



“Estem entrant en territori desconegut”

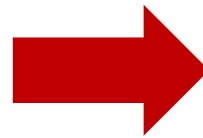
A. Guterres

“El futur ja no és el que era”

P. Valéry

UN NOU TIPUS DE PROBLEMES

COMPLICATS +
Canvi LINEAL



COMPLEXOS +
Canvi EXPONENCIAL

“problemes relotge”

“problemes núvol”

ANALISI > SINTESI

El canvi climàtic és un “hiperobjecte”, pel seu caràcter distribuït en el temps i l’espai, juntament amb la seva enormitat, **excedeix la nostra sensibilitat i capacitat de comprensió.**

No sentim el canvi climàtic, si el sentíssim, actuaríem en conseqüència.

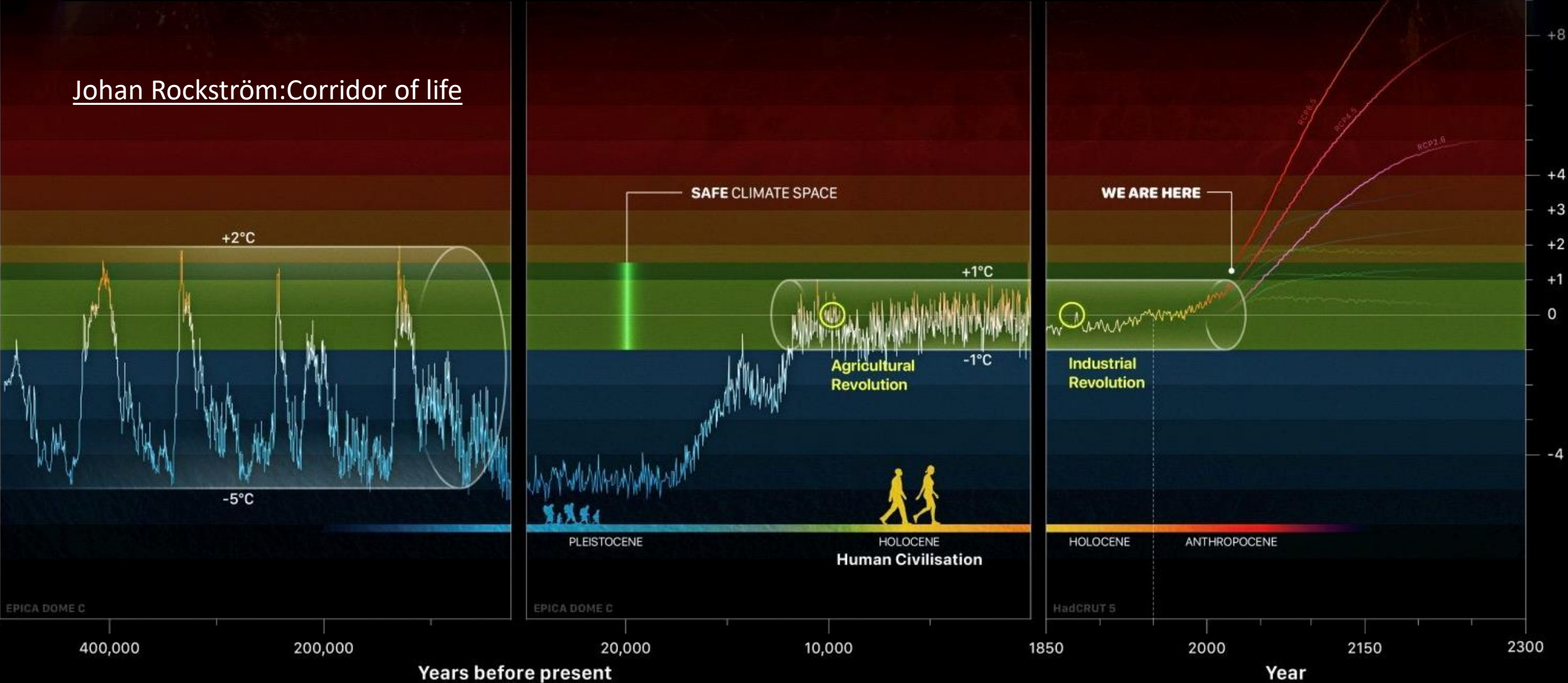
A. Casado da Rocha

<https://youtu.be/A7LP-rMnmFU>

El present tampoc és el que era

Al llarg dels darrers **10.000**, anys la temperatura global mitjana de la terra s'ha mantingut estable dins d'un rang estret de variació de $\pm 1^\circ\text{C}$.

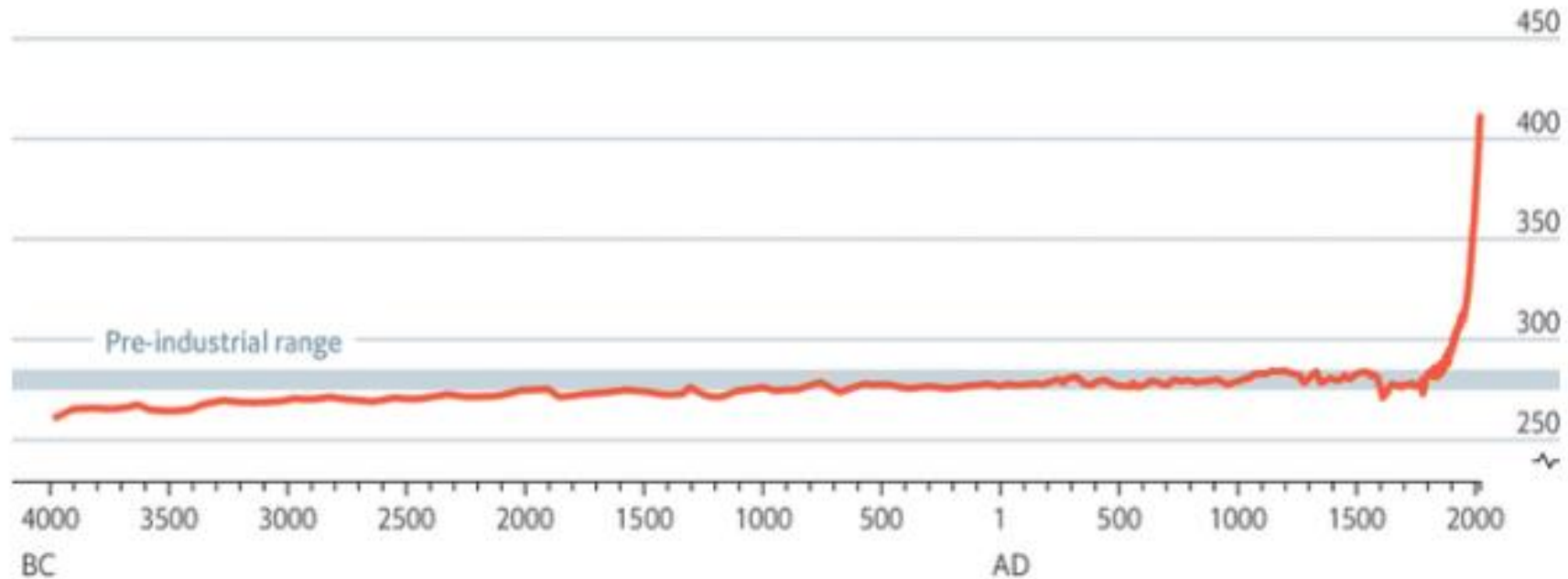
Johan Rockström: Corridor of life



Antropocè

The great right angle

Global atmospheric CO₂ concentration, parts per million



Sources: Our World in Data; NOAA

The Economist

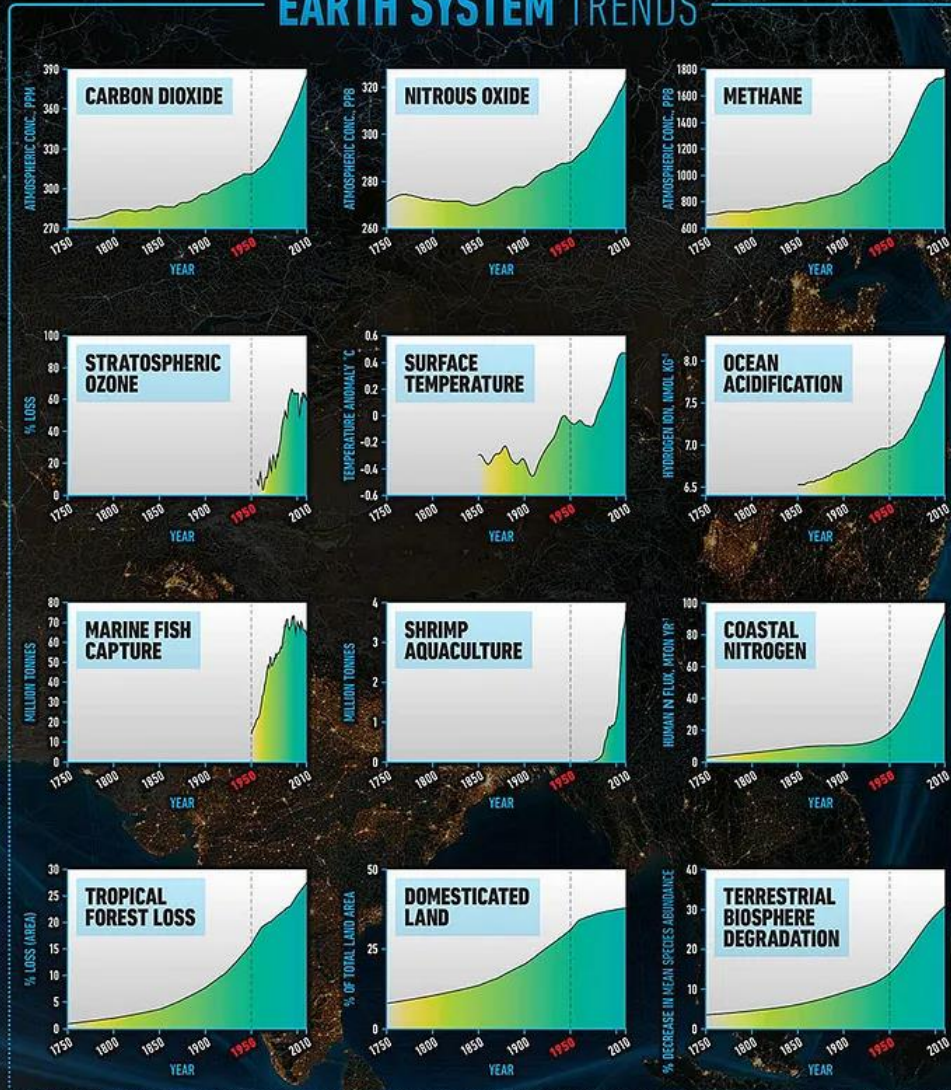
Quan els humans hem alterat tots els aspectes de la biosfera

THE GREAT ACCELERATION

SOCIO-ECONOMIC TRENDS



EARTH SYSTEM TRENDS



REFERENCE: Steffen, W., W. Broadgate, L. Deutsch, O. Gaffney and C. Ludwig (2015), The Trajectory of the Anthropocene: the Great Acceleration, Submitted to *The Anthropocene Review*.

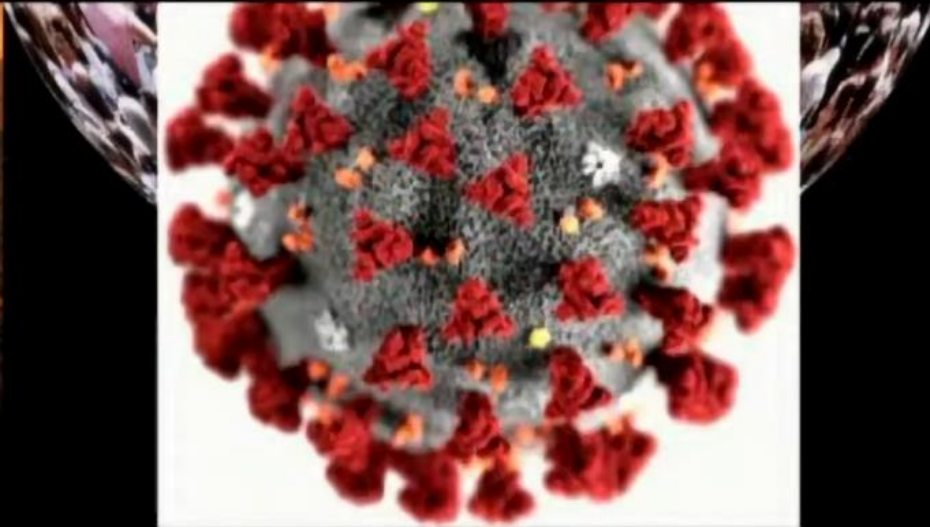
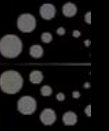
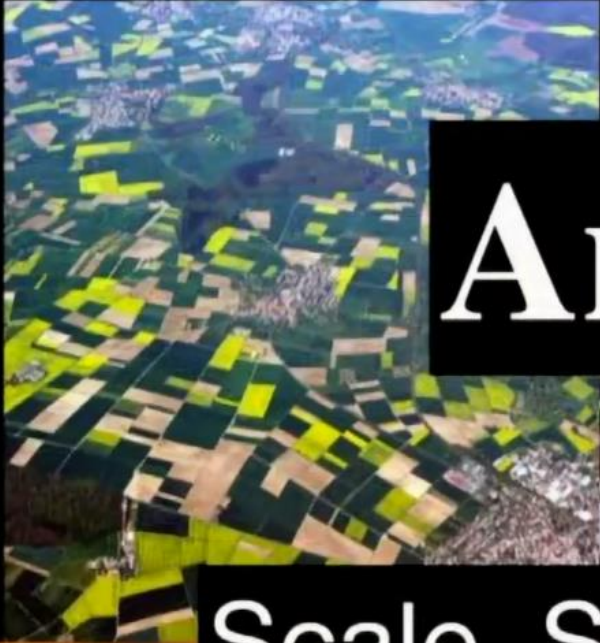
MAP & DESIGN: Félix Pharand-Deschênes / Globaïa

<http://www.igbp.net/globalchange/greatacceleration.4.1b8ae20512db692f2a680001630.html>

A biosphere shaped by humans

Anthropocene

Scale, Speed, Inter-connections



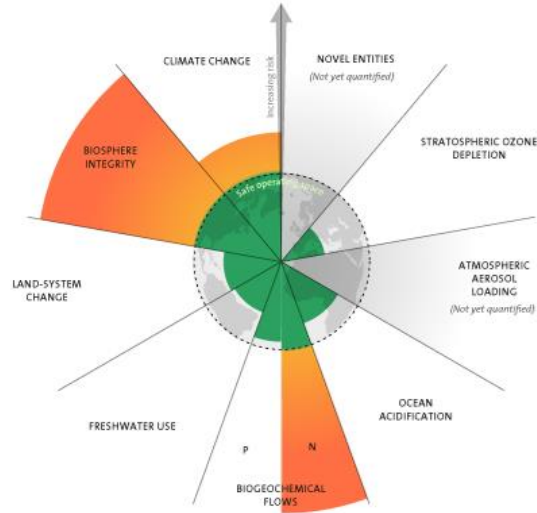
LIMÍTS DEL
BIOFÍSICS

LÍMITS DEL
SOLUCIONISME/MODEL MENTAL

LÍMITS DEL
MODEL ECONOMIC

LIMITS PLANETARIS

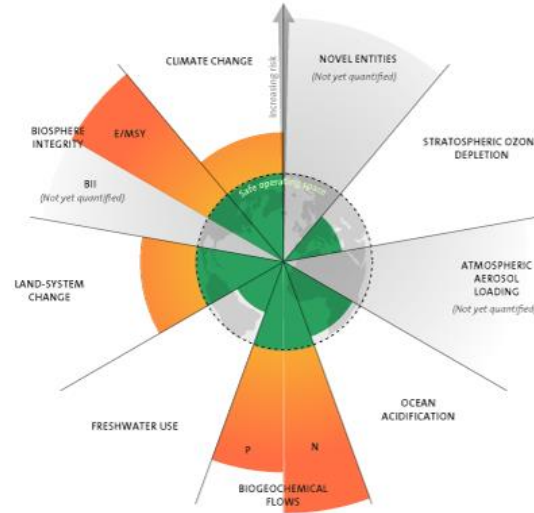
2009



3 boundaries crossed

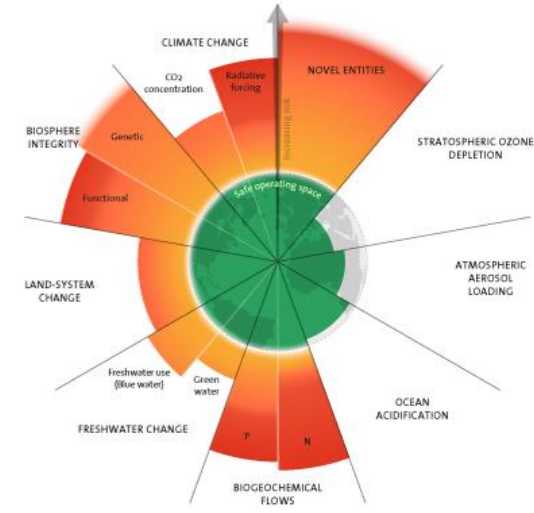
FUNCIONALITAT
ESTABILITAT
RESILIENCIA

2015



4 boundaries crossed

2023



6 boundaries crossed

Sistemes biofísics que regulen el benestar de les persones i els sistemes de suport vital del planeta i que determinen un **espai d'operacions segur per a la humanitat**

<https://www.science.org/doi/pdf/10.1126/sciadv.adh2458>

Planetary Boundaries guide humanity's future on Earth

Planetary Boundaries guide humanity's future on Earth

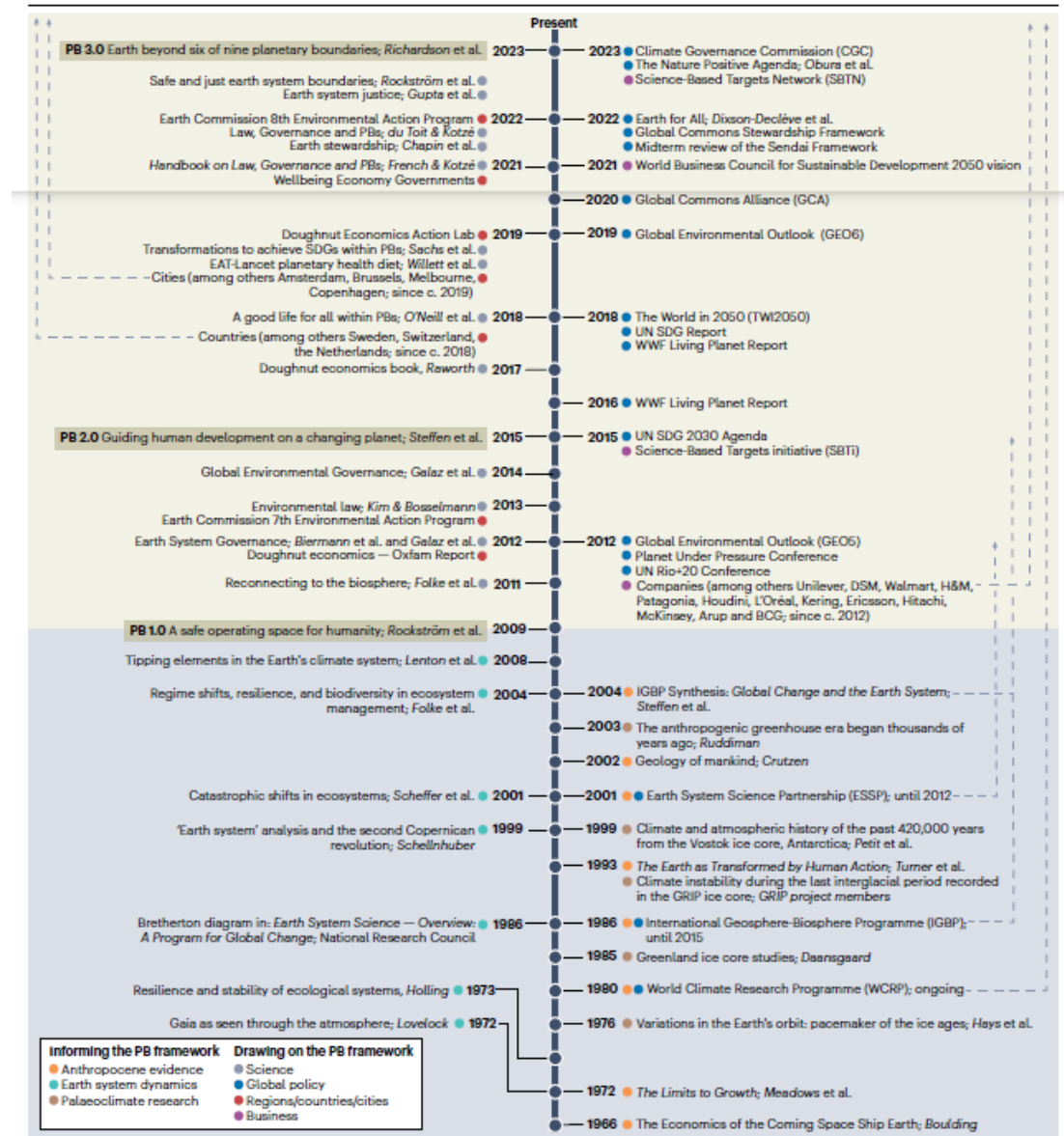
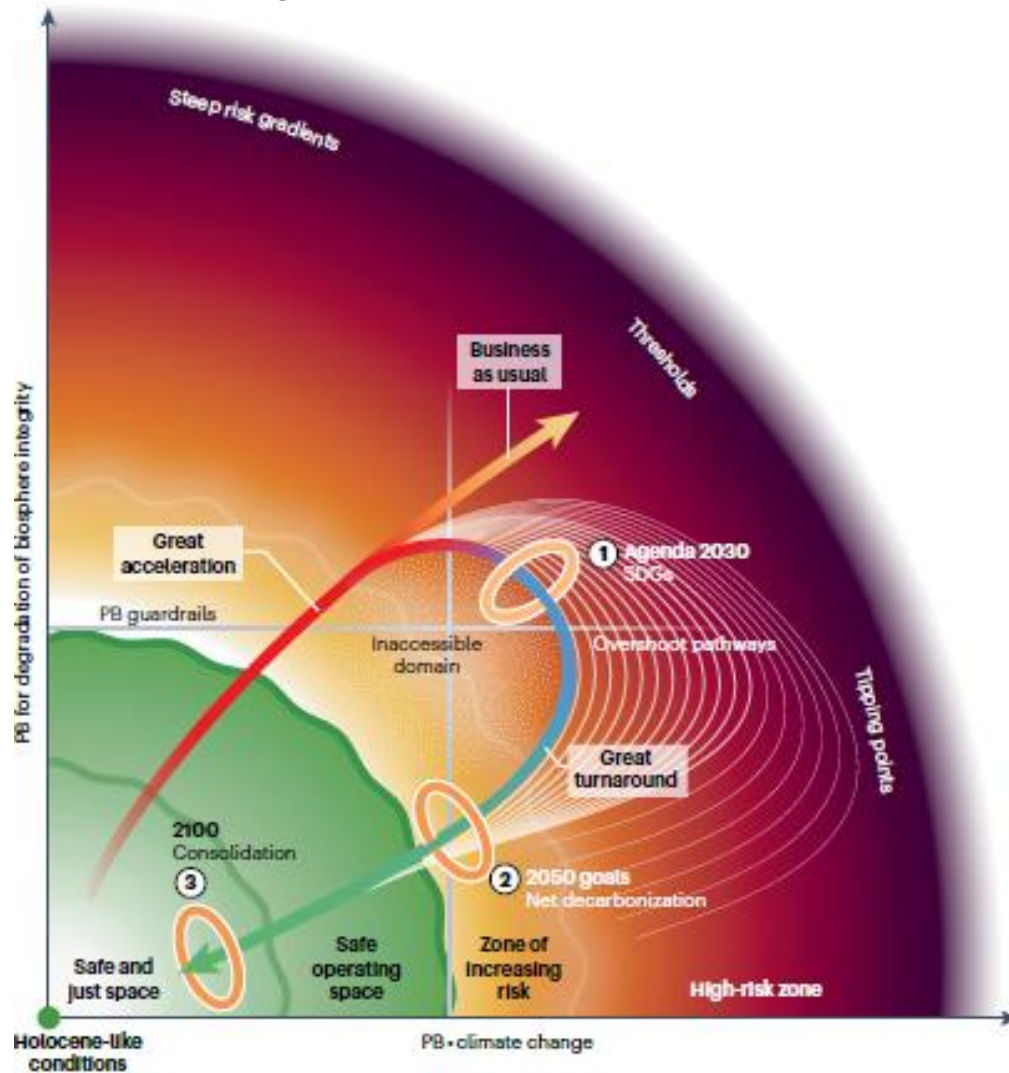


Fig. 1 | Origins, evolution and societal uptake of the Planetary Boundary framework. Key features informing (bottom) and drawing on (top) the Planetary Boundary (PB) framework, including science (grey), global policy (blue), regions/countries/cities (red) business (purple), Anthropocene evidence (orange), Earth system dynamics (teal) and palaeoclimate research (brown). PB science is not only informed by multiple strands of scientific enquiry but has influenced academia and policy across disciplines and sectors. SDG, Sustainable Development Goals.

(orange), Earth system dynamics (teal) and palaeoclimate research (brown). PB science is not only informed by multiple strands of scientific enquiry but has influenced academia and policy across disciplines and sectors. SDG, Sustainable Development Goals.

El “DONUT” dels límits socials i planetaris

Prioritza una economia que opera dins dels límits ambientals, mentre assegura que totes les persones tinguin les seves necessitats bàsiques satisfetes

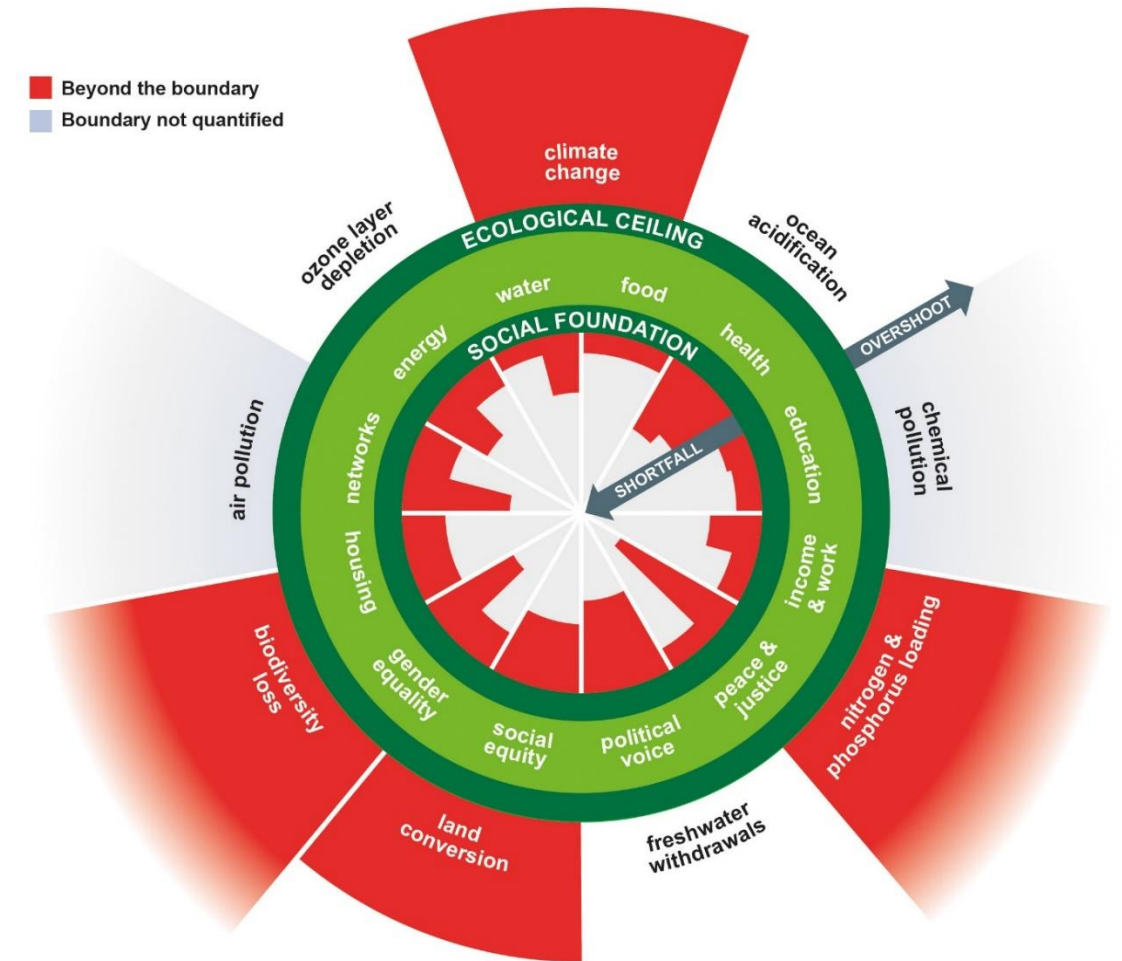
<https://goodlife.leeds.ac.uk/national-snapshots/countries/#Spain>

https://www.ted.com/talks/johan_rockstrom_let_the_environment_guide_our_development?language=es

https://www.ted.com/talks/kate_raworth_a_healthy_economy_should_be_designed_to_thrive_not_grow?language=es

<https://www.netflix.com/title/81336476>

<https://www.youtube.com/watch?v=SbvtzLAZSeY>



Johan Rockstrom
Kate Raworth

Una distribució injusta de les conseqüències

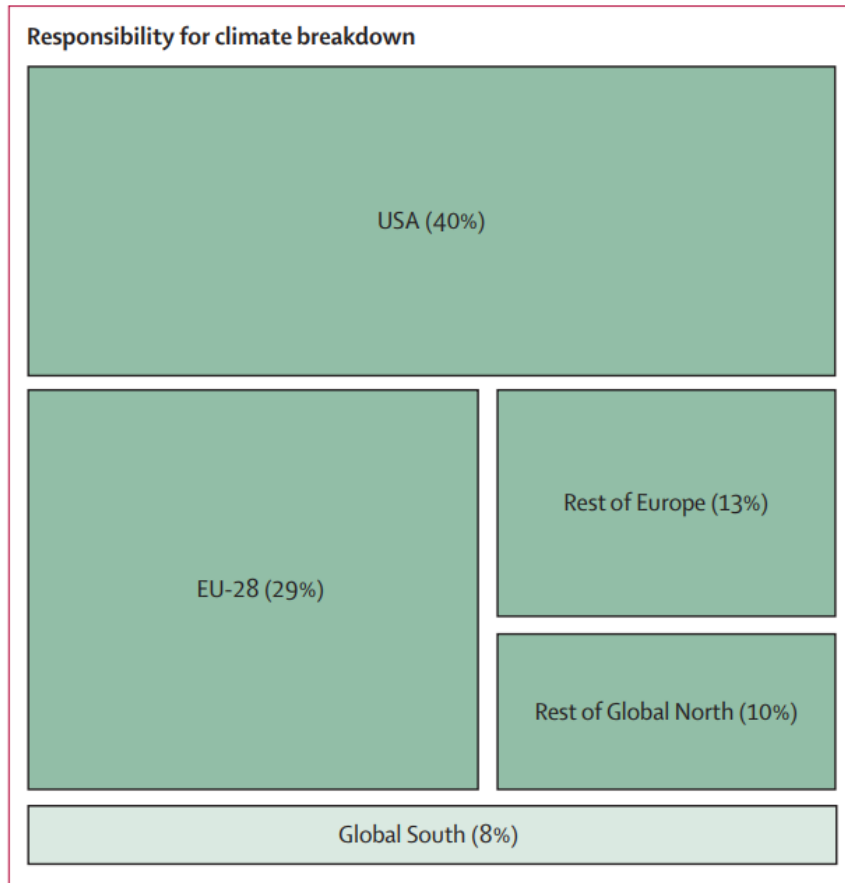
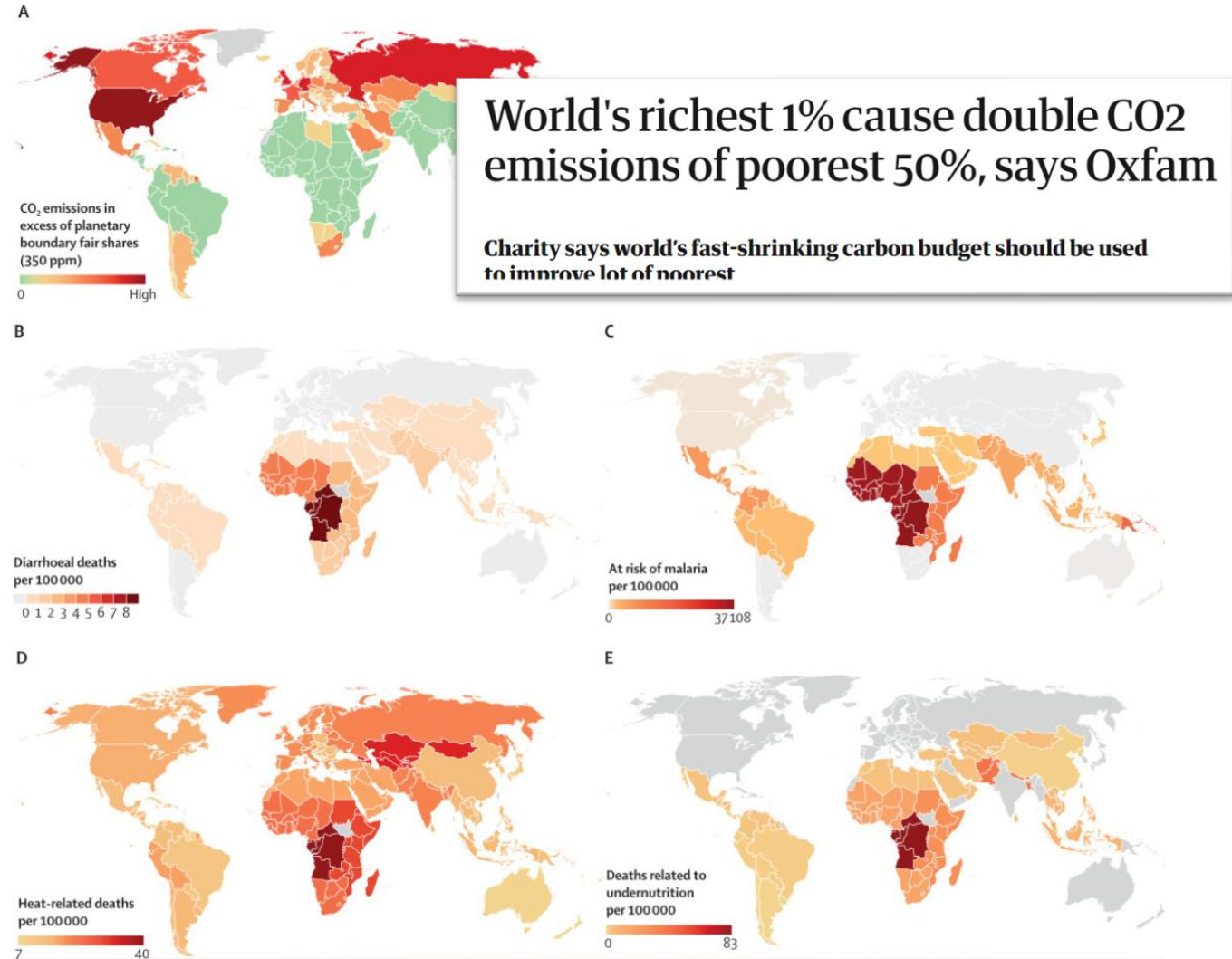


Figure: Responsibility for excess emissions

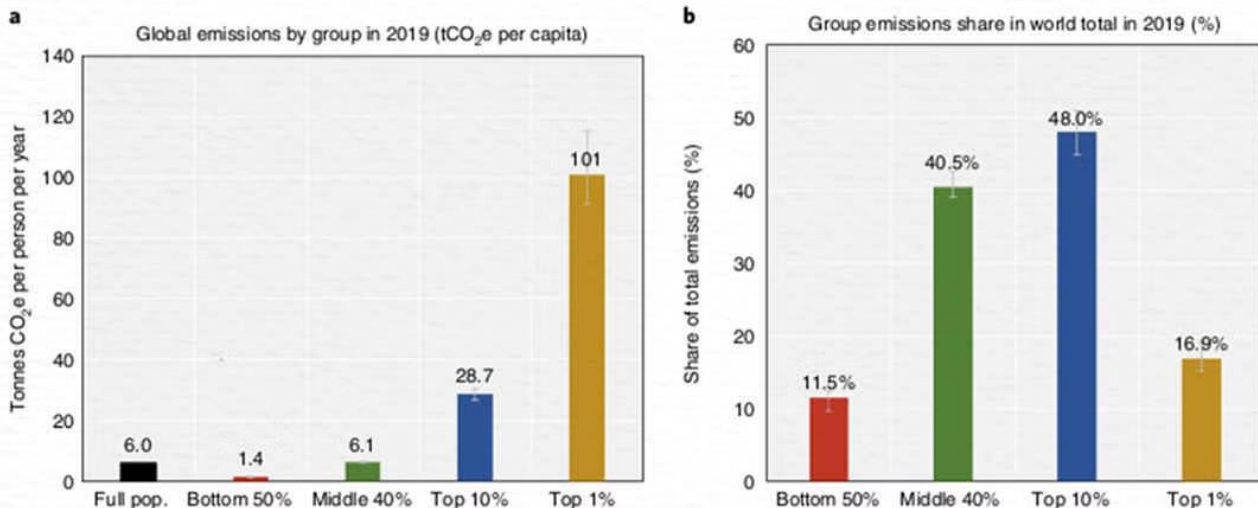
For the purposes of this analysis, the term Global North refers to the USA, Canada, Europe, Israel, Australia, New Zealand, and Japan, whereas the term Global South refers to the rest of the world: Latin America, Africa, the Middle East, and Asia.



[https://www.thelancet.com/journals/lanplh/article/PIIS2542-5196\(20\)30196-0/fulltext](https://www.thelancet.com/journals/lanplh/article/PIIS2542-5196(20)30196-0/fulltext)

<https://www.theguardian.com/environment/2020/sep/21/worlds-richest-1-cause-double-co2-emissions-of-poorest-50-says-oxfam>

GLOBAL EMISSIONS BY GROUP IN 2019



c Global emissions inequality in 2019: summary table

	Number of individuals (million)	Average (tonnes CO ₂ per capita)	Threshold (tonnes CO ₂ per capita)	Share (% total)
Full population	7,710	6	<0.1	100%
Bottom 50%	3,855	1.4	<0.1	11.5%
incl. bottom 20%	1,542	0.7	<0.1	2.3%
incl. next 30%	2,315	1.8	1.1	9.2%
Middle 40%	3,084	6	2.8	40.5%
Top 10%	771	29	13	48%
incl. top 1%	77.1	101	47	16.9%
incl. top 0.1%	7.71	425	125	7.1%
incl. top 0.01%	0.771	2,332	566	3.9%

Inequitat

nature sustainability

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Article | [Published: 29 September 2022](#)

Global carbon inequality over 1990–2019

[Lucas Chancel](#)

<https://www.nature.com/articles/s41893-022-00955-z>

<https://goodlife.leeds.ac.uk/national-trends/pathways/>

Note: Per-capita emissions include emissions from domestic consumption, public and private investments as well as imports and exports of carbon embedded in goods and services traded with the rest of the world. Modelled estimates are based on the systematic combination of tax data, household surveys and input-output tables. Emissions are split equally within households.

Sense **justícia i equitat** no hi podrà haver **sostenibilitat ni seguretat**

"No podemos tener un planeta seguro si no hay justicia"

Los investigadores incorporan el criterio de justicia, considerado en otros trabajos, donde se sostiene que este es un ingrediente a considerar, si se quiere realmente integrar la humanidad dentro de los límites planetarios. "No es una opción política. Hay pruebas abrumadoras de que un enfoque de justicia y equidad es esencial para la estabilidad planetaria. No podemos tener un planeta seguro en términos biofísicos si no hay justicia", resalta la profesora Joyeeta Gupta, coautora, catedrática de Medio Ambiente y Desarrollo de la Universidad de Ámsterdam.

<https://youtu.be/29VOnVwL-4A?t=4292>

<https://www.lavanguardia.com/natural/20230531/9009812/humanidad-transgrede-limites-garantizan-planeta-seguro.html>

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Article | [Open Access](#) | [Published: 31 May 2023](#)

Safe and just Earth system boundaries

nature sustainability

Perspective

<https://doi.org/10.1038/s41893-023-01064-1>

Earth system justice needed to identify and live within Earth system boundaries

The Lancet Planetary Health Commission

A just world on a safe planet: a Lancet Planetary Health–Earth Commission report on Earth-system boundaries, translations, and transformations





Un món just en un planeta segur

Per primera vegada els científics han quantificat la **seguretat** (un planeta estable) i la **justícia** (protegir les persones del dany) en les mateixes unitats, demostrant que la justícia és un pre-requisit per a la seguretat del planeta i les persones.

- Impulsar **canvis en la gestió de l'economia, buscant noves polítiques i mecanismes de finançament** que abordin la desigualtat i redueixin la pressió sobre la natura i el clima.
- Millorar **l'eficiència i l'efectivitat en la gestió, compartició i ús de recursos** a tots els nivells de la societat, tractant el consum excessiu que limita l'accés als recursos bàsics per a qui més els necessita.
- Invertir en **tecnologies sostenibles i assequibles**, essencials per usar menys recursos i per reobrir l'Espai Segur i Just per a tots, especialment on l'espai és limitat o inexistent



Climate crisis

Consumerism and the climate crisis threaten equitable future for humanity, report says

The Earth Commission says hope lies in sustainable lifestyles, a radical transformation of global politics and fair distribution of resources



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NEW RESEARCH REVEALS PATH TO PROSPERITY FOR PLANET AND PEOPLE IF EARTH'S CRITICAL RESOURCES ARE BETTER SHARED

JOURNAL OF ECONOMIC POLICY REFORM
2024, VOL. 27, NO. 1, 1–24
<https://doi.org/10.1080/17487870.2023.2280969>

 **Routledge**
Taylor & Francis Group

 OPEN ACCESS  Check for updates

Governing the economics of the common good: from correcting market failures to shaping collective goals

Mariana Mazzucato

Professor in the Economics of Innovation and Public Value, Institute for Innovation and Public Purpose (IIPP)
University College London, London, UK

ABSTRACT

To meet today's grand challenges, economics requires an understanding of how common objectives may be collaboratively set and met. Tied to the assumption that the state can, at best, fix market failures and is always at risk of "capture", economic theory has been unable to offer such a framework. To move beyond such limiting assumptions, the article provides a renewed conception of the common good, going beyond the classic public good and commons approach, as a way of steering and shaping (rather than just fixing) the economy towards collective goals.

ARTICLE HISTORY

Received 10 August 2023
Accepted 5 November 2023

KEYWORDS

Public policy; political philosophy; common good; public good; market shaping

JEL CLASSIFICATION

THE LANCET



COMMENT · Volume 404, Issue 10457, P998-1000, September 14, 2024

Advancing the economics of health for all

[Mariana Mazzucato](#)^a  · [Tedros Adhanom Ghebreyesus](#)^b

[Affiliations & Notes](#)  [Article Info](#) 

US\$869 BILLION

2023

+114%

US\$405 BILLION

2020

THE WORLD'S **FIVE RICHEST MEN**
HAVE MORE THAN **DOUBLED**
THEIR WEALTH SINCE 2020,
WHILE **FIVE BILLION PEOPLE**
WERE MADE **POORER.**



CRISIS ALIMENTARIES



La REVOLUCIÓ VERDA

1950 -1960

- Varietats d'alt rendiment
- Fertilizants químics
- Nous productes fitosanitaris
- Irrigació
- Mecanització
- Transformació en els usos del sòl

Augment dràstic de la **productivitat**

828
millions
(9,8%)



Key Messages

The world is facing a serious setback in efforts to end hunger. Conflict, the climate crisis and the economic consequences of the COVID-19 pandemic – compounded by the war in Ukraine – are turning a crisis into a catastrophe.

[Have a look at the 2022 GHI Ranking »](#)

The 2022 Global Hunger Index reflects both the scandal of *alarming* hunger in too many countries, as well as the changing trajectory in countries where decades of progress in tackling hunger is being eroded.

[Explore the global, regional, and national hunger trends »](#)

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EDITORIAL | 04 July 2023

Hunger and famine are not accidents – they are created by the actions of people

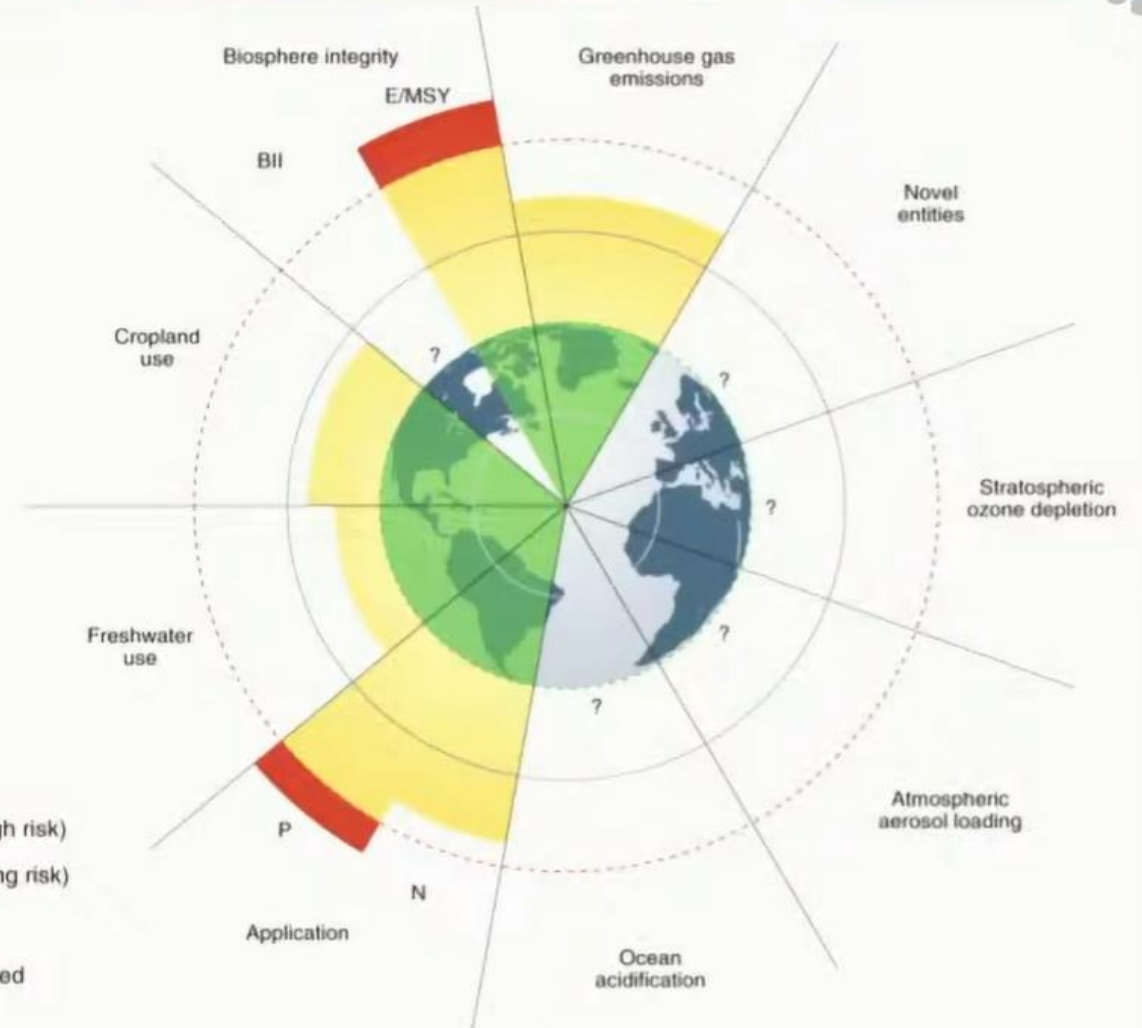
Hundreds of millions of people are going hungry as conflicts affect food supplies. There is also growing evidence that food producers are exploiting the situation to increase their profits.

The food system transgresses Planetary Boundaries

- 21-37% GHG emissions from global food system (IPCC 2019)
- Majority of global working poor in agriculture (WB, 2016)
- 690 million undernourished 2019 (FAO et al. 2020)
- >10 million lives lost annually due to unhealthy diets (GBD, 2019)

Source: Rockström et al. 2020, Nature Food

- Beyond zone of uncertainty (high risk)
- In zone of uncertainty (increasing risk)
- Below boundary (safe)
- Food boundary not yet quantified



Evidence tells us that food systems are failing on multiple fronts, starting from food security and nutrition... and is getting worse.

Tendencias

CONOCER PARA AVANZAR

EMERGENCIA CLIMÁTICA >

Johan Rockström, científico climático: “Los países ricos deben hacer una gran transición hacia una dieta basada en plantas”

El director del Instituto Potsdam, reconocido por su trabajo sobre los límites de la salud planetaria, ha sido galardonado con el Premio Virchow 2024



Johan Rockström, director del Instituto Potsdam para la Investigación de Impacto Climático (Alemania), en una imagen cedida por la organización de los Premios Virchow. JADRANKO MARIANOVIC (PREMIOS VIRCHOW)

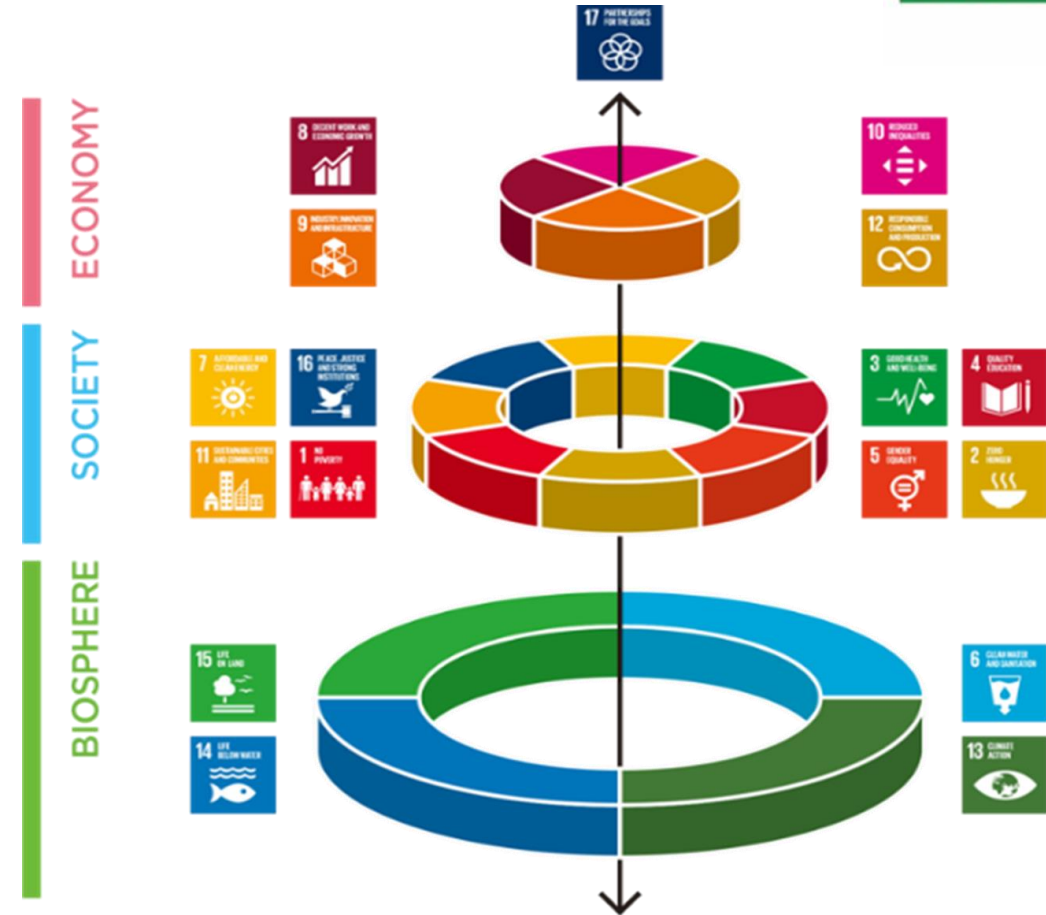
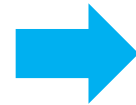
“Lo principal es la transformación del sistema alimentario, que es la primera causa de la superación de los límites planetarios. El sistema agrícola es el mayor emisor de gases de todos los sectores económicos. Es responsable de entre el 25 y el 30% de las emisiones. Es, con diferencia, la principal causa de pérdida de biodiversidad. También es el mayor consumidor de agua dulce: el 70% de las extracciones de agua en ríos, lagos y aguas subterráneas proceden de la agricultura. Y la sobrecarga de nitrógeno y fósforo se debe al uso excesivo de fertilizantes. La expansión de la tierra está causada principalmente por la agricultura. Por eso este tema es lo primero. **La transición energética es lo segundo y después la economía circular.”**



10 mil milions de persones al 2050



Urgeix una transformació radical del sistema alimentari global



Només si som capaços de retornar els sistemes alimentaris a un marc d'operacions segur i estable tindrem opcions real d'assolir els objectius de desenvolupament sostenible (ODS) i l'Acord de París.



Proporcionar una dieta saludable a una població de 10 mil milions de persones sense sobrepassar els límits planetaris

<https://eatforum.org/content/uploads/2019/01/EAT-Lancet Commission Summary Report.pdf>

<https://livestream.com/brightnorway/eat>

#foodcanfixit #EATLancet



Tres vies d'innovació per retornar els sistemes alimentaris dins dels límits del planeta

Potencial estimat de millora:

- 1. Reducció del malbaratament alimentari**
(evitar+reaprofitar) → 6-16%
- 2. Eco-innovació en agrosistemes**
(potenciar les mesures de major impacte) → 3-30%
- 3. Canvi de dietes**
(aliments menys intensius ambientalment) → 5-22%

→ Σ 14-68%

La Transformació dels Sistemes Alimentaris



La innovació com a palanca fonamental pel canvi.

Principis d'innovació compartits i formes complementaries de generar coneixement



LÍMITS DEL
SOLUCIONISME/MODEL MENTAL

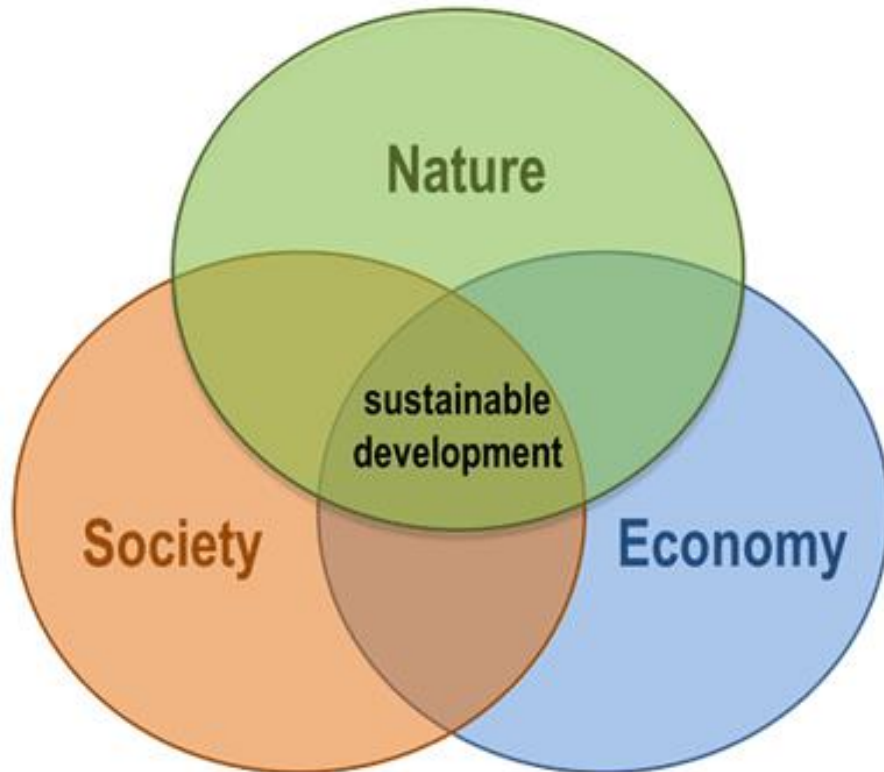
“Nature,”

(Oxford English Dictionary)

The phenomenon of the physical world collectively; esp plants, animals and other features and products of the earth itself, as opposed to humans and human creations”.

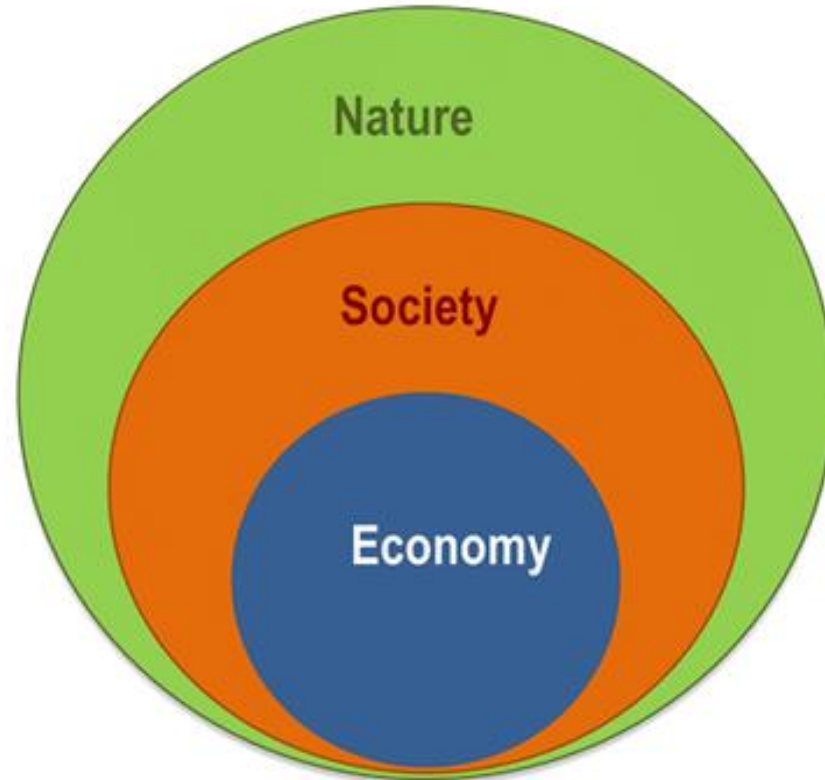


Un canvi de marc conceptual



Weak sustainability

Based in Brundtland 1987.



Strong sustainability

Giddings 2002.

“El nostre sistema econòmic està incrustat a la biosfera. Si destruïm la biosfera, ho perdem tot i tampoc podem mantenir un sistema econòmic pròsper”

[The Observer](#)

Review Article

Cite this article: Diesendorf M, Davies G, Wiedmann T, Spangenberg JH, Hail S (2024). Sustainability scientists' critique of neoclassical economics. *Global Sustainability* 7, e33, 1–13. <https://doi.org/10.1017/sus.2024.36>

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Keywords:
economics; policies; politics and governance

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Sustainability scientists' critique of neoclassical economics

Mark Diesendorf¹, Geoff Davies², Thomas Wiedmann³,
Joachim H. Spangenberg⁴ and Steven Hail⁵

¹School of Humanities & Languages, UNSW, Sydney, NSW, Australia; ²Research School of Earth Sciences, Australian National University, Braidwood, Australia; ³School of Civil & Environmental Engineering, UNSW, Sydney, Australia; ⁴Sustainable Europe Research Institute, Overath, Germany and ⁵Torrens University, Australia, and Modern Money Lab, Australia

Abstract

Non-technical summary. Neoclassical economics (NCE) theory and neoliberal economics practice together form one of the principal driving forces of environmental destruction and social injustice. We critically examine ten key hypotheses that form the foundations of NCE, and four other claims. Each fails to satisfy one or more of the basic requirements of scientific practice. Hence, NCE is fundamentally flawed, is irrational in the common meaning of the word, and should not be used as a guide for government policies. Because NCE is socially constructed, it can be replaced with an interdisciplinary conceptual framework that is compatible with ecological sustainability and social justice.

Technical summary. Neoclassical economics (NCE) is widely regarded as providing theoretical justification for neoliberal notions such as 'governments should minimize regulation and spending, and hence leave major socioeconomic and environmental decisions to the market'. A large body of literature finds that NCE is largely responsible for environmental destruction and social inequality. As NCE is claimed to be a science and has appropriated terminology

Un model econòmic sota sospita



Contents lists available at ScienceDirect

Ecological Economics

journal homepage: www.elsevier.com/locate/ecocon



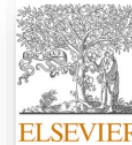
Economics for the future – Beyond the superorganism

N.J. Hagens

Institute for the Study of Energy and Our Future, United States

ABSTRACT

Our environment and economy are at a crossroads. This paper attempts a cohesive narrative on how human evolved behavior, money, energy, economy and the environment fit together. Humans strive for the same emotional state of our successful ancestors. In a resource rich environment, we coordinate in groups, corporations and nations, to maximize financial surplus, tethered to energy, tethered to carbon. At global scales, the emergent result of this combination is a mindless, energy hungry, CO2 emitting Superorganism. Under this dynamic we are now behaviorally 'growth constrained' and will use any means possible to avoid facing this reality. The farther we kick the can, the larger the disconnect between our financial and physical reality becomes. The moment of this recalibration will be a watershed time for our culture, but could also be the birth of a new 'systems economics'. and resultant different ways of living. The next 30 years are the time to apply all we've learned during the past 30 years. We've arrived at a species level conversation.



Contents lists available at ScienceDirect

Energy Research & Social Science

journal homepage: www.elsevier.com/locate/erss



Perspective

Modernity is incompatible with planetary limits: Developing a PLAN for the future

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^c Linfield University, McMinnville, OR, USA

^d shion Studies, Kansas State University, Manhattan, KS, USA

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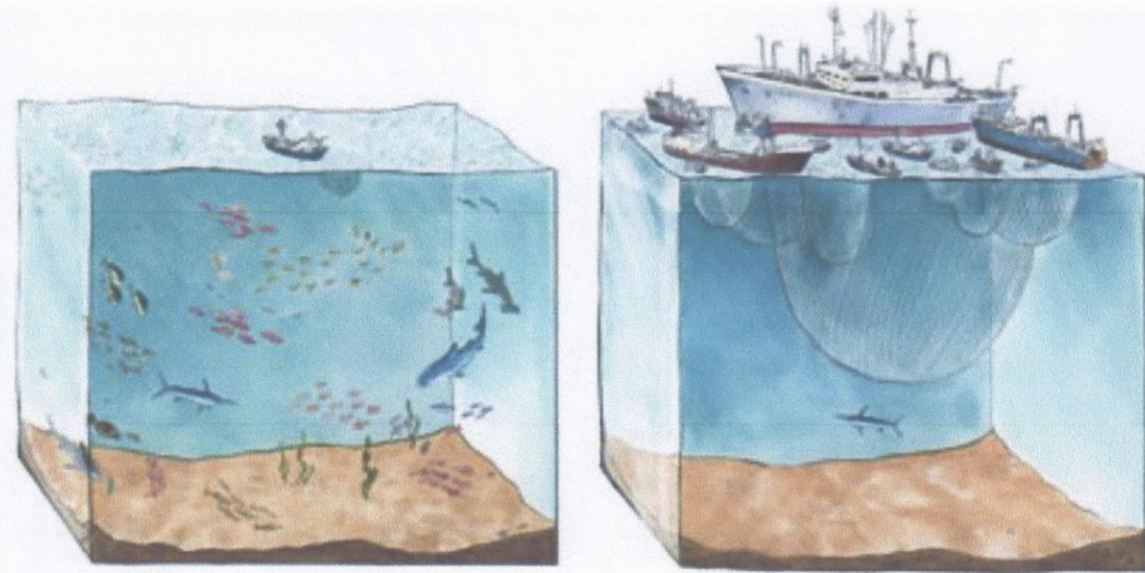
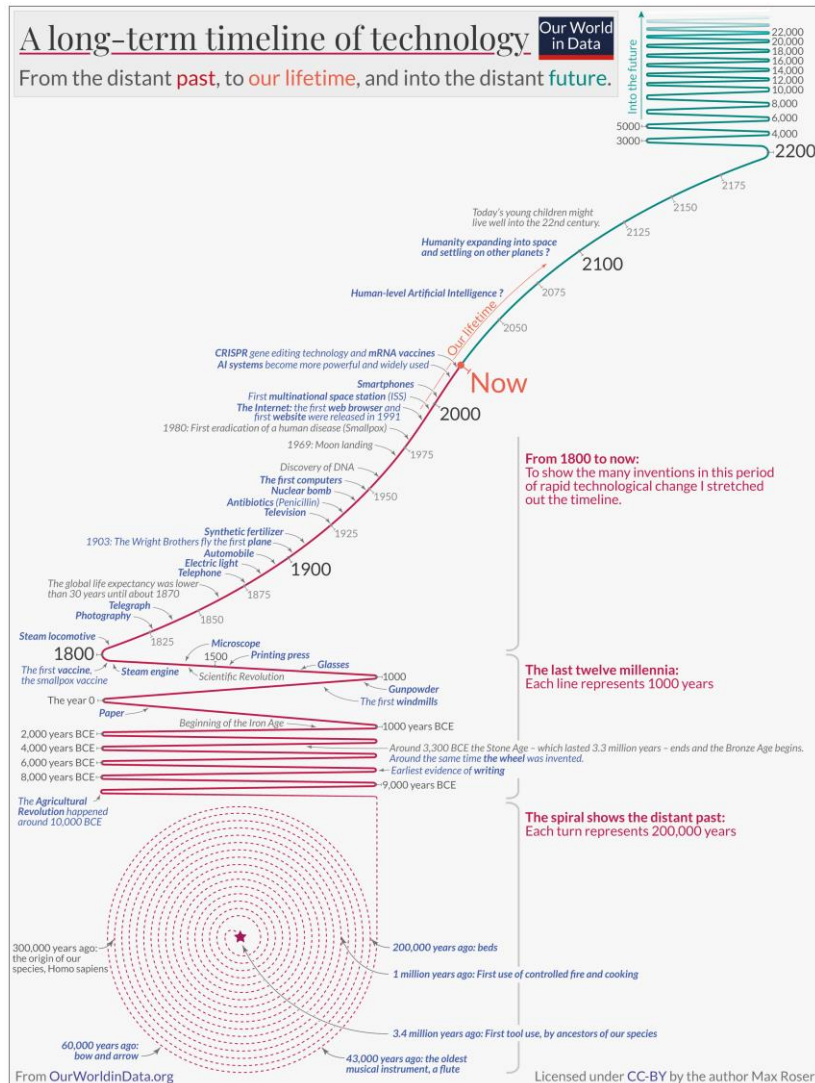


ABSTRACT

This age of modernity is characterized by consistent growth in energy use, economic activity, and resource consumption, and a generally increasing standard of living—albeit inequitably distributed. All currently living humans, and most academic disciplines, have developed in this age, which appears normal and indefinite to us. But modernity has been enabled by the rapid and accelerating expenditure of our one-time inheritance of fossil fuels, and by drawing down the resources and ecosystems of our finite Earth—none of which can be sustained as we transition from a resource-rich frontier to a human-dominated planet. Climate change is often singled out as modernity's existential crisis, but it is only one of a series of interlocking challenges constituting an unprecedented predicament that must be understood and mitigated in order to live within planetary limits. While energetic and technological challenges attract significant attention, arguably the greatest challenges are conceptual or even cultural. In particular, as we review in this Perspective, today's political economy has been designed to value short-term financial wealth over the real treasure of Earth's functioning ecosystems, to discount the future at the expense of the present, and to demand infinite exponential growth...which is simply impossible on a finite planet. Given all this, humanity should view its present overshoot-prone trajectory with tremendous suspicion, humility, and concern. We call for the establishment of a transdisciplinary network of scholars from across the entire academic landscape to develop a global understanding of planetary limits and how humanity can adapt to the associated realities. We present a set of foundational principles to serve as a starting point to anchor this network and drive a new area of focused inquiry to develop a shared vision of viable future paths.



Necessitem un nou model econòmic per un món "saturat"



Empty

Full

<https://greattransition.org/publication/economics-for-a-full-world>

Els supòsits fundacionals de l'economia neoclàssica, desenvolupats en un món buit, ja no s'aguanten. La nostra espècie està generant una càrrega agregada que sobrepasa els límits de la natura a nivell local, regional i planetari.

L'obsessió imperant pel creixement del PIB ens posa en el camí del col·lapse ecològic, sacrificant el mateix sosteniment del nostre benestar i supervivència.

Herman Daly

NOVES NARRATIVES
UN NOU PARADIGMA

L'ALIMENT COM UN BÉ COMÚ ?

en comptes d'un bé de consum, com ja va passar amb l'educació i la salut a principis del segle XX

nature food

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Food as a commodity, human right or common good

[Peter Jackson](#) , [Marta Guadalupe Rivera Ferre](#) , [Jeroen Candel](#), [Anna Davies](#), [Cristiane Derani](#), [Hugo de Vries](#), [Verica Dragović-Uzelac](#), [Alf Håkon Hoel](#), [Lotte Holm](#), [Erik Mathijs](#), [Piergiuseppe Morone](#), [Marianne Penker](#), [Ruta Śpiewak](#), [Katrien Termeer](#) & [John Thøgersen](#)

[Nature Food](#) 2, 132–134 (2021) | [Cite this article](#)

[Food as a commodity, human right or common good](#) | Nature Food

[https://www.academia.edu/6604247/What if food is considered a common good](https://www.academia.edu/6604247/What_if_food_is_considered_a_common_good)

La sostenibilitat no és suficient: necessitem **cultures regeneratives**

Living Systems Design

Pays attention to quality & quantity
Effectiveness- doing the right thing
Informed by a Systems View of Life
Thinking in patterns and principles

The SDGs as a bridge towards regeneration?



**Regenerative
Development**

Depletion fossil energy stocks

**Degenerative
Development**

Using renewable energy flows

Design of Technical Systems

Values only the quantifiable
Efficient - doing things right
Informed by Mechanism & Technology
Siloed & fragmented thinking

Conventional
(staying within the law)

Green
(a little less negative impact)

Sustainable
(adding no additional harm)

Restorative
(humans doing things to nature)

Regenerative
(humans doing things as nature)

Degenerative Cultures

Regenerative Cultures

<https://youtu.be/HowyQ1vXlby>

Designing Regenerative Cultures



Daniel Christian Wahl

Es possible fer compatibles l'economia regenerativa i els models de negoci convencionals?

Es poden crear models de negoci regeneratius en un sistema econòmic degeneratiu?

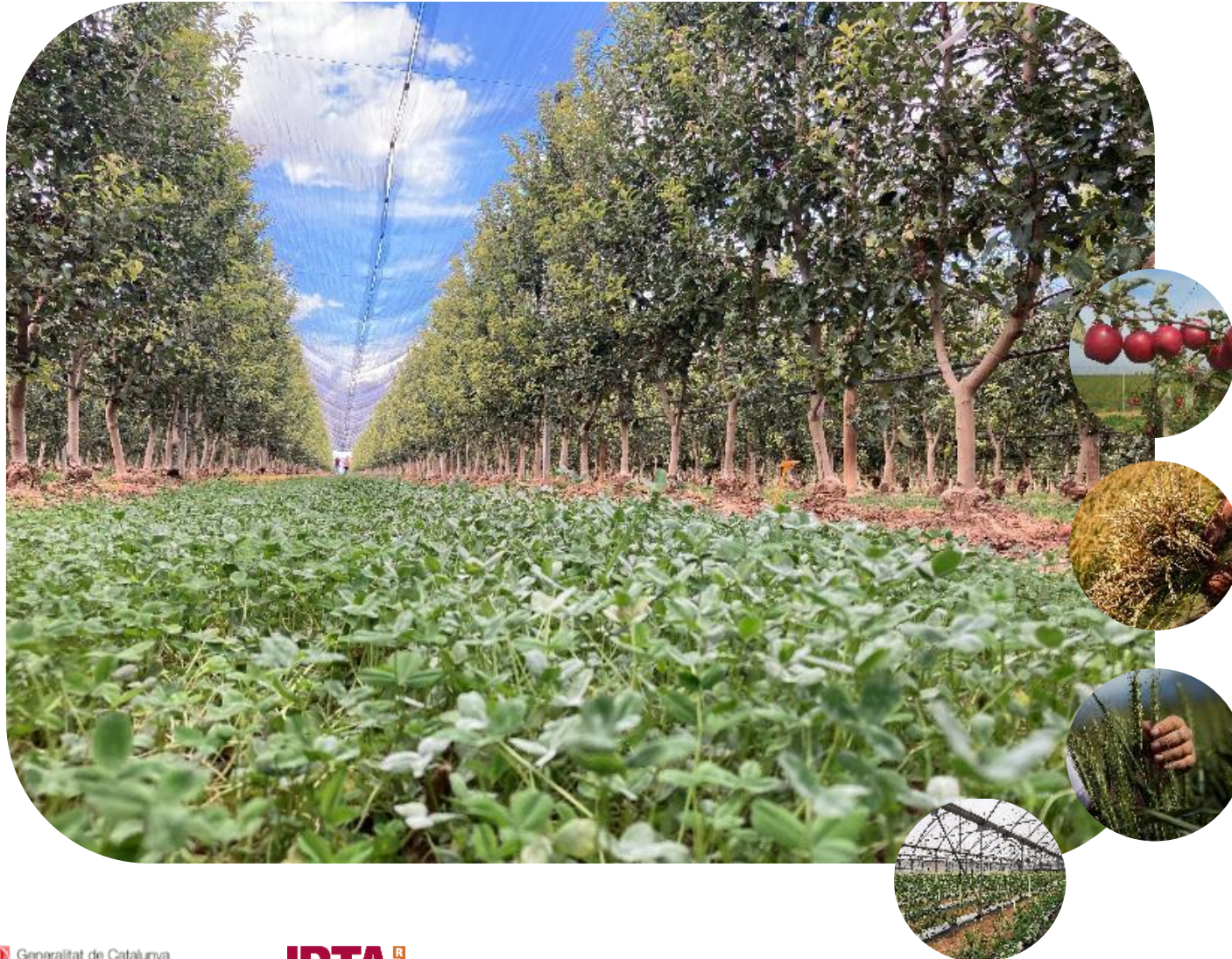
En lloc d'obsessionar-nos amb les respostes ràpides, no hauríem d'intentar fer-nos les preguntes correctes?

<https://medium.com/activate-the-future/can-regenerative-economics-mainstream-business-mix-ef2f8aafa8d4>

<https://medium.com/nyc-design/introduction-to-design-for-human-and-planetary-health-8f4c82a94db3>



Exemples. Agricultura regenerativa



Implementació de pràctiques de l'agricultura regenerativa, l'agroecologia i la bioeconomia tot mantenint i fins i tot incrementat la productivitat agrària

Cobertes vegetals

Bandes florals

Maneig dels residus de collita

Maneig de l'aigua en post-collita

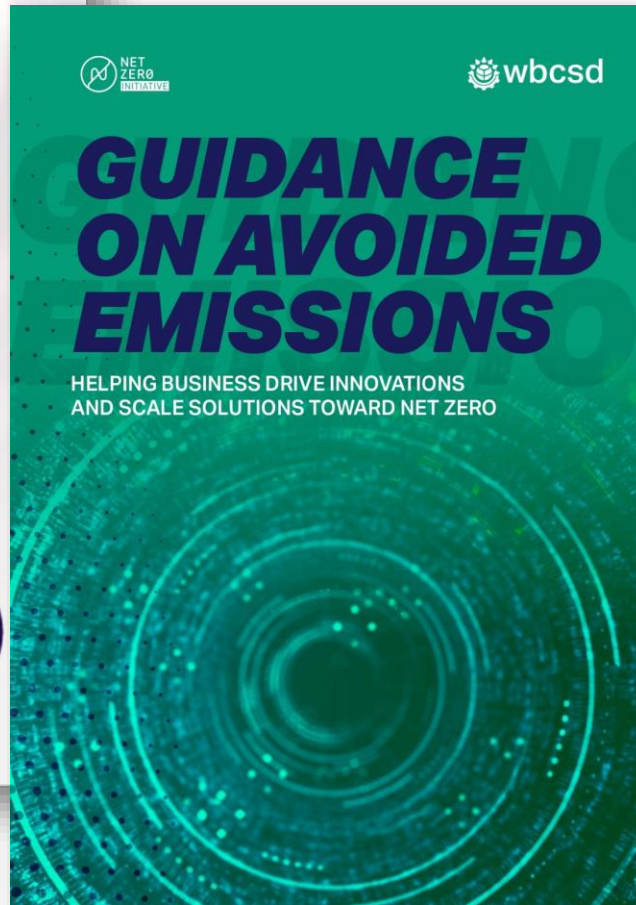
Adobs verds

Fertilitzants orgànics

Rotacions de cultius

Minimització de treball del sòl

Inoculació amb fongs micorrízics



WORLD ECONOMIC FORUM

We need a paradigm shift: Regenerative business

In our opinion, they must take a regenerative approach to business. This idea involves a strategy that promotes the restoration and regeneration of natural resources and social systems. It goes beyond sustainability and seeks to create positive impacts on the environment, society and economy.

World Business Council for Sustainable Development

<https://www.wbcd.org/Overview/About-us/Vision-2050-Time-to-Transform>
<https://www.weforum.org/agenda/2023/03/regenerative-business-sustainability/>



Why Markets Are Sustainability's Next Giant Leap

After decades in which businesses—plus their brands, chains—have been targeted, our next challenge is to r




JOHN ELKINGTON
AUG 13, 2024

25 6 2




UNIVERSITY OF CAMBRIDGE | CISL Cambridge Institute for Sustainability Leadership



Survival of the Fittest: From ESG to Competitive Sustainability

A discussion paper by the University of Cambridge Institute for Sustainability Leadership



L'economia del *postcreixement* ofereix noves oportunitats: Dels ESG a les Finances Transformatives

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Sustainable capitalism + Add to myFT

The great green business rethink is finally happening

An overdue push to reshape markets, not just individual companies, is under way at last



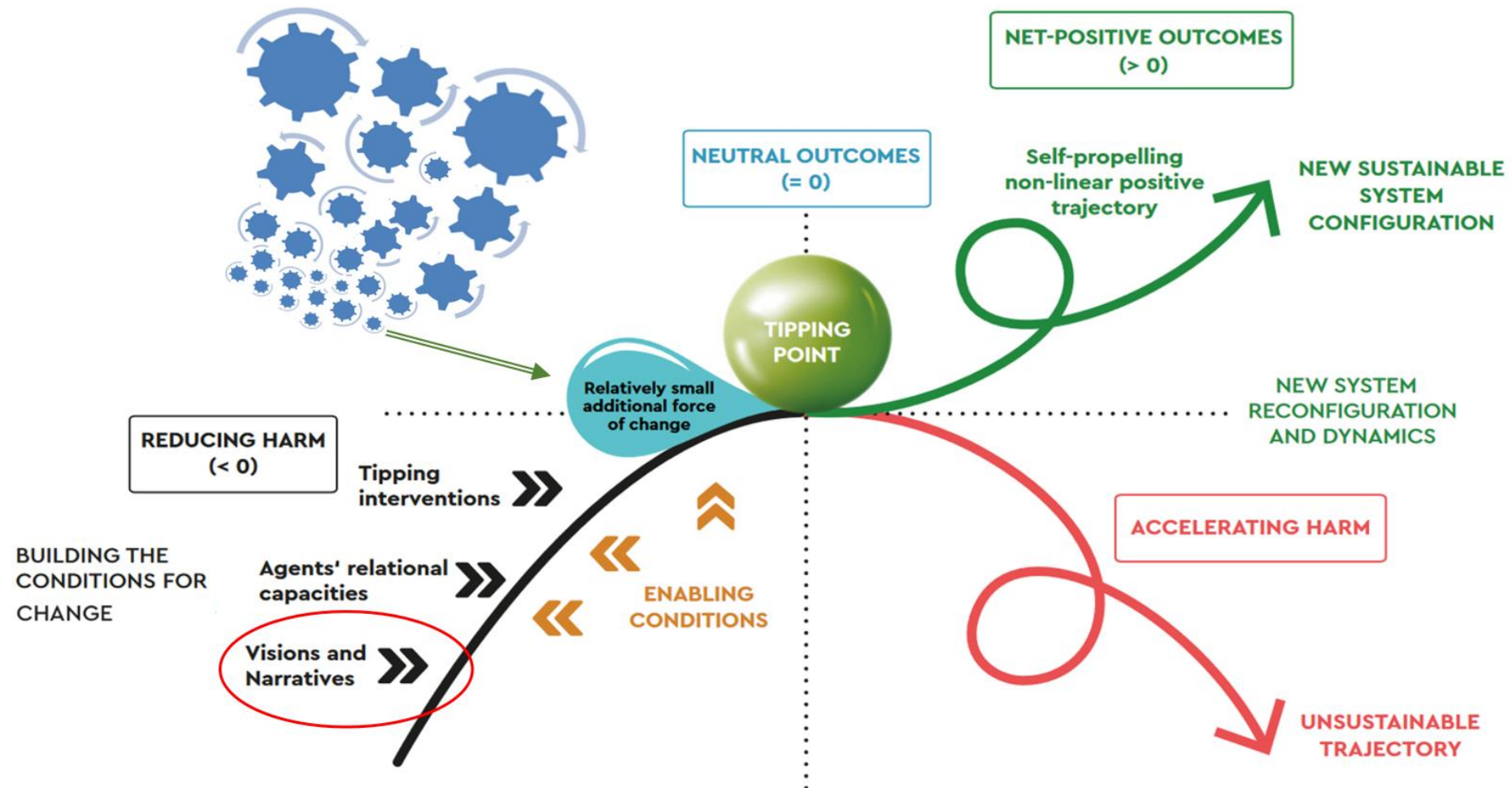
Necessitem finançar una transició o una transició de les finances?

"No podem
resoldre
problemes amb
el mateix tipus
de pensament
que vam
utilitzar quan
els vam crear."



sketchplanations

Positive tipping points



Quan una massa crítica de persones entenen el que està passant, i el que és més important, **es comporten com si entenguessin el que està passant**, l'estatus quo canvia i de sobte tothom sent i actua de la mateixa manera. Això s'anomena un **punt d'inflexió social** i tots tenim un paper a jugar per activar-los.

“It is not just about inventing new solutions but about transforming our relationship with the planet. We must shift from a paradigm of exploitation to one of stewardship.”

Johan Rockström

Director, Potsdam Institute
for Climate Impact
Research

McKinsey
& Company





“Què pot fer una sola persona?”

No ser una sola persona”

Dean Moore

<https://www.youtube.com/watch?v=JMNYjF6GC8>

<https://www.youtube.com/watch?v=hXecgWkO3eY>

Gracies!

Anna Palli – Cap de l’Oficina de Vigilància Tecnològica
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