

DeepSeek and the Future of AI

02.14.2025

# Newsweek®

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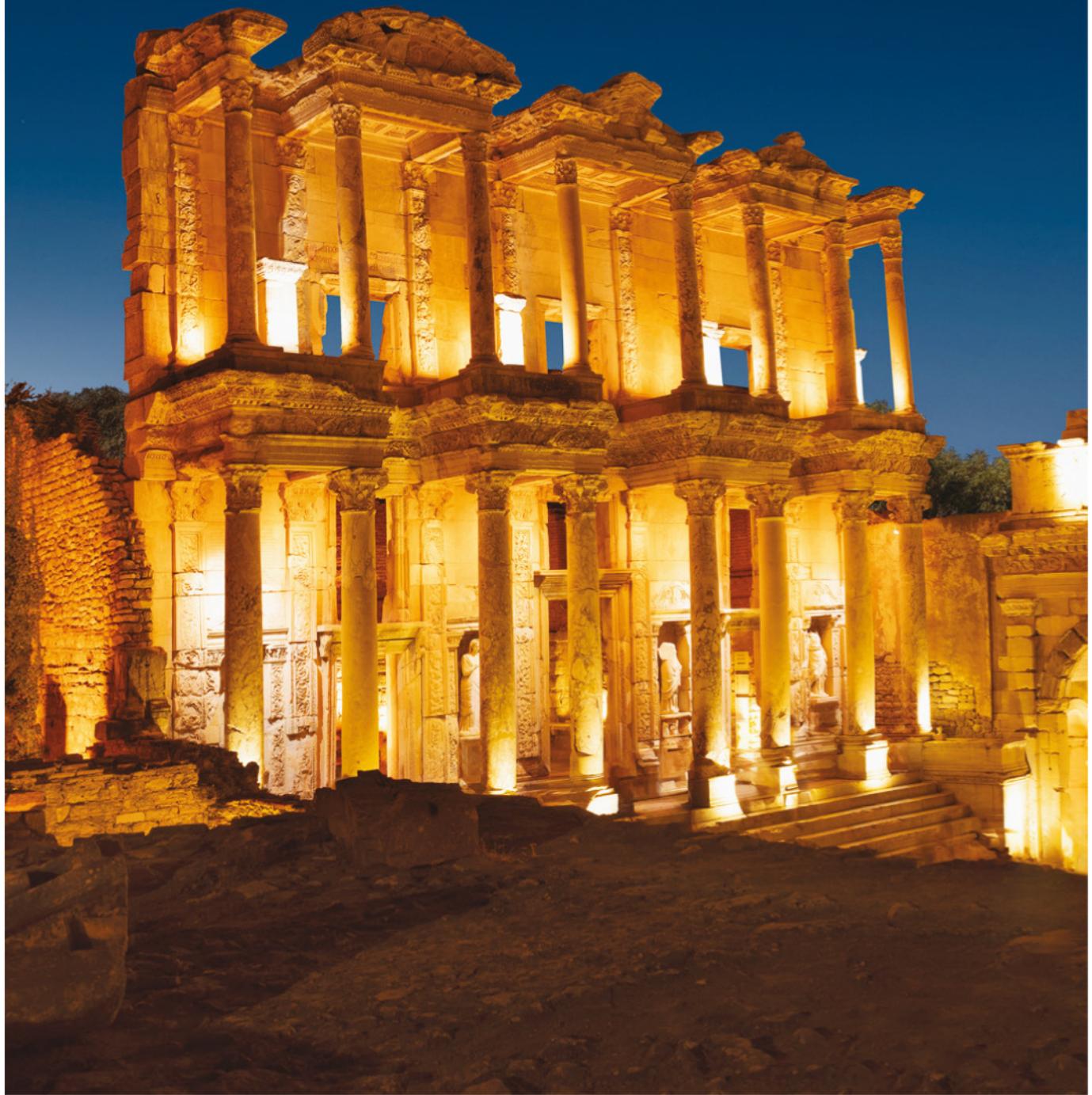
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in Chief**

Donald Trump's team was instrumental in the ceasefire agreed between Israel and Hamas. Experts told *Newsweek* his administration will play a critical role in shaping the future governance of Gaza, too.

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and ELLIE COOK

**28****America's  
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for Black  
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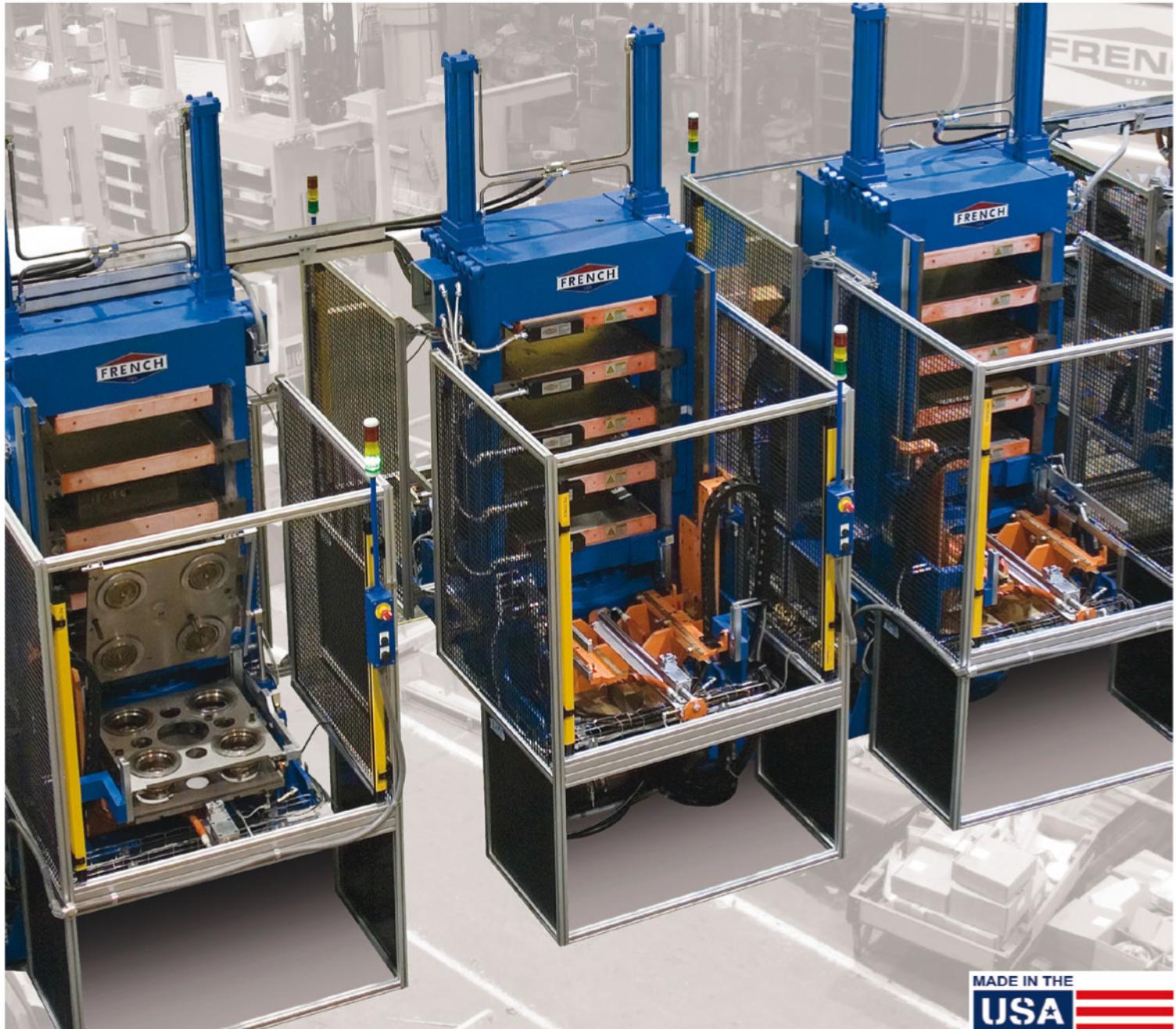
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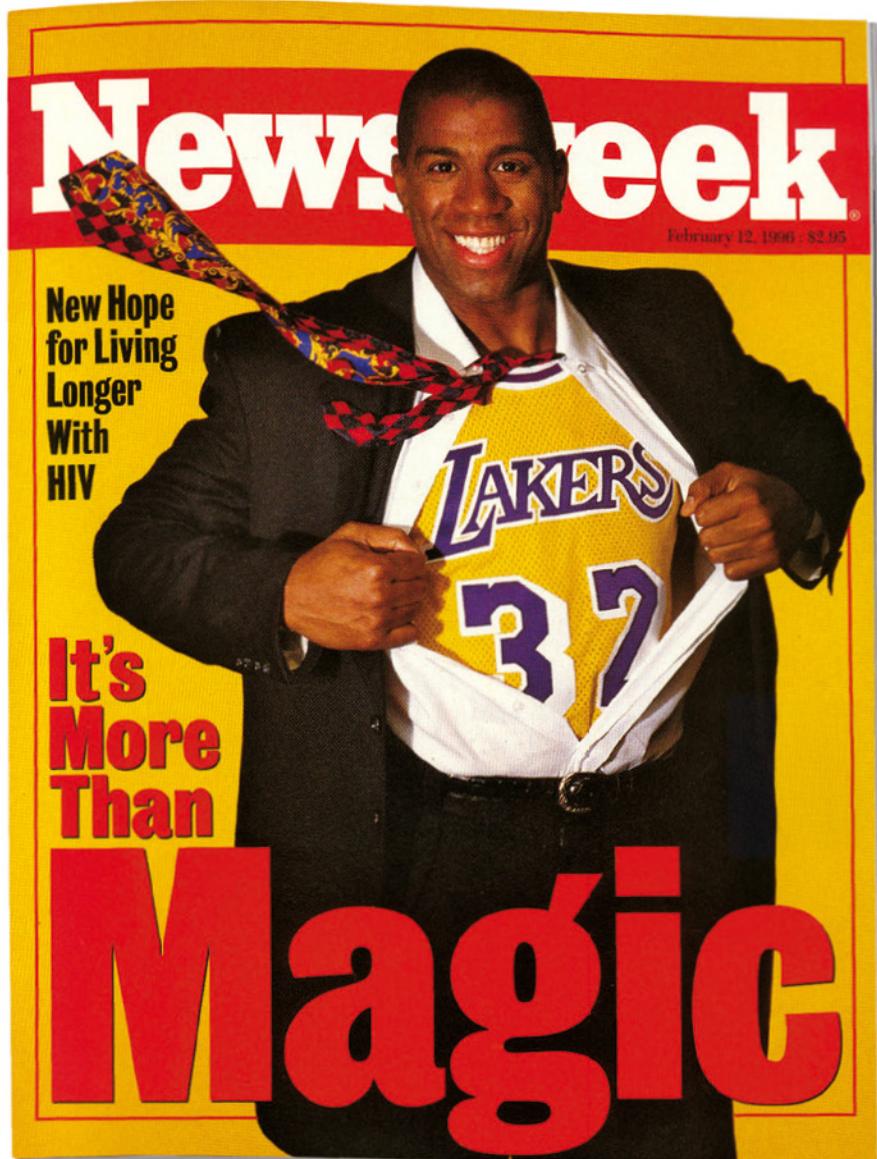
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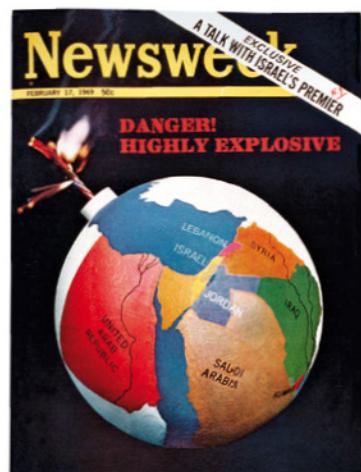
# The Archives

1996

"Weight can be shed and legs powered up. But [Magic] Johnson is still, and forever, HIV-positive. He started taking AZT, the drug that blocks HIV's ability to replicate, as soon as he tested positive for the virus," Newsweek wrote. Antiretroviral treatments like AZT are effective in preventing deaths from AIDS-related illness—and, under the Affordable Care Act, covered by health insurers. However, these protections are now at risk with the recent Supreme Court decision to hear *Braido Mgmt., Inc. v. Becerra*, which will determine the constitutionality of the ACA's preventable care requirements.

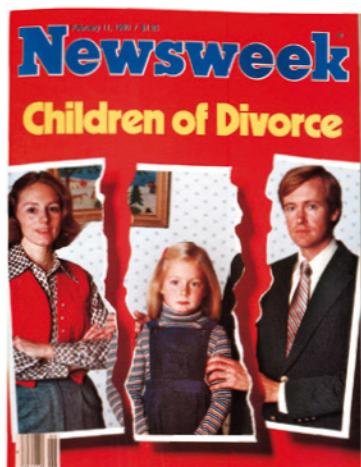


NEWSWEEK ARCHIVE [3]



1969

"Israel's regular army consists of only 50,000 men and 800 tanks—although the country can put another 225,000 reservists in the field within hours," Newsweek reported. After Hamas' attack in October 2023, the Israel Defense Forces called up nearly 300,000 reservists—the largest-ever call-up in the nation's history.



1980

"The problem is formidable in numbers alone. There are currently 12 million children under the age of 18 whose parents are divorced," Newsweek said. The most recent data from the U.S. Census Bureau in 2021 suggests nearly half of all divorces involved couples with children under the age of 18. ■

# In Focus

THE NEWS IN PICTURES





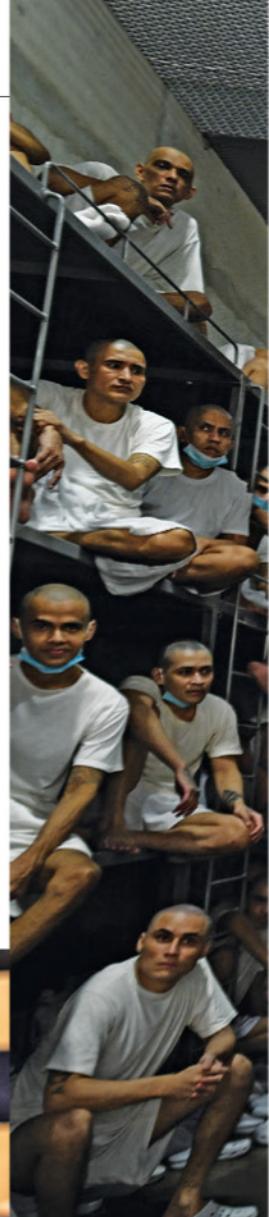
SCHLADMING, AUSTRIA

## Downhill Dash

Two-time Olympic medalist Henrik Kristoffersen of Norway speeds downhill during the first run of the Audi FIS Alpine Ski World Cup men's giant slalom on January 28. His teammate Alexander Steen Olsen won his second World Cup title of the season, clocking a time of 1:42.75 and beating runner-up Kristoffersen's by 0.39 seconds. The Schladming event was the last giant slalom competition before the FIS Alpine World Ski Championships in Saalbach-Hinterglemm, Austria, began on February 4.

► CHRISTIAN BRUNA

GETTY





ARLINGTON, VIRGINIA

## Disaster Probe

A helicopter flies above the crash site of the American Airlines plane that collided with a military Black Hawk helicopter on January 30 above the Potomac River. Sixty-seven people were killed in the incident as the commercial jet prepared to land at Ronald Reagan Washington National Airport. An investigation into the crash, the worst U.S. air disaster since November 2001, is ongoing.

PHOTO: ANDREW HARNIK



HAIFA, ISRAEL

## Never Forget

Auschwitz concentration camp survivor Miriam Linial, 103, attends an International Holocaust Remembrance Day event in northern Israel on January 27, marking 80 years since the liberation of the Nazi death camp in occupied Poland. A 2024 report by the Conference on Jewish Material Claims Against Germany found there are about 245,000 Holocaust survivors in over 90 countries now, 49 percent of them living in Israel.

PHOTO: MENAHEM KAHANA/AFP



TECOLUCA, EL SALVADOR

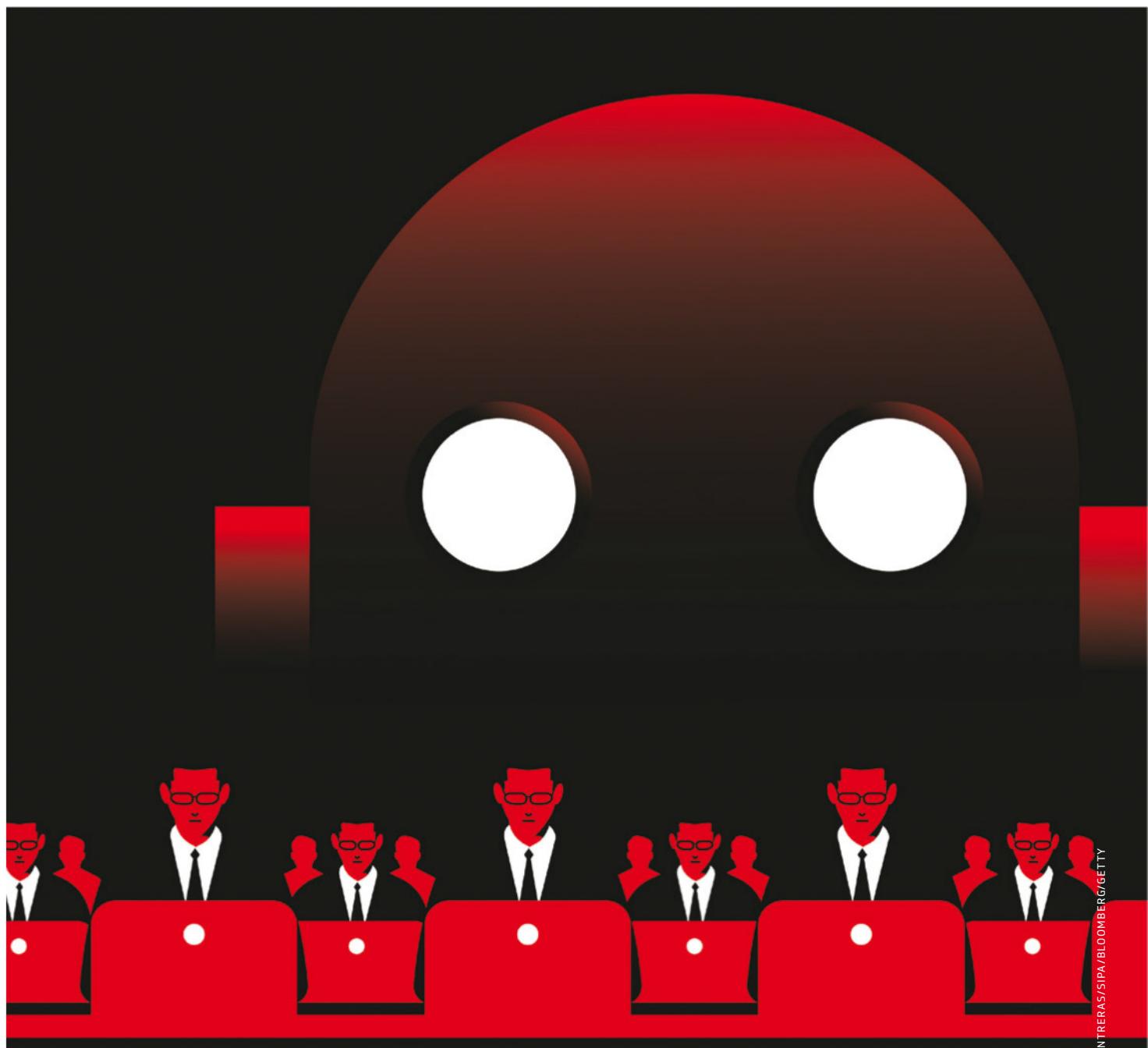
## Punishing Conditions

Inmates occupy a cell at the Terrorism Confinement Center, Latin America's largest prison, on January 27. February 1 marks two years since President Nayib Bukele's government established the prison, which houses hundreds of members of the MS-13 and 18th Street gangs. Bukele attributes the country's sharp drop in crime to locking up criminals, saying: "This year, our homicide rate will be below one."

PHOTO: MARVIN RECINOS/AFP

# Periscope

NEWS, OPINION + ANALYSIS



**“The standoff offers a taste of what’s to come.”** ▶ P.16



TECHNOLOGY

# The Race for AI Dominance

The sudden success of Chinese artificial intelligence startup DeepSeek took the tech world by surprise. *Newsweek* explores the impact on the U.S.’s lead in the industry

CHINESE STARTUP DEEPEEK HAS SENT SHOCK waves through the artificial intelligence world and created a headache for the United States.

Its AI assistant overtook Western rival ChatGPT on January 27 to become the top-rated free app on Apple’s App Store in the U.S., delivering a trillion-dollar blow to U.S. tech firms on the stock market.

The OpenAI rival sent a sobering message to both Washington and Silicon Valley, showcasing China’s erosion of the U.S. lead in a critical tech battleground. *Newsweek* contacted DeepSeek, OpenAI and the U.S.’s Bureau of Industry and Security via email for comment.

DeepSeek, a little-known company in Hangzhou, China, is the brainchild of Liang Wenfeng, a former hedge fund manager who transitioned to AI development in 2023. Liang told Asia Tech Review: “This is about democratizing innovation.”

His platform’s flagship model, DeepSeek-R1, sparked the largest single-day loss in stock market history, wiping

billions off the valuations of U.S. tech giants like OpenAI minority owner Microsoft and chipmakers Nvidia and Broadcom last month. The brutal selloff stemmed from concerns that DeepSeek, and thus China, had caught up with American firms at the forefront of generative AI—at a fraction of the cost.

DeepSeek claims that it trained its models in two months for \$5.6 million and using fewer chips than typical AI models. U.S.-based OpenAI was reported to have spent around \$100 million to develop GPT-4. Gary Marcus, a cognitive scientist and an author of *Rebooting AI*, told *Newsweek*: “Nobody has landed on the moon yet, or will they soon, but China has basically caught up to the U.S. in the flawed and faddish techniques of generative AI.”

While DeepSeek’s budget claim has been disputed by some in the AI world, who generally argue that it used existing technology and open source code, others disagree. Nabil Jawdat Sarhan, associate professor of Electrical & Computer

by  
**MICAH MCCARTNEY, SHANE CROUCHER**  
and  
**THEO BURMAN**

Engineering at Wayne State University and director of Wayne State Computer Systems and Deep Learning Research Lab, told *Newsweek*: "I have no reason to doubt the credibility of this information. China has invested heavily in nurturing talent in artificial intelligence, computer science, computer engineering and other fields."

"As a researcher in AI, I'm astonished by the massive volume of Chinese publications in top research journals and conferences in the field. Moreover, Chinese companies have been successful in making competitive products at much lower costs than in the U.S. The technology gap between the USA and China has substantially narrowed over the years, and China has started to gain an edge in some areas."

### **'Significant Impact'**

Kristian Hammond, a professor of computer science at Northwestern University, where he directs the Center for Advancing Safety of Machine Intelligence, told *Newsweek*: "If they are telling the truth and the system can be built on and run on much less expensive hardware, DeepSeek will have a significant impact."

"Nvidia currently is so valuable because everyone thinks that we cannot build AI without them. But DeepSeek demonstrates that we can. Similarly, OpenAI has 'argued' that we cannot support their software locally, but DeepSeek, again, demonstrates that we can. And the fact that DeepSeek could be built for less money, less computation and less time and can be run locally on less expensive machines, argues that as everyone was racing towards bigger and bigger, we missed the opportunity to build smarter and smaller. If they open the door to their techniques, it will be a disruptor as everyone will rush towards small."

Former President Joe Biden's

restrictions on foreign AI development may have pushed China to innovate. To keep a steady lead in the AI industry, Biden's 2022 CHIPS Act increased semiconductor manufacturing in the U.S., while also clamping down on chip firms investing in China and Russia, the biggest competitors in the industry. He later granted \$6.6 billion to Taiwan Semiconductor Manufacturing Company for construction of advanced chip factories in Arizona, reducing the risk of supply chain disruptions in the event a conflict over Taiwan. However, DeepSeek had stockpiled 10,000 of Nvidia's H100 chips and used this to continue work, though export controls remain a challenge, according to Liang.

Alexandra Mousavizadeh, creator of the Global AI Index and CEO of Evident, told *Newsweek* that Biden's policies may have forced China to innovate with fewer resources. "Seeing DeepSeek, [Biden's regulations] don't seem to have done a huge amount.... I think first of all we're definitely seeing that they're not that successful in containing chips getting into the Chinese markets."

Even if the U.S. clamps down harder, "it's going to be almost impossible to completely ring-fence China out of high-end chips," she said. "The other dynamic is that even if it was successful in containing...you're pushing



China to develop pretty sophisticated chips." This highlights how DeepSeek was able to launch with just 2,000 specialized Nvidia chips compared with the 16,000 or more required to train leading U.S. models; Chinese companies worked with what they had.

"What China just needs to do is develop chips that are good enough," Mousavizadeh added. "They don't have to be state of the art to get to something that's highly competitive."

### **Chatbot Rivalry**

DeepSeek's success in the U.S. has been attributed to its accessibility, cost-effectiveness and performance. DeepSeek described itself as "rivaling OpenAI's model o1" in reasoning and mathematical problem-solving. OpenAI CEO Sam Altman called DeepSeek "an impressive model, particularly around what they're able to deliver for the price." He added on X: "We will obviously deliver much better models and also it's legit invigorating to have a new competitor! We will pull up some releases. But mostly we are

**"What China just needs to do is develop chips that are good enough. They don't have to be state of the art to get to something that's highly competitive."**



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excited to continue to execute on our research road map and believe more compute is more important now than ever before to succeed at our mission."

Stuart Russell, a distinguished professor of computer science and holder of the Smith-Zadeh chair in engineering at the University of California, Berkeley, told *Newsweek* it's "probably too early to say" if DeepSeek is as good as the latest systems from U.S. firms.

"Chatbot performance is a complex topic," he said. "If the claims hold up, this would be another example of Chinese developers managing to roughly replicate U.S. systems a few months after their release. The general outlines of how OpenAI's o1 works have been known for quite a while—even before it was released—so it's not all that surprising that it can be roughly replicated."

Russell said the numbers for the training cost and chips used were the biggest surprise and "have caused grief in the markets, because U.S. companies such as Microsoft, Meta and OpenAI are making huge investments in

**TECH DISRUPTOR** Former hedge fund manager Liang Wenfeng transitioned to AI in 2023 and founded DeepSeek, aiming to "democratize innovation."

chips and data centers on the assumption that they will be needed for training and operating these new kinds of systems. If that assumption is false and it can be done much more cheaply, then those investments are mostly a waste of money, and future demand for Nvidia's chips in particular will be much lower than predicted," he said.

A Nvidia spokesperson told *Newsweek*: "DeepSeek is an excellent AI advancement and a perfect example of test-time scaling. DeepSeek's work illustrates how new models can be created using that technique, leveraging widely available models and compute that is fully export control compliant. Inference requires significant numbers of Nvidia GPUs and high-performance networking. We now have three scaling laws: pre-training and post-training, which continue, and new test-time scaling."

#### AI's Future in the U.S.

Fellow U.S.-based firms Microsoft, Meta, Amazon and Alphabet are expected to spend up to \$300 billion on AI projects this year. On January 21, Donald Trump announced Stargate—a \$500 billion investment in U.S. infrastructure tied to artificial intelligence by a new partnership formed by OpenAI, Oracle and SoftBank. The U.S. president said: "This is a resounding vote of confidence in America's potential. It will ensure the future of AI technology and keep it in this country."

However, DeepSeek's success could undermine a key pillar of foreign policy—restricting the sale of U.S.-designed AI semiconductors to China. Mousavizadeh outlined Trump's options. "You can continue to try

and contain access to chips and close the walls off. While you're doing that, you're doubling down on investment into data infrastructure, supporting the development of AI in the U.S. and being first in that race," she said.

"Or you open up completely and you say, 'Look, it's to the benefit of all that everyone has access to everything, because the collaboration between Europe, the U.S. and China in the past has been what has led to the ability to get to where we are today.' So closing off will probably slow down overall global development, in my view. My understanding is that he [Trump] definitely would lean towards the former."

"He's trying to close off access to chips in China and go full throttle on AI development, which is done with Stargate. He's got it very much top of the agenda in this White House."

Whoever wins the AI race, Russell has a warning for the industry. He said the race for larger data centers "had already started to look like the race between the U.S. and the Soviet Union in the 1960s to build and test larger and larger bombs: they got as far as 50 megatons before realizing it was all rather pointless, but in the process they wasted billions of dollars and dumped enough radioactivity into the atmosphere to kill 100,000 people."

"The [AI] race' between companies and between nations is somewhat similar, except worse: even the CEOs who are engaging in the race have stated that whoever wins has a significant probability of causing human extinction in the process, because we have no idea how to control systems more intelligent than ourselves."

In other words, Russell, said, it is "a race towards the edge of a cliff." ■

► **Micah McCartney & Theo Burman** are reporters & **Shane Croucher** is a senior editor at NEWSWEEK.

## POLITICS

# A Diplomatic Weapon

President Donald Trump's recent standoff with Colombia suggests that tariffs could be a key White House tool for overcoming opposition to U.S. policy

**DURING A BRIEF STANDOFF** between the U.S. and Colombia last month over deportation flights, Secretary of State Marco Rubio was seen in a video handling paperwork and taking calls while President Donald Trump posted threats on Truth Social of tariffs and sanctions in between lunch and a round of golf.

It served as the first major test for Rubio as America's chief diplomat and resulted in Colombia immediately backing down from its position that it would not accept migrant flights. When President Gustavo Petro reversed course, even pledging to

send his presidential plane to pick up the migrants, many saw it as both a show of American strength and an unmistakable message to the region.

While the standoff was classic Trump—diplomacy by social media—it was Rubio working behind the scenes to add teeth to the president's threats. He not only publicly backed Trump's tariffs, but also leveraged consular powers to impose unprecedented measures against Colombian officials

almost immediately, including travel sanctions, revoking family members' visas and canceling visa appointments until they complied.

by  
**JESUS  
MESA**



Rubio, a Cuban-American and fluent Spanish speaker, is well-versed in the geopolitical forces that shape Latin America and a fierce critic of the socialist regimes in countries like Cuba, Nicaragua and Venezuela. The son of Cuban exiles who fled Fidel Castro's regime before the revolution, he holds deeply rooted political and ideological views on Latin American affairs, often at odds with Petro's left-wing policies. "It was clear from the outset, with Trump as president and Rubio as secretary of state, that relations with Colombia would be fraught," Michael Shifter, a professor at Georgetown University and former president of the Inter-American Dialogue think tank, told *Newsweek*.

While Petro said his issue was the United States treating those migrants "like criminals," including cuffing them and sending them back via military plane, the U.S. has routinely sent deportation flights to the region. Between 2020 and 2024, Colombia received 475 deportation flights from the U.S., according to advocacy group Witness at the Border, including some in which the deportees were chained at the ankles. In 2023, a similar standoff occurred when Colombia temporarily suspended these flights over concerns about the treatment of deportees, resuming them only after those issues were deemed resolved.

What stands out in the early days of this Trump administration is how Washington's tone has shifted from traditional backroom diplomacy to one of open threats and tough talk. Trump is ready to impose high tariffs—or even use the threat of them—as a show of force, to push his agenda on immigration, drugs and national security, even if an ally like Colombia is seen to be standing in his way.

"The unfortunate standoff offers a taste of what's to come in the



relationship between Latin America and the Trump administration," Shifter said. "Tariff threats and sanctions are Trump's preferred instruments of foreign policy. In coming years, Latin American countries will need to figure out how to navigate the very tricky terrain that Trump has established."

Petro, like Trump, is known as an impulsive populist. But in Colombia, his stand against the U.S. appeared to backfire. A former guerrilla member and the country's first leftist leader, Petro is facing political and social turmoil after recent peace talks with insurgent groups collapsed, sparking violence in the northeast. Recent polling by AtlasIntel for Bloomberg News showed he had a 56 percent unfavorable rating and approval in the 30s.

"Petro thinks he's giving us dignity and autonomy, putting us on equal footing with the U.S., but this will end in additional submission. The power imbalance is too great," Colombian political analyst Sandra Borda told *Newsweek*, adding that Petro's attempt to pick a fight with Trump seemed aimed at rallying his base as he faces growing pressure at home.

Shifter agreed. "It seems that Petro was tempted to take political advantage of the standoff to shore up his support at home and proudly become Trump's first declared enemy," he said.

Another blow to Petro came with the dismissal of U.S. Ambassador to Colombia Francisco Palmieri, with whom he had maintained a strong relationship. Rubio, taking a hard-line approach to U.S.-Colombia relations, made the unusual move of ordering Palmieri's removal on January 24—almost immediately after he was sworn in and before the flights standoff—and appointing U.S. Consul General in Curaçao John McNamara as interim ambas-

**“One of the first ambassadors they appointed was to Colombia. They clearly understand that this region is crucial for Trump’s agenda.”**

**OBJECTION** Petro took issue with migrants being treated "like criminals" and deported by military plane, but backed down to Rubio (below left).

sador until Dan Newlin was confirmed by the Senate.

In a statement to *Newsweek* from the secretary of state's office on January 26, amid the standoff, Rubio said: "As demonstrated by today's actions, we are unwavering in our commitment to end illegal immigration and bolster America's border security."

His statement was clear: the U.S.-Colombia relationship will focus not just on the fight against drug trafficking, but also on migration—an issue that helped Trump reach the White House.

"It's funny because some Americans said, 'Oh, they won't pay much attention to Latin America,'" Borda said. "But one of the first ambassadors they appointed was to Colombia. They clearly understand that this region is crucial for Trump's agenda, especially since migration was a key campaign issue."

Rubio was quick to announce the deportation flights resolution as a win for the U.S. and Trump's "peace through strength" doctrine of foreign affairs. But it was also a personal victory against Petro, who he previously referred to as "Gustavo Chávez," comparing him to the late Venezuelan socialist president Hugo Chávez.

Rubio's first international trip in his role was to Panama, gateway to the Darién Gap jungle route where thousands of migrants begin their journey to the U.S., to underscore the administration's focus on Latin America. With Rubio on board, Trump made it clear that the agenda for the region would be strictly on his terms. ■

► **Jesus Mesa** is a *NEWSWEEK* politics and current affairs reporter. Email him at [j.mosquera@newsweek.com](mailto:j.mosquera@newsweek.com)

Donald Trump's team was instrumental in the ceasefire agreed between **ISRAEL** and **HAMAS**. Although the deal does not address the future governance of Gaza, experts on both sides told *Newsweek* his administration will play a critical role in shaping this, too

# PEACEMAKER IN CHIEF

by TOM O'CONNOR

and ELLIE COOK



JULIA DEMAREE/NIKHINSON/POOL/GETTY

# P

RESIDENT DONALD TRUMP SOARED INTO HIS second nonconsecutive term at the White House on the crest of a temporary ceasefire deal that has the potential to put an end to the Israel-Hamas conflict ravaging the Gaza Strip since October 2023.

Trump repeatedly took credit for the win throughout the pomp and circumstance of his inauguration day. He argued that outgoing President Joe Biden had failed to secure the proposal first outlined last May until the incoming administration's influential Middle East envoy, Steve Witkoff, scored a breakthrough at the negotiating table just days before the presidential hand over. Israeli sources have also testified to *Newsweek* the decisive role played by the Trump team, whose presence appeared to push all sides, including Israeli Prime Minister Benjamin Netanyahu, across the finish line.

Having also overseen the extension of a truce between Israel and the Hezbollah movement in Lebanon after less than a week in office, Trump has made early strides toward enforcing his declared "peace through strength" doctrine. Yet the new administration, already embroiled in a series of other sweeping policy initiatives at home and across the Western Hemisphere, must double down on its Middle East maneuvers to navigate an even more precarious playing field if it seeks to sustain the calm and potentially expand upon this hard-won diplomatic victory.

"Prime Minister Netanyahu did not want to say no to Trump, the Qataris and Egyptians wanted

to show they could deliver for him, and they very likely persuaded Hamas that it was in its interests to have a ceasefire now because Trump would not want the war to resume once he was in office," veteran U.S. diplomat Dennis Ross, who serves today as a distinguished fellow at The Washington Institute for Near East Policy, told *Newsweek*.

"Now he is president again," Ross, a pivotal player in the early 1990s negotiations that led to the landmark Israeli-Palestinian Oslo accords and Israel-Jordan peace treaty, added. "And if he feels this is his agreement—and he does not want the war to resume—his leverage will again need to be applied."

## A Formidable Task

WHILE TRUMP HAS PUT ON FULL DISPLAY HIS WILLINGNESS to apply pressure to traditional U.S. allies, from NATO to the Americas, the situation in Israel presents a complex challenge. Netanyahu's decision to ultimately move forward with the first phase of the ceasefire agreement after it was already announced by all other negotiating parties, including Trump, came amid backlash from far-right factions critical to maintaining his ruling coalition. Among the Israeli premier's two ultraconservative cabinet members, National Security Minister Itamar Ben-Gvir and Finance Minister Bezalel Smotrich, the former has already resigned in protest.

Netanyahu has also vowed to continue the war until his top three objectives are achieved—

## "The necessary REFORM

releasing all remaining hostages seized during the Hamas-led surprise attack on October 7, 2023, in which about 1,200 Israelis were killed and about 250 taken hostage, that sparked the conflict; eliminating Hamas as a functioning military and political entity; and rendering Gaza incapable of posing any future threat to Israel.

The U.S.-drafted deal outlines a series of swaps between hostages held by Hamas and Palestinians imprisoned by Israel in exchange for a six-week cessation of hostilities and limited Israeli withdrawal from

### DEALMAKING

President Trump played a vital role in refining details of the ceasefire deal with Benjamin Netanyahu (left).





will not happen without an **ACTIVE** Trump administration role.”

#### POWER SHIFT

While Abbas' Palestinian National Authority (top) has lost favor, Hamas gained in popularity, but both the U.S. and Israel have said Hamas cannot continue to rule Gaza.

Gaza in the first phase, followed by further trades, an Israeli military exit and the reconstruction of Gaza. As it has been publicly presented, at no point does the deal address the future governance of Gaza.

Establishing a viable two-state solution brings with it an even more formidable set of challenges that have racked successive U.S. administrations for decades, even during times of relative peace and popularity for the initiative. But a new incentive has emerged, with Saudi Arabia identifying this process as a prerequisite for normalizing relations

with Israel, another leading objective for Netanyahu and Trump, who oversaw the historic Abraham Accords in 2020, ultimately bringing the United Arab Emirates, Bahrain, Sudan and Morocco into the fold. Previously, Egypt and Jordan were the only states to sustain a break from the Arab boycott of Israel.

Trump's unique relationship with both Netanyahu and Saudi Crown Prince Mohammed bin Salman makes the prospect of expanding upon his Middle East peacemaking legacy all the more tantalizing. Such an initiative could only be conceivably launched once the fate of Gaza is clearly defined.

Despite Hamas suffering heavy casualties among the roughly 47,500 Palestinians killed in the conflict—as counted by the health ministry in Gaza—including the loss of its core leadership, the Islamist militant group continues to wield a visible armed presence throughout the embattled territory.

Ross spoke of serious discussions for postwar Gaza that had been held under Biden, who also asserted that Hamas could not be allowed to lead.

“An interim or transitional administration of 18 to 24 months with Arab (Emirati, Egyptian, Moroccan) and international involvement has been discussed, is a possibility and could be responsible for restoring commercial activity, daily management and law and order,” Ross said.

“That administration would also preside over the rehabilitation and reconstruction process,” he added. “Just as contractors are now checking those Gazans

that are moving from the south back to the north, security contractors can play a role in law and order and the distribution of humanitarian assistance.”

Eventually, according to this plan, the territory could be restored to the Palestinian National Authority, or PA, the West Bank-based administration established during the Oslo accords and dominated by the secular Palestine Liberation Organization's Fatah party. The PA briefly administered Gaza in partnership with Hamas following the Israel Defense Forces' 2005 withdrawal after more than four

decades of occupation. Yet Hamas' victory in the last-ever Palestinian elections held in 2006 gave way to infighting and Hamas' eventual seizure of the territory in 2007.

But the PA, led by 89-year-old President Mahmoud Abbas for two decades, faces its own internal crisis, as polls consistently show a decline in popularity against Hamas and allegations of widespread corruption. The PA's legitimacy in the West Bank is further challenged by renewed IDF operations commenced shortly after the ceasefire being reached in Gaza.

"Palestinians do need to be part of this process, but real reform of the Palestinian Authority is essential," Ross said. "The PA is too weak, too corrupt and too lacking in credibility to play a meaningful

## PALESTINIAN AUTHORITY

### AFTERMATH

Gaza has been devastated by the war with Israel, and the humanitarian needs are massive.

role now but as it credibly reforms, it should gradually and increasingly do so."

"The necessary reform will not happen without an active Trump administration role, with the leading Arabs insisting that PA reform is a necessary condition for the Palestinian Authority, over time, assuming responsibility again in Gaza," he stated.

Senior PLO officials have previously expressed to *Newsweek* their openness to reestablishing the PA's governance over Gaza, but they have consistently argued that only Palestinians, not the Israeli government, should be able to determine that governance. Diana Buttu, a former PLO spokesperson and legal adviser to Israeli-Palestinian peace



negotiations, reaffirmed this position. "On the issue of what the future Palestinian government looks like, the last country to be able to determine what that government looks like is Israel," Buttu told *Newsweek*. "The fact that people are speaking as though Israel did not just finish 15 months of genocide is very disturbing to me."

Both the U.S. State Department and the Israeli government reject charges that Israel is committing genocide in Gaza.

Buttu argued that "the main issue is for Palestinians to finally be able to determine their own future, and this can only be done through elections, and by ensuring that Palestinians are finally free."

She warned: "Short of that, any other formula is going to be a continuation of Israeli military occupation, and as we have seen in all military occupations around the world, when there is occupation, there is resistance."



**"The GREATER ISSUE is going to be whether [Trump] pushes for the ETHNIC CLEANSING of Gaza by pressing Jordan and Egypt to take in Palestinian refugees."**

### A Radical Solution

HAMAS, INITIALLY AN OFFSHOOT OF THE MUSLIM Brotherhood movement that originated out of Egypt, first emerged in Gaza in the 1980s in the midst of Israel's extended occupation that began with its victory over Arab states in the 1967 Six-Day War. Even with many of its founding members slain over the years, the group has displayed a capacity to replenish its ranks under heavy IDF scrutiny.

Other influential Palestinian factions in Gaza, such as Islamic Jihad and the Popular Resistance Committees, have shown no greater willingness to coexist with Israel and have actively participated in operations since October 2023.

Trump, like Biden and Netanyahu, has stated that Hamas could no longer lead in Gaza without explicitly outlining how they could be effectively uprooted. The former real estate mogul, who has often focused on Gaza's development prospects, did, however, propose a radical solution for the territory's

reconstruction that could ostensibly address this issue, albeit garnering considerable controversy.

"You're talking about a million and a half people, and we just clean out that whole thing," Trump told reporters aboard Air Force One on January 26 following a call with King Abdullah II of Jordan and in anticipation of a planned call with President Abdel Fattah el-Sisi of Egypt.

The stunning suggestion, which would entail one of the largest population transfers in modern history, was met with immediate rejection from the two neighboring Arab nations. Hamas, which had initially expressed to *Newsweek* cautious optimism toward Trump's inaugural commitments to lasting peace in the Middle East, also slammed this idea.

"The Palestinian people in the Gaza Strip have endured death and destruction over 15 months in one of humanity's greatest crimes of the 21st century, simply to stay on their land and homeland," Hamas Political Bureau member and spokesperson

### TOUGH CONVERSATIONS

Who controls Jerusalem is likely to be a flashpoint in any two-state discussions as part of a Saudi normalization deal, especially among Smotrich (above) and his supporters.

Basem Naim said in a statement shared with *Newsweek*. "Therefore, they will not accept any proposals or solutions, even if seemingly well-intentioned under the guise of reconstruction, as proposed by U.S. President Trump."

"Our people have thwarted all plans of displacement and alternative homelands over decades, and they will also reject such projects," he continued. "We affirm that our people are capable of

**"Rebuilding Gaza's **DEVASTATED** physical and social infrastructure will be **CRUCIAL** to **NAVIGATING** the pathway to durable peace."**

rebuilding Gaza even better than before, provided that the blockade on the region is lifted."

Netanyahu's office declined *Newsweek*'s request for comment. The White House did not return a response to *Newsweek*'s inquiry.

Other nations have also emerged in reports regarding such a proposal. Both Indonesia, identified by an unnamed Trump administration official as a potential destination for displaced Gazans in an NBC News report, and Albania, mentioned by sources cited by Israel's Channel 12 outlet, both shot down the alleged idea.

But the proposal, which was reinforced by Trump the following day, won resounding support among the Israeli far-right that had so far expressed skepticism over Trump's peacemaking foray. Both Ben-Gvir and Smotrich had already declared Trump's election victory in November as a pathway toward the annexation of the West Bank.

"Cabinet Ministers Smotrich and Ben-Gvir's agenda and dream has been to transfer Palestinians from the area to other countries. Smotrich has even revealed that he is working on an 'operational plan' in support of this idea," Alex Mintz, founder of Israeli artificial intelligence company Decision Advantage.ai and a senior professor at Israel's Reichman University, told *Newsweek*.

"The greater issue is going to be whether [Trump] pushes for the ethnic cleansing of Gaza by pressing Jordan and Egypt to take in Palestinian refugees from Gaza," Buttu said. "This is all to say that while



SAEED JARAS/MIDDLE EAST IMAGES/AFP/ GETTY

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**WHAT'S NEXT?**

Trump offered a radical suggestion in response to Gaza's destroyed infrastructure: moving the entire population out while it is rebuilt, though most in the Arab world have rejected this idea.



President Trump appears to be taking a hands-off approach by saying that ‘this is their war,’ the actions of the United States will dictate whether this goes to the second and third phases.”

### The Long Road Ahead

EXPERTS HAVE ALSO SOUGHT TO ADDRESS THE ISSUE. A report released by the Rand Corporation think tank on January 28 laid out the myriad problems bound to trip up successful peace talks between Israel and the Palestinians, as they have done for decades, particularly as there are currently “few credible Israeli or Palestinian partners to exert leadership for peace.” This is owing both to Hamas’ militant stance and the decay of PA credibility.

But the report, authored by nearly a dozen analysts, attempted a tone of some optimism that agreements could finally be reached in the “seemingly irreconcilable” conflict that was compared to seven

“It might not be a PA reformed that ends up taking control of a Palestinian state, but a new body that may or may not have old PA faces in it,” former U.S. Ambassador Charles P. Ries, adjunct senior fellow at Rand and the report’s lead author, told *Newsweek*.

“What’s important is that they have legitimacy, and they’re able to articulate to Palestinians how they can make life better for them, and they can negotiate, then, with the support of the international community, with the Israelis. However, we are still not really at the stage where Israeli and Palestinian societies are ready for a lasting peace.”

The swelling numbers of Israeli settlers in the West Bank will be a thorn in the side of negotiations, the report said, as will fraught talks on who controls Jerusalem. The city at the center of centuries of warfare is claimed by both Israelis and Palestinians as their capital and the United Nations continues to recognize the city as

**DIPLOMATIC EFFORT**  
U.S. Middle East envoy, Steve Witkoff, was key in negotiations. On January 29, during the ceasefire, he visited Gaza, the first high-ranking U.S. official to do so in over 10 years.

**“We are still NOT REALLY at the stage where Israeli and Palestinian societies are ready for a LASTING PEACE.”**

case studies ranging from the decades-long Northern Irish “Troubles” to the bloody Balkan wars that accompanied the collapse of the former Yugoslavia.

“It may not be enough that Israel negotiates only with the Palestinians that they favor; if the Northern Ireland or Bosnia cases are any indication, a peace that can hold will require negotiating with all the relevant parties—including paramilitary groups with which the Israelis may prefer to not negotiate,” the report stated in one section. Elsewhere, it acknowledged that the Hamas-led attack in October 2023 has pushed Israeli public opinion further away from a two-state solution.

For any kind of lasting peace between Israel and Palestinians, there needs to be a firm path to Palestinian statehood, backing from both Israelis and Palestinians more widely and a geographic mapping out of a Palestinian state that is economically viable, while securely linking chunks of the West Bank to Gaza, the think tank said.



divided despite Israel's disputed annexation of the east 45 years ago.

A Palestinian "entity," which would later morph into a fully fledged state, would need a strong law enforcement presence, but would be blocked from having a significant military force with heavy armor or artillery, according to the report. Following the deployment of "a special multinational coalition authority" involving regional and Western nations, Palestinians would be enfranchised to choose their own leadership based on a constitution committed to peace, the report suggested.

Meanwhile, Gaza—largely destroyed by intensive Israeli bombing and ground operations—would need to be rebuilt and overhauled, including slotting in new financial, health care, education and judicial systems, the think tank said.

"Rebuilding Gaza's devastated physical and social infrastructure will be crucial to navigating the pathway to durable peace," the think tank added. "A decisive turn toward peace cannot be managed if physical and social structures remain devastated and hope elusive."

All of these proposals would need to be bracketed by countries elsewhere in the region and further afield; countries like Saudi Arabia, Egypt, Jordan and the United Arab Emirates would need to step in, including to ink new trade agreements with Israel. The U.S., U.K., European Union nations and even China would have a role in propping up peace, according to the report.

"International actors will be decisive in pursuing the pathway to a durable peace, as their influence has, at times, been a contributor to sustaining the conflict," the think tank said.

Observers believe Trump will play an especially critical role in mapping out the next steps at this crucial moment for the Israeli-Palestinian conflict. Dahlia Scheindlin, a Tel Aviv-based political analyst and fellow at The Century Foundation think tank, told *Newsweek* that "it is a commonly held view here that only Trump can ensure that the ceasefire goes through or possibly move ahead to other agreements."

"I assume he can play an effective role, as we've seen for reaching the agreement," she said. "However, the Biden administration could have pushed through a ceasefire deal if it had been willing to use more of the leverage that any U.S. president has."



**RETURNING HOME**  
A boy celebrates being back in Gaza (top) and Palestinian prisoners are released as part of the hostage swap in Beitunia, West Bank, on January 20 (above).

Scheindlin was less confident, however, about the priority to which Netanyahu and his allies assigned establishing ties with Saudi Arabia, particularly if such a move demanded undesirable concessions on the Palestinian side, even though signaling from the Israeli government before the October 7 attacks suggested a deal could be near.

"I don't think the Israeli government views Saudi normalization as a top priority," Scheindlin said. "It was always a prize that would bring benefits, not a necessity."

"The steps that could be taken would involve committing substantively to a final status political resolution resulting in Palestinian statehood next to Israel, and the Israeli policy changes needed to get there," she added. "I view that as very much in Israel's interests—but the Israeli government does not agree with me." ■

AMERICA'S GREATEST

# Workplaces FOR Black Americans

FROM SYSTEMIC BARRIERS TO LIMITED LEADERSHIP OPPORTUNITIES, Black Americans face a professional landscape that requires resilience, advocacy and determination. According to studies, Black workers remain underrepresented in high-paying industries while facing higher rates of unemployment compared to other racial groups. ¶ These disparities underscore the need for workplaces that create possibilities for growth and advancement for all. Fortunately, many U.S. companies are stepping up to meet this challenge. ¶ *Newsweek* and data research firm Plant-A Insights Group are proud to present America's Greatest Workplaces for Black Americans 2025. ¶ This ranking celebrates 500 organizations across the U.S. committed to fostering environments where Black employees can thrive. These companies have demonstrated exceptional dedication to creating equitable pathways for success. ¶ Companies spotlighted this year include Enterprise Car Sales, Henry Ford Health, iTech, JPMorgan Chase, P&G and School Specialty. The study involved an assessment of publicly accessible data, discussions and interviews with HR professionals and large-scale confidential online surveys conducted among employees from U.S. companies. ¶ We hope this ranking highlights organizations setting the standard for equity in the workplace and serves as a valuable resource for Black professionals seeking employers that align with their aspirations and values. ¶ **Jennifer H. Cunningham, Editor-in-Chief**

2025





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# Methodology

AMERICA'S GREATEST WORKPLACES for Black Americans 2025 recognizes the greatest workplaces in the United States by their performance in the category of Black Americans.

Our study involved an assessment of publicly accessible data, discussions and interviews with HR professionals and large-scale confidential online surveys conducted among employees from U.S. companies. For the scoring, only employers that employ more than 1,000 employees were considered.

Respondents provided insights and experiences on corporate culture, working conditions and other aspects of their current employer and other companies they know. The study incorporates more than 62,000 employee interviews in the U.S. and collected over 904,000 comprehensive company reviews, making America's Greatest Workplaces for Black Americans 2025 one of America's largest independent employee studies.

We partnered with a third-party data provider, Aniline, who provided us with around 120 workplace KPI and more than 1 million datapoints for U.S.-based companies. KPIs include Leadership, Integrity, Compensation and Work-Life Balance scores.

## About Aniline

Aniline simplifies listening technology. Our cutting-edge AI solutions empower organizations to instantly understand their competitive position in the talent market, diagnose root causes in seconds and automatically create targeted improvement plans that maximize human capital potential. By leveraging Generative AI across thousands of companies, we distill large volumes of data to provide strategic recommendations that accelerate key

business initiatives and drive impactful results. Learn more about Aniline at [www.aniline.ai](http://www.aniline.ai).

### About Critical Mention, an Onclusive Company

Onclusive is a world leader in media intelligence technology and services dedicated to supporting PR, communications and marketing professionals. We deliver leading-edge innovation, human expertise and unmatched media reach in a suite of media management, monitoring and analysis solutions that support every stage of the communications cycle. Our unified platform and services enable our customers to make fast, accurate, data-driven decisions about their communications and marketing strategies, allowing them to prove and improve their value. Learn more about Critical Mention at [www.criticalmention.com](http://www.criticalmention.com).

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AGRICULTURE, FORESTRY,  
FISHING & HUNTING

★★★★★ Hampton Lumber

AIRLINES & AVIATION

★★★★★ American Airlines

★★★★★ Delta

★★★★★ Kay & Associates

★★★★★ Southwest Airlines

★★★★★ United Airlines

CIVIC & SOCIAL ORGANIZATIONS

★★★★★ AARP

★★★★★ Educational Alliance

★★★★★ YMCA

CONSTRUCTION

★★★★★ Ames Construction

★★★★★ Aristeo Construction

★★★★★ Baker Roofing Company

★★★★★ CHA Consulting

★★★★★ Champion Windows

★★★★★ Consigli Construction

★★★★★ Construction Partners

★★★★★ Daley's Drywall & Taping

★★★★★ Delta Constructors

★★★★★ DPR Construction

★★★★★ Fagen

★★★★★ Fort Myer Construction

★★★★★ Gannett Fleming

★★★★★ Garney Construction

★★★★★ H.J. Russell & Company

★★★★★ J. Fletcher Creamer & Son

★★★★★ J. J. White Inc.

★★★★★ JE Dunn Construction

★★★★★ MacDonald-Miller Facility Solutions

★★★★★ Miron Construction Co.

★★★★★ National Construction Rentals

★★★★★ Standard Drywall

★★★★★ United Rentals

★★★★★ Wagner Equipment Co.

★★★★★ Wells Concrete

EDUCATION

★★★★★ Ascend Learning

★★★★★ Data Recognition Corporation

★★★★★ Education Affiliates

★★★★★ Educational Testing Service

★★★★★ ESS

★★★★★ General Assembly

★★★★★ MTC

★★★★★ PowerSchool

★★★★★ School Specialty

★★★★★ Trading Academy

ENTERTAINMENT PROVIDERS

★★★★★ Access DMC

★★★★★ AMC Networks

★★★★★ American Airlines Center

★★★★★ Cavs Team Shop

★★★★★ Chuck E. Cheese

★★★★★ Dallas Cowboys

★★★★★ DraftKings

★★★★★ Entertainment Partners

★★★★★ ESPN

★★★★★ Hard Rock Hotel & Casino Tulsa

★★★★★ NBA

★★★★★ NFL

★★★★★ Six Flags Entertainment Corporation

★★★★★ Sony Interactive Entertainment

★★★★★ Warner Music Group

FINANCIAL SERVICES

★★★★★ ADPIA

★★★★★ Allied Solutions

★★★★★ America First Credit Union

★★★★★ American Express

★★★★★ American Savings Bank

★★★★★ Atlantic Union Bank

★★★★★ Bank of America

★★★★★ Banner Bank

★★★★★ Blackstone

★★★★★ Blue Cross

★★★★★ Blue Cross and Blue Shield of Alabama

★★★★★ Blue Cross Blue Shield

★★★★★ Capital Group

★★★★★ Capital One

★★★★★ CareFirst BlueCross BlueShield

★★★★★ Chime

★★★★★ Citizens Business Bank

★★★★★ City National Bank

★★★★★ Corporation Service Company

★★★★★ Credit Karma

★★★★★ Delta Dental Insurance Company

★★★★★ Discover

★★★★★ Eastern Bank

★★★★★ Enterprise Bank & Trust

★★★★★ Federated Insurance

★★★★★ Fidelity

★★★★★ Finance of America

★★★★★ First Bank

★★★★★ FirstBank

★★★★★ Florida Blue

★★★★★ Global Life Insurance

★★★★★ Green Dot

★★★★★ Health Net

★★★★★ HealthEquity

★★★★★ HomeBridge

★★★★★ Insurance Office of America

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★★★★★ Jack Henry & Associates

★★★★★ JPMorgan Chase

★★★★★ Loews

★★★★★ Primerica

★★★★★ Radian

★★★★★ Regional Management

★★★★★ Security Benefit

★★★★★ SoFi

★★★★★ State Auto

★★★★★ Veterans United Home Loans

★★★★★ WaFd Bank

★★★★★ WageWorks

★★★★★ Walker & Dunlop

★★★★★ Western Union

**GOVERNMENT ADMINISTRATION**

★★★★★ Acentra Health

★★★★★ Summit Fire & Security

**HEALTH CARE**

★★★★★ acac Fitness and Wellness Centers

★★★★★ Access Healthcare

★★★★ Accolade

★★★★★ Accurate Home Care

★★★★★ Action Behavior Centers

★★★★★ Addus HomeCare

★★★★★ Adults & Children with Learning & Developmental Disabilities

★★★★★ Adventist Health Partners

★★★★★ Adventist HealthCare

★★★★★ Advocate Aurora Health

★★★★★ Advocate Health Care

★★★★★ Alliance Health & Human Services

★★★★★ Allied Services Integrated Health System

★★★★★ Amare Global

★★★★★ Ambercare

★★★★★ Ascension

★★★★★ Athena Health Care Systems

★★★★★ Athenahealth

★★★★★ Avalon Health Care

★★★★★ Baptist Health Care

★★★★★ Bayada

★★★★★ Baylor Scott & White Health

★★★★★ Boston Medical Center

★★★★★ Cape Regional

★★★★★ Capital Region Medical Center

★★★★★ Care Advantage

★★★★★ Caregiver

★★★★★ CareGivers

★★★★★ Carenet Health

★★★★★ CareSource

★★★★★ Centene

★★★★★ Children's Health

★★★★★ Children's Hospital and Health System

★★★★★ Children's Hospital of Philadelphia

★★★★★ CHOA

★★★★★ Cincinnati Children's Hospital

★★★★★ Cleveland Clinic

★★★★★ Community Care Physicians

★★★★★ Community Health Systems

★★★★★ Concordance Healthcare Solutions LLC

★★★★★ ECU Health

★★★★★ Elevance Health

★★★★★ Good Samaritan Hospital

★★★★★ Good Samaritan Medical Center

★★★★★ Grace Management

★★★★★ Grady Health System

★★★★★ HCA Healthcare

★★★★★ HCSC

★★★★★ Healthcare Linen Services Group

★★★★★ Healthgrades

★★★★★ HealthPartners

★★★★★ Help at Home

★★★★★ Henry Ford Health

★★★★★ Holy Cross Hospital

★★★★★ Hospital for Special Care

★★★★★ Houston Methodist

★★★★★ Indiana Regional Medical Center

★★★★★ Inova

★★★★★ Jackson Healthcare

★★★★★ Jefferson Health

★★★★★ Johns Hopkins Medicine

★★★★★ Johnson & Johnson

★★★★★ JPS Health Network

★★★★★ Kaiser Permanente

★★★★★ Mayo Clinic

★★★★★ Medical Associates

★★★★★ Medical City Healthcare

★★★★★ MedStar Health

★★★★★ Memorial Health

★★★★★ Memorial Hermann Healthcare System

★★★★★ Mercy

★★★★★ Mercy Medical Center

★★★★★ Meridian Behavioral Health

★★★★★ Methodist Health System

★★★★★ Methodist Le Bonheur Healthcare

★★★★★ Michigan Healthcare Professionals

★★★★★ Midwest Health

★★★★★ Molina Healthcare

★★★★★ Northside Hospital

★★★★★ NurseCore

★★★★★ NYC Health + Hospitals

★★★★★ NYU Langone Health

★★★★★ OhioHealth

★★★★★ Orlando Health

★★★★★ Pediatric Home Healthcare

★★★★★ Piedmont HealthCare

★★★★★ Premier Home Health Care Services

★★★★★ Presbyterian

★★★★★ Prime Healthcare Services

★★★★★ Providence Hospital

★★★★★ Quest Diagnostics	★★★★★ HOSPITALITY	★★★★★ JC Resorts	★★★★★ Detroit Manufacturing Systems
★★★★★ Saint Vincent Hospital	★★★★★ American Food & Vending	★★★★★ Major Food Group	★★★★★ Dow
★★★★★ Senior Care Centers Health & Rehabilitation	★★★★★ Apple Leisure Group	★★★★★ Marriott Vacations Worldwide	★★★★★ Draper
★★★★★ Sentara	★★★★★ Baker's Drive Thru	★★★★★ Marshall Retail Group	★★★★★ Engineered Plastic Components
★★★★★ St. Bernards Healthcare	★★★★★ Best Western Hotels & Resorts	★★★★★ MGM Resorts	★★★★★ Factory Motor Parts
★★★★★ St. Joseph Medical Center	★★★★★ Caesars Entertainment	★★★★★ NRG Energy	★★★★★ Federal Signal Corporation
★★★★★ St. Jude Children's Research Hospital	★★★★★ Checkers & Rally's	★★★★★ Pepsi Bottling Ventures	★★★★★ Ford
★★★★★ Summit Healthcare	★★★★★ The Cheesecake Factory	★★★★★ Pepsi MidAmerica	★★★★★ General Dynamics
★★★★★ Tampa General Hospital	★★★★★ Chick-fil-A, Inc.	★★★★★ PepsiCo, Inc.	★★★★★ General Electric Company
★★★★★ Telecare	★★★★★ Dine Brands Global	★★★★★ Restaurant Management Group	★★★★★ GM
★★★★★ Texas Health Resources	★★★★★ Firehouse Subs	★★★★★ Sage Hospitality Resources	★★★★★ Graco Parts
★★★★★ Trinity Health	★★★★★ Five Guys	★★★★★ Sanderson Farms	★★★★★ Haas Automation
★★★★★ UAB Medicine	★★★★★ Great American Restaurants	★★★★★ Tar Heel Capital	★★★★★ Haemonetics
★★★★★ UMass Memorial Health	★★★★★ Healthcare Services Group	★★★★★ Valet Park of America	★★★★★ Hollister
★★★★★ UNC Health Rex	★★★★★ Heart of the House Hospitality	★★★★★ Wings and Rings	★★★★★ HOM Furniture
★★★★★ University of Maryland Medical System	★★★★★ Hilton Grand Vacations	★★★★★ Wynn	★★★★★ Home City Ice
★★★★★ UPMC Children's Community Pediatrics	★★★★★ Holiday Inn Club Vacations	★★★★★ MANUFACTURING	★★★★★ ICC Industries, Inc.
★★★★★ USANA	★★★★★ Hospitality Ventures Management Group	★★★★★ Alcon	★★★★★ Intel
★★★★★ Walman Optical	★★★★★ Hyatt	★★★★★ Allied Beverage Group	★★★★★ John B. Sanfilippo & Son
★★★★★ Washington Hospital Healthcare System	★★★★★ Hyatt Vacation Ownership	★★★★★ AM General	★★★★★ Johnson Controls



★★★★★ JC Resorts	★★★★★ Detroit Manufacturing Systems
★★★★★ Major Food Group	★★★★★ Dow
★★★★★ Marriott Vacations Worldwide	★★★★★ Draper
★★★★★ Marshall Retail Group	★★★★★ Engineered Plastic Components
★★★★★ MGM Resorts	★★★★★ Factory Motor Parts
★★★★★ NRG Energy	★★★★★ Federal Signal Corporation
★★★★★ Pepsi Bottling Ventures	★★★★★ Ford
★★★★★ Pepsi MidAmerica	★★★★★ General Dynamics
★★★★★ PepsiCo, Inc.	★★★★★ General Electric Company
★★★★★ Restaurant Management Group	★★★★★ GM
★★★★★ Sage Hospitality Resources	★★★★★ Graco Parts
★★★★★ Sanderson Farms	★★★★★ Haas Automation
★★★★★ Tar Heel Capital	★★★★★ Haemonetics
★★★★★ Valet Park of America	★★★★★ Hollister
★★★★★ Wings and Rings	★★★★★ HOM Furniture
★★★★★ Wynn	★★★★★ Home City Ice
★★★★★ MANUFACTURING	★★★★★ ICC Industries, Inc.
★★★★★ Alcon	★★★★★ Intel
★★★★★ Allied Beverage Group	★★★★★ John B. Sanfilippo & Son
★★★★★ AM General	★★★★★ Johnson Controls
★★★★★ AMD	★★★★★ Kaiser Aluminum
★★★★★ American Bath Group	★★★★★ KI
★★★★★ American Furniture Warehouse	★★★★★ Kia
★★★★★ Apple	★★★★★ Kimberly-Clark
★★★★★ Blue Bell Creameries	★★★★★ Kodak
★★★★★ Boeing	★★★★★ Kohler
★★★★★ Boston Scientific	★★★★★ KRONOS Worldwide
★★★★★ Campbell	★★★★★ L&L Products
★★★★★ The Coca-Cola Company	★★★★★ Little Tikes
★★★★★ Coca-Cola Consolidated	★★★★★ Mack Molding
★★★★★ Coca-Cola United	★★★★★ MACOM
★★★★★ Cummins	★★★★★ Mercedes-Benz
★★★★★ Daimler Trucks North America	★★★★★ Milwaukee Tool
★★★★★ Dealer Tire	★★★★★ MobilityWorks
	★★★★★ Myers Industries

★★★★★	P&G
★★★★★	Pilgrim's Pride
★★★★★	Samsung
★★★★★	Sears Seating
★★★★★	Spectrum Brands
★★★★★	Spirit AeroSystems
★★★★★	Steel Warehouse
★★★★★	Taghleef Industries
★★★★★	Techniplas
★★★★★	Texas Instruments
★★★★★	Toyota
★★★★★	Ventura Foods
★★★★★	Wacom
★★★★★	WAHL
★★★★★	Walser
★★★★★	WeatherTech
★★★★★	Welch's
★★★★★	Wells Enterprises
★★★★★	Winchester

#### MINING, QUARRYING & OIL AND GAS EXTRACTION

★★★★★	Babcock Power
★★★★★	CITGO
★★★★★	Exxon Mobil Corporation
★★★★★	Troy Construction LLC

#### NANOTECHNOLOGY RESEARCH

★★★★★	CSL
★★★★★	Hamilton Company

#### PROFESSIONAL SERVICES

★★★★★	Ability Beyond
★★★★★	Alorica
★★★★★	American Medical Association
★★★★★	APCO
★★★★★	Apex Systems
★★★★★	Apelon
★★★★★	ATALIAN Global Services

★★★★★	The Autism Therapy Group
★★★★★	Bain & Company
★★★★★	Behavioral Health Works
★★★★★	CECO Environmental Corp.
★★★★★	CGI
★★★★★	CGS
★★★★★	Cognizant
★★★★★	CSC ServiceWorks
★★★★★	Customer Engineering Services
★★★★★	D&W Fine Pack
★★★★★	DMS Facility Services
★★★★★	Enterprise Mobility
★★★★★	Everise
★★★★★	Fidelity Technologies
★★★★★	Flex Technology Group
★★★★★	GovCIO
★★★★★	Hogan Lovells
★★★★★	HPE
★★★★★	IBM
★★★★★	J.J. Keller & Associates
★★★★★	Lawn Doctor
★★★★★	Marketing Alliance Group
★★★★★	McDermott Will & Emery
★★★★★	Public Consulting Group



★★★★★	RetailData
★★★★★	Right Management
★★★★★	Safe Haven Security
★★★★★	Security Alliance
★★★★★	Security Industry Specialists
★★★★★	Teleperformance
★★★★★	United Security
★★★★★	USPS
★★★★★	Vention
★★★★★	W.W. Grainger
★★★★★	Walsworth

#### REAL ESTATE

★★★★★	Beacon Communities
★★★★★	Century 21
★★★★★	Compass
★★★★★	JLL
★★★★★	John L. Scott, Inc.
★★★★★	Keller Williams Realty
★★★★★	RE/MAX Gold
★★★★★	Real Estate One
★★★★★	REeBroker

#### RETAIL

★★★★★	ABC Stores Hawaii
★★★★★	Ashley Stewart
★★★★★	Bachman's
★★★★★	Beauty Brands

★★★★★	Beauty Express
★★★★★	C&K Market
★★★★★	Converse
★★★★★	Costco
★★★★★	Dave's Supermarkets
★★★★★	Family Christian
★★★★★	Fashion Nova
★★★★★	Foodland Super Market
★★★★★	Footlocker
★★★★★	H&R Block
★★★★★	Haggar Clothing
★★★★★	James Avery Artisan Jewelry
★★★★★	Lowe's
★★★★★	Lowe's Markets
★★★★★	Market Basket
★★★★★	Michael Kors
★★★★★	New Balance
★★★★★	New York & Company
★★★★★	Nike
★★★★★	Nordstrom
★★★★★	Retail Merchandising Solutions
★★★★★	RMS Merchandising Services
★★★★★	ShopRite
★★★★★	ShopWSS
★★★★★	Starboard Group
★★★★★	Target
★★★★★	Under Armour
★★★★★	Vans
★★★★★	Victoria's Secret
★★★★★	Warby Parker
★★★★★	Woodman's Market

#### SOFTWARE DEVELOPMENT

★★★★★	Adobe
★★★★★	Airbnb
★★★★★	Amazon

AMERICA'S  
GREATEST  
WORKPLACES  
FOR  
BLACK  
AMERICANS  
2025

Newsweek

PLANT-A  
INSIGHTS GROUP

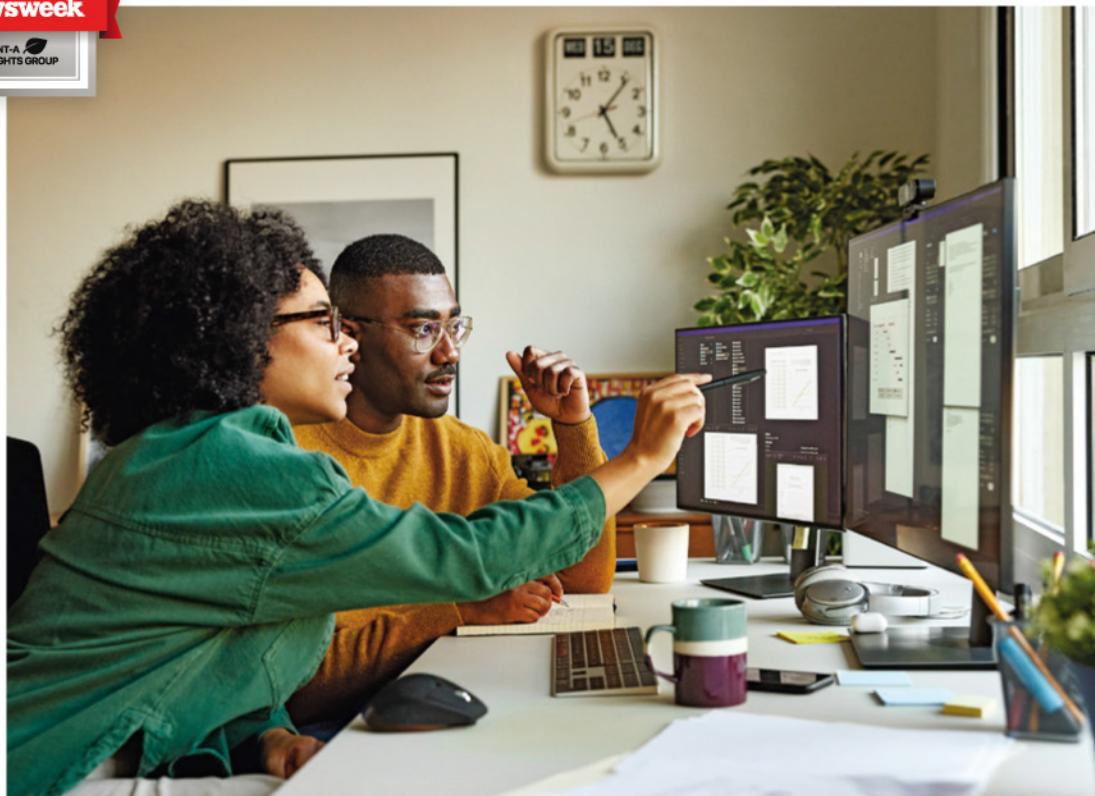
- ★★★★★ Arista Networks
- ★★★★★ Cisco
- ★★★★★ FICO
- ★★★★★ Icertis
- ★★★★★ Instacart
- ★★★★★ iTech
- ★★★★★ Microsoft Corporation
- ★★★★★ Nintendo of America
- ★★★★★ Salesforce
- ★★★★★ Syniti
- ★★★★★ UKG
- ★★★★★ WellSky

STAFFING & RECRUITING

- ★★★★★ AB Staffing Solutions
- ★★★★★ Accountable Healthcare Staffing
- ★★★★★ Aerotek
- ★★★★★ AMN Healthcare Services
- ★★★★★ ATC Healthcare Service
- ★★★★★ Aya Healthcare
- ★★★★★ Elite Staffing
- ★★★★★ HSS
- ★★★★★ ICON Consultants
- ★★★★★ Medical Solutions
- ★★★★★ PowerLabor USA
- ★★★★★ Randstad
- ★★★★★ Robert Half
- ★★★★★ Staffmark Group
- ★★★★★ Tech USA
- ★★★★★ Wagner Staffing
- ★★★★★ WorkSource

TECHNOLOGY, INFORMATION & MEDIA

- ★★★★★ Access
- ★★★★★ Affinity
- ★★★★★ Box
- ★★★★★ Comcast



★★★★★ Comtech Telecommunications Corp.

★★★★★ Dell Technologies

★★★★★ DEPT

★★★★★ Health Catalyst

★★★★★ HP

★★★★★ Hulu

★★★★★ Indeed

★★★★★ Maximus

★★★★★ Mediacom Communications Corporation

★★★★★ Netflix

★★★★★ Pitney Bowes

★★★★★ Postmates

★★★★★ SonicWall

★★★★★ SurveyMonkey

★★★★★ TechTarget

★★★★★ TTEC

TRANSPORTATION, LOGISTICS, SUPPLY CHAIN & STORAGE

★★★★★ AMCON Distributing Company

★★★★★ Amtrak

★★★★★ Apex Logistics

★★★★★ Beon

★★★★★ Chicago Transit Authority

★★★★★ Enterprise Car Sales

★★★★★ FedEx

★★★★★ Foodliner

★★★★★ Jack Cooper

★★★★★ Lyft

★★★★★ Prime

★★★★★ Swift Transportation

★★★★★ Union Pacific

★★★★★ UPS

★★★★★ Veterans Transportation

★★★★★ Warehouse Services, Inc.

★★★★★ Warehouse Specialists

UTILITIES

★★★★★ Ameren

★★★★★ Badger Meter

★★★★★ Dominion Energy

★★★★★ Exelon

★★★★★ Southern Company

★★★★★ Spire Inc.

★★★★★ WEC Energy Group

WHOLESALE

★★★★★ Associated Food Stores

★★★★★ Distribution International

★★★★★ LP Building Solutions

★★★★★ The Shelly Company

★★★★★ Uber

BIOTECH

## Blood, Sweat and Tears

Nine years in the making, Truvian's quick tabletop blood test promises to deliver where Theranos famously couldn't



TRUVIAN; TOP RIGHT: HEIN NOUWENS/GETTY

**LAYING THE GROUNDWORK**

Marrinucci and Srinivasan with the support pack and disc used to analyze a blood sample in their machine.

■ IN SEPTEMBER 2015, DR. DENA MARRINUCCI set out to perfect a tabletop device that could rapidly test a small amount of blood, returning results in under 30 minutes. If the concept sounds familiar, that's because it is. She wasn't the only one with ambitions to transform the laboratory industry.

The month after Marrinucci co-founded Truvian, *The Wall Street Journal* published an exposé accusing Theranos—Truvian's now infamous, defunct competitor—of misrepresenting the accuracy and reliability of its own blood-testing technology, while deceiving doctors, patients and investors. At the time, Theranos was valued at \$9 billion.

The *Journal's* investigation set off a domino effect. Theranos lost its license and last summer its CEO, Elizabeth Holmes, began an 11-year prison sentence.

When Truvian launched in 2015, Marrinucci had six months of seed money from venture capital firm Domain Associates and plans to raise a larger round quickly. But after the Theranos debacle, Truvian needed more than proof of concept. It needed proof of candor.

"We recruited some of the naysayers of Theranos, very high-profile opinion leaders in the laboratory medicine space," Marrinucci told *Newsweek*. "We said, let's bring them onto our team and learn from them and understand their skepticism, and have them help us review data from the very onset of the company."

It took two years for Truvian to close its Series A funding round and begin refining its tabletop laboratory device. About six years and eight months later, I was rolling up my sleeve to test it out myself.

**My Rapid Blood Test**

I first met Marrinucci and Jay Srinivasan, Truvian's CEO, on September 6, 2024. They'd set up shop in a Chicago suite belonging to DNS Capital, one of Truvian's investors.

The FDA hadn't (and still hasn't) approved the company's platform, so I had to enroll in a "pilot study" before using it.

Truvian's platform requires very little blood, but the smallest tube on the market is 4 milliliters—so that's how much the phlebotomist drew. It was quick and, afterward, I donned a Band-Aid with the Truvian logo.

In the next room, two Truvian devices sat on a countertop, plugged into standard wall outlets.

One perk of Truvian's device is that anyone can operate it—you don't have to be a trained lab professional. That could relieve pressure on clinical laboratories, which are battling staffing shortages amid increased demand for their services. Plus, if the device receives a Clinical Laboratory Improvement Amendments (CLIA) waiver from the FDA, it could be placed in doctors' offices and operated by existing nurses or medical assistants. Physicians could also receive and discuss routine test results with the patient during the appointment—no off-site shipping required.

I scanned the barcode on my blood sample vial to sync the machine with my ID, then clicked through some questions on the device's touch screen: date of birth, sex, fasting status. These details are used to calculate the "normal" ranges for some assays, Marrinucci said.

There was an option to run a single test, but I opted for all 34 included on Truvian's flagship "TruWellness" panel. That accounts for a number of routine tests, including a comprehensive chemical panel, lipid panel, CBC with differential, hemoglobin A1c and thyroid-stimulating hormone.

Marrinucci inverted my sample tube a few times to mix it, then placed it in a square "support pack" to hold the sample within the machine. A tray slid open on the device and I placed the support pack inside, along with a disc containing processing

wells and the reagents needed to perform the test.

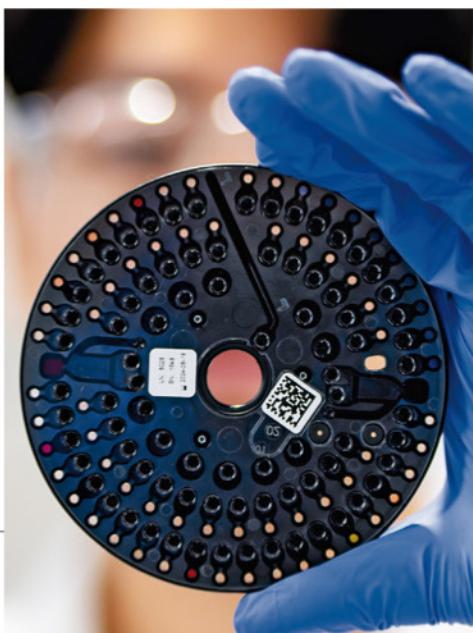
The tray slid back in—similar to a DVD player—and the machine began whirring. Standard central labs have separate analyzers to run different assays, Marrinucci said. Truvian has confined the major ones to a single device, allowing for simultaneous clinical chemistry, immunoassay and hematology testing. It employs a deep learning algorithm also used in generative AI to examine the blood cells.

Around the 30-minute mark, it was time to view my results. They displayed on the screen, but later, I uploaded my sample ID number to access them on Truvian's app.

I knew what I was looking for—two values that have been slightly elevated on every routine blood test for years, including the panel my primary care doctor ordered less than a month earlier. Sure enough, Truvian detected slight elevations on both.

I wasn't the first to approach the device with a "gotcha" in mind, according to Marrinucci. Truvian

**COST-CONSCIOUS** Under Truvian's business model, they would charge health care clients for the kits used to process blood, including the disc below.



has run samples at multiple health care conferences. Many attendees are pleasantly surprised when the device detects telltale markers.

"The skeptics—which we welcome—they'll come in and they'll get their blood drawn, and when they see their own results, they become believers," Marrinucci said. "Seeing is believing."

Recently, Truvian's "believers" have come to include some high-profile figures. Dr. Tina Nova, former president and CEO of Decipher Biosciences, joined Truvian's board of directors in December. On January 13, Truvian announced the appointment of David King—former CEO of Labcorp—to its advisory board.

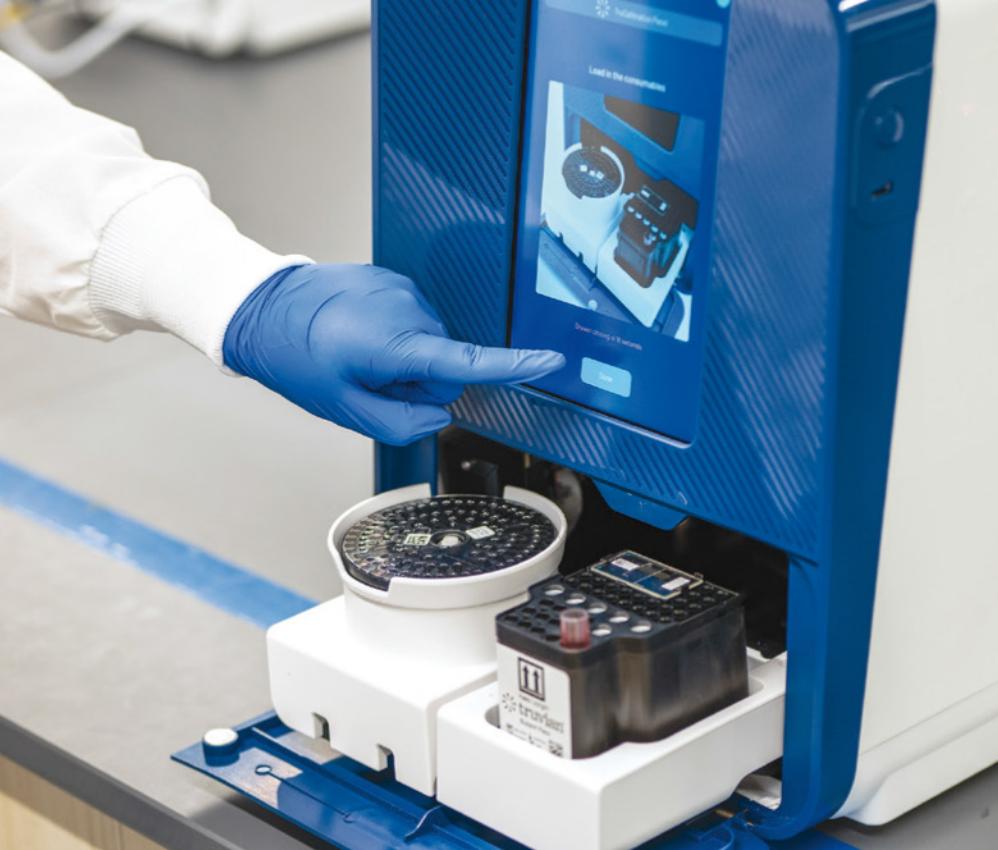
In an exclusive December interview, King told *Newsweek* that there are a number of near-patient (bedside or on-site) blood-testing devices from well-established companies, like Cepheid, Roche and Siemens. But Truvian's stood out to him for its comprehensive capabilities.

"Most [near-patient blood testing devices] are limited in the number of analytes they can test," King said. "That has been one of the obstacles, as the doctors' offices have a limited amount of room. They don't want 20 tabletop instruments so they can do all their testing."

### Shaking Theranos' Shadow

Despite Truvian's star-studded backing, Theranos' stain is tough to scrub out. It is difficult to ignore the surface similarities between Truvian and Theranos: the three-syllable name beginning with "T"; the crisp white branding, accented in shades of blue; the size and shape of the device; the speed and simplicity it promises.

"After Theranos' unraveling started to really snowball," Marrinucci said, "investors were very hesitant to



**SELF-SERVE** Truvian's blood-testing machine doesn't require trained technicians to operate, lowering costs and speeding up test results.

Shultz and Henry Kissinger. Wu asked: "Would you trust your laboratory testing results to them or would you trust the information to people who do this for a living, like myself?"

### Proving Truvian's Accuracy and Reliability

Last year, Truvian conducted a dozen independent studies showing that the device provides equivalent results when stacked against central lab analyzers.

In July, the University of California, San Diego, presented similar results from its own study. Truvian reports a run reliability rate over 98 percent across the 50,000 samples and 5,000 donors it tested from 2023 to early 2024.

Now, the team is working on a larger, multisite study that will provide data for the FDA application. They're preparing to submit it at the end of the quarter, with hopes of bringing the device to market in 2026.

When I asked the pair what they consider the hallmark of their story, Marrinucci brought up two major concerns for patients and providers: chronic disease and personal agency.

"Your blood tells your story," Marrinucci said, "but your blood's not forever."

"It just tells you where you are today," she continued. "Now you know, and you're empowered to make whatever decisions that you need to make to improve your overall health." ■

**"Now you know, and you're empowered to make whatever decisions that you need to make to improve your overall health."**

participate in a similar story." Dr. Alan Wu did play a role in both stories. He is the chief of the clinical chemistry laboratory at San Francisco General Hospital and chief of the clinical pharmacogenomics laboratory at the University of California, San Francisco. Now, he also sits on Truvian's Scientific Advisory Board—and claims it is different from Theranos.

About a decade ago, Holmes asked Wu to be Theranos' laboratory director. He initially declined. But when Holmes pivoted to rebrand Theranos in 2016, she contacted Wu again—and this time, Wu agreed to join her board.

"I thought that her technology still had promise and was hoping that we could turn that into a viable product," he said.

Theranos wasn't the right revolutionary, but Wu believes Truvian could be.

"The concepts that Elizabeth Holmes had earlier were still sound and resonated with me," Wu said. "Her accomplishments and

approaches failed, but I was convinced that the Truvian group had the technology and promise."

The biggest criticism of Theranos was its lack of transparency, according to Wu. The company did not share its studies with scientists or the public.

Theranos also waited too long to engage laboratory thought leaders, Wu said. Holmes launched a scientific advisory board after the lab operation had been shut down. Her unusual board contained more politicians than scientists, including former Secretaries of State George

### HISTORY

# Ancient Rome's Pollution Problem

Lead exposure might sound like a 21st century issue, but people were subjected to significant levels during antiquity too, which affected cognitive development

LEAD POLLUTION LIKELY LED to widespread declines in IQ during the ancient Roman era, a study has found.

The negative health effects of lead exposure in modernity have been widely recognized. Over the past 150 years or so, atmospheric lead pollution has largely resulted from burning fossil fuels, particularly the ubiquitous use of leaded gasoline starting in the 1920s—a practice that has now been phased out.

While this might seem like a distinctly modern problem, historical and archaeological evidence—such as ancient texts and skeletal remains—indicate that people living across Roman territory thousands of years ago were subjected to significant levels of atmospheric lead exposure that potentially impacted human health.

Although there were a number of exposure routes in antiquity, including the use of glazed tableware, paints, cosmetics and intentional ingestion, the most significant source for the non-elite, rural majority of the population may have been through background air pollution arising from the mining and smelting of silver and lead ores.

These activities, which took place on a large scale, were

a significant part of the ancient Roman economy.

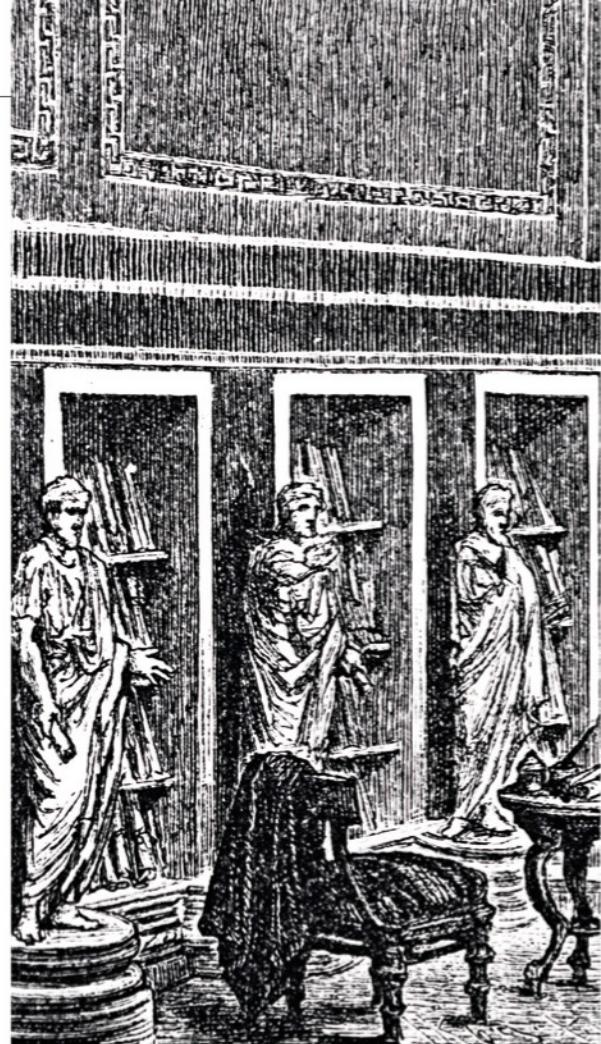
"The Roman period, both the republic and the empire, was among the most important in the history of Western civilization," study lead author Joseph McConnell, with the Desert Research Institute in Reno, Nevada, told *Newsweek*. "Lead pollution from Roman-era silver mining and smelting arguably is the earliest unambiguous example of large-scale (continental to hemispheric) human impacts on the environment."

by  
**ARISTOS  
GEORGIOU**

In the study published in *Proceedings of the National Academy of Sciences*, researchers used Arctic ice core records and atmospheric aerosol modeling to estimate the concentrations and potential health impact of lead pollution during the Roman era.

Ice core records are long cylinders of ice drilled from the thick ice sheets in polar regions. They essentially function as time capsules, preserving detailed information about Earth's climate and environment over hundreds of thousands of years.

The study authors analyzed three ice cores from the Arctic spanning the period 500 B.C. to A.D. 600. This revealed that European atmospheric lead concentrations increased

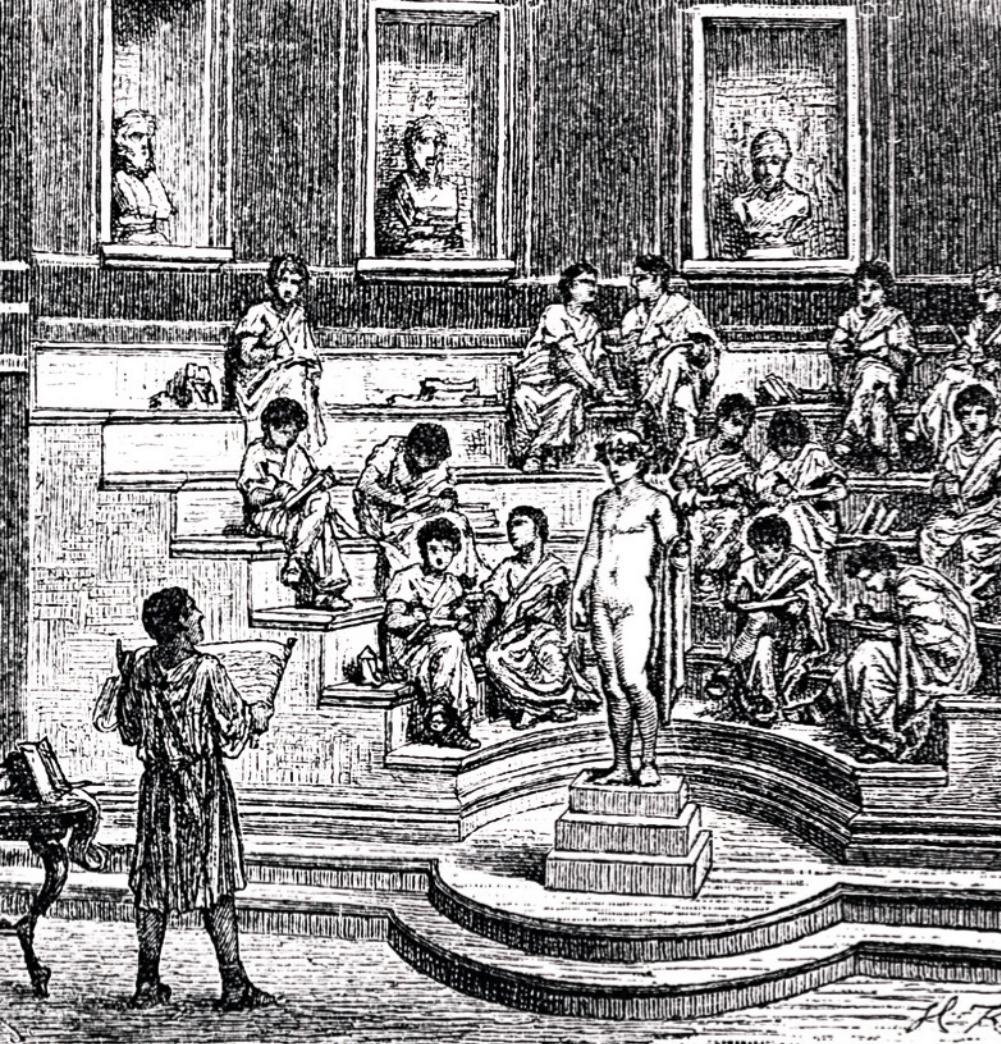


sharply around 15 B.C.—following the rise of the Roman Empire—and remained relatively high until the decline of the Pax Romana, starting around A.D. 165.

The Pax Romana was a roughly 200-year period of relative peace, stability and prosperity across the Roman Empire, beginning with the rule of the first emperor Augustus in 27 B.C. and lasting until around A.D. 180.

The atmospheric lead pollution levels seen after 15 B.C. were not exceeded again until the early 2nd millennium during the High Middle Ages.

"An important aspect of this study is that we had some idea from archaeology of where the Roman-era mining and smelting sites were located," McConnell said. "Using leading-edge atmospheric modeling, we were then



able to determine with reasonable accuracy how exposure levels varied around the empire. Note that archaeological and historical evidence suggests that the Roman Empire was the only large source of lead emissions in the Western Hemisphere during this period."

Based on modern epidemiological studies, the researchers estimated that these levels would have led to an increase in the quantity of lead in the blood of young children during the Roman era. Considering the size of this increase, the authors suggest that childhood lead exposure would have led to widespread cognitive declines of roughly 2.5-3 IQ points throughout the Empire.

To place this into context, the IQ declines that the study reports were about one-third of those seen in the U.S. during the late 1970s soon after

the Clean Air Act was implemented, and about double those during the early 2010s.

Blood lead levels and health impacts are much greater near modern smelters and drop off almost exponentially with distance from them. The same would have been true during the Roman era, according to the researchers.

"The bottom line in my view is

**"No one could escape exposure to...air lead pollution. I leave it to epidemiologists and historians to assess the potential effects on history."**

**BRAIN POWER** Childhood lead exposure would have resulted in cognitive declines of 2.5-3 IQ points throughout the Empire.

that detailed ice core records of Arctic lead pollution, together with sophisticated atmospheric modeling and modern epidemiology, indicate that human industrial activities were measurably damaging human health more than 2,000 years ago," McConnell said.

Lead exposure has been associated with a range of health impacts, with even relatively low levels known to affect the cognitive development of children.

Immune system impairment has also been linked to low-level exposure. So it is "intriguing" that the destructive Antonine plague—the first great epidemic of the Roman Empire that killed an estimated 5-10 million people, or roughly 10 percent of the population—immediately followed roughly two centuries of highly elevated atmospheric lead emissions, the authors wrote in the study.

"While our findings suggest that lead poisoning from background air pollution was not acute, especially compared to other exposure routes such as drinking water from lead pipes, lead table wares, cosmetics and intentional ingestion, it was sufficient to reduce IQ throughout the empire in elites and non-elites in cities and rural areas alike," McConnell said.

"No one could escape exposure to, and the health effects of, air lead pollution.

"I leave it to epidemiologists and historians to assess the potential effects on history." ■

► Aristos Georgiou is a science and health reporter at NEWSWEEK. Follow him on X @aristosgeorgio1

GIFTING

## THE SWEETEST GIFT

Valentine's Day presents for that special someone

by ALICE GIBBS

CHOOSING THE PERFECT GIFT CAN BE A FRAUGHT experience, but don't get the cold shoulder because of a poor pick. Skip the clichés this Valentine's Day with a gift they'll truly love. Whether he's a foodie, an outdoor adventurer or a fan of classic style, or she adores timeless accessories and indulgent experiences, Newsweek's guide makes finding the perfect present effortless.



## REFRAMING THE TIPPING POINT

"It was never intended as a prescription." ▶ P.48

# FOR HIM →



#### FOR THE DRINKS FAN

### Stella Rosa Chocolate Hazelnut Cream Liqueur

\$39.99

▲ Great for winding down or with dessert, treat him to a rich and smooth liqueur crafted in Italy with real hazelnuts from the Piedmont region. Delicious on the rocks or as part of myriad creative cocktails.



#### FOR THE HOMEBODY

### Bombas Men's Nest Slippers

\$70

▲ Update his at-home style with slippers designed with extra cushioning, breathable terry and a durable outsole. Plus, for every Bombas item purchased, the company donates an item to those in need.

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#### FOR THE SNACK ENTHUSIAST

### Manly Man Co. Beef Jerky Flower Bouquet

\$74

▲ Swap out traditional flowers for a bouquet with a tasty twist—an arrangement of flavorful beef jerky. Presented in a pint glass so he can pair it with his favorite drink, too.

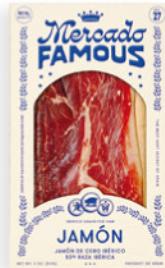


#### FOR THE STYLE AFICIONADO

### OMEGA Speedmaster Moonphase Meteorite

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► Elevate his accessories with an out-of-this-world timepiece. Celebrating the 1969 moon landing, the new Speedmaster features two cabochon moons crafted from genuine pieces of moon meteorite.

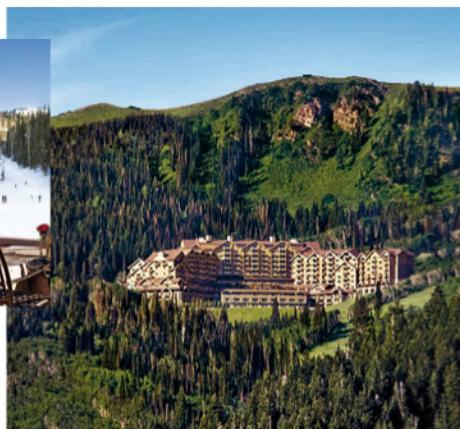


## FOR THE FOODIE

**Mercado Famous Snack Lovers Platter**

\$131

► The way to a man's heart is through his stomach, right? Have him swooning over this carefully curated selection of premium Spanish cured meats, including Jamón Serranía, Jamón Ibérico and Chorizo Ibérico.



## FOR THE OUTDOOR EXPLORER

**Deer Valley Ski Trip**

From \$2,200

► Perfect for any winter sports fan, Montage Deer Valley in Utah boasts stunning mountain views, unforgettable ski slopes and top-tier amenities for a luxurious trip.



## FOR THE THRILLSEEKER

**Zipline Canopy Tour**

From \$119

► Soar into a green adventure with a fully guided tour through the treetops in the mountains of Vermont. Great for catching views other hikers and explorers will miss.

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## FOR THE AVID GOLFER

**Golf at Destination Kohler**

From \$495

► Give him the gift of a world-class tee time with a trip to Wisconsin and Destination Kohler, the home of iconic courses like Whistling Straits and Blackwolf Run.

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# FOR HER →



## FOR THE ROMANTIC

### Westerlay Orchids Heart-Shaped Orchid

From \$133

▲ Forget gas-station flowers, these heart-shaped orchid displays say "I love you" long after Valentine's Day has passed. Plus, these limited-edition displays are only available twice a year, making them extra special.



## FOR THE SCENT ENTHUSIAST

### Veronique Gabai Délices des Bois Perfume

\$275

▲ Let her savor a luxurious fragrance that captures the essence of a dreamy getaway. Designed with notes of lemon, fig, jasmine and patchouli.

FIND PURCHASE LINKS AT [NEWSWEEK.COM/VALENTINES-GIFTS-HER-2025](http://NEWSWEEK.COM/VALENTINES-GIFTS-HER-2025)



## FOR THE EFFORTLESSLY STYLISH

### Smythson Mini Lytton Crossbody Bag

\$1,195

▲ In butter-soft Ludlow leather with several color options, this classic crossbody style is the perfect everyday bag for the fashion-forward.



## FOR THE TIMELESS SOPHISTICATE

### LONGINES Mini DolceVita

\$25,000

▲ A showstopping gift that mixes quiet luxury and effortless elegance, the Mini DolceVita is made in 18 karat yellow gold and is available with or without diamonds.



## FOR THE COMFORT SEEKER

### Saatva Embroidered Sateen Sheet Set

FROM \$175

▲ Add five-star luxury to any bed with 300-thread count embroidered sateen cotton sheets. Soft, silky and breathable.





## FOR THE SELF-CARE ADVOCATE

**Vella Complete Pleasure Gift Set**

\$122

► This ultimate pleasure set is designed for enhanced comfort and pleasure. Including innovative formulas for hydration, arousal and overall wellness.



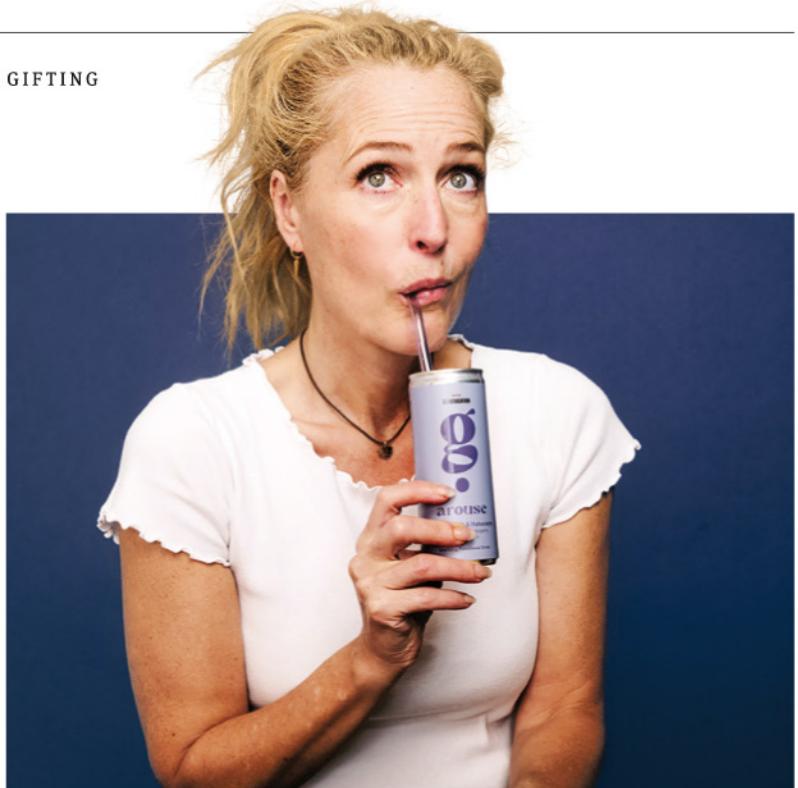
## FOR THE LOUNGER

**Cosabella Bella Long Sleeve Pajama Set**

\$150

► Treat her to luxurious downtime with these ultra-soft Peruvian Pima cotton and modal pajamas—perfect for cozy nights and relaxed mornings.

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## FOR THE WELLNESS ENTHUSIAST

**G Spot by Gillian Anderson**

\$48 for a 12-pack

► Alcohol free, low sugar and packed with all-natural ingredients, Gillian Anderson's G Spot drinks promise pleasure and are crafted for wellness.



## FOR THE SWEET TOOTH

**Harlem Chocolate Factory Truffles**

\$46

► Elevate the classic candy gift with handcrafted truffles in flavors inspired by Harlem's rich cultural heritage. Varieties include sweet potato pie, banana pudding and cognac caramel.

## FOR TOASTING LOVE

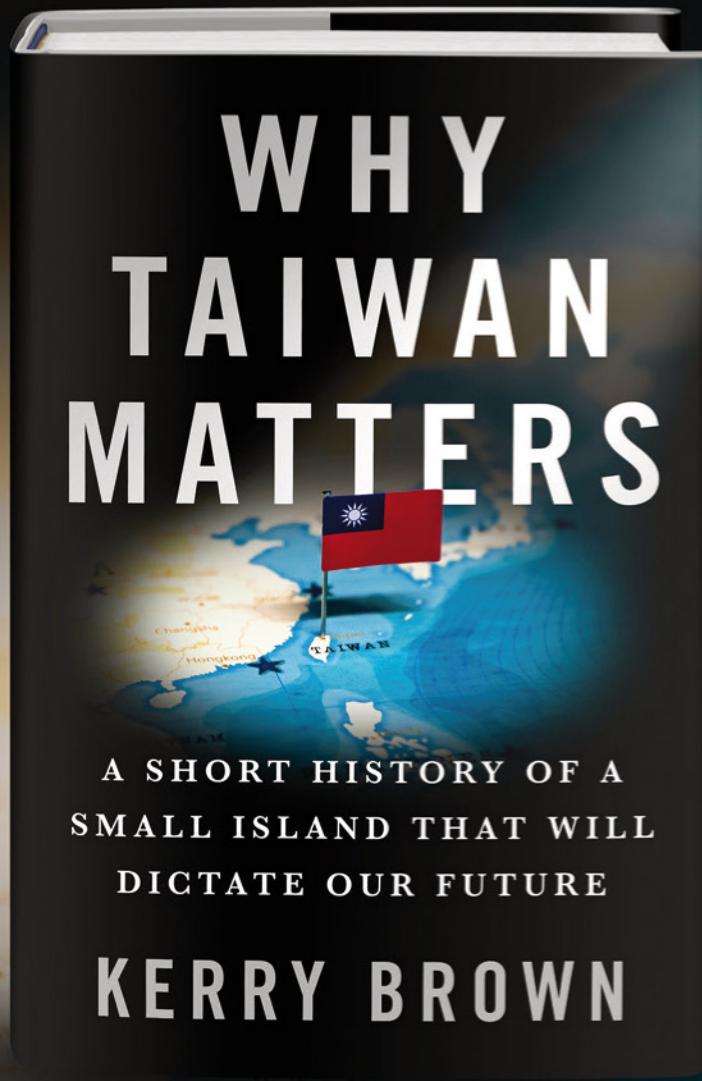
**Perrier-Jouët Grand Brut Champagne**

\$65

► Raise a glass to your loved one with this beautifully balanced Champagne that boasts vibrant floral and fruity notes.



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PARTING SHOT



# Malcolm Gladwell

**► WHEN IT COMES TO CELEBRITY INTERVIEWS, MALCOLM GLADWELL MAY** not be the first name that comes to mind. But *The Tipping Point* author says he will “defend my props as a celebrity interviewer” on Audible’s *The Unusual Suspects with Kenya Barris and Malcolm Gladwell*. But it’s not just celebrities; it’s that mix of them with business figures, politicians and others that makes their conversations so thrilling. “The fun with choosing the guests was, how out of the box can we jump?” That process led to new discoveries. “It’s incredibly interesting to be exposed to something that I’ve not thought about.” And Gladwell is no stranger to exploring new ideas. He recently revisited his groundbreaking work in his new book *Revenge of the Tipping Point*, where he addresses “some quibbles” he has with how his theory of putting 10,000 hours into something to excel at it has been interpreted. “It never was intended as a prescription, and it was never intended to say that you can master anything in 10,000 hours. I was saying this is what’s necessary for the expression of talent.”



**“The secret to keeping your curiosity alive is to...expose yourself to new things.”**

#### Where is your curiosity from?

The secret to keeping your curiosity alive is to make an effort to expose yourself to new things. A small example: I’m constantly unfollowing people on Twitter [X] and following new ones. And when Kenya approached me, I thought, Kenya and I live in different worlds and this is an incredible opportunity for me to expose myself to his world.

#### Are you surprised at how culturally relevant *The Tipping Point* still is?

I think you’re always surprised when your ideas persist. Our expectation is that everything will wash away. But I’m not self-conscious about my career. I don’t think of my career as some abstract thing that has a certain trajectory. I’m very much of the [mindset] you get up in the morning and you work on whatever you’re working on. I have a very kind of lunch pail approach to journalism, so it’s difficult for me to do that broader analysis of the impact of things I’ve written. I’m focused on the next thing.

#### The 10,000 hours concept has really become shorthand for excelling.

There’s parts of it I like and parts of it I don’t. I like that discipline, hard work and dedication play a larger role in expert development. There are no overnight sensations. Along those same lines, given how much work is necessary for expertise, you can never do it alone. That’s the part of it that I wish I had foregrounded more. —H. Alan Scott



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