies, Northrop Grumman, the launch-vehicle company Arianespace in France, and the Space Telescope Science Institute, where we command the telescope. Our teams orbit around Greg, because we trust him to ask questions and understand our concerns and respect our opinions. He makes it look easy, but I can barely imagine how he does it, and I admire him tremendously for it.

Mather is an astrophysicist at NASA's Goddard Space Flight Center and a Nobel laureate

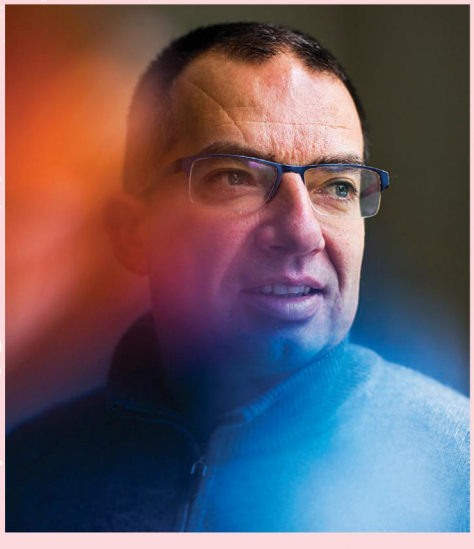
Stéphane Bancel

Making mRNA vaccines more accessible

BY ALICE PARK

In 2020, Moderna made history by setting a new timeline record for developing a vaccine against COVID-19. Since then, CEO Stéphane Bancel has forged a controversial and sometimes contradictory path for the Cambridge, Mass.–based company. Bancel, a skilled fundraiser, has turned Moderna from a small biotech into a major player in efforts to vaccinate against infectious diseases. Under his guidance, Moderna is setting new standards with its mRNA Access program, in which the company's scientists will share their knowledge, expertise, and licenses with teams in lower-resource countries. The aim is to develop mRNA vaccines targeting 15 diseases that pose the biggest public-health risks, including HIV and malaria. Moderna is also the first vaccinemaker to waive its patent on the COVID-19 shot in countries receiving shots through a World Health Organization program. At the same time, Bancel is fighting for certain patent rights from the company's collaborators at the National Institutes of Health over the COVID-19 vaccine, in an effort to retain as much of the anticipated $21 billion in sales from that shot this year.

Park is a TIME senior correspondent



BANCEL: ADAM GLANZMAN—BLOOMBERG/GETTY IMAGES; ZHAI SOURCE PHOTO: YANN COATSALIOU—AFP/GETTY IMAGES; MASSON-DELMOTTE SOURCE PHOTO: NICOLAS MAETERLINCK—BELGA MAG/AFP/GETTY IMAGES

PHOTOGRAPH BY CAROLYN FONG FOR TIME

Eileen Gu

Rising role model

BY GUS KENWORTHY

It's hard for athletes—particularly Olympic athletes—to transcend their sport. Eileen Gu is an exception to that rule. I'm not sure I've ever seen anybody more disciplined, driven, or determined than Eileen. And hard work pays off.

The summer before the Beijing Olympics, Eileen reached out to me for advice. She was struggling with the pressure of the buildup to the Games and grappling with her newfound fame. But mostly she was just trying to maintain friendships with the girls she grew up with. It's easy to forget that despite winning three Olympic medals, gracing the covers of countless magazines, and fronting global campaigns for luxury brands like Fendi and Gucci, she's still just a normal teenager who loves to ski and is excited for college—but doesn't want to lose touch with her childhood friends. That heart is what makes her so special.

In the months since that conversation, she's proven herself to be one of the greatest female freeskiers of all time, amassed an online follower count in the millions, and inspired a new generation of girls—especially Chinese and Chinese American girls—to venture into the male-dominated world of action sports. Eileen has done all of that with grace, poise, and thoughtfulness rarely found in someone her age.

Kenworthy is an actor and an Olympic silver medalist in slopestyle skiing

Valérie Masson-Delmotte & Panmao Zhai

Sounding the alarm

BY BILL MCKIBBEN

Scientists have been collaborating for more than three decades now to understand the greatest peril the earth has ever faced—climate change. Much of that understanding has been made possible by the U.N. climate-science body, the Intergovernmental Panel on Climate Change (IPCC). In August 2021, the IPCC sounded a dire warning by releasing a report that made headlines across the globe. The report was the result of a gargantuan collaboration between over 200 climate scientists globally, and was informed by over 14,000 scientific papers. Chinese climatologist Panmao Zhai and French climate scientist Valérie Masson-Delmotte—the co-chairs of the IPCC's Working Group 1—steered the enormous undertaking amidst COVID-19 pandemic travel restrictions, which meant for the first time, this massive piece of work was coordinated completely online. Subsequent reports led by other IPCC working groups have shown the scale of the impacts and the need for rapid action around the globe—together instigating important conversations and urgency among policymakers globally. The documents show a world on the brink, with terrible damage already done, but still some prospect of stopping short of disaster—if, somehow, we can muster the will in the short window of time remaining.

McKibben is an author and an environmentalist

Emily Oster

Data interpreter

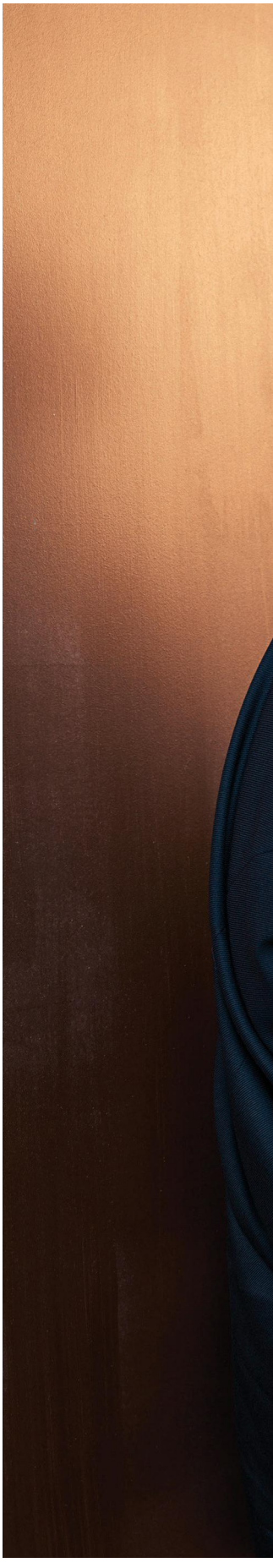
BY STEVEN PINKER

In a dubious revolution in child-rearing, the superstitions of old wives have been replaced by the superstitions of child-rearing experts. Mothers are now pelted with advice on how they are harming their kids, from sleeping on their backs during the third trimester to praising them with "Good job!" The advisories, no matter how onerous, contradictory, or tenuous, ratchet ever upward, since who wants to take a chance?

A savior for whipsawed mothers is Emily Oster, a professor at Brown—not of pediatrics or psychology but economics. In best-selling books (*Expecting Better, Cribsheet,* and most recently *The Family Firm*), her popular newsletter, and social media, Oster weighs trade-offs, distinguishes trivial from substantial risks, and evaluates evidence for causation in a messy world. Enriching this analytical brilliance is the common sense and empathy that come from being a mother herself.

Oster shows how *data,* a scary word, can be a humanizing force. As one mother put it, "She restored my sense of being an adult with a working brain and not just a working uterus."

Pinker is the Johnstone Professor of Psychology at Harvard University and the author of The Blank Slate *and* Rationality



Tulio de Oliveira & Sikhulile Moyo

Paradigm shifters

BY JOHN NKENGASONG

Scientists in Africa have been monitoring and sequencing pathogens since long before the pandemic. The world benefited from this network when scientists including Sikhulile Moyo, laboratory director for the Botswana-Harvard HIV Reference Laboratory, and Tulio de Oliveira, director of South Africa's Centre for Epidemic Response and Innovation, identified and reported the emergence of the Omicron variant last November. It was a transformational moment and a shift in paradigm—one that for me symbolized that excellence in science can originate in Africa.

The international response to news of this discovery—which included travel bans imposed on African countries by other nations—was complex. It made me reflect on what global cooperation and solidarity must look like when we fight a common threat like COVID-19.

Every generation has people who inspire subsequent generations. Sikhulile and Tulio have the potential to be that for people who will work in public health and genomics. We have not seen the end of their contributions.

Nkengasong is the director of the Africa Centres for Disease Control and Prevention

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Questlove

Creative genius

BY JIMMY FALLON

"If this is Lorne Michaels' office, where's the popcorn?" That question was the beginning of my understanding the genius that is Questlove.

In 2008, I was starting *Late Night* and had a meeting with the Roots, in hopes that they would consider being the show's house band. I met with them in Lorne's office (since I didn't have an office at the time) and Questlove goes, "If this is Lorne Michaels' office, where's the popcorn?"

That got me. Any comedy or *SNL* fan knows that Lorne always has a basket of popcorn in his office. And I knew immediately I had just made a friend. Not only is he a musical encyclopedia but also a comedy nerd and one of the most creative people I've ever met.

We've been working together ever since, and we've made almost 3,000 shows together. In that time, he's also written six books while releasing incredible albums—and this past year made an amazing documentary called *Summer of Soul* that won every award you can think of.

When he was editing it, I remember him being nervous that it wasn't going to get into Sundance, nervous that no one was going to buy the movie. Then I remember him winning Sundance—and suddenly not only Sundance, but also a Critics Choice Award, a BAFTA, an Oscar.

Now everyone wants to know what Quest is going to do next. Better get some popcorn because you're gonna want to see this.

Fallon is an Emmy Award–winning comedian and the host of The Tonight Show Starring Jimmy Fallon

PHOTOGRAPH BY MATT HOLYOAK

Frances Haugen

Exposing the truth

BY TRISTAN HARRIS

For years, advocates, researchers, and civil-society groups have sounded the alarm on the deranging effects of social media: degraded attention, negative mental health, polarization for profit, and the collapse of our shared reality into fragments. Social media companies have continuously denied and obfuscated reality. But Frances Haugen disclosed the truth—20,000 pages of truth.

Her act of courage in sharing those documents with regulators and journalists opened the eyes of the world to the insidious ways Meta (and its platforms Facebook, Instagram, and WhatsApp) put its profits above the physical and emotional well-being of its 3 billion users worldwide.

Frances' brave decision to come forward publicly—and her continued advocacy for more humane technology—are mobilizing people to take action. Her knowledge, passion, and relentless optimism give me and people around the world hope that change is possible.

Harris is president and co-founder of the Center for Humane Technology

PHOTOGRAPH BY CHRISTOPHER ANDERSON—MAGNUM PHOTOS FOR TIME

SCHELLING: ERICH SCHLEGEL—HUMAN RIGHTS CAMPAIGN/AP; AL BUNNI: HANNES JUNG—LAIF/REDUX; DARWISH: MARZENA SKUBATZ—LAIF/REDUX

Emmett Schelling

Fighting with love

BY CHASE STRANGIO

For the past five years, Texas lawmakers have made it a priority to target transgender youth, introducing dozens of antitrans bills. Emmett Schelling, the executive director for the Transgender Education Network of Texas, has spent day and night fighting back and building love and safety for his community.

During the past year, it often felt like Emmett lived at the capitol. When the legislature reconvened in the fall, Emmett and other advocates were exhausted after 10 months of fighting. But Emmett made sure that the space was filled with joy and sweetness. On the day of a critical hearing, a reserved room in the capitol was filled with snacks, games, and toys for kids who had had to defend their existence, month after month and year after year. It was a painful day, but we felt love and solidarity with one another because of the way Emmett advocates and organizes.

When in early 2022 Governor Abbott escalated his attacks on trans youth by attempting to criminalize gender affirmation as a form of child abuse, Emmett, himself a father and trans man, again mobilized the entire state to fight back.

Emmett is leading a scary and grueling fight for trans survival, and we are so lucky to have him.

Strangio is deputy director for transgender justice with the ACLU

Mazen Darwish & Anwar Al Bunni

Attaining justice

BY KENNETH ROTH

In 2014, Russia and China used their U.N. Security Council veto to block the referral of atrocities in Syria to the International Criminal Court, which would have allowed for prosecution of those crimes. The veto moved justice even further out of reach for victims. So Syrian lawyers Anwar Al Bunni and Mazen Darwish took action.

Both had been imprisoned in Syria and subsequently fled to Europe. There, they supported German prosecutors who, using the legal concept of universal jurisdiction, pursued a former Syrian military intelligence officer who had fled to Germany.

In January, a court in the German city of Koblenz convicted former intelligence officer Anwar R., the most senior Syrian official to be put on trial, of crimes against humanity for overseeing the systematic torture of detainees. He was sentenced to life in prison. Al Bunni and Darwish not only testified at the trial but also led efforts to gather evidence and witnesses that were vital for this historic case.

This dent in the impunity behind so many atrocities in Syria—one of several similar prosecutions under way—pays a measure of respect to the victims and provides hope for further justice. These prosecutions can help to deter further atrocities, in Syria and elsewhere.

Roth is executive director of Human Rights Watch

Nan Goldin

Reframing the opioid crisis

BY PATRICK RADDEN KEEFE

In 2017, one of the great American photographers, Nan Goldin, was recovering from an addiction to the painkiller OxyContin when she learned that the maker of the drug, Purdue Pharma, was owned by the billionaire Sackler family. The Sacklers were famous for their philanthropy, their name engraved on the walls of the most illustrious art museums in the world: the Met, the British Museum, the Louvre. Goldin was indignant. Given the family's connection to the opioid crisis, how could the art world have allowed them to launder their reputation?

She launched an audacious campaign to shame museums into cutting ties with the Sacklers, designing a series of elaborately choreographed protests. With her impeccable eye and the zeal of a survivor, Goldin framed each protest like a photograph. It worked: she placed a burning spotlight on the family, who recently reached settlements requiring them to pay $6 billion to help remediate the crisis. She pioneered a powerful new form of activism and started an urgent conversation about tainted money in the arts. And sure enough, one by one, museums began removing the Sackler name—because, through Goldin's work, it had become a byword for infamy.

Keefe is a journalist and author, most recently of Empire of Pain

Cristina Villarreal Velásquez & Ana Cristina González Vélez

Movement builders

BY AILBHE SMYTH

I know what it takes to move a country. It's hard, and you have to have infinite stamina and belief and passionate commitment. And these two women have it in spades.

To finally make abortion legal in Colombia despite the influence of the country's religious right, Ana Cristina González Vélez and Cristina Villarreal Velásquez had to think strategically from the get-go. They went straight to the place that was the obstacle, the Constitutional Court. They also knew the importance of having a broad-based social movement—galvanizing women across the country to wear green handkerchiefs (which have become symbolic across the region of support for abortion access) and energetically claim their rights.

It is remarkable what Ana Cristina and Cristina did. It gives us hope for the future of access in the U.S., despite what is happening with *Roe v. Wade*. It empowers women in Poland—where abortion laws are among the strictest in Europe—to say, "OK, our countries are different, but if they can do it, we can pick ourselves up and have another try." That sense of international solidarity is crucial because there are so many countries where it is difficult for women to even stand up and fight.

I would very much like to meet these women, to shake their hands and give them a hug. They are brilliant.

Smyth is an Irish activist and convener of Together for Yes, a coalition of civil-society groups that successfully campaigned to repeal Ireland's strict ban on abortion

GOLDIN: YANA PASKOVA—EYEVINE/REDUX; GONZÁLEZ VÉLEZ SOURCE PHOTO: ALEJANDRA QUINTERO FOR TRINEO COMUNICACIONES; VILLARREAL VELÁSQUEZ SOURCE PHOTO: JAVIER JIMENEZ

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GABRIEL BORIC

URSULA VON DER LEYEN

Leaders

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VLADIMIR PUTIN

KYRSTEN SINEMA

LETITIA JAMES

YOON SUK-YEOL

OLAF SCHOLZ

SAMIA SULUHU HASSAN

XI JINPING

KEVIN MCCARTHY

ABIY AHMED

LYNN FITCH

SUN CHUNLAN

KHURRAM PARVEZ

◀ VOLODYMYR ZELENSKY, PHOTOGRAPHED BY ALEXANDER CHEKMENEV FOR TIME IN KYIV, ON APRIL 19

Volodymyr Zelensky

Democratic defender

BY JOE BIDEN

When Vladimir Putin launched his brutal war against Ukraine and Ukrainians needed their leader, Volodymyr Zelensky's words echoed around the world: "The President is here."

In President Zelensky, the people of Ukraine have a leader worthy of their bravery and resilience, as citizens across the country—shopkeepers and soldiers, tailors and truck drivers—fight for their homes and their freedom. Each time we speak, I hear in President Zelensky's voice the relentless determination of a man who believes profoundly in his duty to his people, and lives up daily to the solemn responsibility of leading his nation through this dark and difficult hour.

The nations of the free world, inspired by the example of President Zelensky, are more united, more determined, and more purposeful than at any point in recent memory. With the support of the U.S. and our allies and partners, he has left his mark on history and proved to the world that Ukraine will long endure and its people will ultimately realize the democratic future they have long desired.

Biden is President of the United States

BANDIAL SOURCE PHOTO: SUPREME COURT OF PAKISTAN

PHOTOGRAPH BY CAMILA FALQUEZ FOR TIME

Mia Mottley

Striding boldly

BY NGOZI OKONJO-IWEALA

There are some who stand tall and stand out no matter where they are from—whether a large, densely populated country or a small island nation. Prime Minister Mia Mottley of Barbados is one such person. Bold, fearless, and possessing a great intellect and wit, the Prime Minister is a brilliant politician who knows how to shake things up.

Since she was a young woman growing up in the Caribbean, Mia Mottley has always cared deeply about critical issues impacting the world. From poverty to debt to climate change, she is a vocal advocate on the world stage for responsible stewardship of our planet, so that nations large and small and people rich and poor can survive and thrive together. At COP26 in Glasgow late last year, she chided the world's leaders for not working more diligently to limit the potential catastrophic impacts of climate change, telling them to try harder. While chair of the World Bank and the International Monetary Fund's Development Committee, she reminded the world's finance gurus that the level of a country's per capita income may not always be the best measure of its wealth. After all: one climate-change-induced hurricane can take a significant toll on that wealth.

Mia Mottley is an icon in her country, having won re-election by a landslide. The Prime Minister strides boldly on the world stage. She is an embodiment of our conscience, reminding us all to treat our planet, and therefore one another, with love, dignity, and care.

Okonjo-Iweala is the director-general of the World Trade Organization

Umar Ata Bandial

Judicial voice

BY AITZAZ AHSAN

Pakistan, a nation of more than 220 million, is too big to fail yet too unpredictable to ignore. With a fragile economy in a hostile neighborhood, the country was already walking a tightrope before the ouster of Prime Minister Imran Khan's government by a unified opposition backed by the army. Today, with world markets wreaking havoc on its economy and civil-military relations again under strain, Pakistan appears a hair's breadth away from its next crisis.

Enter Umar Ata Bandial, the polite and understated Chief Justice of Pakistan—and antidote to the rising temperatures. In early April, the Supreme Court of Pakistan, led by Bandial, overturned Prime Minister Khan's move to dissolve Parliament, declaring it "unconstitutional." As other institutions lock horns in a battle for advantage ahead of impending elections, the court looms large as the final arbiter. Widely respected for his personal integrity, the Columbia- and Cambridge-educated jurist bears the heavy mantle of not just delivering justice but also being seen to do so. How far he succeeds in this task may well determine the trajectory of Pakistan, and its region, for years to come.

Ahsan is an attorney and former Leader of the House in the Senate of Pakistan

Joe Rogan

Powerful podcaster

BY KARA SWISHER

I'm probably the very last person you might pick to assess the power and meaning of Joe Rogan. While we both do long podcasts, we're quite different in terms of origins (journalist vs. comic), tone (persistently tough vs. indefatigably curious), and content (just the facts vs. just asking questions—including to obvious charlatans). But that's really the point of podcasting, part of a fresh and new media landscape where there's no question that Rogan has pioneered and plowed the fields like no other. To say he is big is an understatement: his *Joe Rogan Experience* video podcast averages 11 million people, with a huge and loyal fan base that skews heavily young and male. That's earned him a fortune, including the $200 million he garnered from Spotify to be exclusive to the platform. He certainly delivers with big interviews from Elon Musk to Dave Chappelle, ranging across the ideological spectrum, which is a critical talent in these partisan times. But he's also gotten into a lot of trouble this year for resurfaced racial slurs he made—and apologized for—and being a place where COVID deniers get a very easy ride. It's complicated, of course, but there's no question that Rogan's success is pretty simple: the former *Fear Factor* host has become the nation's earworm.

Swisher is a journalist and the host of the New York Times *podcast* Sway

Ketanji Brown Jackson

Breaking down barriers

BY CORY BOOKER

With grit and grace, and holding more trial-court experience than any current Supreme Court Justice, Ketanji Brown Jackson demonstrated to America that she was prepared, poised, and would ultimately persevere through insults and attacks.

Her magnificent triumph during her hearings, earning her bipartisan support, evoked for millions a moment of invincible joy.

ROGAN: DAMON WINTER—THE NEW YORK TIMES/REDUX; JACKSON: THE NEW YORK TIMES/REDUX

PHOTOGRAPH BY DOUG MILLS

After two centuries, America will have its first Black woman on the highest court in our land.

It was a 21st century Jackie Robinson moment, a moment in which barriers were at long last broken, but it was also something even deeper. Her confirmation is the embodiment of our ancestors' wildest dreams. For so many Americans who carry hurt and even scars about being overqualified and yet still denied, her success was healing and fortifying as we continue the work to make ours a more perfect union.

This is a time to rejoice. Not only will Ketanji Brown Jackson ascend to the Supreme Court, she will serve there for years to come and help our nation move forward in its long and epic journey toward justice.

Booker, a Democrat, is a U.S. Senator for New Jersey

ZALUZHNYY: UKRAINE PRESIDENT'S OFFICE/ZUMA PRESS WIRE SERVICE/ALAMY

Valeriy Zaluzhnyy

Strategic general

BY MARK A. MILLEY

From the ashes of World War II, the global community came together with the goal of preventing another global war. A set of international rules and norms was established to benefit all nations and maintain the peace. For 77 years, there has not been a comparable global conflict.

But Russia's unprovoked, immoral, and unethical invasion of Ukraine has put those rules under intense stress. In the midst of this chaos, Commander in Chief of the Armed Forces of Ukraine Valeriy Zaluzhnyy has emerged as the military mind his country needed. His leadership enabled the Ukrainian armed forces to adapt quickly with battlefield initiative against the Russians.

The potential of a war between great powers is growing, and the Ukrainians defending their homeland against significant Russian aggression is incredible. General Zaluzhnyy is the man behind that effort, bearing the immense burden of leading in combat. His work will be remembered by history.

Milley is the U.S. Chairman of the Joint Chiefs of Staff

Karuna Nundy

Effective advocate

BY MENAKA GURUSWAMY

Often the legal world is seen as an insular realm of stiff shirts and dry arguments. Karuna Nundy, however, is not just a lawyer but also a public activist who ably—and bravely—uses her voice both inside and outside the courtroom to bring about change. She is a champion of women's rights who has advocated for the reform of antirape laws and fought cases relating to sexual harassment in the workplace. Most recently, she is litigating a challenge to India's rape law that contains a legal exemption for marital rape.

Karuna also takes great pains to explain legal issues in a way that engages the media and public. She can discuss the law simply and deftly. By doing so she creates an accessible discourse about rights in a time when those rights are at risk.

Guruswamy is a senior advocate at the Supreme Court of India

PHOTOGRAPH BY PRARTHNA SINGH FOR TIME

BIDEN: DOUG MILLS—THE NEW YORK TIMES/REDUX; BORIC SOURCE PHOTO: SEBASTIÁN VIVALLO OÑATE—AGENCIA MAKRO/GETTY IMAGES

Joe Biden

Navigating complex challenges

BY BILL CLINTON

In his first 16 months as President, Joe Biden has done exactly what he said he would do if elected—help America overcome an unprecedented pandemic, rebuild a battered economy from the bottom up and middle out so that it works for all of us, and restore our standing in the world.

Under President Biden, Americans have received more than 575 million COVID-19 vaccine doses, schools and businesses have safely reopened, and life is returning to normal. The economy has created 8.3 million jobs—a record at this point in any presidency—and unemployment has been nearly cut in half. Five million more people have gained health insurance. A historic bipartisan infrastructure law will improve our roads and bridges, bring clean water to more communities, and expand affordable broadband. This work will create even more good-paying jobs and improve our competitiveness for years to come.

On the global stage, President Biden has unified our democratic allies across Europe and around the world to isolate Russia and provide military and humanitarian assistance to the brave people of Ukraine, while restoring U.S. leadership on key issues including climate change, democracy, and human rights.

We still face stern tasks, including taming inflation without causing a recession, and combatting violent crime. The usual sound bites and answers that dominate the news won't help. But a get-the-job-done leader who cares more about the people than the polls, more about winning the future than rewriting history, will. That's who Joe Biden is. And why I'm glad he's on the job.

Clinton is the founder of the Clinton Foundation and the 42nd President of the United States

Gabriel Boric

Progressive President

BY JOSEPH STIGLITZ

On March 11, 2022, 36-year-old Gabriel Boric became Chile's youngest-ever President, with more votes cast for him than any other President in the country's history. The former student leader's win represented a changing of the guard, but more importantly it marked a change in direction for Chile's economy, and possibly the world's.

The night Boric won the primaries, he promised, "If Chile was the birthplace of neoliberalism, it will also be its grave!" and that has become the rallying cry for those around the world looking for an alternative to the right-wing economic policies of the past five decades. Boric's approach combines fiscal responsibility with a more competitive economy, better social protections and working conditions, social equality and inclusion, and protecting the environment.

With a divided polity and the hard work under way of creating a new constitution, Boric will need all the skills he has already demonstrated—listening and communicating, empathy, and a deep understanding of Chilean history and culture. He is making Chile the social, economic, and political laboratory of the world once again.

Stiglitz is a Nobel Prize–winning economist and a professor at Columbia University

Ursula von der Leyen

At Europe's helm

BY JENS STOLTENBERG

Ursula von der Leyen gets things done—efficiently and calmly. In turbulent times, these skills are essential. She is a true Atlanticist—a German who was born and raised in Belgium, educated in the U.K. and Germany, and lived in the U.S. Her steady hand and cool head helped keep the transatlantic bond strong through challenging years when she was the Defense Minister of Germany. Her support was key as we strengthened NATO following Russia's illegal annexation of Crimea in 2014.

She continues to get things done at the European Commission. The pandemic recovery plan, the European Green Deal on climate change, the strong E.U. sanctions against Russia, and support for Ukraine all testify to this. And her leadership has helped raise the partnership between NATO and the E.U. to unprecedented levels.

It is always enlightening to speak to Ursula, not just about the latest crisis, but also issues like parental leave and child benefits, which are close to our hearts. I know she will continue to get things done—for a better world.

Stoltenberg is the secretary-general of NATO

Ron DeSantis

Florida's firebrand

BY JEB BUSH

During the pandemic, most people stayed home, and those who didn't probably moved to Florida. Despite relentless criticism, Governor Ron DeSantis kept schools open, ensured Florida's economy remained open for business, and allowed individuals to determine their own risk tolerance. His approach works. It's one that has allowed Florida to emerge from the pandemic as a national model of personal freedom, economic growth, environmental protection, and education excellence. Florida continues to see record population growth, unemployment remains below the national average, the private sector is growing, and Florida remains a national leader in school choice. On top of that, DeSantis has demonstrated his environmental credentials with major investments to restore America's Everglades, preserve and expand wildlife corridors, and protect Florida's precious waterways.

While the Beltway crowd may not like his style, it's his record that will become his legacy.

Bush was the 43rd governor of Florida

Vladimir Putin

Dangerous autocrat

BY ALEXEI NAVALNY

Perhaps Vladimir Putin's true mission is to teach lessons. To everyone—from world leaders and pundits to ordinary people. He has been especially good at this in 2022.

He reminded us once again that a path that begins with "just a little election rigging" always ends with a dictatorship. And dictatorship always leads to war. It's a lesson we shouldn't have forgotten.

World leaders have hypocritically talked for years about a "pragmatic approach" and the benefits of international trade. In so doing, they enabled themselves to benefit from Russian oil and gas while Putin's grip on power grew stronger. Between sanctions and military and economic aid, this war will cost hundreds of times more than those lucrative oil and gas contracts, the signing of which used to be celebrated with champagne.

Putin has reminded us all of the "duck test": if something looks like a duck, swims like a duck, and quacks like a duck, then it probably is a duck.

The very same logic should be applied in this case: if someone destroys the independent media, organizes political assassinations, and sticks to his imperial delusions, then he is a madman capable of causing a bloodbath in the center of Europe in the 21st century. And you really shouldn't embrace him at international forums.

Right now, Putin is also teaching a lesson on how to nullify economic gains made by one's country over the course of 20 years.

However, the answer to the main question he poses—how to stop an evil madman with an army, nuclear weapons, and membership in the U.N. Security Council—is yet to be answered. And we are the ones who must find that answer.

Navalny, the leader of the Russian opposition, is serving nine years in a maximum-security penal colony

VON DER LEYEN: MONEY SHARMA—AFP/GETTY IMAGES; DESANTIS: JABIN BOTSFORD—THE WASHINGTON POST/GETTY IMAGES; PUTIN: ALEXANDER NEMENOV—AFP/GETTY IMAGES; SINEMA SOURCE PHOTO: BONNIE CASH—POOL/GETTY IMAGES

Kyrsten Sinema

Steadfast negotiator

BY LISA MURKOWSKI

Kyrsten Sinema is a champion in the U.S. Senate—and one of the primary reasons that America's infrastructure is finally being upgraded.

I've worked alongside her on a number of initiatives, but none of them highlight her style and impact more than last year's Infrastructure Investment and Jobs Act. Kyrsten was a leader throughout, pushing for commonsense, bipartisan solutions that will benefit Arizonans, Alaskans, and all Americans.

She's original, determined, and incredibly smart. But it is her fearless approach to legislating that makes her a force to be reckoned with. Kyrsten understands the importance of consensus, and looks beyond the partisan labels to form genuine relationships based on trust and collaboration.

She is keenly focused on outcomes with a view toward the greater good, not for personal or political gain. It's an honor to serve with her and call her my friend.

Murkowski, a Republican, is a U.S. Senator for Alaska

Letitia James

Enforcing the law

BY CHARLOTTE ALTER

As the first Black woman to serve as New York State's attorney general—one of the most powerful law-enforcement positions in the country—Letitia James has used her position to take down powerful men and pursue nationwide causes. Her investigation into the state's handling of COVID-19 deaths at nursing homes damaged Governor Andrew Cuomo's reputation, and her office's investigation into the sexual harassment claims against the governor led to his resignation in August 2021. Her investigation into former President Donald Trump's business dealings has been one of the most aggressive so far, resulting in a New York State judge briefly holding the former President in contempt of court as the state seeks documents relating to possible fraud at his organization. And she's using her position as New York's top law-enforcement officer to wield power on national issues, from protecting women from other states who seek an abortion in New York to investigating the role of social media companies in spreading online hate.

Alter is a TIME senior correspondent

Yoon Suk-yeol

Shifting gears

BY AMY GUNIA

Tensions are high on the Korean Peninsula, as U.S. officials say there are concerns that North Korea may be preparing to resume nuclear testing. South Korea's new President, Yoon Suk-yeol, a former prosecutor with little foreign policy experience, is determined to take on the challenge.

On the campaign trail, Yoon, of the conservative People Power Party, called for a tougher stance in relation to his country's northern neighbor, compared with that of his predecessor, who had pushed for greater engagement with North Korea. In his May 10 inauguration address, Yoon offered an "audacious plan" to strengthen North Korea's economy in exchange for complete denuclearization. It's a deal that analysts say Kim Jong Un is unlikely to accept.

The 61-year-old Yoon has also said that he wants to align with the U.S.—South Korea's most important military ally—more closely. This will likely create friction with China, its largest trading partner.

But if Yoon has big aims internationally, he will also need to prove himself at home. The populist leader promises to heal economic and political divides, something that will be necessary after a campaign in which he inflamed divisions by weaponizing antifeminist rhetoric to gain support. Not everyone is confident in his abilities. A poll released in early April by Gallup Korea found that only 55% of respondents expect Yoon, who won by a razor-thin margin, to do a good job in office.

Gunia is a TIME staff writer

JAMES: ERICA LANSNER—REDUX; YOON SOURCE PHOTO: JAMES LEE—XINHUA/GETTY IMAGES

Olaf Scholz

Steady hand

BY MAGDALENA ANDERSSON

Olaf Scholz puts ordinary people at the center of all political decisionmaking. I have known this for many years, having met with him frequently in the European Union's Economic and Financial Affairs Council while we were both Finance Ministers. Recently elected as the Chancellor of Germany, Olaf never hesitates to make tough decisions when necessary but always considers how people will be affected, immediately and in the long term. He is pragmatic, reliable, and solid, as well as a man of clear goals, who always stays focused on how to transform them into results. To me, this is the ideal recipe for a politician and a great inspiration.

We've been in tough negotiations in the Ecofin Council on several occasions. Olaf, while staying true to his own objectives, was always the one who could see the working compromise ahead. He was also the one to get us there, using his breadth of knowledge and respect for all parties.

In these troubled times, I am truly grateful to have Olaf as my German counterpart. His steady leadership is important both for the people of Germany and for the rest of Europe.

Andersson is the Prime Minister of Sweden

PHOTOGRAPH BY MARK PECKMEZIAN FOR TIME

Samia Suluhu Hassan

Opening doors

BY ELLEN JOHNSON SIRLEAF

President Samia Suluhu Hassan took office in March 2021, and her leadership has been a tonic. That year has made a big difference to Tanzania. A door has opened for dialogue between political rivals, steps have been taken to rebuild trust in the democratic system, efforts have been made to increase press freedom, and women and girls have a new role model.

In September 2021, just a few months into her presidency, Suluhu Hassan delivered a landmark speech as only the fifth African woman leader ever to address the U.N. General Assembly. She stood on the spot where I stood 15 years before as the first democratically elected woman President in Africa.

"As the first female President in the history of my country," she said, "the burden of expectation to deliver gender equality is heavier on my shoulders."

As she spoke these powerful words, I couldn't help but think how strong the shoulders of women leaders are and how much they can make a difference.

Sirleaf is the former President of Liberia and a Nobel Peace Prize winner

Xi Jinping

Consolidating power

BY JEFFREY WASSERSTROM

Xi Jinping has had a profound impact domestically and globally since ascending to power as Communist Party General Secretary in 2012, soon after which he became President and since has developed the biggest Chinese personality cult since Mao's.

The easiest way to describe this impact used to be by listing things he did, from launching the Belt and Road Initiative—a massive infrastructure investment strategy to expand China's influence globally—to starting a crackdown on corruption and ratcheting up one on civil society with the secondary goal of eliminating political rivals. He also did away with a constitutional provision aimed at preventing rulers for life and, after a cover-up of a new virus's spread caused global harm, implemented a zero-COVID policy that succeeded in minimizing the disease's domestic spread but has locked millions in their homes.

To assess Xi's particular impact in 2022, however, it's worth highlighting four things he has not done but might have: reconsidered the zero-COVID strategy that has been criticized by the World Health Organization chief as "not sustainable"; reversed course on Xinjiang, the site of horrific human-rights abuses; distanced himself from a warmongering Vladimir Putin; and, of course, named a successor.

Wasserstrom is the Chancellor's Professor of History at UC Irvine and author of The Oxford History of Modern China

HASSAN: ELIZABETH FRANTZ—REUTERS; XI: JIMMY BEUNARDEAU—REDUX/HANS LUCAS; MCCARTHY: CHRISTOPHER LEE FOR TIME; ABIY: PETTERIK WIGGERS—PANOS PICTURES/REDUX

Kevin McCarthy

Guiding the congressional GOP

BY PHILIP ELLIOTT

As the leader of the House Republicans and perhaps the chamber's next Speaker, Kevin McCarthy has among the most impossible jobs in Washington: guiding his party to this fall's midterm elections while also navigating former President Donald Trump's near total hold on the GOP.

That's not to say his critics don't have valid fodder, starting with McCarthy's complete climbdown from initially suggesting Trump resign in the wake of a failed insurrection and his subsequent supplication to the former President that continues to this day. But McCarthy's fealty to Trump reflects the broader attitude inside the current Republican Party. As such, McCarthy is the former President's most powerful proxy.

Leading a political minority is seldom an invitation to make meaningful contributions, but driving it back to a majority typically opens plenty of opportunities. Republicans may soon be back with gavels and asking themselves if McCarthy is the best choice to run the House for the final two years of Joe Biden's first term.

Elliott is a TIME senior Washington correspondent

Abiy Ahmed

Deepening conflict

BY ARYN BAKER

In 2019, the Nobel Committee awarded the Peace Prize to Ethiopia's new Prime Minister Abiy Ahmed for his efforts to end his country's decades-long conflict with neighboring Eritrea. Abiy's peace treaty with Eritrean dictator Isaias Afwerki inspired hopes for a transformed region, but also planted the seeds for an Ethiopian civil war. In November 2020, Abiy, with Afwerki's support, launched a military campaign against their shared enemy: leaders of the rebellious northern Tigray region that borders Eritrea.

The civil war, now in its 19th month, has become a byword for atrocities against Tigrayans: Abiy's forces have been accused of massacres, sexual assault, and ethnic cleansing. Famine looms with millions impacted. In March, he declared a truce to allow humanitarian access to the region, which had been blocked for months. But like a previous "humanitarian truce" in June 2021, it appears to be largely strategic, and little real aid has arrived. Abiy has started calling Tigrayan rebels "weeds" in a rise in hate speech. African civil-society groups are now pleading with the U.N. to act, lest Ethiopia devolve into ethnic cleansing reminiscent of Rwanda. In January, the Norwegian Nobel Committee in a rare move criticized Abiy, noting he has "a special responsibility to end the conflict and contribute to peace."

Baker is a TIME senior correspondent

Lynn Fitch

Arguing to overturn

BY ABIGAIL ABRAMS

What makes a country committed to gender equality and the empowerment of women? Universal access to sexual and reproductive health care is key, according to the U.N. But to Mississippi attorney general Lynn Fitch, banning abortion is the way to empower women.

For 49 years, anti-abortion activists in the U.S. have fought a careful battle to overturn *Roe v. Wade*, the 1973 case that established the right to abortion. Now, as nearly 60 other countries have liberalized their abortion laws in the past 25 years, the U.S. is poised to roll back that right.

Fitch is leading the final charge. As her state's top lawyer, she argued that the Supreme Court should overturn *Roe* because it was "egregiously wrong," and because societal advances mean women no longer needed abortions. A leaked draft of a Supreme Court opinion overruling *Roe* set off a national furor in May, and the final decision is sure to further inflame the debate. The outcome of her case will have ripple effects not just for women in every state—some of which plan to outright ban abortion if *Roe* is overturned—but across every aspect of American society.

Abrams is a TIME staff writer

Sun Chunlan

Decisionmaker

BY CHARLIE CAMPBELL

Mao Zedong might have declared that "women hold up half the sky," but in truth the People's Republic is ruled by an entrenched patriarchy. Only eight women have risen to China's powerful Politburo of the Chinese Communist Party, and three of them were wives of founding cadres, including Mao's.

Sun Chunlan had no such elite connections. China's only current female Vice Premier and Politburo member climbed the party ziggurat from working on a watch-factory floor to lead the freewheeling coastal province of Fujian and later the port city of Tianjin. Today, the 71-year-old is the nation's top official overseeing COVID-19 pandemic control, demonstrating the tremendous faith shown in her by strongman President Xi Jinping at a critical point, with outbreaks in a number of major cities.

When COVID-19 first exploded in Wuhan in February 2020, Sun spent three months toiling in the stricken city at great personal risk. Since the Omicron variant emerged, Sun has been pivotal to maintaining China's "dynamic zero-COVID policy" through strict testing and isolation protocols. That policy has come under sharp criticism as Shanghai, China's largest city, with 26 million people, remains under harsh lockdown. But Sun is staunchly upholding Xi's diktat. She may not have destroyed China's glass ceiling, but Sun is both reformers' best hope and their strongest argument.

Campbell is a TIME correspondent

Khurram Parvez

Warrior for justice

BY RANA AYYUB

Khurram Parvez, who serves as chairperson of the Asian Federation Against Involuntary Disappearances, was arrested in November of last year. He had to be silenced, for his was a voice that resounded around the globe for his fierce fight against human-rights violations and injustices in the Kashmir region. The arrest came almost a year after India revoked the special status given to Kashmir and detained hundreds who protested in the streets. It was not the first time that Parvez was forcibly silenced. The attacks against him speak volumes of the truth he represents at a time when the world's largest democracy is being called out for its persecution of the more than 200 million Indian Muslims.

The soft-spoken Khurram is almost a modern-day David who gave a voice to families that lost their children to enforced disappearances, allegedly by the Indian state. Khurram is the story and the storyteller of the insurgency and the betrayal of the people of Kashmir.

Ayyub is a journalist

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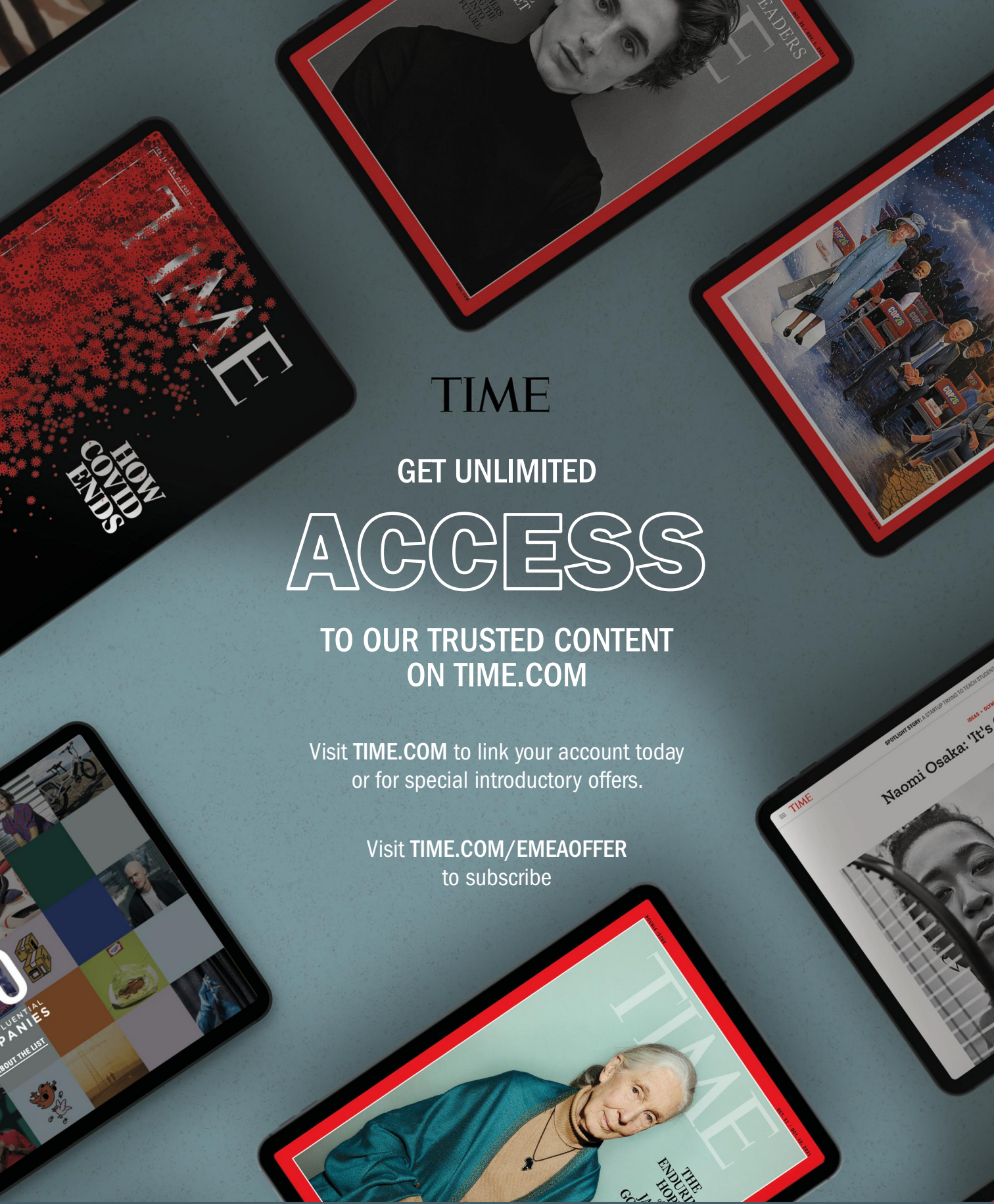

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DAVID VÉLEZ

TIMNIT GEBRU

BELA BAJARIA

DEMNA

▶ ZENDAYA, PHOTOGRAPHED BY CAMILA FALQUEZ FOR TIME IN NEW YORK CITY, ON APRIL 20

Zendaya

Shining star

BY DENIS VILLENEUVE

To me, Zendaya is a thousand years old. She has already lived many lives before this one. And yet, she is as young as springtime. By some inextricable paradox, she also gives the impression of having been born sometime far into the future. She is timeless, and she can do it all.

In just the past year or so, Zendaya has radiated like a shooting star captured on celluloid in Sam Levinson's *Malcolm & Marie*. She emotionally exploded as her teenage years disintegrated in Levinson's cultural phenomenon *Euphoria*. She shone in *Spider-Man: No Way Home*, a movie that dominated the box office in a year when she became the muse of extremes.

But Zendaya is much more than that. She is an autonomous creative force herself. A cultural icon in the making. A person driven by pure inspiration, empathy, and respect for her craft, who uses authenticity as a new superpower. She seems fearless, her roots run deep, and I love that she still laughs like a kid. Zendaya is the future. And there is nothing more comforting to me. This is only the beginning.

Villeneuve is a director, most recently of Dune

WAITITI; AUGUST; WARDLE SOURCE PHOTO: HAN MINU

Taika Waititi

Hollywood maverick

BY SACHA BARON COHEN

You can tell that a film was made by Taika Waititi the same way you can tell a piece was painted by Picasso. Not in that he doesn't know where on the face the eyes go, but in how he expresses his unique voice. The first work of Taika's I saw was the 2014 mockumentary *What We Do in the Shadows*—a movie that could have been a disaster, but was amazing. It was brilliantly comic yet somehow made me care passionately about the fate of a bunch of murderous vampires. So I set about trying to meet Taika and convince him to work with me, which he obviously refused to do.

Now, having watched all his work, from *Hunt for the Wilderpeople* to *Reservation Dogs,* I'm really bitter. Taika has won an Oscar and made successful, hilarious, heartfelt movies. Yet he always brings to his work a light touch. He tells stories that are utterly watchable, even when they're sad, or satirical. And they are always funny.

He represents the best of the bygone era of wild, rock-star Hollywood types, mixed with the brilliance of a top auteur … Actually, sorry, but this guy's really starting to piss me off. Mr. "I'm a bloody genius but I'm still fun." Can someone else write this piece?

Baron Cohen is an Oscar-nominated actor and screenwriter

Josh Wardle

Great gamer

BY QUESTLOVE

Wardle is the creator of the five-letter-word online game Wordle.

Today.
Alarm.
Arise.
Teeth: brush, floss.
Grabs phone.
Loads. Rules clear.
Legit words, slang taboo.
Ready? Ready.
Plays.
Picks usual first guess.
Sonar? Cable? Novel? Stare?
Ashen block after ashen block.
Lucky!
Clues. Hints.
Tries again.
Fifth space, amber (maybe lemon?).
Right vowel, wrong place.
Tries again.
Three right!
First, green. Third, green. Fifth, amber (maybe lemon).
Brain stirs.
Words. Order. Usage.
Logic.
Tries again. Worse.
Feels faint. Think!
Needs quiet.
Fight doubt.
Avoid doing badly.
Tries again.
Wrong!
Shock, truly.
Stuck.
Brain blank.
Sharp panic.
Takes pulse.
Keeps faith.
Brain spark: vowel twice?
Final guess.
Every fiber tense.
Waits.
First block flips.
Green.
Green, green, green, green!
Bliss!
Alive again!
Prize: pride.
Inner peace.
Waits.
Night, alarm, teeth, phone, newly blank board.
First guess again.
Final point: minor thing, major magic.
Daily light among bleak times.
Happy place.
Hence, folks thank JoshW ardle.

Questlove is a Grammy- and Oscar-winning musical artist and director

PHOTOGRAPH BY PETER YANG

Michelle Zauner

Transcendent artist

BY BOWEN YANG

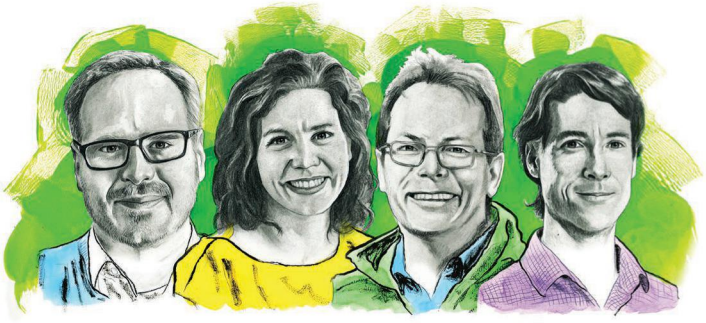
Michelle Zauner is my favorite kind of artist. She's one of those musicians, writers, vocalists, and cooks who has the ability to meld all her media into perfect concert with one another. To read about her cooking is to be reminded of her albums. To learn about her mother's life is to flash back to the dazzling visuals in her music videos.

Speaking of her videos, my first exposure to Michelle was seeing her dressed in a Korean hanbok, shredding guitar while sitting on an 18-wheeler. I immediately knew I would be obsessed with this person. Her recent output has been just as thrilling and affecting. *Crying in H Mart* is a memoir I will never forget, and the Japanese Breakfast record *Jubilee* captures joy in its true, ephemeral spirit. Like all her work, they are beautiful conduits for empathy.

This is what makes Michelle so incredible to me and many others. While she intertwines the threads of her art into perfect plaits, she lets us find something in our own lives, a new strand with which to adorn ourselves. It doesn't get better than that. Everybody wants to love her.

Yang is an Emmy-nominated actor and writer

PHOTOGRAPH BY PETER ASH LEE



Michael Schatz, Karen Miga, Evan Eichler & Adam Phillippy

Decoding the human genome

BY JENNIFER DOUDNA

Ever since the draft of the human genome became available in 2001, there has been a nagging question about the genome's "dark matter"—the parts of the map that were missed the first time through, and what they contained. Now, thanks to Michael Schatz, Karen Miga, Evan Eichler, Adam Phillippy, and the entire Telomere-to-Telomere Consortium (T2T) of scientists that they led, we can see the full map of the human genomic landscape—and there's much to explore.

In the scientific community, there wasn't a consensus that mapping these missing parts was necessary. Some in the field felt there was already plenty to do using the data in hand. In addition, overcoming the technical challenges to getting the missing information wasn't possible until recently. But the more we learn about the genome, the more we understand that every piece of the puzzle is meaningful.

I admire the T2T group's willingness to grapple with the technical demands of this project and their persistence in expanding the genome map into uncharted territory. The complete human genome sequence is an invaluable resource that may provide new insights into the origin of diseases and how we can treat them. It also offers the most complete look yet at the genetic script underlying the very nature of who we are as human beings.

Doudna is a biochemist and winner of the 2020 Nobel Prize in Chemistry

Mike Cannon-Brookes

Investing in a greener future

BY AL GORE

Australia is a country with abundant sunshine. In fact, it has one of the highest levels of solar-power potential of any country in the world. Yet it is also one of the slowest to move away from coal.

Mike Cannon-Brookes is working to change that. He is one of the visionaries and major backers (along with his fellow Australian green-business champion Andrew Forrest) behind a groundbreaking project that will allow Australia to not only harness its potential for solar power, but also export it. A 2,600-mile undersea cable (approximately the length of a cross-country drive from Boston to Phoenix) will connect a massive new solar farm and energy-storage site in northern Australia to Singapore, producing around-the-clock power.

And he's not stopping there. When one of the country's biggest energy utilities announced plans that would enable its coal plants to continue spewing greenhouse-gas pollution for another two decades, Cannon-Brookes put his financial firepower behind efforts to move the utility away from coal and toward clean energy.

Cannon-Brookes' innovative investments and vocal advocacy for decarbonizing the private sector are redefining the role of climate activism in business and investment.

Gore is a former Vice President of the United States, and founder and chairman of the Climate Reality Project

ZAUNER: ART PARTNER LICENSING; SCHATZ SOURCE PHOTO: WILL KIRK—JOHNS HOPKINS UNIVERSITY; MIGA SOURCE PHOTO: NICK GONZALES—UC SANTA CRUZ; EICHLER SOURCE PHOTO: PATRICK KEHOE; PHILLIPPY SOURCE PHOTO: NATIONAL HUMAN GENOME RESEARCH INSTITUTE; CANNON-BROOKES: RENEE NOWYTARGER—THE SYDNEY MORNING HERALD/GETTY IMAGES

Miranda Lambert

Authentic voice

BY ELLE KING

Not a lot of people will take your hand, nudge you right into the spotlight, and share it with you—especially if they've already spent decades as one of country music's most acclaimed performers and songwriters. But that's exactly what Miranda Lambert did in 2019, when she asked me to be a part of her Roadside Bars & Pink Guitars Tour, during which she brought along a new generation of artists to share her stage. It was Miranda's idea to bring us all together—she wanted powerful female voices to front the whole thing. That's her vibe: she's all about making everybody feel welcome. And there is not one inauthentic hair on her head.

Of course, in this industry, you've got to have good music. And Miranda is a true country queen. Her shows are incredible; from start to finish, she gives it her absolute all. It was an honor to collaborate with her on our duet last year, which broke decades-long country records.

But the reason that I like Miranda so much is because she is one of the absolute funniest people I've ever met. When she and I get together, we don't lose our voices because we're singing or because we're drinking. It's because we laugh the whole time.

King is a Grammy-nominated singer-songwriter

Sevgil Musaieva

Keeping Ukraine informed

BY AMIE FERRIS-ROTMAN

In the bloodiest war in Europe this century, Ukraine is fighting for its future and the right to exist. Sevgil Musaieva, the editor in chief of top independent news site Ukrayinska Pravda, ensures that her outlet covers every aspect of the conflict.

Meaning "Ukrainian truth," Ukrayinska Pravda reaches up to 4 million people with its journalism each day, making it an essential source of information on the war for both those in Ukraine and those following the news from abroad. Under Musaieva's leadership, UP journalists have reported on everything from Russian war crimes to Ukrainian civilian heroes, as well as published exclusive lists of oligarchs' yachts and planes. UP provides a window into the war for people in Russia, where the site is banned. In the war's first weeks, subscribers to its Russian-language Telegram channel nearly tripled. Their work is relentless, and Musaieva is often in tears. "I feel like a hotline," Musaieva tells TIME from Kyiv. Over 100 messages fill her inbox each day with tips and pleas for help. Having grown up in Crimea, a region now occupied by Russia, Musaieva is hyperaware of the power her team wields by documenting the truth: "One day Ukraine will be free."

Ferris-Rotman is a journalist who covers the war in Ukraine

LAMBERT: ROBERT ASCROFT; MUSAIEVA SOURCE PHOTO: VLADIMIR SINDEYEVE—NURPHOTO/GETTY IMAGES

Derrick Palmer & Chris Smalls

Organizing against a Goliath

BY BERNIE SANDERS

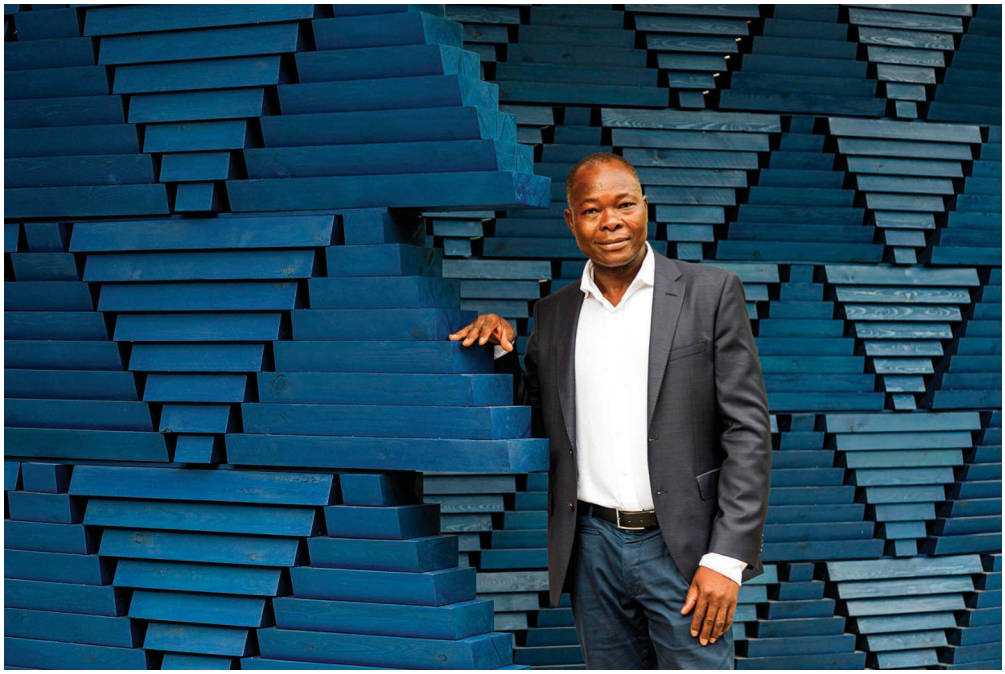
At a time of extreme and growing income and wealth inequality, the working class of this country is courageously fighting back and telling billionaires and the most powerful corporations on the planet that they cannot have it all.

There's no greater example of the growing grassroots movement for economic justice on the job than the creation of the Amazon Labor Union, led by Christian Smalls and Derrick Palmer. Despite having very few financial resources as an independent union—and facing intense union-busting tactics that the National Labor Relations Board has deemed illegal—they rallied workers to defeat one of the largest corporations in America.

What they did is nothing short of historic. It sends a powerful message to the working class of this country that now is the time to stand up to corporate greed and demand better wages, benefits, and working conditions. The Amazon Labor Union's victory on Staten Island could well be the beginning of a resurgent and powerful trade-union movement in this country which will improve life for all working Americans. Thank you, Christian and Derrick.

Sanders, an independent, is a U.S. Senator for Vermont

PHOTOGRAPH BY TERRANCE PURDY JR. FOR TIME



Francis Kéré

Building a legacy

BY DAVID ADJAYE

Francis Kéré brings to the world a different kind of contemporary African architecture. The 2022 Pritzker Prize winner has built a career out of making places that exist on the periphery—places that have a transformative impact on the way in which communities and societies see and serve themselves. He is a trailblazer for his long-standing commitment to formalizing space for both social and environmental good, and in this sense his legacy lives not just in his built work but also in his general practice and methodological spirit. This is manifest not only in Kéré's completed buildings—such as a Burkina Faso–based health center that boasts roofs designed to collect needed rainwater—but in the integrity of his process, which is predicated on knowledge building and knowledge sharing as he works with local communities to inform his creations. His recognition is fully and rightfully deserved.

Adjaye is an architect

David Vélez

Expanding financial access

BY IVÁN DUQUE

Many leaders aspire to make the planet a better place. David Vélez, a 40-year-old entrepreneur and philanthropist from Medellín, Colombia, has done it.

As CEO and co-creator of Nubank, the biggest digital bank platform in the world and one of the most valuable Latin American financial companies, Vélez empowered more than 54 million people in Latin America by granting them access to banking and all its benefits—a system that was previously unreachable for many. Today, Nubank has provided more than 5.1 million customers with their first credit cards or bank accounts.

Nubank's successful entrance to the New York Stock Exchange in 2021 was evidence that Vélez's pioneering idea to focus on access is transforming the global financial industry. Colombia is betting on supporting digital transformation, innovative ideas, and talent as the key to development. The unicorn company is now leading a new generation of Colombians who are dreaming big. David Vélez challenged the status quo, and today the world recognizes his work.

Duque is the President of Colombia

KÉRÉ: BETTINA STRENSKE—ALAMY; VÉLEZ: AMANDA PEROBELLI—REUTERS; GEBRU: AUGUST

PHOTOGRAPH BY DJENEBA ADUAYOM

Timnit Gebru

Holding Big Tech to account

BY SAFIYA NOBLE

It takes courage to speak truth to the most powerful technology companies in the world. Timnit Gebru is a truth teller.

Gebru was the most senior Black woman to lead a team of AI ethicists at Google, hired to find issues and improve the technology. She was ultimately fired after co-authoring a paper that did just that; it exposed racial discrimination and environmental harm in large-scale artificial intelligence systems at the company. Her ousting sparked protests by scholars and Google employees around the world.

Gebru is one of the world's leading researchers helping us understand the limits of artificial intelligence in products like facial-recognition software, which fails to recognize women of color, especially Black women. Her work shines a light on racial disparities in the tech industry, from worker mistreatment to discriminatory product design.

She now leads the Distributed AI Research Institute (DAIR) and is a fierce voice of clarity about both the limits and the possibilities of AI, warning us about what can go wrong when power goes unchecked in the tech industry. She offers us hope for justice-oriented technology design, which we need now more than ever.

Noble is a director of the UCLA Center for Critical Internet Inquiry and author of Algorithms of Oppression: How Search Engines Reinforce Racism

Bela Bajaria

Hitmaker

BY MINDY KALING

You know those people who just make things happen? The ones that hear no, or are told, "It's not going to work out," and take that as simply a matter of opinion, and not as fact? That's Bela Bajaria. Her career is full of gambles that have materialized into huge successes. This is a risky path that we—as women of color in entertainment—are not always encouraged to take.

Bela is helping create the future of television. The shows she has shepherded have become global phenomenons, bridging people and cultures by reminding us that, at the end of the day, we all love sex *(Bridgerton)*, love *(Indian Matchmaking)*, and sometimes, yes, murder competitions *(Squid Game)*. She is opening doors for women and people of color by supporting them and giving them a platform to make hits. My show, *Never Have I Ever*, a coming-of-age comedy about an Indian American teen, was seen by 40 million people when it debuted on Netflix. It was Bela's idea to make that show! I worried it would be too specific and niche to have wide appeal. Bela had the foresight to see that there is no "niche" anymore—there's just good, relatable storytelling, which is always universal.

Kaling is an actor and an Emmy-nominated producer and writer

Demna

Cutting-edge designer

BY ALEXA DEMIE

Scrolling through images of the Balenciaga couture collection designed by Demna, my heart jumped, then opened. It was the same way I felt when I paged through my mother's fashion magazines as a little girl. I could feel the care and respect he had for the heritage and history of Balenciaga, and for Cristóbal, the man who created the eponymous brand. Demna's execution felt at once timeless and new.

Less than a year later, I had the pleasure of wearing three custom Balenciaga looks for the premiere of my show *Euphoria*. I got to feel how delicately intricate yet comfortable each piece was; I felt powerful and free. His silhouettes, whether baggy or tight, seem to fit the body in all the right places. The duality that Demna presents not only reflects the times, but forges ahead into the future. His intention behind the brand feels deeper than selling a product, and that is why the Balenciaga effect is being felt all over the world.

Demie is an actor

BAJARIA: PETER YANG—AUGUST; DEMNA SOURCE PHOTO: TAYLOR HILL—FILMMAGIC/GETTY IMAGES

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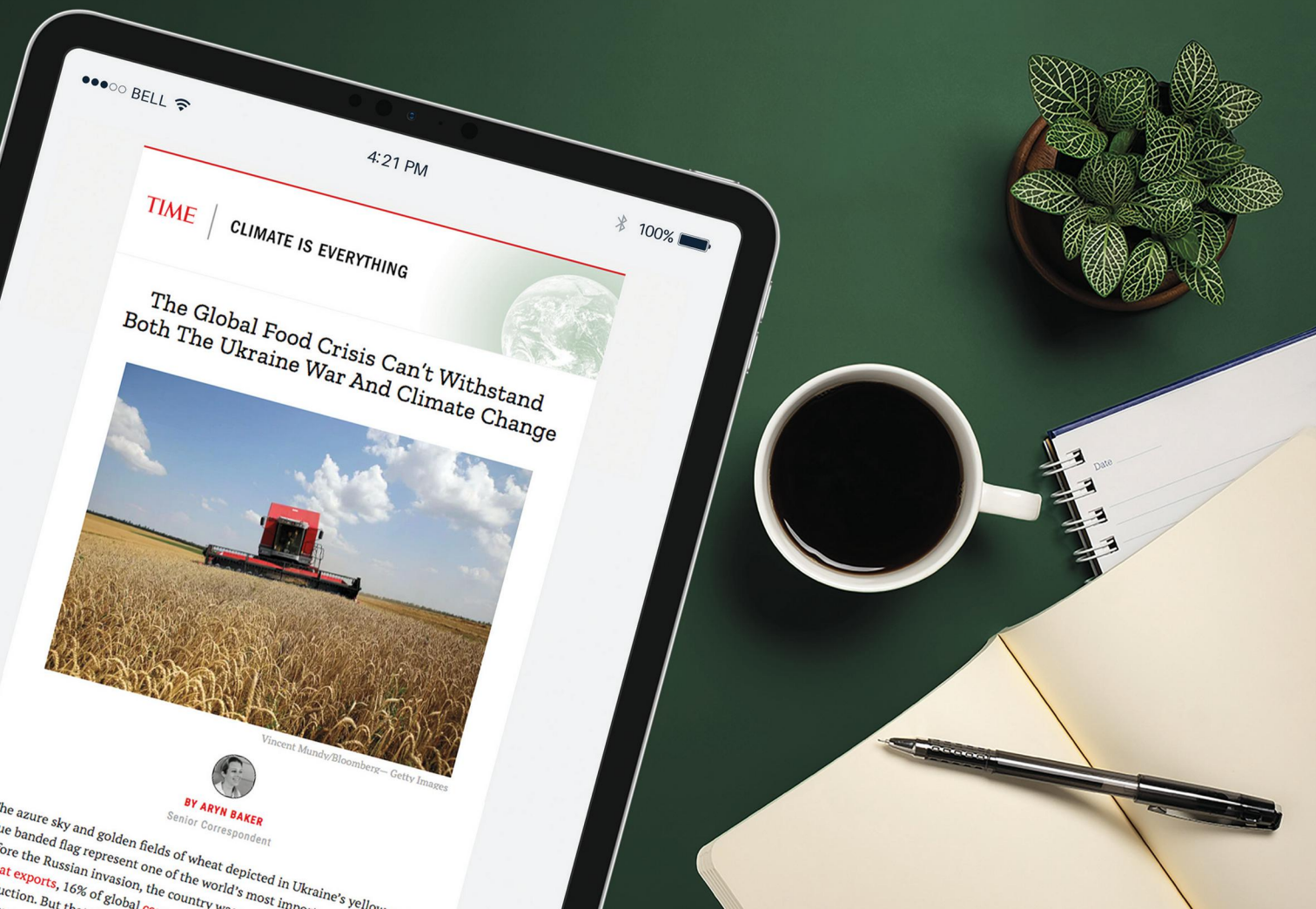


TIM COOK

MICHELLE YEOH

CHRISTINE LAGARDE

ANDY JASSY

SALLY ROONEY

Titans

GAUTAM ADANI

ELIZABETH ALEXANDER

MEGAN RAPINOE

BECKY SAUERBRUNN

ALEX MORGAN

SAM BANKMAN-FRIED

OPRAH WINFREY

DAVID ZASLAV

HWANG DONG-HYUK

KRIS JENNER

▶ TIM COOK, PHOTOGRAPHED BY GEORDIE WOOD FOR TIME IN CUPERTINO, CALIF., ON MAY 2

Tim Cook

Evolving Apple

BY LAURENE POWELL JOBS

Apple is Tim Cook's life's work, and in this work, Tim displays mastery. Tim has demonstrated more range in his leadership of one of the world's largest companies than any contemporary CEO. Since Apple's products and policies affect the very character of contemporary life, Tim's job demands not only business wisdom but also philosophical wisdom. The intense pressure of setting and executing Apple's progression with deep precision, and of taking responsibility for the company's effects on society, is almost unimaginable. Yet Tim does it with compassion and discipline, turning to nature to replenish his spirit. In the summer he can be found hiking in our national parks, buoyed by the majesty of the mountains.

After more than a decade at the helm, Tim has carved out a place as not only one of the world's most admired CEOs but an exemplar of moral leadership, technological imagination, environmental stewardship, and humanitarianism. To paraphrase a famous speech by Theodore Roosevelt: Tim strives valiantly, dares greatly, and spends himself in a grand cause.

Powell Jobs is the founder and president of Emerson Collective

YEOH: TRUNK ARCHIVE; LAGARDE: SERGE PICARD—AGENCE VU/REDUX

PHOTOGRAPH BY JINGNA ZHANG

Michelle Yeoh

Legendary performer

BY KEVIN KWAN

She achieves the impossible again and again. Simply put, that is what Michelle Yeoh has been doing for decades. An aristocratic Malaysian beauty becoming the queen of Hong Kong's male-dominated action cinema? Michelle Yeoh did it. Subverting stereotypes in a Bond movie and breaking into the global consciousness with an Oscar-winning kung fu epic? Michelle Yeoh did it. Leading the first Hollywood film with an all-Asian cast in 25 years to become the highest-grossing romantic comedy in over a decade? Yes, Michelle Yeoh did it. We all delighted in watching her turn a would-be villain into a sympathetic portrait of maternal strength and sacrifice in *Crazy Rich Asians*. And now, with *Everything Everywhere All at Once,* she truly blows our minds. Without vanity, without fuss, Michelle Yeoh astonishes us with her honesty, humor, and grace, and we realize we will never get enough of her achieving the impossible.

Kwan is an author, most recently of Sex and Vanity

Christine Lagarde

A force for stability

BY AYESHA JAVED

As a lawyer turned Cabinet minister turned International Monetary Fund chief, Christine Lagarde has taken a path to becoming president of the European Central Bank—a role previously dominated by male academic economists—that was not typical. Her approach to overseeing monetary policy for the euro zone has been equally unconventional. In the role, she has worked to ensure policymaking is more inclusive at many levels, bringing historically divided policymakers together on key issues like the ECB's strategy review and giving national central bankers more influence over policy. She has also overseen rising public trust levels in the 24-year-old institution, partly by bringing citizens into conversations many previously felt alienated from.

Now, with inflation at a record high in the euro zone, Lagarde faces one of her toughest challenges yet: stabilizing price rises amid a war in the Frankfurt-based central bank's backyard. And unlike her peers in the U.S., U.K., or Japan, Lagarde must marshal consensus among policymakers from 19 countries to do so.

Javed is a TIME senior editor

Andy Jassy

Taking over

BY STEVE BALLMER

Moving computing into the cloud is one of the great functional transformations of technology in my lifetime. Andy Jassy, who led Amazon Web Services (AWS) since its inception in 2003, was a great leader in that transformation. With AWS, he built one of the world's most successful businesses.

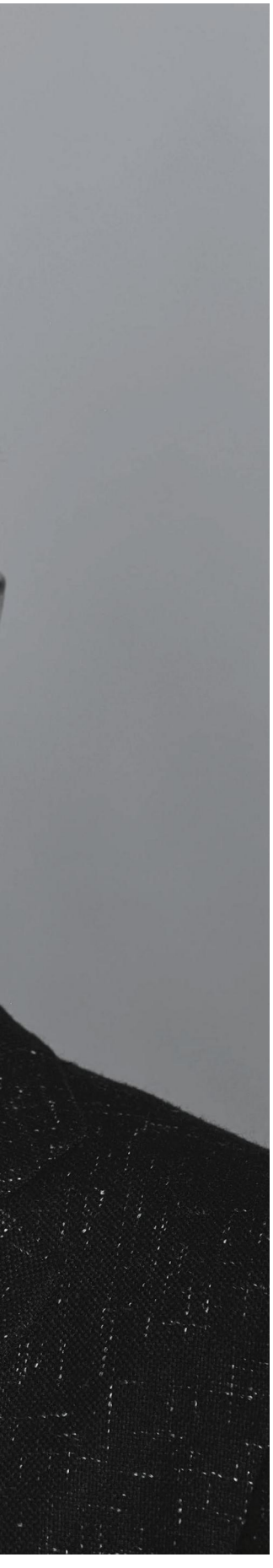
I've known Andy for 14 years, and have at different moments interacted with him as a competitor, a business partner, a supplier, a friend. I always come away impressed. Andy has incredible intellectual capacity and curiosity. He is completely invested in what he does.

There are similarities in our careers. I worked at Microsoft for years, and then took over for our founder Bill Gates. Andy spent decades at Amazon and then took over for Jeff Bezos as Amazon's CEO and president last year. These are not easy transitions, but I cannot imagine a stronger, more talented person to lead that transition than Andy. The passion he feels about Amazon's role in improving the environment and keeping its warehouse employees safe is inspiring. He will make amazing contributions.

Hats off to him for what he's done at Amazon over the last two decades and what he will accomplish going forward—even if I'm rooting for Microsoft when the two companies compete.

Ballmer, Microsoft's former CEO, is an investor and owner of the Los Angeles Clippers

PHOTOGRAPH BY MICHAEL FRIBERG FOR TIME



ROONEY: ELLIUS GRACE—THE NEW YORK TIMES/REDUX; ADANI SOURCE PHOTO: REBECCA CONWAY—THE NEW YORK TIMES/REDUX

Sally Rooney

Literary phenomenon

BY LENA DUNHAM

Several times in a generation, there is a writer who speaks such basic truths—in such skillful prose—that they become a signpost for all our needs and concerns, all our unanswered questions and anxious dreams. When she published *Conversations With Friends,* Sally Rooney became that person, and her second novel, *Normal People,* cemented her role as the minimalist examiner of modern romance. She is the rare writer to have coveted merch (I am the proud owner of a Sally Rooney bucket hat), her books are touted as fashionable trophies, and her work has given rise to a cottage industry of lusty fantasy.

But none of these things should dent the fact of her skill as a writer or the incisiveness of her critiques. It's an uncomfortable thing to be generationally anointed (something about which I have some knowledge), but Rooney has proven herself immune to the mounting pressures: *Beautiful World, Where Are You* goes meta, grappling with philosophical questions around success, the disconnection of the internet age, and the complexity of adult friendships. Her ability to swerve means she won't just be the hottest young novelist of the year—she will be a permanent fixture, not just as a hardback in the hands of appealing youth but as a critic in the collective conscience.

Dunham is an actor, author, director, and series creator

Gautam Adani

Business behemoth

BY DEBASISH ROY CHOWDHURY

When Narendra Modi flew into New Delhi after being elected Prime Minister in 2014, he raised a few eyebrows landing in a private jet emblazoned with the word *Adani,* the eponymous business group from his home state Gujarat. Founder Gautam Adani's career was about to take off.

Adani's once regional business now spans airports, private ports, solar and thermal power, and consumer goods. Adani Group is now a national behemoth in the world's sixth largest economy, though Adani stays out of the public eye, quietly building his empire.

Critics attribute his meteoric rise to his proximity to Modi, whose government is apparently following a policy of creating "national champions," like Adani, showering business enterprises with favors to help them become global leaders. Like many countries that have in the past created global conglomerates this way, India is also undergoing an unprecedented concentration of economic and political power that reinforce one another. If Modi symbolizes the second, Adani is the poster boy of the first, as he competes with Warren Buffett to be the world's fifth richest person. With Modi's stated goal of making India a $5 trillion economy by 2025, Adani's journey may have only just begun.

Roy Chowdhury is the co-author of To Kill a Democracy: India's Passage to Despotism

Elizabeth Alexander

Champion of the arts

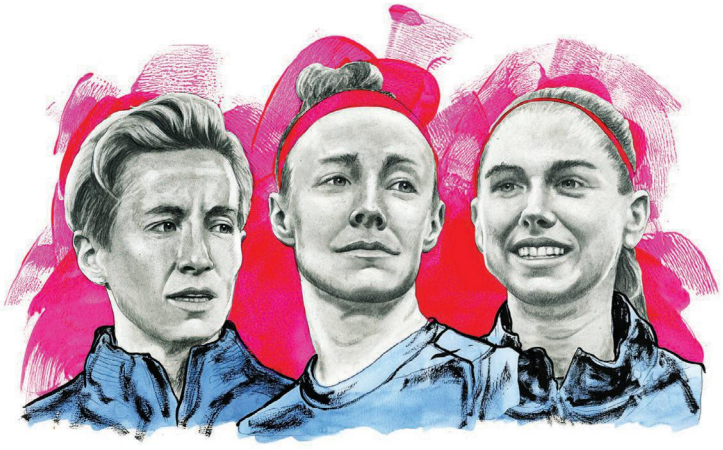
BY LYNN NOTTAGE

Elizabeth Alexander is many things. She's a poet, a philanthropist, an educator, and an intellectual, but most of all, she's a visionary. In her six books of poetry, Alexander is an explorer who's constantly finding new ways to tell the stories of Black America. And through her work as the president of the Andrew W. Mellon Foundation—the largest funder of arts and education in the U.S.—she has put real investment into creating spaces that reflect the country's rich diversity, and rethinking how we can embrace our cultural narratives, whether through physical monuments or the ways in which we tell our stories.

It's remarkable that Alexander had this extraordinary career as a poet, even reading at President Barack Obama's Inauguration—and then decided that she wanted to uplift and amplify the voices of others. Of course, she's still as creative as she ever was. It's just that the canvas that she's painting on is larger.

Nottage is a two-time Pulitzer Prize–winning playwright

PHOTOGRAPH BY DJENEBA ADUAYOM FOR TIME



Megan Rapinoe, Becky Sauerbrunn & Alex Morgan

Game changers

BY BILLIE JEAN KING

More than 50 years after the Original Nine of women's pro tennis signed symbolic $1 contracts and changed sports history forever, the battle for pay equity in sports continues—and the baton has been passed to Megan Rapinoe, Becky Sauerbrunn, Alex Morgan, and the U.S. Women's National Soccer Team.

These women have shown up and spoken up. When they were not recognized for their accomplishments, and not paid equally to the men's team, they vowed to drag soccer to the right side of history.

Standing on the shoulders of the 1999ers—legends like Julie Foudy, Mia Hamm, Kristine Lilly, Brandi Chastain, and the team that put soccer in the national spotlight—Megan, Becky, and Alex led their teammates to a historic victory and backed it up with their world-class performance on the field. After a six-year legal battle, they secured a $24 million settlement and the acknowledgment of discrimination—and in May agreed to a landmark contract that guarantees equal pay and prize money.

It was the biggest win of their lives. And something tells me they are not done yet.

King is the founder of the Women's Sports Foundation and the Women's Tennis Association

Sam Bankman-Fried

Evangelizing crypto

BY ANDREW R. CHOW

Few have had a bigger impact on cryptocurrency's ascendance in mainstream culture over the past two years than Sam Bankman-Fried. The 30-year-old founder of the exchange platform FTX has become a key public face of crypto, using every tool imaginable to convince the public of its strengths, whether that's hiring Larry David for a Super Bowl commercial, renaming the Miami Heat's arena after his company, donating millions to political campaigns, or testifying in front of Congress.

Bankman-Fried is working to reshape the way the world sees crypto because he believes in its transformative power for good. As an effective altruist, Bankman-Fried believes crypto can help democratize financial markets and reduce poverty and corruption. And Bankman-Fried puts his money where his mouth is: while many other crypto mavens flaunt their Lamborghinis and yachts, Bankman-Fried—who's worth around $20 billion—often sleeps on a beanbag in his office and has pledged he will give 99% of his earnings to philanthropic causes. In a crypto landscape ridden with scams, hedonism, and greed, Bankman-Fried offers a kinder and more impactful vision brought forth by the nascent technology.

Chow is a TIME correspondent

RAPINOE SOURCE PHOTO: LAURENCE GRIFFITHS—GETTY IMAGES; SAUERBRUNN SOURCE PHOTO: BRAD SMITH—ISI PHOTOS/GETTY IMAGES; MORGAN SOURCE PHOTO: DONALD MIRALLE—GETTY IMAGES; BANKMAN-FRIED: LAM YIK FEI—THE NEW YORK TIMES/REDUX

Oprah Winfrey

Cultural touchstone

BY MICHELLE OBAMA

Once, while speaking to a group of college graduates, Oprah said something about her years as an interviewer that struck me. She said, "The common denominator that I found … is we want to be validated. We want to be understood."

Whether she's talking to pop stars, Presidents, schoolgirls, scholars—or she's asking you about your life over a glass of wine in the living room—Oprah has always had that uncanny ability to open us up, to hear beyond our words, and to uncover a higher truth, to be vulnerable with us in a way that allows us to be vulnerable back.

That's her secret. But what I love most about Oprah is that she has never been content to keep it for herself.

When Oprah connects with something—a person, a book, a song, an idea—she makes sure to shine her light on it. She validates it. She *anoints* it. People know that when Oprah is involved, there is no pretense, no fluff—whether it's her work in arts and media or her philanthropic work on health care, food equity, and more.

Every project she touches follows the same pattern, asking us to think critically about our society and how it works, reminding us of our common humanity, and challenging us to take our victories and failures, our pride and vulnerability—and make it all seen.

That's why no matter where you go, everyone knows her name.

And all of it makes me wonder: maybe her success isn't rooted in the fact that she found a common denominator that unites us all. Maybe *Oprah* is our common denominator.

Obama is a lawyer, author, and former First Lady of the United States

David Zaslav

Media mogul

BY CHIP AND JOANNA GAINES

David Zaslav. The titan next door. The dealmaker. The CEO's CEO. His name alone can send chills down one's spine, but when *Fixer Upper* (the show that introduced us to the world) ended and we met David for the first time in Waco, Texas, he was warm and kind and quickly became our friend. There's something about the feeling David imparts when he believes in you, that has the ability to change circumstances. To change the outcome. To change you and the world for the better. And now, as he takes on the role of CEO of Warner Bros. Discovery, that opportunity becomes even greater.

What we love most about David is how he loves his wife Pam and their beautiful family. He loves his work and the people he does that work with. David is a trailblazer but still grounded in what matters most. He's a visionary who boldly predicts what's ahead, but is the first to get behind other people's dreams.

David could not be more deserving of this honor. He has spent decades celebrating others—now it's our turn to celebrate him. Congratulations to our mentor, our partner, and, most important, our friend David freaking Zaslav!

The Gaineses are the co-founders of Magnolia

Hwang Dong-hyuk

Incisive world-builder

BY LEE JUNG-JAE

Much of Hwang Dong-hyuk's success stems from his ability to illuminate the feelings of the characters and to build believable lives for them from the ground up. As a television and film director, he knows how to weave a story so that no matter what choice a character makes, it feels natural. When I received the script for *Squid Game,* I knew it would be an interesting experience—the characters were all so rich in detail, with distinct characteristics that gave them depth. Director Hwang was brilliant in visualizing this intricate and savage world that looked like a game, but revealed piercing truths about society and humanity. He was able to take something brutal and make it beautiful.

Lee is an actor

Kris Jenner

Marketing an empire

BY RYAN SEACREST

When I was first introduced to Kris Jenner, she possessed everything you would envy in a person: charisma, confidence, and warmth. In our first meeting for what would become the 20-season TV juggernaut *Keeping Up With the Kardashians,* I saw her fearlessness firsthand as she insisted the show include not only the family's high points, but all its vulnerabilities as well.

Since then, Kris has become the undisputed matriarch of reality television and is destined to be ranked among the top marketing minds in history. This year, she successfully pivoted her family's kingdom from cable to streaming, relaunching as *The Kardashians* on Hulu. As the stabilizing core of an empire, she continually navigates the unexpected challenges of life and business with empathy, transparency, and endurance.

She is also a mother and a grandmother, and has become a friend and big sister to me. If you've ever wondered how the chaos of every episode of the show always ended with a family meeting and hugs, it's because that's who Kris Jenner is. Family comes first.

Seacrest is a creator of Keeping Up With the Kardashians *and an Emmy-winning producer*

WINFREY: TOM COOPER—GETTY IMAGES; ZASLAV SOURCE PHOTO: FREDERICK M. BROWN—GETTY IMAGES; HWANG: NETFLIX; JENNER: CHRISTOPHER POLK—NBCU PHOTO BANK/GETTY IMAGES

MARY J. BLIGE

RAFAEL NADAL

NADINE SMITH

HODA KHAMOSH

Icons

JON BATISTE

DMITRY MURATOV

ADELE

PENG SHUAI

MAYA LIN

KEANU REEVES

ISSA RAE

◀ MARY J. BLIGE, PHOTOGRAPHED BY MICAIAH CARTER FOR TIME IN NEW YORK CITY, ON MAY 4

Mary J. Blige

In her element

BY NAS

Mary came up the way we all did. She was a voice for us, but she wasn't like other R&B artists at the time. She became a household name early because she was a hip-hop artist who also sang. The industry needed someone like that. The streets wanted that. Pop culture wanted that. And she was the one for it because she wasn't made up. She was the girl around the way with the big earrings. She was like a spokesperson for a particular type of girl coming out of New York and coming out of the streets.

Every night during our tour together, Mary would have a heartfelt conversation with the audience. There would be tears in people's eyes; there would be people yelling with pride. And when Mary came onstage at the Super Bowl halftime show this year, she got one of the loudest responses because, for one, she's a woman in the middle of these guys. And she was just in her element.

She carved out a lane for herself, and now she can feed the people more than just music. She has a lot more to offer, from her incredible acting career to her wine brand to the Strength of a Woman festival she just launched in Atlanta. And I feel like she's just getting started. She's who we wanted her to be, and even more. She became who she's supposed to be.

Nas is a Grammy Award–winning artist

Rafael Nadal

Acing it

BY TOM BRADY

From the moment he stepped onto the court as a young player, Rafael Nadal had an unrivaled charisma. He has the mental and physical toughness to do what all great athletes do: play their best in the biggest moments. He elevates his emotional state to a place where he can be insanely focused on the smallest thing to create an edge over

PHOTOGRAPH BY ALANA HOLMBERG

NADAL: THE NEW YORK TIMES/REDUX; COURTESY NADINE SMITH

his opponent, willing himself to victory.

It has paid off. When he won the 2022 Australian Open, Rafa earned his 21st Grand Slam singles title—the most of any male tennis player in history.

I admire athletes who push themselves to the limit, and I'm absolutely inspired every time Rafa takes the court. There's something to be learned from watching his determination, his strategy, everything that it takes for him to never take any moment for granted. He's forever going to be remembered as one of the very best athletes in all of sports.

Brady is a seven-time NFL champion

Nadine Smith

Equality's advocate

BY KRISTEN ARNETT

In the fight for equality in Florida, there has perhaps been no greater advocate for LGBTQ people than Nadine Smith. For over 30 years—most recently as the executive director of Equality Florida—Smith has worked tirelessly to safeguard our rights and elevate our voices, combatting discrimination in employment, housing, and many other areas. Smith comes from a family with a strong civil rights background and has consistently chosen to defend those who are the most vulnerable in our state and across the country. She is a Black, queer woman who has regularly spoken out about discrimination and biases against LGBTQ people when others have stayed silent. With Equality Florida, she led the charge against the "Don't Say Gay" bill, fighting its enactment through a major civil rights lawsuit as well as a powerful television and social media ad campaign highlighting the potential impacts in classrooms. Nadine Smith refuses to give up in the fight for equality. Her work is an inspiration for LGBTQ organizations around the world, providing a blueprint on how to make progress for our communities through strong commitment and perseverance. She is a powerhouse, a champion of equality for everyone, and a truly incredible humanitarian.

Arnett is the author of the novels Mostly Dead Things *and* With Teeth

Hoda Khamosh

Standing strong

BY KARL VICK

When the U.S. first went to war in Afghanistan, its women and girls—barred from school, forced under burqas, and confined to home by the ruling Taliban—were a justification. Since the U.S. withdrew, they are an inconvenient truth. Hoda Khamosh exemplifies the generation that grew up in the interregnum, living evidence that if an occupying power cannot build a nation, it can at least nurture the citizens who would. Before the Taliban returned, Khamosh visited schools to promote empowerment and broke taboos around women's health issues. She wrote poetry, and spoke of running for President. After Kabul fell, Khamosh risked arrest among the many brave women publicly demanding their rights. She was invited to be part of a group of women activists to take part in a conference in Oslo with the Taliban. She used the opportunity to tell the Taliban Foreign Minister to order the release of two detained colleagues. "I feel their pain with my bones thousands of kilometers away," she said, "and hear their groaning under the torture of the Taliban." Aware that her actions would likely prevent returning safely to Afghanistan, Khamosh used her voice and opportunity to name the plight of those who don't have either.

Vick is a TIME editor at large

KHAMOSH: MOHD RASFAN—AFP/GETTY IMAGES; MURATOV: DINA LITOVSKY FOR TIME

PHOTOGRAPH BY DEVIN YALKIN

Jon Batiste

Graceful talent

BY QUINCY JONES

When I was studying composition with the famed music teacher Nadia Boulanger, one of the many lessons she imparted upon me was that "an artist can never be more or less than they are as a human being." So, it is no great surprise to me that Jon Batiste—now the proud owner of five Grammy Awards and an Oscar—has found all of the success that he has so early in his career.

I first became aware of Jon's extraordinary talent the year before he landed the gig as bandleader and musical director of *The Late Show With Stephen Colbert*. When I heard that he had New Orleans roots, it all made perfect sense to me. As the birthplace of jazz and the blues—the music that the world has adopted as its Esperanto—New Orleans holds a special and sacred place in our culture. Jon has a particularly keen understanding of that rich cultural history and an awareness of the importance of carrying that history forward. He has taken all of that foundational knowledge about our music and made it his own, unafraid to stretch himself as an artist and continually evolve.

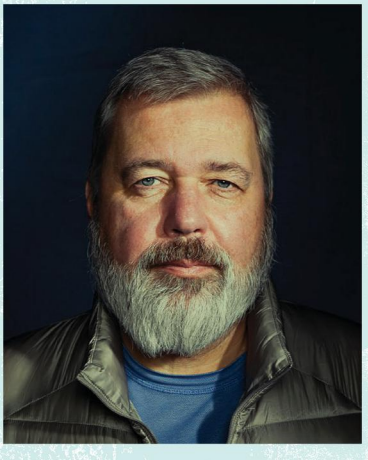
What I love most about Jon as an artist and human being, though, is that he has handled his success with grace, and his creativity with humility. It is all of these attributes that will allow him to continue to grow and accomplish all that he sets out to. And I, for one, am excited for the future that he has ahead of him.

Jones is a Grammy Award–winning record producer and musician

Dmitry Muratov

Pursuing the truth

BY BILL BROWDER

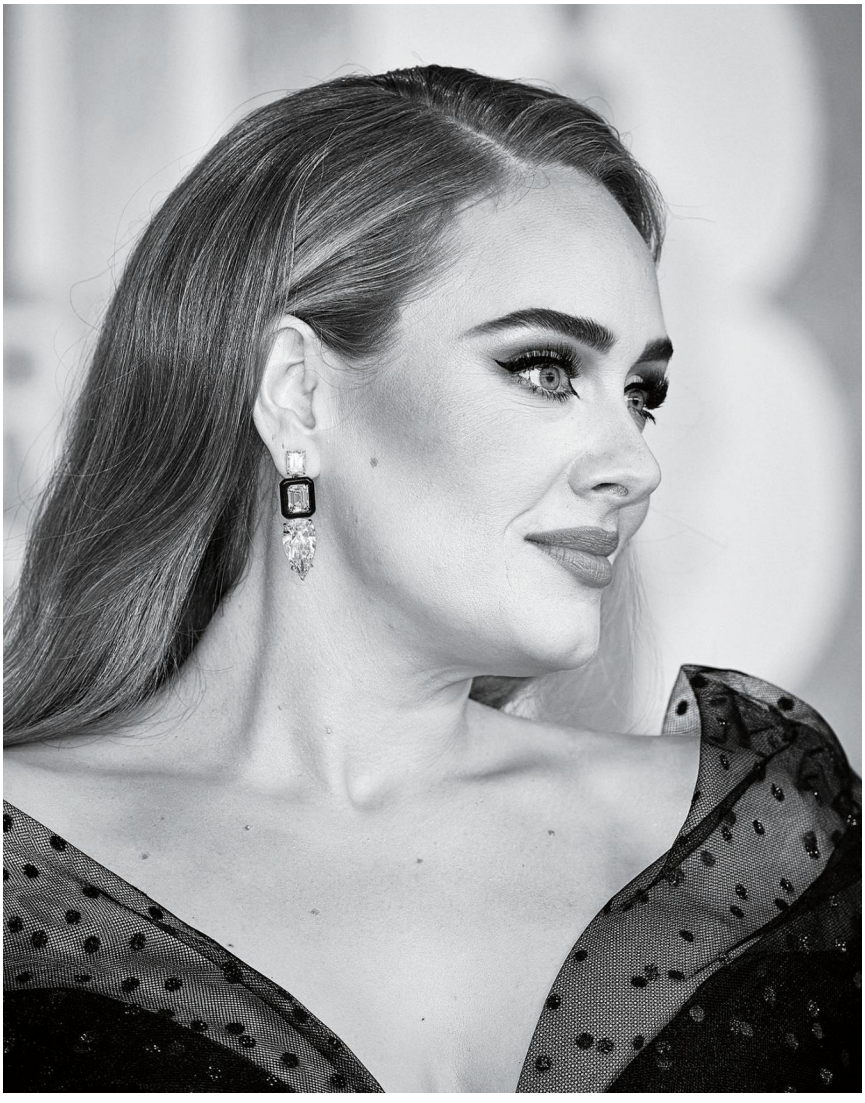


In Russia, independent journalism is a blood sport. Since Dmitry Muratov founded independent newspaper *Novaya Gazeta* in 1993, six of his reporters have been assassinated for exposing the crimes of Vladimir Putin's regime and Russia's oligarchy. In response to one piece in 2012, Muratov's deputy was taken to a forest by the head of the Russian Investigative Committee, or Russia's FBI. The official threatened to kill him and then pretend to investigate his death.

But nothing has intimidated Muratov and the *Novaya Gazeta* team. Year in and year out, his newspaper has exposed billions of dollars of the Putin government's corruption, extrajudicial killings, and rampant human-rights abuses. For this work, he was awarded the Nobel Prize in 2021. Months later, following Putin's invasion of Ukraine, he pledged to donate the medal to benefit refugees fleeing the crisis.

Some heroes show moments of bravery; Dmitry Muratov has shown a lifetime of bravery.

Browder is the CEO of Hermitage Capital Management and author of Freezing Order: A True Story of Money Laundering, Murder, and Surviving Vladimir Putin's Wrath



Adele

Sensational singer

BY JAMES CORDEN

Sometimes in life, at one point or another, we all have a thought or a feeling that feels particular to us. Be it heartbreak, sorrow, grief, or just the ups and downs of day-to-day life—"No one has ever felt the pain I feel right now!"

And then Adele comes along with a song, and suddenly it's as if she is holding out her hand and saying, "I know how you feel. I've been there."

She puts emotions into words, describing them in a way we never could ourselves. She is raw, honest, and elegant all at the same time. It never feels like she sings to us. She sings *for* us.

When I have sat and talked with Adele, often into the small hours of the morning, she's felt like a friend from school, like someone I've known my whole life, so much so that I can almost forget her exquisite talents.

But then I hear her singing in the kitchen, or belting at the top of her voice solely to make my children laugh, and I am immediately reminded: she is an artist, in the purest sense of the word.

In a time when people are trying to sell every facet of their being, on every device that surrounds us, here is someone who wants only to make extraordinary music and put it out into the world. To comfort us, to lift us up, and to laugh with us.

I love Adele. The world needs her. We've all got to protect her as best we can.

Corden is an Emmy-winning producer and the host of The Late Late Show with James Corden

Peng Shuai

Coming forward

BY LÜ PIN

With one lengthy post on Chinese social media site Weibo, tennis star Peng Shuai set off a chain reaction of events that profoundly changed global sports. In the post, published in November of last year, she accused former Vice Premier Zhang Gaoli of forcing her to have sex and maintaining an extramarital relationship with her.

Not long after, Peng disappeared from public view. Her re-emergence in staged settings provided the final justification for the U.S. diplomatic boycott of the 2022 Beijing Olympics and led to the Women's Tennis Association canceling its events in China. Her name remains censored on the Chinese internet.

Peng undoubtedly was aware from the start of the dangers inherent in speaking out. In the now deleted post, she described her actions as a moth to a flame, an egg to a stone, and a self-destruction. Her account has catapulted an unprecedented defense of women's rights against authoritarian power. Her subsequent denial of her original claims suggests that she has not yet regained full autonomy—and may in fact be experiencing unspeakable cruelty.

Lü is a feminist activist and writer

ADELE: GARETH CATTERMOLE—GETTY IMAGES; PENG SOURCE PHOTO: XIN LI—GETTY IMAGES

For children battling a critical illness, a wish is more than a dream. It can be a turning point that can give them the emotional and physical strength to keep going.

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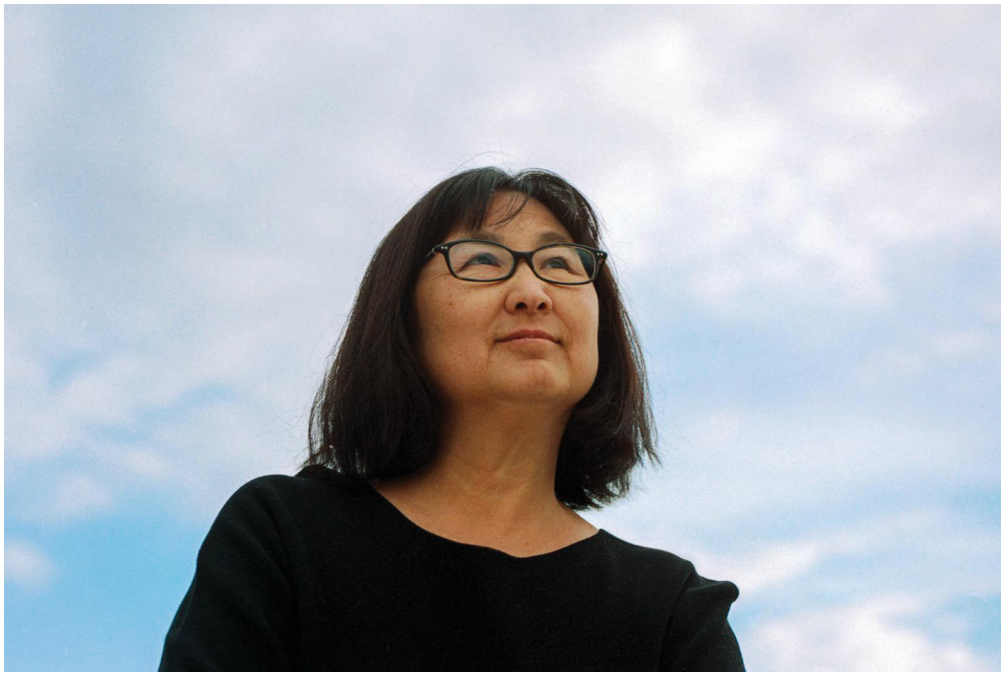


Maya Lin

Revealing the invisible

BY CELESTE NG

What I love about Maya Lin's work is that it layers what's right in front of us with what might be forgotten or overlooked. Think of how the Vietnam Veterans Memorial superimposes the reflection of your face with the names of the fallen: a reminder that the living and the dead, the past and the present, can never truly be disentangled.

Sometimes her work reveals the literally hidden, like underground rivers or the dramatic contours of San Francisco Bay. But it also reveals inconvenient truths long ignored: the costs of environmental degradation, the ravages of extinction, our long national history of exclusion in civil rights and gender equality.

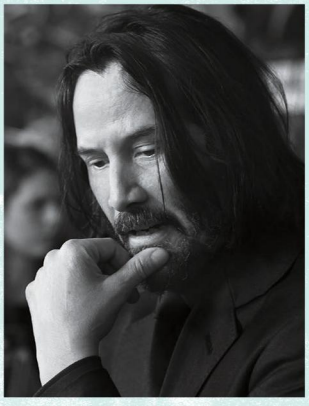
Ghost Forest (2021) did both at once, puncturing Madison Square Park with an eerie glimpse into the future: the slow decimation of forests that's already occurring around the globe. Lin has an uncanny power to make the invisible visible, shaking us out of complacency into a new state of awareness.

Ng is a novelist, most recently of Little Fires Everywhere

Keanu Reeves

Generous soul

BY CARRIE-ANNE MOSS



There's something unique about Keanu Reeves' fame—he's known for his kindness and generosity, despite his celebrity. In this often unkind and shallow world, my friend Keanu gives others hope. The actions of this handsome, talented, successful, and fiercely committed actor have become a reprieve from the constant disappointment we have for those who get put on a pedestal.

I remember the ease I felt the first time I met him. It could have been a stressful first meeting—a screen test, all eyes on us, Neo and Trinity together for the first time. But Keanu was just as he always is: kind, generous, and thoughtful. We've played those characters for more than 20 years, including in last year's *The Matrix: Resurrections,* and he's still the man who checks in on me during an intense training day just as he did then. He supported me all those years ago and still does now, by the way he listens and the way he shows up as a friend. I'm fiercely protective of our friendship, I know I can count on Keanu and he on me.

His essence and humanity come through every character he plays, as well as in the everyday interactions that the world catches glimpses of. We don't need to be inspired by something bigger than us, but rather by what already lives inside of us. Keanu so kindly illuminates this for us all.

Moss is an actor

LIN: MENGWEN CAO; REEVES: DAVE J HOGAN—GETTY IMAGES FOR LIONSGATE; RAE: AUGUST

Issa Rae

Making her mark

BY ROBIN THEDE

Issa Rae wasn't born—she was handcrafted by God herself. Or she's an alien with otherworldly powers. I'm not totally sure which, but how other than a touch of the supernatural can you explain someone who can truly do everything to perfection?

Issa is not only a prolific writer, a captivating actor and comedian, a profound leader, an efficacious producer, and a music mogul in the making (pauses to take a breath)—she's also a consistently hilarious and loyal friend. For those of us lucky enough to know her, Issa is everything you want a person to be: kind, funny, down to earth.

Even if you don't have the privilege of knowing her, you feel a familiarity with the woman with the unstoppable cheekbones and infectious laugh. In *Insecure,* Issa created an instantly archetypal comedy, set to influence generations of shows to come. She taught us that the norm of everyday life is just as dramatic as any superhero storyline and that we can be the heroes of our own lives.

Thede is the creator and showrunner of A Black Lady Sketch Show

PHOTOGRAPH BY ERIK CARTER

TIME100

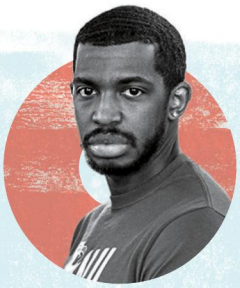
What gives you hope for the future?

We asked 9 of this year's TIME100

BY NADIA SULEMAN AND SIMMONE SHAH

'I hope we can get it together enough as an entire planet to beat the environmental crisis we're in.'

QUINTA BRUNSON



'THAT MY VOICE IS INSPIRING A WHOLE COUNTRY OF WORKERS TO LET THEIR VOICE BE HEARD AS WELL AS TO DEMAND MORE BENEFITS, PAY, AND JOB PROTECTION FROM THEIR EMPLOYER.'

DERRICK PALMER

'The kids.'

NAN GOLDIN

'STUDENTS AND THE WAY THEY LOOK AT THE WORLD... THEIR EMPATHY AND ALIVENESS TO ONE ANOTHER'S STRUGGLES.'

JEREMY STRONG

'I'M SO PROUD OF MY COMMUNITY AND THE DEEP GRASS-ROOTS WORK BEING DONE BY SO MANY OTHER BLACK AND TRANS PEOPLE OF COLOR–LED ORGS.'

EMMETT SCHELLING

'Organizations are trying to implement more organic approaches to diversity, equity, inclusion, and accessibility, leaning forward in the future of work, and encouraging and adopting more innovation in organizations, products, services, and processes.'

GREGORY L. ROBINSON

'Changing how unions are viewed and making it cool to organize.'

CHRIS SMALLS

'OPEN-MINDED YOUNG PEOPLE. ONLY THROUGH CURIOSITY, WILLINGNESS TO LEARN, AND KINDNESS CAN WE BRIDGE DIVIDES AND ACHIEVE MULTICULTURAL UNDERSTANDING.'

EILEEN GU

'Young people are my hope for the future. I see their passion, ingenuity, empathy, engagement.'

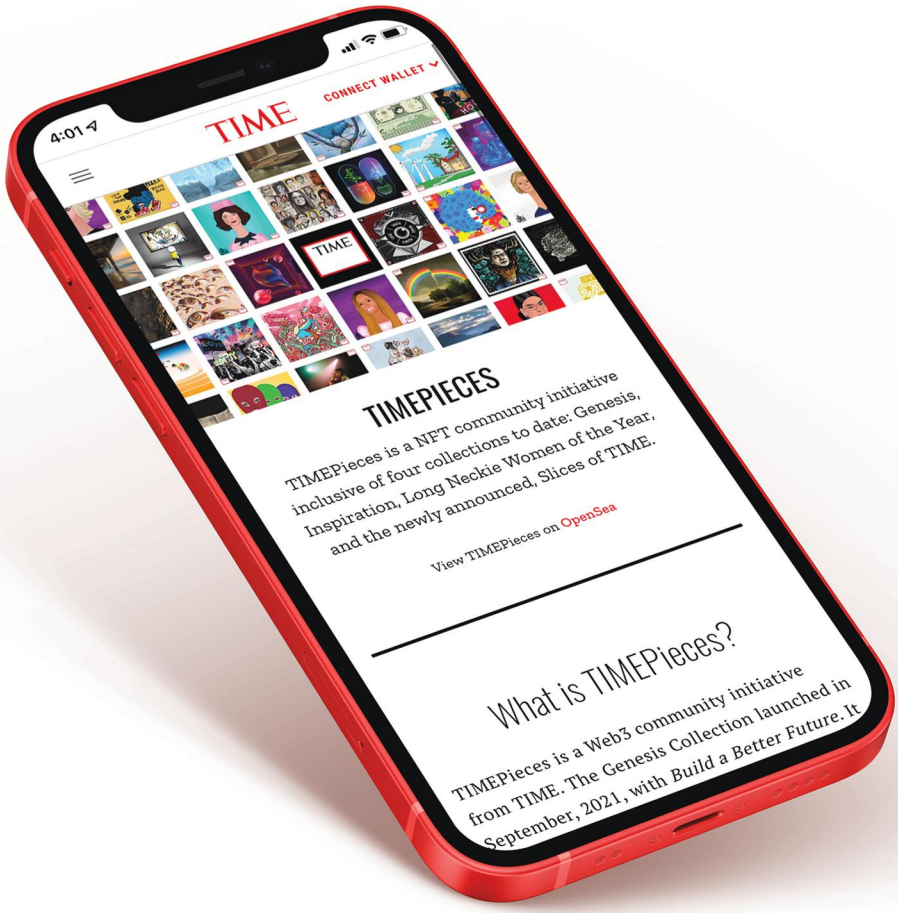
KETANJI BROWN JACKSON

GETTY IMAGES (8); PALMER: TERRANCE PURDY JR. FOR TIME

TIME Pieces

A NFT COMMUNITY INITIATIVE

TIMEPieces represents an important first step in TIME's Web3 community strategy, enabling us to bring together artists, collectors and fans in a collaborative manner with the goal of building utility and community value over the long-term.



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5,500 MILES

On 5th October 1931 **Clyde Pangborn and Hugh Herndon, Jr.**, two daring American aviators, completed the world's first nonstop, transpacific flight from Japan to the United States. They took off and landed 41 hours later in Wenatchee, Washington, having covered a distance of 5,500 miles. At the time, it was the longest flight ever made over water.

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