

America's Most Responsible Companies

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That's a big problem.**





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**FEATURES****COMPANY ROLE MODELS**

The 400 companies from myriad industries recognized as our most responsible all share common values like being good citizens and giving back to the communities in which they operate. Now that's something to celebrate!

COVER CREDIT

Photograph by Tetra Images/Getty



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Even a highly effective COVID-19 vaccine won't rein in the pandemic unless enough people take it.

BY FRED GUTERL

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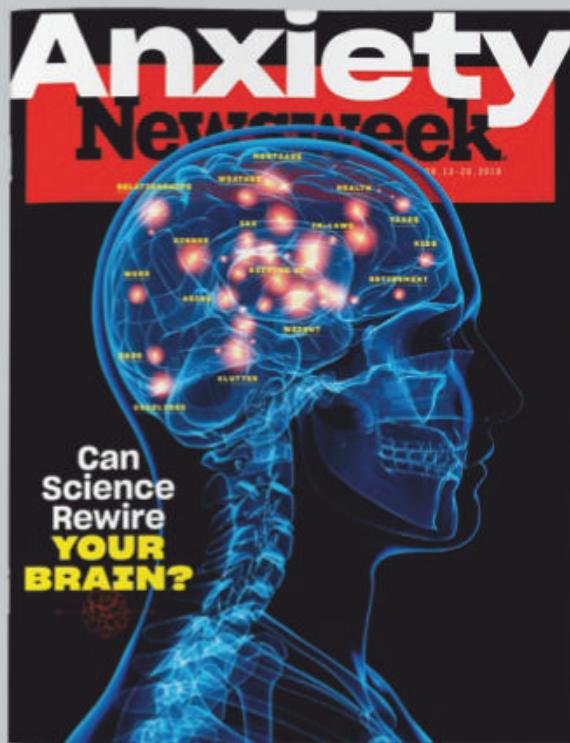
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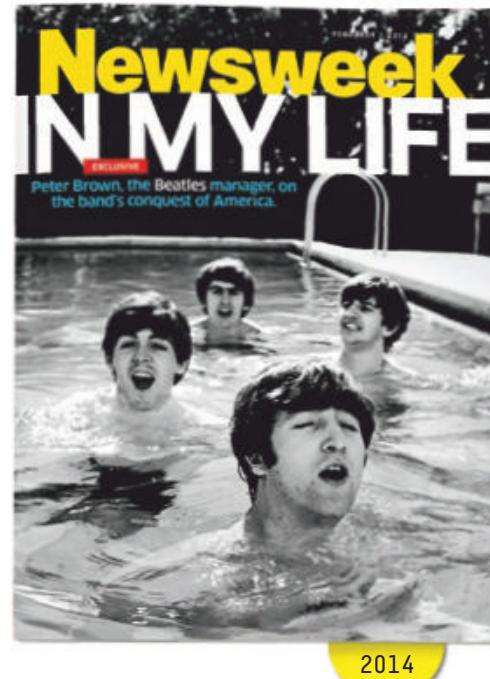
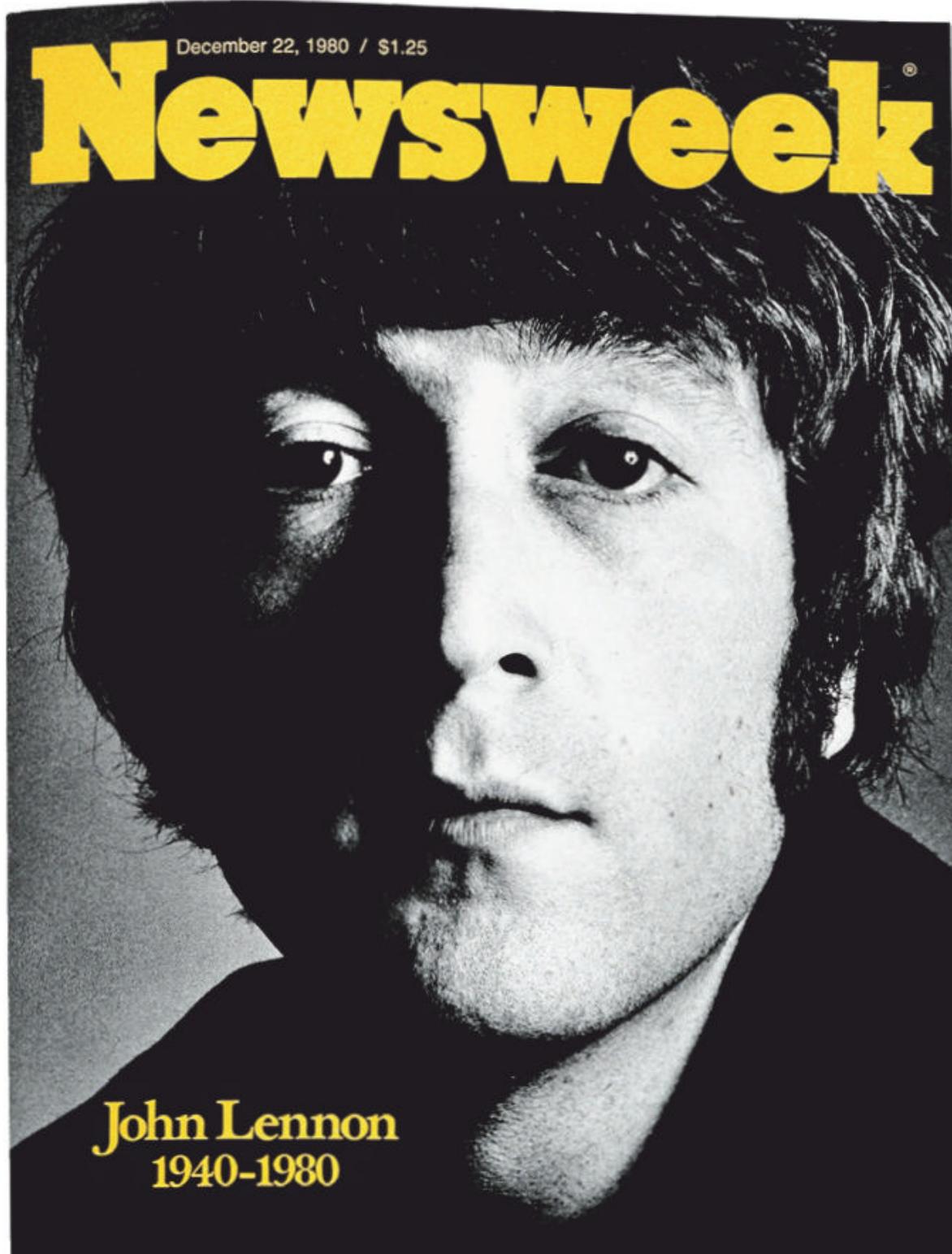
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The Archives

THE BEATLES

When the Beatles first toured the U.S. in 1964, *Newsweek* predicted, "The odds are that they will fade away." But as Peter Brown, the group's business manager, wrote for *Newsweek* in 2014, "The Beatles were a once-in-a-lifetime, freakish combination of talent and timing." When John Lennon, "once the cheeky wit and sardonic soul of the Beatles" was tragically killed 40 years ago on December 8, 1980, *Newsweek* reflected that the band was the catalyst for "an epoch-making spasm in Western history, the moment when, at least for a time, the center of creative consciousness shifted to young people."



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In Focus — THE NEWS IN PICTURES



LOS ANGELES

Lineup

Cars assembled on November 14 at Dodger Stadium for COVID-19 testing. After California passed the one million infection mark, a travel advisory was issued urging a two-week quarantine for those arriving from other states or countries for non-essential travel, but does not apply to those coming for work or immediate medical care; and on November 19, the state passed a month-long limited stay at home order for counties with the highest rates of positive cases and hospitalizations.

PHOTO: DAVID MCNEW





BILWI, NICARAGUA

Double Trouble

A man gathers wood to repair his home after the passage of Hurricane Iota, on November 17, the day after the storm made landfall. According to ABC News, at least 26 people are dead in Central America. Iota struck just two weeks after Hurricane Eta devastated parts of the region.



STR



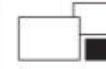
PORT-AU-PRINCE, HAITI

Get Out

On November 18, protesters marched through the streets of Port-au-Prince and burned tires during a demonstration calling for the ouster of President Jovenel Moise. Other issues at hand: unemployment, poverty and kidnapping. At least four protesters were shot and wounded during the demonstration according to news reports.



VALERIE BAERISWYL



RENTON, WASHINGTON

Waiting For Takeoff

Boeing announced that its controversial 737 MAX airplanes, parked here at the company's production facility, would be put back in service soon. The U.S. Federal Aviation Administration (FAA) cleared the MAX for flight after 20 months of grounding. The aircraft were taken out of service March 2019 after two deadly crashes in Indonesia and Ethiopia in which 346 people died.



DAVID RYDER





CLOCKWISE FROM LEFT: STR/AFP/Getty; VALERIE BAERISWYL/AFP/Getty; DAVID RYDER/Getty



LET FREEDOM RING

Americans view the Iwo Jima memorial as a monument to liberation. Its flag is the real reason why the memorial is so well loved in America.

WORLD WAR II MEMORIAL



"I don't really care what you think." »P.18



HISTORY

Monumental Perceptions

On the anniversary of Pearl Harbor, can understanding differing perspectives on the American flag at the Iwo Jima memorial help us understand the legacy of other statues—and whether they should still stand?

MONUMENTS ARE ERECTED TO CELEBRATE VICTORIES AND MOURN LOSSES. WE CHISEL NAMES INTO buildings as a way to claim a piece of posterity. But what happens when those same statues and touted heroes are no longer role models for society's current values? In the wake of the George Floyd protests this summer, statues throughout America of Christopher Columbus, Jefferson Davis, Stonewall Jackson, John Calhoun and others have been torn down. Princeton University removed President Woodrow Wilson's name from its School of Public Policy and the American Museum of Natural History in New York City requested that a statue of President Theodore Roosevelt be removed from the front of its building because it depicts Black and indigenous people in an inferior way. What is the value in monuments to the past? Award-winning historian Keith Lowe tackles these questions among others in his new book, *Prisoners of History* (St. Martin's, December). In this excerpt from his book, Lowe explores the differing attitudes to monuments by Europeans and Americans by analyzing the Iwo Jima Marine Corps Memorial and explains how American flag-waving is perceived very differently abroad.

I OFTEN GIVE LECTURES ABOUT THE SECOND WORLD War and America's mythology of heroism. Americans sometimes seem to regard their war heroes as if they were not human at all, but figures from legend, or even saints. President Ronald Reagan spoke of them as a Christian army, impelled by faith and blessed by God. President Bill Clinton called them "freedom's warriors," who had immortalized themselves by fighting "forces of darkness." TV journalist Tom Brokaw famously proclaimed them "the greatest generation any society

has ever produced." How can any real-life soldier or veteran possibly live up to such expectations?

In the American consciousness, the role that their soldiers played during the Second World War has come to represent everything that is best about their country. Europeans simply can't quite believe that anyone is serious when they speak about their war veterans in this way. But this gulf in understanding between Europeans and Americans is immediately apparent as soon as one looks at their war memorials. Amer-

BY

KEITH LOWE

@KeithLoweAuthor

ica makes monuments to its heroes; Europe much more often makes monuments to its victims. American monuments are triumphant; European ones are melancholy. American monuments are idealistic, while European ones—occasionally, at least—are more likely to be morally ambiguous.

One of the best-loved monuments to American heroism during World War II is the Marine Corps memorial in Arlington, Virginia. It is based on one of the most iconic images from 1945—Joe Rosenthal's photograph of a group of marines when they raised a flag on Mount Suribachi during the battle for the island of Iwo Jima.

Like all good memorials, this one tells a story. To understand it properly, one needs to go to the beginning of the conflict. America's war began on December 7, 1941, when the Japanese launched their notorious, surprise attack on the U.S. Pacific Fleet at Pearl Harbor. This remains one of the defining events of American history. For 90 minutes, hundreds of Japanese planes bombed American

ships, airfields and port facilities, killing more than 2,400 people and wounding almost 1,200 more. Twenty-one ships were sunk, and 188 military aircraft destroyed. The sense of shock that this produced in American society is impossible to overstate. Its only recent parallel has been the terrorist attacks of 9/11.

The logic behind this military strike was simple. Japan wanted to take control of the whole Pacific region and to discourage America from stepping in. The Japanese leadership did not think that America had the stomach for a long war in the Pacific, and were willing to gamble that a quick, decisive victory would force them to negotiate a settlement. In

other words, Pearl Harbor was not supposed to start a war with America; it was supposed to prevent one.

This was a risky strategy. America never gives up without a fight. Once they had recovered from their initial surprise, the American military responded with ruthless determination. Over the next three-and-a-half years, it clawed its way, step by step, back across the Pacific Ocean.

The Marines were often at the forefront of the action. Eventually, U.S. forces advanced all the way to the shores of Japan. The first island they reached was Iwo Jima. After four days of savage fighting, a group of marines managed to fight their way to the top of Mount Suribachi, the highest point of the island. To signal that they had reached the summit, they attached a U.S. flag to a length of piping and raised it. Later that day, a second group of marines brought a larger flag up to replace it, and war photographer Rosenthal was there to capture the moment for posterity.

It is this second flag-raising that the Marine Corps Memorial immortalizes in bronze. The sculpture is a study in determination. The effort required to plant the flag is plain to see: each one of the six figures appears to be straining every sinew. They are the personification of American grit. The sculpture is also a study in unity: these Americans are all working together in harmony, their hands placed along the same pole, their legs bent in parallel with one another. It is a study in violence—more so, perhaps, than any other American monument to the war. No Japanese soldiers are being killed here, but the force with which the six

“To most Americans, the flag is a symbol of hope, freedom, justice and democracy.”



RECOGNIZING SERVICE The monument as it was being erected in 1954 as a way to honor all marines who have given their lives for the country since 1775.



GREATEST GENERATION Photographer Joe Rosenthal in July 2000, with his Pulitzer Prize-winning photograph of the U.S. Marines raising the flag on Mount Suribachi, Iwo Jima on February 23, 1945.

men are driving the flag into hostile foreign ground is at least suggestive of something darker, which the U.S. censor never allowed the American people to see.

Most of all, however, this is a study in vengeance. The story that begins with Pearl Harbor ends with American troops raising their flag on Japanese soil. It is a stark warning: this is what happens to anyone who dares attack America.

But vengeance and grim determination are not qualities that explain the reverence with which most Americans regard this monument. There is clearly something else going on.

To understand this, one must move one's gaze from the figures at the front of the monument to those at the back. These men are not driving a spike into the soil, they are reaching their hands up, as if to heaven. Above them flies

the U.S. flag. The figure right at the back is trying to touch the flagpole, his outstretched fingers not quite reaching it. The effect is reminiscent of Michelangelo's famous painting of Adam stretching his hand toward God in the Sistine Chapel in Rome.

Felix de Weldon, the artist who sculpted the memorial, explained the image in a speech at the inauguration in 1954. "The hands of these men reaching out," he said, are "groping for that which may be beyond one's means to attain, needing assistance from the power above, that power which we all need in times of adversity, and without whose guidance our efforts might well be fruitless." This divine guidance is symbolized by the flag above them, which de Weldon called "the emblem of our unity, our power, our thoughts and purpose as a nation."

In other words, the real subject of the sculpture is not the U.S. Marines at all, nor the victory over the Japanese, nor anything else to do with the Second World War. It is the flag which gives the monument its real meaning. This symbol, with its fusion of God and nation, is the real reason why the memorial is so well loved in America.

If there is a gulf of understanding between Europeans and Americans over the memory of the Second World War, then this is one of the issues that lies at the heart of it. Europe and America learned very different lessons from the war. In the 1930s, Europe was exposed to all the dangers of flag-waving. In the violent years that followed, it experienced firsthand what happens when fanatical nationalism is allowed to get out of control. As a consequence, flags today are symbols that must be treated with great care. In post-war, post-colonial Europe, anyone who shows excessive passion toward their national flag is generally treated with suspicion. The idea of a monument glorifying the planting of a national flag on foreign soil would be absolutely unthinkable.

In the U.S., by contrast, flags are everywhere: outside courtrooms, outside schools and government buildings, in public parks, outside people's homes, on their cars, adorning their clothes. The national anthem, which is nothing less than a hymn to the flag, is sung before every NFL football game; and the pledge of allegiance to the flag is recited by every child from the moment they are old enough to attend school. This has been the case since long before the Second World War; but the war

cemented the holy bond between Americans and their flag.

What Europeans fail to understand is that, to most Americans, the flag means much more than mere nationhood. It is a symbol of virtues they believe to be universal: hope, freedom, justice and democracy. Between 1941 and 1945, Americans watched the progress of their flag across Europe and the Pacific, saw liberation spreading in its wake, and knew that they were doing something remarkable. After the war they were magnanimous to those they had defeated, nursing their economies back to health, and quickly handing them back their independence. This is the final meaning of the Iwo Jima memorial: when an American soldier plants a flag on foreign soil it is not an act of domination, but of liberation.

Americans understand this instinctively. That is why, since 1945, America has paraded its flag so proudly in Korea, Vietnam, Grenada, Somalia and Afghanistan. It is why, during the liberation of Baghdad in 2003, a modern Marine climbed the statue of Saddam Hussein in Firdos Square and wrapped a U.S. flag around his face. Americans believe passionately in the values they promote, which are no different from the values for which they fought the Second World War.

Unfortunately, other parts of the world see things rather differently. However glorious an American flag seems when flown in the U.S., it begins to look very different when planted on foreign soil. ■

→ Excerpted from *PRISONERS OF HISTORY: WHAT MONUMENTS TO WORLD WAR II TELL US ABOUT OUR HISTORY AND OURSELVES* by Keith Lowe. Copyright © 2020 by the author and reprinted by permission of St. Martin's Publishing Group.



BOOKS

Q&A: Keith Lowe

BY MEREDITH WOLF SCHIZER

Why this book?

Why now?

Now, more than ever before, we are beginning to question our collective memory of the past. There is a huge amount of anger and passion in play, especially when it comes to our public monuments—not only in the USA, but all around the world. This book is an attempt to pause, take a step back and look at what our monuments really mean.

What role do you think monuments should serve?

A good monument will remind us not only of our history, but of the values that we hold dear. Some of the most important monuments in my book have been constructed on sites where huge world events took place: I'm thinking of Auschwitz, Hiroshima or Stalingrad. These are important places where we can remember the traumas of our past—maybe lay a wreath, or say a few words of prayer. But most monuments say much more about our identity than our history. They are really just big, concrete expressions of who we think we are.

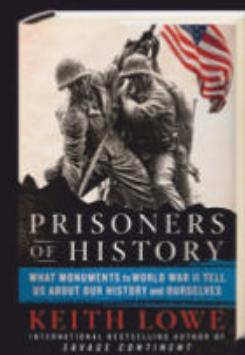
Monuments immortalize values and accomplishments. What happens when those values change with time? Should we tear down

the monuments we no longer agree with?

Some monuments really should be torn down. If they offend almost everyone, why should we keep them up? But there are also much more creative things we can do with our problematic monuments. We can add to them, or put counter-monuments alongside them. We can take them down from their plinths and lay them on their side. Other countries have done some very clever things with their monuments, and I cover some of them in the book.

When deciding whether to let a monument stand, is it appropriate to consider the intentions of the people who erected it? Or just how it affects people today?

Of course we should take the original intentions into



PRISONERS OF HISTORY
(St. Martin's, December)
asks whether monuments erected in the past need to remain as stagnant reminders of a bygone era.

consideration. But it's not the people of yesteryear who have to live with these statues. Monuments are given pride of place in our public spaces, so we really need to weigh up what's more important to us: the memory of who we once were or the celebration of who we are now.

Do you have a favorite memorial?

Either the vast statue of Mother Russia in Volgograd or the Soviet war memorial at Treptower Park in Berlin. The Russians really know how to use grandeur and scale to create a lasting impression.

Do we need to reconsider before erecting new monuments?

Before we do so, we should stop and think carefully about not only what but also who they represent. If these things are to stand for hundreds of years, they need to be accepted by all of us: Black and white, men and women, rich and poor.

How are you coping with the pandemic?

Badly! All the archives and libraries in Britain and Europe are currently closed, which makes it difficult to do any proper research. And I really miss speaking to live audiences. But I'm lucky—I have a nice office at home, and I'm used to spending long periods of self-isolation with my head in my books.

Do you have any favorite podcasts?

I love listening to *This American Life* over lunch. The BBC game show *Just A Minute* always makes me laugh. ■

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The Right Words to Nab a Raise

Yes, even during a pandemic you can successfully negotiate for more money at work—if you're smart about how you frame the ask

↗ THESE DAYS, IT MIGHT SEEM RISKY to ask for a raise or negotiate a salary offer. After all, tens of millions of Americans lost their jobs during the pandemic and entire industries have been decimated. But Ezra Singer, a former Fortune 10 HR executive who now consults on salary negotiations, says that's actually not the case. Instead, companies are more desperate than ever for top talent, so—with a little preparation and a dash of chutzpah—you can and should ask to be paid what you're worth.

Singer was a recent guest on *Better*, the weekly video interview program that I host for *Newsweek* every Thursday at 12 p.m. ET/9 a.m. PT, that streams on LinkedIn, Twitter, Facebook and YouTube. During the interview, he noted that there are three primary reasons candidates falter during negotiations.

"I was involved in the hiring of literally hundreds of senior executives," says Singer, "and all but one left money on the table. I knew what we were willing to pay them, and they didn't get there, and I thought a lot about why they were not able to optimize their pay. One is, they didn't know the market. Two, they didn't know how to ask. And three, they didn't know how to deal with 'no.' If

you can figure those parts out, you have an opportunity to improve your compensation significantly."

Below, I'll unpack each challenge, and Singer's suggested language for how to deal with them, so you'll be prepared to negotiate more effectively, even during these uncertain times.

You don't know the market. These days, compensation is less opaque thanks to online salary-aggregation sites like Glassdoor or Salary.com, which share information about typical salary levels. In general, says Singer, "The bigger the company, the more they're likely to pay." Compensation

will also depend on your seniority and your location. He notes, "It's not unreasonable, if you're a good performer, to say, 'Here's the data as I understand it and, given

my performance, I would like to be at the top of the range.'"

You don't know how to ask. Thanks to recent laws, employers are no longer allowed to ask how much you made previously, so Singer warns: Don't tell them. And, he adds, "Don't tell them what you're looking to make." If you do, he says, "You've put a cap on what they'll pay you."

Instead, he advises clients to say,



"Let's not talk compensation until we've gone through the interviews and we're both comfortable that I'm a good fit for the organization from your end and from my end, and that I can add significant value." That usually succeeds in delaying the compensation part of the conversation, and once they get "hooked" on you as a candidate, the amount they're willing to pay will go up.



BETTER

A LinkedIn Live Series
with Dorie Clark
Thursdays at 12pm ET
at newsweek.com/linkedinlive

You don't know how to deal with

"no." What if you've gotten an offer but the salary isn't what you hoped? Singer says you definitely shouldn't take this as the final word. In order to maintain a positive dialogue, he suggests you might say the following: "I'm really excited about this company, but there's a compensation gap, and I'm hoping we can close that gap."

Many professionals also

"Once they get 'hooked' on you as a candidate, the amount they're willing to pay will go up."

RICHARD SCHNEIDER/GETTY

erroneously assume there's only one metric—your annual salary. But Singer says we need to expand our definition. "Keep in mind that compensation is not all salary," he says. "There's base [salary], there's an annual bonus, there's stock and there's also possibilities of sign-on [bonuses]." If it's impossible for the company to offer a higher base salary because of internal equity issues (say, you'd be making more than longtime employees), you might still be able to hit your number through a creative combination of stock options, a signing bonus and other non-cash forms of compensation.

Finally, what if you're not looking for a new position, but are hoping to secure a raise at your current job? Singer advises watching your language and tone carefully. "Don't go in telling them it's an ultimatum unless you're willing to leave," he warns. A better move is to say, "This is what I'm hoping to get," and back up that request with a clear articulation of the value you bring. As Singer notes, you could say, "I added this much revenue. I saved these many dollars. I built in this level of client satisfaction. And with that and the market [rates], I feel my performance warrants an increase."

Given our current economic uncertainties, this might seem like the worst time to ask for a raise or negotiate a better salary offer. But by following the strategies above, you're far more likely to make a successful case for yourself—and enhance your finances and your career prospects. ■

→ **Dorie Clark**, author of *ENTREPRENEURIAL YOU* and Duke University Fuqua School of Business professor, hosts Newsweek's weekly interview series, Better, Thursdays at 12 p.m. ET/9 a.m. PT at newsweek.com/linkedinlive. Sign up for updates at dorieclark.com.

NEWSMAKERS

Talking Points



"You're still my Aunt Viv."

—WILL SMITH RECONCILING WITH JANET HUBERT ON THE FRESH PRINCE REUNION

The Washington Post

"I KNEW I HAD TO GET INVOLVED, I KNEW I HAD ENOUGH."

—CINDY MCCAIN ON SUPPORTING JOE BIDEN



Cindy McCain



"At least for now...I enter a second retirement. That could change, because everything changes. But if this is the end of my acting career, so be it."

—MICHAEL J. FOX ON HIS DECLINING HEALTH



Holly Robinson Peete

((SiriusXM))

"People have accepted the things that he said that are so vile about so many other people. What difference is it going to make if he said that about me?"

—ACTOR HOLLY ROBINSON PEETE ON DONALD TRUMP CALLING HER A RACIAL SLUR



"I AM PROUD OF THE WORK WE HAVE DONE OVER THE PAST FOUR YEARS TO PREVENT ELECTION INTERFERENCE AND SUPPORT OUR DEMOCRACY."

—Facebook CEO Mark Zuckerberg to the Senate Commerce Committee



Mark Zuckerberg



"I don't really care what you think."

—NEW YORK GOVERNOR ANDREW CUOMO TO REPORTERS

The Guardian

"I'VE HEARD HER DESCRIBED AS A STEEL FIST IN A VELVET GLOVE."

—Sean Hepburn Ferrer on his mother Audrey Hepburn



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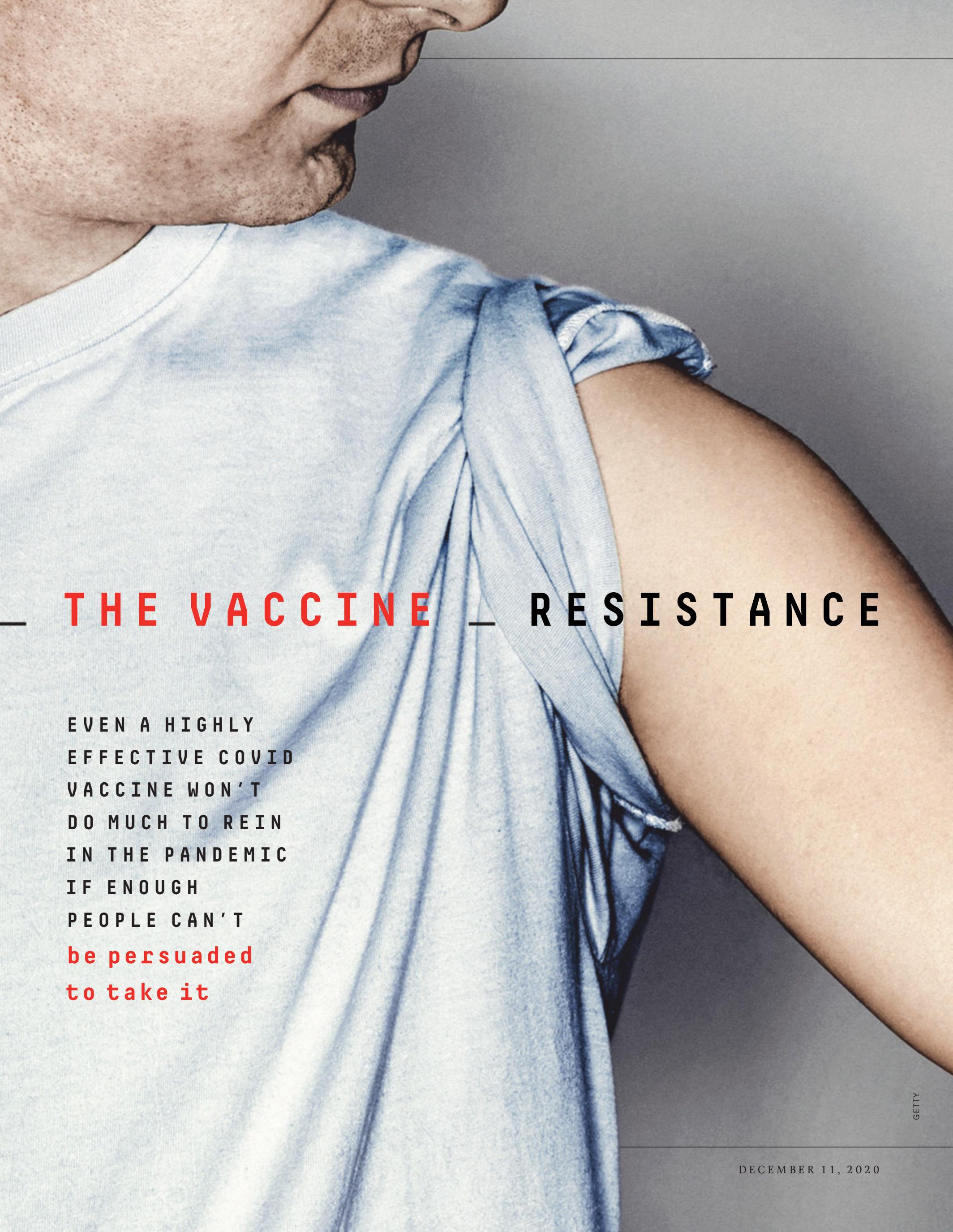
Give thanks for the healthy kids in your life, and give to those who are not.

Eleanor spent her first birthday at St. Jude, fighting a type of blood cancer associated with Down syndrome. While far from the typical birthday festivities, Eleanor's family was relieved to see their precious and joyful child receive world-class care and treatment. When you donate to St. Jude, you're supporting an organization that helped push the overall childhood cancer survival rate from 20% to more than 80%. And we won't stop until no child dies from cancer. Today, Eleanor has completed chemotherapy and remains in remission. "It doesn't matter where you come from or what you believe, St. Jude is fighting to end childhood cancer, and that's something that should be celebrated," said Eleanor's mom Elizabeth.

Give today at stjude.org | 800-4STJUDE

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THE VACCINE — RESISTANCE

EVEN A HIGHLY
EFFECTIVE COVID
VACCINE WON'T
DO MUCH TO REIN
IN THE PANDEMIC
IF ENOUGH
PEOPLE CAN'T
be persuaded
to take it

GETTY

b y

FRED GUTERL

photo by

JOHN RENSTEN





CLOCKWISE FROM LEFT: MANDEL NGAN/AFP/GETTY; LIAO PAN/CHINA NEWS SERVICE/GETTY; JOSEPH PREZIOSO/AFP/GETTY; PAUL HENNESSY/NURPHOTO/GETTY

FOR ALL THE FLAK THAT PRESIDENT TRUMP HAS taken over the federal government's response, or lack thereof, to the coronavirus pandemic, the government's vaccine development project, Operation Warp Speed, looks like a winner. According to Pfizer, its vaccine prevented COVID in 95 percent of participants in its clinical trials, which are now complete. Moderna's vaccine, which got \$1 billion in U.S. government support, prevents 94 percent of cases, the company said.

It would be hard to exaggerate the degree to which experts have been surprised, and relieved, by these preliminary results. Early in the pandemic, conventional wisdom held that the best we could hope for was a slightly better hit rate than seasonal influenza vaccines, which in a good year protect 50 to 60 percent of those inoculated; the Food and Drug Administration set the target for COVID vaccines at a modest 50 percent. Now we have two vaccines that, in theory, are powerful enough to stop the pandemic in its tracks.

Theory, of course, is always cleaner than reality. As the Pfizer vaccine wends its way through a fast-track approval process and the company prepares to ship millions of doses in December, health officials face a public that is skittish about the safety of the vaccines they will soon be asked to receive. Convincing millions of people to report to their doctor's office or pharmacy for an injection of a lab-made genetic substance that has never before been used in a vaccine, and which was rushed from discovery to market in under a year, would not be easy in the best of circumstances—and these,

all would agree, are far from the best of circumstances.

In our toxic political culture, the pandemic has cleaved the nation in two halves—those who believe in masks and Dr. Fauci and those who believe in personal liberty and President Trump. Acceptance of a potential COVID vaccine tends to split along partisan lines; in polls, Democrats are more likely than Republicans to say they'd get a COVID vaccine. The anti-vax movement, on the other hand, which bears some responsibility for outbreaks of measles, mumps and whooping cough in the past two decades, is non-partisan. Libertarians are less suspicious of the vaccine's safety than of government mandates. Some Christians reject vaccinations because they believe the pandemic is part of the end times. Other Americans aren't driven by ideology: they'd simply rather wait and let other people be the guinea pigs—just in case. These disparate streams converge into a wave of skepticism and resistance.

The coronavirus pandemic has been fertile ground for the anti-vax movement, which has gained eight million followers since the start of the year, according to the Centre for Countering Digital Hate. Anti-vaxxers now number 58 million on social media, including 31 million on Facebook and 17 million on YouTube, and account for about \$1 billion in revenue, says the Centre. That includes The World Mercury Project, headed by Robert F. Kennedy, Jr., and Stop Mandatory Vaccination. "They're turning us into transhuman hybrids!" said one Facebook anti-vaxxer in reference to biotech-made COVID vaccines. "What You Need to Know About COVID-19 Vaccine and The Mark of the Beast!" screamed another.

Polls have shown that public confidence in vaccines, which were low at the beginning of the pandemic, dropped as the outbreak continued over the summer and into the election season. About two-thirds of Americans said they would agree to be vaccinated in June, according to Gallup. By September, as Trump stepped up his pressure on the medical establishment to release good news about vaccines before election day, that figure dropped to 50 percent. The latest figures, released on Tuesday by Gallup from polls taken before the election, 58 percent of adults said they'd be willing to take a vaccine. A poll by ClearPath Strategies found that only 38 percent of respondents would be willing to take a vaccine within the first three months after it became available.

These numbers suggest that public opinion is teetering and, if it moves in the wrong direction, could threaten the vaccine roll out. To stop the pandemic, Dr. Anthony Fauci, the nation's top infectious disease official, estimates that at least three of four people would need to take a vaccine, preferably 85 percent. "If 50 percent of people don't take it, you have a significant health problem," he said on the *New York Times* Deal Book webcast. Getting this level will require some heavy lifting in the next few months. "To say this is not a difficult task is ignoring reality," he added.

Experts hope that these numbers rise again as the public digests the recent hopeful news. To vanquish the pandemic quickly, however, the numbers will have to rise dramatically and stay high, in the face of significant headwinds. Any gains in confidence could easily be offset by any of a number of causes: continuing political tensions over the election, particularly if the transition to a Biden administration remains stalled; hiccups in manufacturing that delay the delivery of vaccines; adverse reactions from a vaccine, real or perceived; or rising conspiracy theories that cast doubt on vaccine safety.

What has many experts worried is that the federal government has undertaken no large-scale public information campaign to offset the vicissitudes of public opinion. The Trump administration deserves credit, they say, for the success of Operation Warp Speed, particularly in the logistics—since manufacturing has proceeded in parallel with clinical trials, millions of doses of vaccines are expected to be available before the end of the year. But the government has neglected to put in place a plan for rolling out hundreds of millions of doses of COVID vaccines in a short span of time that includes managing the fears and expectations of the public.

Even as it successfully fast-tracked vaccines, the Trump administration poisoned trust in the nation's medical establishment: by



SHOT IN THE ARM

Experts have been surprised, and relieved, at the success of vaccine trials. Far left: Secretary Alex Azar and President Donald Trump at a vaccine briefing. Top to bottom: Pfizer; Moderna; a man, age 69, participates in in Moderna's COVID vaccine trial.

promoting phony cures like hydroxychloroquine, by browbeating the Food and Drug Administration into exaggerating the effectiveness of blood plasma, by pressuring pharmaceutical firms and the FDA to release good news about vaccines before the election.

Now, as vaccines are about to start shipping, the nation has plenty of political turmoil, but no communications plan. "We should have started talking about this in March or April," says Saad Omer, director of the Yale Institute for Global Health. "Now we have a once-in-a-generation public health emergency, and we don't have an actual campaign to match the moment." He adds: "If you're a pilot, you don't start making your flight plan after take off."

The lack of a strong national campaign leaves an information vacuum. Something will fill it—but what?

Live Free or Die

RESISTANCE TO COVID VACCINES HAS ITS ROOTS IN AN ANTI-VAX movement that began more than two decades ago. In 1998, An-

drew Wakefield published a study in *The Lancet*, a leading medical journal, claiming to have established a link between autism and vaccines. The study proved flawed. Its central problem is that the two events Wakefield studied—vaccines and the onset of autism—generally happened at about age 2; Wakefield mistook coincidence for causation. *The Lancet* eventually retracted the paper, but Wakefield was unrepentant. Despite having his medical license revoked, he continued to champion a causal link between vaccines and autism. He set in motion a movement of parents concerned about the safety of child vaccinations.

In 2014, however, the movement took a decisive turn. A measles outbreak at Disneyland in California prompted the state legislature to pass a bill, SB277, that removed religious and philosophical

exemptions from vaccine requirements for schools and daycare centers. The move coincided with the release of the pseudo-documentary *Vaxxed*, directed by Wakefield, about an alleged conspiracy at the CDC to cover up the link between autism and vaccines. The bill and the movie led to a backlash of people concerned about government intrusion on their civil liberties. In 2019, Georgia legislators added fuel to the fire by introducing a bill to allow older teenagers to be vaccinated without their parents' consent.

The Disneyland affair spawned a new strain of vaccine resistance, focused on civil liberties. If this sounds familiar, it is: The same rationale inspires much of the resistance to wearing masks and other measures to constrain the COVID outbreak.

In the midst of the pandemic, the civil-liberties rationale has been particularly difficult for health officials to counter. They tend to muster scientific arguments filled with data on reproductive numbers, positivity rates and asymptomatic carriers that don't address what people are truly concerned about. "When people are emphasizing, 'well, it's my choice, it's my freedom,' it means that they're not actually interested in talking about the science," says David Broniatowski, a professor at George Washington University who studies risk and decision making. "They're not interested in engaging in issues of fact.

It becomes engagement in issues of values. That's a dangerous road to go down."

The problem is compounded by perfectly rational concerns over the safety of vaccines made with unprecedented speed and with new technology in general. Public health officials are asking the public, in a year in which the most mundane aspects of medicine and public health have been politicized, to trust them.

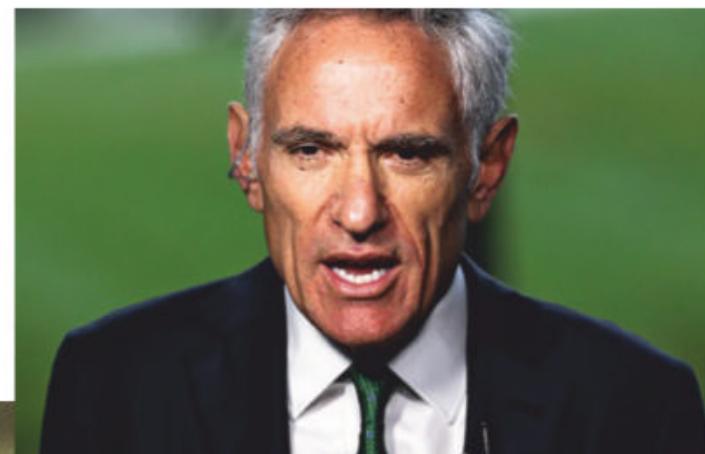
In the context of civil liberties, mandating vaccination, as some politicians have proposed, is likely to elicit a powerful backlash and should probably be used only as a last resort. "It may be that the only way to get the pandemic under control is to mandate vaccination," says Broniatowski. "But that would be a failure of the democratic process. It would be much better if we could convince people to take it of their own free will."

An Undercurrent of Conspiracy

THE TUMULTUOUS PANDEMIC YEAR HAS PROVEN TO BE FERTILE ground for conspiracy theories. Many of them are retreads. During the Zika virus outbreak in 2015, one theory emerged that the virus was a ruse to cover birth defects from a pesticide made by Monsanto. More recently, Bill Gates, who finances vaccine pro-

GRAINS OF TRUTH

The pandemic is fertile ground for conspiracy theories.
Below: Dr. Anthony Fauci. Right: White House coronavirus adviser Dr. Scott Atlas. Right: Activists in Boston protest mandatory flu vaccinations in August.



grams through his foundation, has been alleged to have created and patented the virus for use in mind control. The *Plandemic* videos earlier this year spun similar theories of dark plots.

One vulnerability of the Pfizer and Moderna vaccines, from the standpoint of public relations, is that the technology they use smacks superficially of genetic manipulation; thus they have picked up some flak from the anti-GMO movement, which resists genetically-modified organisms in food. Most conventional vaccines work by using a protein common to the target virus to trick the body's immune system into making antibodies. Instead of a protein, the Pfizer and Moderna vaccines use messenger RNA, a type of genetic material, which delegates to the body's cells the job of making the decoy protein—in the case of SARS-CoV-2 virus, the infamous spike protein that allows the virus to infect human cells. The use of mRNA is a big reason scientists were able to develop the vaccines so quickly.

It's reasonable to have doubts about the safety of new bio-technology, of course—particularly when someone wants to inject it into you, your family, friends and the nation's 300 million citizens. Medical experts point to the unprecedented size of the clinical trials being used to test these vaccines, which have involved, in the case of Moderna and Pfizer, more than 60,000 people. These trials

would not necessarily uncover all the problems that vaccines might entail when given to tens or hundreds of millions of people. Health officials can point to data and history, but in the end they are asking people to take some risk. There's no real-world experience to confirm the safety of these vaccines established in clinical trials.

This is the grain of truth that allows these kinds of conspiracy theories to sprout.

The Nightmare Scenario

AS THE CORONAVIRUS RAGES IN THE U.S., OFFICIALS WORRY THAT denial of the disease's severity and distrust of the medical establishment could prolong the COVID pandemic, similar to what happened when Ebola arose in West Africa in 2014.

At the time, most people in those nations did not know the disease. The first reaction among many was disbelief: A disease that supposedly killed nine out of 10 victims in horrible fashion

couldn't possibly be real. Denial that such a disease could even exist proved to be an obstacle. Many Africans questioned the motives of public health officials who imposed quarantine

“WE NEED
TO GO INTO
COMMUNITIES
WHERE
THERE IS
SKEPTICISM
AND get
engaged.”



"IF 50 PERCENT OF — people don't take it,



ALEX EDELMAN/GETTY

LEADING INDICATORS

Confidence in vaccines was low at the beginning of the pandemic and dropped over the summer and into the election season. Experts hope the numbers will improve during a vaccination campaign.

— YOU HAVE A SIGNIFICANT HEALTH PROBLEM. ”



orders. In Liberia and Sierra Leone, some people reportedly hid their sick family members to keep them from being sent to treatment centers from which many people never returned. In Guinea, health workers were killed. "In Ghana, two Ebola vaccine trials were suspended because of widespread anxiety that the motive of the trials was to actually give people Ebola," wrote anthropologist Heidi Larson, founding director of the Vaccine Confidence Project, in her book *Stuck*.

It hasn't helped that more than two weeks after the election, President Trump had still not conceded to President-elect Joe Biden, nor had the process of handing off the reins of government begun. The vaccine rollout that is expected to begin in December, assuming fast-track approval by the FDA, may be the most complicated public-health operation ever undertaken. "I would liken this to driving a race car through an obstacle course, and in mid-course, you're going to change drivers," says Thomas Frieden, former director of the CDC and now CEO of Resolve to Save Lives, a non-profit.

The Trump administration, despite the post-election chaos, seems to have kept its focus on many of the logistical issues involved in distributing vaccines and all the refrigeration equipment they require across the country. But other challenges are getting short shrift, says Frieden. For instance, authorities will have to keep track of who's gotten what vaccines, who needs a second dose (most vaccines under development require two). "We do a really



— “TO SAY THIS IS NOT — a difficult task — IS IGNORING REALITY.” —

bad job of that in this country already with adult vaccination," he says. "Now we're trying to do it with everybody all at once."

Trust in health authorities has already taken a hit from false promises about hydroxychloroquine and blood plasma and the appearance of the FDA and the Centers for Disease Control and Protection buckling to pressure from the White House. If the U.S. botches the vaccine roll out whatever optimism now being engendered by the triumph of vaccine scientists could evaporate in a cloud of distrust. There are many points of failure.

The federal government is already stumbling on the issue of privacy. Software to track vaccinations and identify high-priority populations is being developed for the U.S. Department of Health and Human Services by Palantir, a data-mining firm. Officials assured the Wall Street Journal that Palantir will have no access to sensitive medical records. But with trust at a low, will people believe it? Many Americans have shown themselves to be too skittish to answer questions during contact tracing. How many people will refuse vaccination for fear of having their names put into a government database? The administration hasn't made a clear case to the public why it can trust the government to handle their data, says

Frieden. "Privacy must be sacrosanct, there can be no ambiguity about it," he says. "That's been a fumble for this administration."

One fear is that the prospect of imminent vaccines causes people to let down their guard and drop COVID precautions. COVID hospitalizations are expected to exceed 100,000 in the next three weeks. Deaths from COVID will hit 2,000 a day before the end of the year. By the time Joe Biden is inaugurated on January 20th, the death toll in the U.S. could be heading towards 400,000. Assuming people don't start canceling plans for family gatherings on Thanksgiving and Christmas, the numbers could be worse.

On the political front, the forecast is continuing turmoil and inaction at least for the next two months. Meanwhile, what happens if the best-laid plans of Pfizer and Moderna, which combined promise 70 million doses by year's end, don't come to pass? Throw in a vaccine hiccup that delays rollout by weeks or months and it's not hard to see how the public could lose faith in the effort.

A Narrative Vacuum

MANY DEVELOPMENTS OF THE PAST FEW MONTHS HAVE bolstered confidence in the vaccine effort. Since the low point

A MATTER OF TRUST Suspicion of the medical establishment could prolong the pandemic, as happened before with Ebola in 2014. Top to bottom: South Sudan health workers drill for Ebola preparedness; burial of an Ebola victim in Butembo in 2019; Joe Biden and Kamala Harris meet with COVID-19 advisors; Navajos pick up food-bank supplies.

last summer, during what you might call the hydroxychloroquine phase, many of government experts at the CDC, the FDA and the National Institutes of Health, including Dr. Fauci, have pushed back against political interference. The FDA, for instance, refused to lower safety standards for a vaccine before the election. Polls suggest that confidence in vaccines, which had dropped during this phase, picked up shortly after the election. Dr. Fauci survived the ordeal with his reputation intact, which may prove invaluable in assuaging the fears of the vaccine-hesitant.

To cement these gains and stave off conspiracy theories, the federal government should be engaged in an extensive communications effort, experts say. Washington should be keeping the public informed of the twists and turns in the vaccine effort and making a massive effort to forge ties with local communities to get the

message out that vaccination is safe and important for everyone's health. This is not happening, however. "There are zero dollars allocated for it," says Yale's Omer.

Without engaging communities, the vaccine effort will be hampered, says Larson. Churches, neighborhood associations, local doctors and clinics and other groups are essential not only for getting out practical information about where to get the vaccines, but also to answer questions people tend to have that fact sheets from the CDC don't address. "We need to go into communities where there is skepticism and get engaged," she says.

People's concerns about vaccination tend to vary considerably depending on their own particular circumstances and points of view. For instance, a survey this fall found that only 17 percent of Black people in the U.S. said they would definitely get a coronavirus vaccine, even if scientists determined it was safe—despite the group's greater-than-average vulnerability to COVID. Their skepticism may have roots in systemic racism in medical practices, including the infamous Tuskegee syphilis experiment—conducted in secret by the U.S. Public Health Service to study the progression of the venereal disease when left untreated—which ran from 1932 until a whistleblower came forward in 1972.

Persuading 85 percent of the population to take an mRNA vaccine is going to require outreach to a wide range of groups, including African Americans, Native American tribes, the elderly, religious groups, professional associations—just about every institution or association that people belong to. Such an effort starts at the top, by forging ties at the national level with institutions that have the trust of the communities they serve. "We need to talk with the heads of companies, who have a relationship with their employee base and in some cases have offices all around the world," says Larson. "We also need to be talking to religious leaders and local school teachers. Rather than tell them, here's the message, we need to understand what their issues are."

Even if the vaccine program isn't able to persuade enough people to get inoculated, the high degree of protection that the vaccines seem to be capable of should protect those who do elect to get vaccinated; those who do get sick will likely benefit from continuing improvements in treatments, which have already cut the death rate roughly in half. But so far data on trials has yet to be reviewed, and it's not clear yet how well the vaccines will cover specific groups of people. If significant pockets of people refuse vaccination, the coronavirus may hang around indefinitely. "If you're part of a vulnerable group," says Roy Anderson, an epidemiologist at Imperial College in London, "the virus will always be in the back of your mind."

It's important to appreciate the astonishing achievement that the COVID vaccines represent for science and the medical professionals who have been working under intense pressure to deliver us from our pandemic nightmare. But science can only do so much. **N**



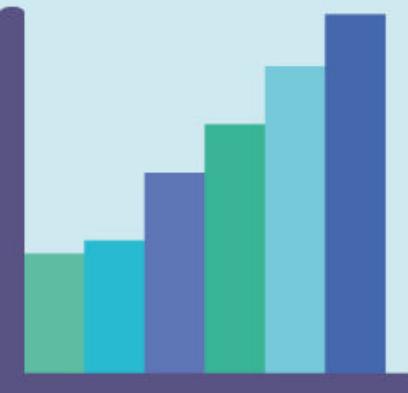


America's Most Responsi



Most Responsible Companies 2021

→ As this difficult year comes to an end, it's good to remember that we're all part of a community. Neighbors, family, friends, first responders: we depend on, appreciate, and hope to be helpful to each other. Many corporations also step up. They care about being good citizens and give back to the communities they operate in. ¶ To highlight those corporations, Newsweek partnered with Statista for our second annual list of America's Most Responsible Companies. As you can see, the 400 companies on our list are in dozens of different industries and vary widely in size. But they share the values that we all prioritize, and that's worth recognizing in any year. → **Nancy Cooper**, Global Editor in Chief



RANK	SCORE	COMPANY NAME/INDUSTRY
1	93.2	HP Technology Hardware
2	92.7	NVIDIA Technology Hardware
3	91.9	Microsoft Software & Telecomm
4	91.7	Cisco Systems Technology Hardware
5	91.5	Qualcomm Technology Hardware
6	91.3	General Mills Consumer Goods
7	91.3	Whirlpool Consumer Goods
8	90.9	Illumina Health Care & Life Sciences
9	89.5	Citigroup Financial
10	89.4	Dell Technologies Technology Hardware
11	88.8	Lam Research Technology Hardware
12	88.7	General Motors Automotive & Components
13	88.5	American Express Financial
14	88.4	Nielsen Professional Services
15	88.3	Mettler-Toledo International Technology Hardware
16	88.2	MetLife Financial
17	88.1	Merck & Co Health Care & Life Sciences
18	88.0	International Flavors & Fragrances Materials

RANK | SCORE | COMPANY NAME/INDUSTRY

19	87.7	Waters Energy & Utilities
20	87.4	Intel Technology Hardware
21	87.3	Applied Materials Technology Hardware
22	87.3	Best Buy Retail
23	87.1	Procter & Gamble Consumer Goods
24	86.7	Cummins Automotive & Components

RANK | SCORE | COMPANY NAME/INDUSTRY

25	86.4	Abbott Laboratories Health Care & Life Sciences
26	86.4	Cigna Health Care & Life Sciences
27	86.3	Xylem Capital Goods
28	86.2	Target Retail
29	86.1	Tyson Foods Consumer Goods
30	86.1	Baxter International Health Care & Life Sciences





Methodology

Our corporate ranking was a four-phase process.

First, we created a pool of candidates. We selected the 2,000 largest public companies by revenue in the U.S.—banks and insurance companies were measured by total assets more than \$50 billion.

Next we screened. Only companies that had published a document the same or similar to a Corporate Responsibility Report were considered (Corporate Citizen Report or Sustainability Report, for example). Some companies whose primary business is in the defense industry were eliminated as were companies involved in lawsuits or government regulatory actions.

Part three of the process was a detailed analysis of the companies consisting of two parts. The first: We focused on publicly available performance data in the environmental, social and corporate governance categories. We also conducted a survey, asking 7,500 U.S. citizens about their perceptions of the companies related to corporate social responsibility.

All elements were weighted to produce a final score. For the methodology in detail please visit www.newsweek.com.

RANK	SCORE	COMPANY NAME/INDUSTRY
31	86.1	Salesforce.Com Software & Telecomm
32	86.0	Jones Lang LaSalle Real Estate & Housing
33	86.0	Clorox Consumer Goods
34	85.9	Hewlett Packard Enterprise Technology Hardware
35	85.8	Varian Medical Systems Health Care & Life Sciences
36	85.8	BorgWarner Automotive & Components

RANK	SCORE	COMPANY NAME/INDUSTRY
37	85.7	Prudential Financial Financial
38	85.7	ON Semiconductor Technology Hardware
39	85.4	Visa Financial
40	85.4	Micron Technology Technology Hardware
41	85.4	Emerson Electric Capital Goods
42	85.1	Ecolab Materials

RANK	SCORE	COMPANY NAME/INDUSTRY
43	85.1	3M Capital Goods
44	85.0	Apple Technology Hardware
45	84.8	Keurig Dr Pepper Consumer Goods
46	84.6	Becton Dickinson Health Care & Life Sciences
47	84.6	FedEx Travel, Transport & Logistics
48	84.3	Host Hotels & Resorts Real Estate & Housing

RANK	SCORE	COMPANY NAME/INDUSTRY
49	84.1	Universal Display Technology Hardware
50	84.0	Dick's Sporting Goods Retail
51	84.0	Comerica Financial
52	83.9	Kroger Retail
53	83.9	Trinseo Materials
54	83.9	CSX Travel, Transport & Logistics
55	83.8	Maxim Integrated Products Technology Hardware
56	83.8	Boston Properties Real Estate & Housing
57	83.7	Regeneron Pharmaceuticals Health Care & Life Sciences
58	83.6	Campbell Soup Consumer Goods
59	83.6	S&P Global Financial
60	83.6	State Street Financial
61	83.5	Edwards Lifesciences Health Care & Life Sciences
62	83.5	Boston Scientific Health Care & Life Sciences
63	83.5	Agilent Technologies Health Care & Life Sciences
64	83.4	VMware Software & Telecomm
65	83.2	Ball Corp Materials
66	83.0	Huntington Bancshares Financial

RANK	SCORE	COMPANY NAME/INDUSTRY
67	83.0	Newmont Gold Materials
68	82.9	Amgen Health Care & Life Sciences
69	82.9	Welltower Real Estate & Housing
70	82.8	Kimberly-Clark Consumer Goods
71	82.8	PVH Consumer Goods
72	82.7	Eversource Energy Energy & Utilities

RANK	SCORE	COMPANY NAME/INDUSTRY
73	82.7	Mastercard Financial
74	82.6	Analog Devices Technology Hardware
75	82.5	American Water Works Company Energy & Utilities
76	82.3	Guess? Retail
77	82.0	Omnicom Group Professional Services
78	81.9	Keysight Technologies Technology Hardware



► **statista** publishes worldwide established rankings and company listings with high profile media partners. This research and analysis service is based on the success of statista.com. The leading data and business intelligence portal provides statistics, business relevant data, and various market and consumer studies/surveys.



RANK	SCORE	COMPANY NAME/INDUSTRY
79	81.8	Western Digital Technology Hardware
80	81.7	Kilroy Realty Real Estate & Housing
81	81.7	Iron Mountain Software & Telecomm
82	81.6	Church & Dwight Consumer Goods
83	81.6	Aptargroup Materials
84	81.5	Lowe's Companies Retail
85	81.5	Air Products and Chemicals Materials
86	81.5	Jabil Technology Hardware
87	81.4	Biogen Health Care & Life Sciences
88	81.4	Gap Retail
89	81.4	United Parcel Service Travel, Transport & Logistics
90	81.3	PayPal Holdings Financial
91	81.3	Texas Instruments Technology Hardware
92	80.9	Xilinx Technology Hardware
93	80.9	Xerox Technology Hardware
94	80.8	Motorola Solutions Technology Hardware
95	80.7	Marriott International Travel, Transport & Logistics
96	80.7	Polaris Industries Automotive & Components

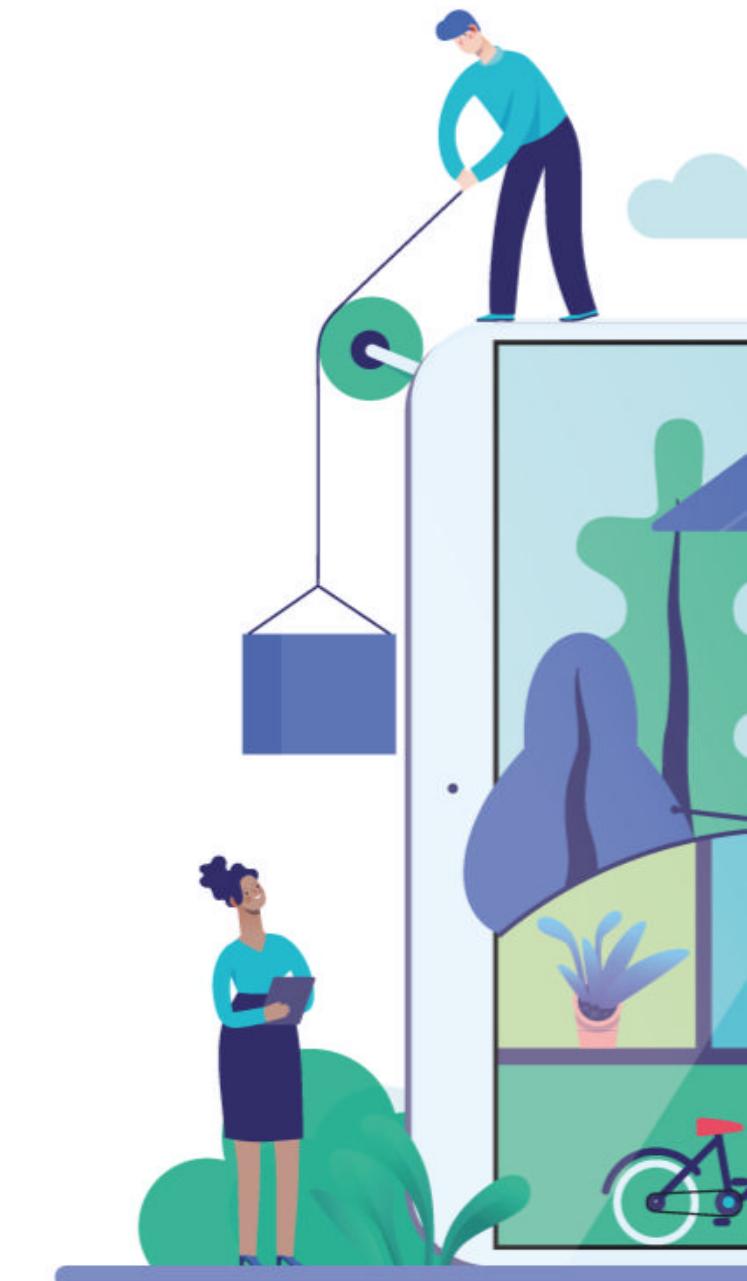
RANK	SCORE	COMPANY NAME/INDUSTRY
97	80.6	PPL Energy & Utilities
98	80.5	AT&T Software & Telecomm
99	80.1	Kimco Realty Real Estate & Housing
100	79.9	PNC Financial Services Group Financial
101	79.9	Molson Coors Brewing Consumer Goods
102	79.8	Schlumberger NV Energy & Utilities
103	79.8	Goldman Sachs Group Financial
104	79.7	Caesars Entertainment Entertainment, Leisure & Dining
105	79.6	NortonLifeLock Software & Telecomm
106	79.5	Resmed Health Care & Life Sciences
107	79.3	Lincoln Financial Group Financial
108	79.2	Moody's Financial
109	79.1	Juniper Networks Technology Hardware
110	79.1	Cabot Materials
111	79.1	Dana Automotive & Components
112	79.0	DXC Technology Software & Telecomm
113	78.8	Ford Motor Automotive & Components
114	78.8	VF Retail

RANK	SCORE	COMPANY NAME/INDUSTRY
115	78.8	Timken Materials
116	78.8	Schnitzer Steel Industries Materials
117	78.6	Broadcom Technology Hardware
118	78.5	Eli Lilly and Co Health Care & Life Sciences
119	78.5	Wyndham Destinations Travel, Transport & Logistics
120	78.4	Edison International Energy & Utilities
121	78.4	Dupont De Nemours Materials
122	78.4	AvalonBay Communities Real Estate & Housing
123	78.4	Virtusa Software & Telecomm
124	78.0	Leidos Health Care & Life Sciences
125	78.0	Regions Financial Financial
126	78.0	International Business Machines Software & Telecomm
127	78.0	Yum! Brands Entertainment, Leisure & Dining
128	77.9	Sims Materials
129	77.8	Ventas Real Estate & Housing
130	77.7	PPG Industries Materials
131	77.7	Site Centers Real Estate & Housing
132	77.6	Sempra Energy Energy & Utilities

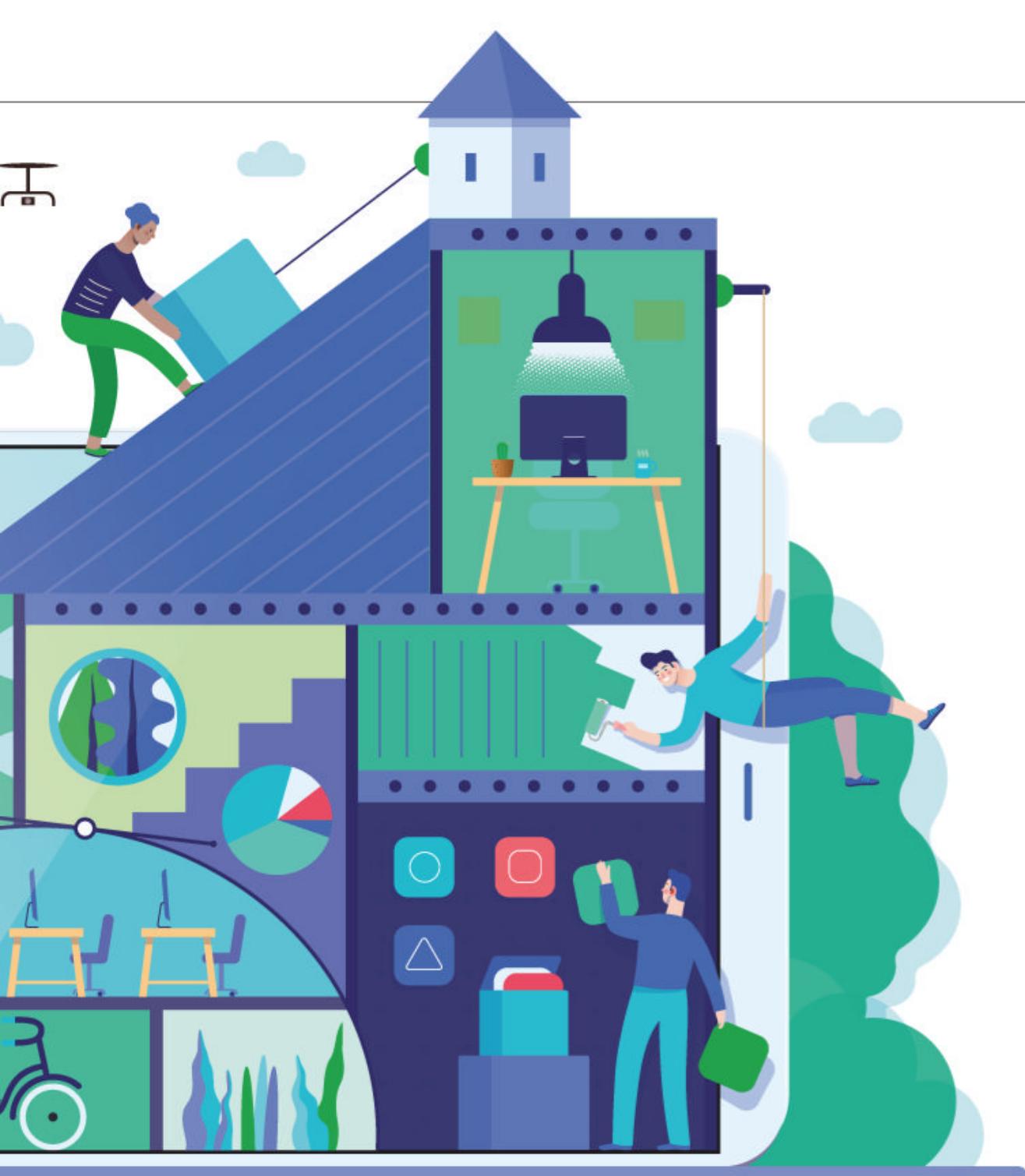


RANK	SCORE	COMPANY NAME/INDUSTRY
133	77.5	Amphenol Technology Hardware
134	77.4	CBRE Group Real Estate & Housing
135	77.4	NRG Energy Energy & Utilities
136	77.4	Estee Lauder Companies Consumer Goods
137	77.1	Burlington Retail
138	77.1	Sysco Retail
139	77.0	Kansas City Southern Travel, Transport & Logistics
140	77.0	Conagra Brands Consumer Goods
141	77.0	Corporate Office Properties Trust Real Estate & Housing
142	76.8	Itron Professional Services
143	76.7	Hilton Worldwide Holdings Travel, Transport & Logistics
144	76.7	ManpowerGroup Professional Services
145	76.6	American Tower Software & Telecomm
146	76.4	W W Grainger Capital Goods
147	76.4	Invesco Financial
148	76.4	Williams Companies Energy & Utilities
149	76.3	Arconic Materials
150	76.3	Voya Financial Financial

RANK	SCORE	COMPANY NAME/INDUSTRY
151	76.2	Autodesk Software & Telecomm
152	76.2	Steelcase Consumer Goods
153	76.2	TJX Companies Retail
154	76.2	Nexteer Automotive Group Automotive & Components
155	76.0	Workday Software & Telecomm
156	75.9	Southern Energy & Utilities
157	75.8	Delta Air Lines Travel, Transport & Logistics
158	75.7	Regency Centers Real Estate & Housing
159	75.7	Cooper-Standard Holdings Automotive & Components
160	75.7	Oshkosh Capital Goods
161	75.6	Alexion Pharmaceuticals Health Care & Life Sciences
162	75.5	Hormel Foods Consumer Goods
163	75.4	American Airlines Group Travel, Transport & Logistics
164	75.3	Healthpeak Properties Real Estate & Housing
165	75.2	Bank of New York Mellon Financial
166	75.1	Park Hotels & Resorts Real Estate & Housing
167	74.9	CVS Health Health Care & Life Sciences
168	74.9	PolyOne Materials



169	74.9	Walt Disney Entertainment, Leisure & Dining
170	74.8	Union Pacific Travel, Transport & Logistics
171	74.7	Sherwin-Williams Materials
172	74.6	Capital One Financial Financial
173	74.6	Unum Group Financial
174	74.4	Hess Energy & Utilities
175	74.4	Quest Diagnostics Health Care & Life Sciences
176	74.3	Rexnord Capital Goods



RANK	SCORE	COMPANY NAME/INDUSTRY
193	72.9	Cadence Design Systems Software & Telecomm
194	72.8	Apollo Global Management Financial
195	72.6	Ormat Technologies Energy & Utilities
196	72.6	Kellogg Consumer Goods
197	72.6	Carnival Travel, Transport & Logistics
198	72.5	Flowers Foods Consumer Goods
199	72.5	DTE Energy Energy & Utilities
200	72.5	WEC Energy Group Energy & Utilities
201	72.4	Tupperware Brands Consumer Goods
202	72.2	Packaging of America Materials
203	72.1	SL Green Realty Real Estate & Housing
204	72.1	Caterpillar Capital Goods
205	72.1	Brunswick Capital Goods
206	72.1	Varex Imaging Health Care & Life Sciences
207	72.0	Oracle Software & Telecomm
208	71.7	Graphic Packaging Materials
209	71.5	Marathon Oil Energy & Utilities
210	71.5	Noble Energy Energy & Utilities

177	74.3	AMN Healthcare Services Health Care & Life Sciences
178	74.1	eBay Retail
179	74.0	Koppers Holdings Materials
180	73.8	Digital Realty Trust Real Estate & Housing
181	73.8	Vornado Realty Trust Real Estate & Housing
182	73.7	Infinera Technology Hardware
183	73.6	JBG SMITH Properties Real Estate & Housing
184	73.5	United Rentals Professional Services

185	73.5	Ryman Hospitality Properties Entertainment, Leisure & Dining
186	73.2	Howmet Aerospace Capital Goods
187	73.2	Fluor Corporation Capital Goods
188	73.1	Teradata Software & Telecomm
189	73.1	Dominion Energy Energy & Utilities
190	73.1	Public Service Enterprise Group Energy & Utilities
191	73.0	Rockwell Automation Capital Goods
192	72.9	Southwest Airlines Travel, Transport & Logistics

RANK	SCORE	COMPANY NAME/INDUSTRY	RANK	SCORE	COMPANY NAME/INDUSTRY	RANK	SCORE	COMPANY NAME/INDUSTRY
211	71.4	Alliance Data Systems Professional Services	229	70.2	Amdocs Software & Telecomm	247	69.2	Herman Miller Consumer Goods
212	71.3	National Oilwell Varco Energy & Utilities	230	70.1	Dow Materials	248	69.1	Greif Materials
213	71.1	Catalent Health Care & Life Sciences	231	70.1	CF Industries Holdings Materials	249	69.0	BizLink Holding Capital Goods
214	71.1	Kraton Materials	232	70.0	Eastman Chemical Materials	250	68.9	CNX Resources Energy & Utilities
215	71.1	Bank of America Financial	233	70.0	Adobe Software & Telecomm	251	68.8	Nextera Energy Energy & Utilities
216	71.1	Pioneer Natural Resources Energy & Utilities	234	70.0	Avanos Medical Health Care & Life Sciences	252	68.6	Fortive Capital Goods
217	71.0	Gentex Automotive & Components	235	70.0	Hersha Hospitality Trust Real Estate & Housing	253	68.6	Macy's Consumer Goods
218	71.0	Harley-Davidson Automotive & Components	236	70.0	Watts Water Technologies Capital Goods	254	68.6	Alliant Energy Energy & Utilities
219	71.0	Ralph Lauren Consumer Goods	237	69.9	Domtar Materials	255	68.6	Simon Property Group Real Estate & Housing
220	70.7	Fortune Brands Home & Security Consumer Goods	238	69.9	Equity Residential Real Estate & Housing	256	68.6	Alcoa Materials
221	70.7	QTS Realty Trust Real Estate & Housing	239	69.9	Halliburton Energy & Utilities	257	68.5	Westrock Materials
222	70.7	Goodyear Tire & Rubber Co Automotive & Components	240	69.9	Expeditors International of Washington Travel, Transport & Logistics	258	68.5	ABM Industries Professional Services
223	70.5	Navistar International Automotive & Components	241	69.8	LPL Financial Financial	259	68.4	AES Energy & Utilities
224	70.5	Kosmos Energy Energy & Utilities	242	69.5	Kinder Morgan Energy & Utilities	260	68.3	Verisk Analytics Professional Services
225	70.3	Ally Financial Financial	243	69.4	EQT Energy & Utilities	261	68.3	Xcel Energy Energy & Utilities
226	70.3	Flowserv Capital Goods	244	69.4	Equity LifeStyle Properties Retail	262	68.3	Ryder System Travel, Transport & Logistics
227	70.2	Bunge Consumer Goods	245	69.4	Vertex Pharmaceuticals Health Care & Life Sciences	263	68.3	Walmart Retail
228	70.2	Baker Hughes Energy & Utilities	246	69.3	Hecla Mining Materials	264	68.2	Tenant Capital Goods

RANK	SCORE	COMPANY NAME/INDUSTRY
265	68.0	Tenneco Automotive & Components
266	67.9	Hartford Financial Services Group Financial
267	67.9	AECOM Professional Services
268	67.7	CommScope Holding Company Technology Hardware
269	67.6	FMC Materials
270	67.6	Intuit Software & Telecomm

RANK	SCORE	COMPANY NAME/INDUSTRY
271	67.6	Apache Energy & Utilities
272	67.6	Hill-Rom Holdings Health Care & Life Sciences
273	67.5	Norfolk Southern Travel, Transport & Logistics
274	67.5	RMR Group Financial
275	67.5	Allstate Financial
276	67.5	Xenia Hotels & Resorts Real Estate & Housing

RANK	SCORE	COMPANY NAME/INDUSTRY
277	67.4	Pitney Bowes Technology Hardware
278	67.3	Edgewell Personal Care Consumer Goods
279	67.3	Farmer Bros Consumer Goods
280	67.3	Deckers Outdoor Consumer Goods
281	67.3	Northern Trust Financial
282	67.2	Automatic Data Processing Software & Telecomm
283	67.2	Gentherm Automotive & Components
284	67.1	Atmos Energy Energy & Utilities
285	66.9	Travelers Companies Financial
286	66.8	Kohls Retail
287	66.8	Tapestry Consumer Goods
288	66.7	Kennedy-Wilson Holdings Real Estate & Housing
289	66.6	Alaska Air Group Travel, Transport & Logistics
290	66.6	Nordstrom Retail
291	66.6	HollyFrontier Energy & Utilities
292	66.6	Tetra Tech Professional Services
293	66.5	Sonoco Products Materials
294	66.5	KeyCorp Financial



RANK	SCORE	COMPANY NAME/INDUSTRY	RANK	SCORE	COMPANY NAME/INDUSTRY	RANK	SCORE	COMPANY NAME/INDUSTRY
295	66.4	Aflac Financial	312	65.5	Zimmer Biomet Holdings Health Care & Life Sciences	329	64.6	LyondellBasell Industries NV Materials
296	66.4	Allegheny Technologies Materials	313	65.4	Albemarle Materials	330	64.5	Teradyne Technology Hardware
297	66.4	Crane Materials	314	65.4	Brown-Forman Consumer Goods	331	64.5	Minerals Technologies Materials
298	66.3	American Axle & Manufacturing Holdings Automotive & Components	315	65.4	Consolidated Edison Energy & Utilities	332	64.5	Archer Daniels Midland Consumer Goods
299	66.2	American Electric Power Company Energy & Utilities	316	65.4	Harsco Professional Services	333	64.5	Chevron Energy & Utilities
300	66.2	Phillips 66 Energy & Utilities	317	65.3	Marathon Petroleum Energy & Utilities	334	64.4	EOG Resources Energy & Utilities
301	66.2	Deere Capital Goods	318	65.3	PepsiCo Consumer Goods	335	64.4	Regal Beloit Capital Goods
302	66.1	Devon Energy Energy & Utilities	319	65.2	International Paper Materials	336	64.4	Enterprise Products Partners LP Energy & Utilities
303	66.0	PNM Resources Energy & Utilities	320	65.2	Southwestern Energy Energy & Utilities	337	64.3	CenterPoint Energy Energy & Utilities
304	66.0	Cboe Global Markets Financial	321	65.2	CoreCivic Professional Services	338	64.0	SVB Financial Group Financial
305	65.9	UnitedHealth Group Health Care & Life Sciences	322	65.2	PerkinElmer Health Care & Life Sciences	339	64.0	Meredith Entertainment, Leisure & Dining
306	65.8	Lincoln Electric Holdings Capital Goods	323	65.1	Ovintiv Materials	340	63.8	Herc Holdings Capital Goods
307	65.8	Essex Property Trust Real Estate & Housing	324	65.1	SPX Capital Goods	341	63.7	Modine Manufacturing Capital Goods
308	65.7	Spire Energy & Utilities	325	65.0	OUTFRONT Media Real Estate & Housing	342	63.7	Diebold Nixdorf Technology Hardware
309	65.7	Adtalem Global Education Professional Services	326	65.0	Carrier Capital Goods	343	63.6	Denbury Resources Energy & Utilities
310	65.6	HNI Consumer Goods	327	64.6	Parker-Hannifin Capital Goods	344	63.5	SM Energy Energy & Utilities
311	65.6	Fidelity National Information Services Financial	328	64.6	Brooks Automation Technology Hardware	345	63.3	Avnet Technology Hardware
						346	63.2	Sunstone Hotel Investors Real Estate & Housing



RANK	SCORE	COMPANY NAME/INDUSTRY
347	63.0	Exelon Energy & Utilities
348	63.0	Avaya Holdings Software & Telecomm
349	62.9	Waste Management Professional Services
350	62.8	Dentsply Sirona Health Care & Life Sciences
351	62.7	Illinois Tool Works Capital Goods
352	62.7	Vail Resorts Entertainment, Leisure & Dining
353	62.7	Fifth Third Bancorp Financial
354	62.5	Higwoods Properties Real Estate & Housing
355	62.5	Bristol-Myers Squibb Health Care & Life Sciences
356	62.5	Humana Health Care & Life Sciences
357	62.4	Carmax Retail
358	62.4	Thermo Fisher Scientific Health Care & Life Sciences
359	62.2	LabCorp Health Care & Life Sciences
360	62.2	Alphabet (Google) Software & Telecomm
361	61.9	Barnes Group Capital Goods
362	61.9	Anixter International Technology Hardware
363	61.8	Balchem Materials
364	61.8	Ameriprise Financial Financial

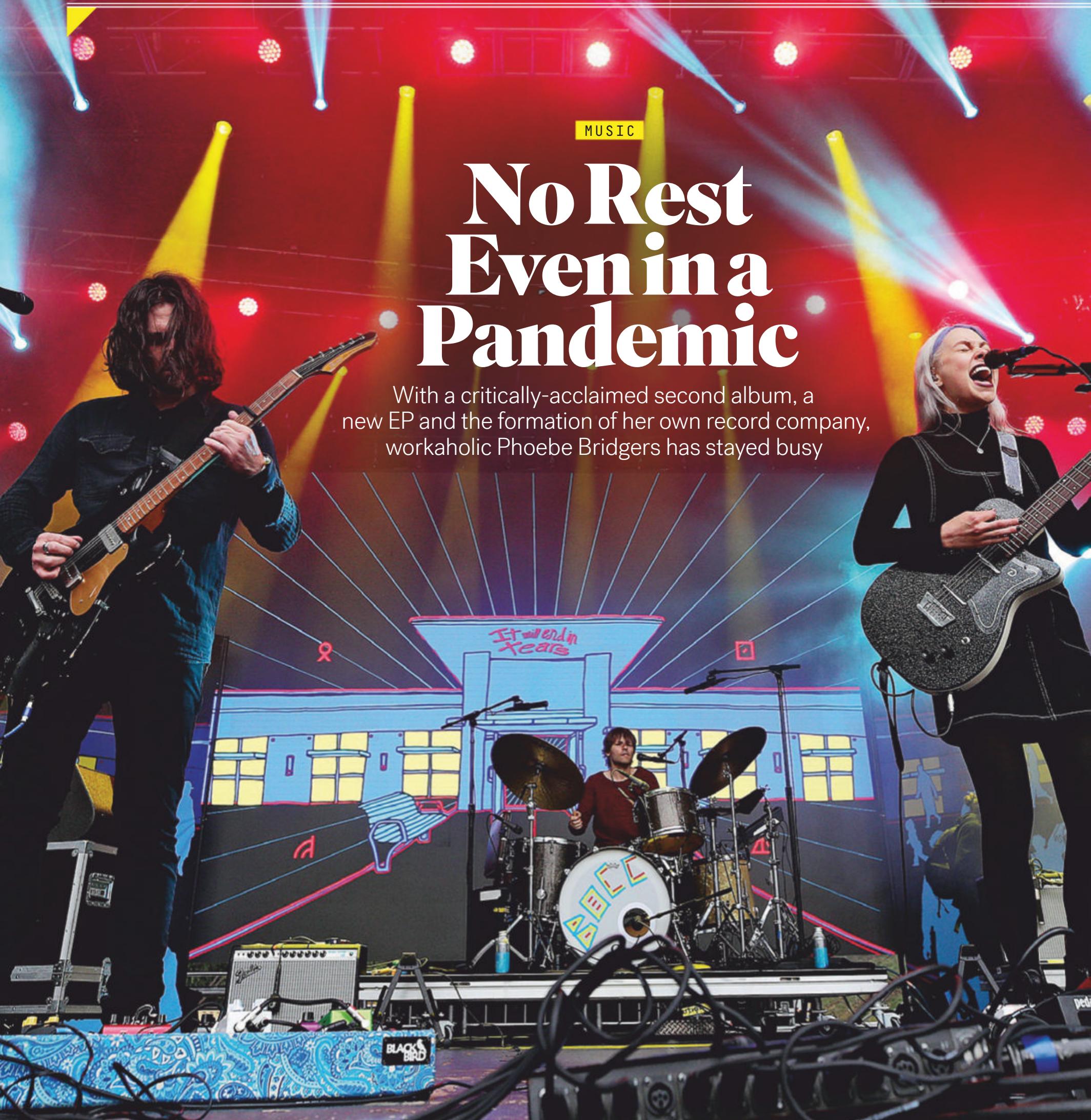
RANK	SCORE	COMPANY NAME/INDUSTRY
365	61.8	Ameren Energy & Utilities
366	61.6	SunCoke Energy Materials
367	61.5	Crown Holdings Materials
368	61.2	Coeur Mining Materials
369	61.0	Western Union Financial
370	60.8	Hawkins Materials
371	60.8	Kadant Capital Goods
372	60.7	Advance Auto Parts Automotive & Components
373	60.5	Insight Enterprises Technology Hardware
374	60.4	New Jersey Resources Energy & Utilities
375	60.4	Synopsys Software & Telecomm
376	60.4	Arrow Electronics Technology Hardware
377	60.4	Legg Mason Financial
378	60.4	CMS Energy Energy & Utilities
379	60.4	Sensient Technologies Materials
380	60.2	Granite Construction Capital Goods
381	60.2	El Paso Electric Energy & Utilities
382	60.1	ITT Capital Goods

RANK	SCORE	COMPANY NAME/INDUSTRY
383	60.1	KEMET Technology Hardware
384	60.0	Booking Holdings Retail
385	60.0	Antero Resources Energy & Utilities
386	59.8	IDEX Capital Goods
387	59.8	KB Home Real Estate & Housing
388	59.7	Danaher Health Care & Life Sciences
389	59.6	Parsley Energy Energy & Utilities
390	59.6	CONSOL Energy Energy & Utilities
391	59.5	IQVIA Holdings Health Care & Life Sciences
392	59.4	Robert Half Professional Services
393	59.4	JPMorgan Chase & Co Financial
394	59.4	Colony Capital Real Estate & Housing
395	59.4	Columbia Sportswear Consumer Goods
396	59.4	McDonald's Entertainment, Leisure & Dining
397	59.4	Morgan Stanley Financial
398	59.3	Rattler Midstream Energy & Utilities
399	59.2	Tegna Entertainment, Leisure & Dining
400	59.2	Etsy Retail

MUSIC

No Rest Even in a Pandemic

With a critically-acclaimed second album, a new EP and the formation of her own record company, workaholic Phoebe Bridgers has stayed busy





BRINGING SELENA BACK

Christian Serratos on portraying the slain pop music sensation. » P.48

↗ THE BOREDOM AND ANXIETY OF THIS YEAR wasn't what indie singer-songwriter Phoebe Bridgers had been expecting. Instead of touring and sharing stages with The National and The 1975, she's been home in Los Angeles. "I tried to make banana bread," she tells *Newsweek* "but it got moldy, literally one day later. So I did something wrong."

Still the folk-based Bridgers, 26, is having a banner year musically. *Punisher*, her second album under her own name, was released this past June to critical acclaim. Before launching a solo career, Bridgers had made records as a member of the bands Better Oblivion Community Center (with Bright Eyes' Conor Oberst, and boygenius (with Julien Baker and Lucy Dacus).

On November 20, Bridgers released a new EP *Copycat Killer*, which recasts four of the songs from *Punisher* with only strings and her vocals. Working with string arranger Rob Moose (whose credits include Taylor Swift, Bon Iver and Alabama Shakes among others), Bridgers re-recorded her songs in September for the EP, whose vinyl version is being made available exclusively through British record label and distributor Rough Trade.

"I had just made a couple of recordings with Rob," Bridgers recalls, "and he was on my mind because I just love the way that he re-imagines songs. I called him up and asked him to make arrangements of four songs, and he did it in a heartbeat." Moose's re-interpretations of the four tracks—"Kyoto," "Savior Complex," "Punisher" and "Chinese Satellite"—have a heightened dramatic and lush feeling compared with their originals on *Punisher*. "He makes me like my songs more," Bridgers says of Moose's treatments. "I wrote "Kyoto," for example, as a ballad initially. This version [of the song on *Copycat Killer*] kind of makes me second-guess every choice I've ever made. I thought, 'This is my favorite version.'"

After her experience on *Copycat Killer*, Bridgers says working with strings is something she wants to do again. "I would love to do this live whenever that's possible. I've never played with a string quartet or an orchestra."

The EP and *Punisher* both sound like natural progressions from her folky debut, 2017's *Stranger in the Alps*.

"I've gotten a hand in producing more," Bridger says. "I didn't produce the first album at all. I thought when I made the first record that I was going to make folk music. And then the more up-tempo songs or the weirder sounds—that all took me by surprise. And with this record, I was really looking forward to that."

"The first record was songs from my whole life, and then this record is obviously songs written in the same three-year span, so definitely a lot of recurring themes." Inspiration, she says, comes mainly from her own life. "I think mostly about personal experiences...I'm very jealous of songwriters who can kind of write from an outside perspective."

The delicate and haunting title song from *Punisher*, for instance, was inspired by the late singer-songwriter Elliott Smith, one of Bridgers'

musical influences alongside Jackson Browne, Joni Mitchell, Nina Simone and Tom Waits. Written from the perspective of a perhaps too-enthusiastic fan, it is almost a cautionary message of "don't meet your heroes." "He lived literally half a mile away from my apartment," she says of Smith. "When I first moved, I was on a walk and started to notice stuff that I had heard in his songs. I didn't know that when I moved, I was like, 'Oh my God, it's all right here.'"

The atmospheric ballad "Chinese Satellite" melds two unlikely subjects: jogging and aliens. "I was jogging around—that lasted two days," she explains. "And the alien thing: I've always been pretty jealous of my religious friends. I really would love to go to sleep at night and think that I was in the hands of something greater, but instead I feel alone in the world. I don't know why those two ideas connect—maybe [it's] trying to find meaning in something."

Punisher also helped Bridgers gain clout in the music business. She recently founded her own imprint Saddest Factory, in collaboration with the indie record company Dead Oceans, which had released her first two albums and her

BY

DAVID CHIU

@newbeats

collaboration with Conor Oberst. Her new label will feature artists that she has signed, among them the indie act Claud, who Bridgers saw in Chicago last year.

"I was just kind of sick of drafting four-page emails for why the label should sign my friends. And I was like, 'Y'all just want to give me the power to sign people?' And they were surprisingly into that. It took forever to build, longer than anything I've ever worked on."

Another thing Bridgers has done lately was cover the Goo Goo Dolls' hit "Iris," a duet with acclaimed singer Maggie Rogers. During the presidential election, Bridgers tweeted that she would cover the song if Donald Trump lost. He did, and she kept her word. "As the brutal days of not knowing [who won] passed, it was like a momentary relief," Bridgers recalls. "And then I was like, 'Oh my God, now I have to actually do 'Iris.'" Bridgers posted the song for one day on Bandcamp, with the proceeds from sales going to the voting rights organization Fair Fight.

She says she is looking forward to getting back to touring when live music and the rest of the world get back to normal. Still, pandemic or no pandemic, she's been busy. Bridgers has packed a lot of career



AMERICAN IDOL Phoebe Bridgers (top) idolized the late musician Elliott Smith (above). Her title song "Punisher," which also appears on *Copycat Killer*, is written from the perspective of an obsessed fan.

into a three-year span.

"All of it is amazing," she says. "I think financial stability in art was the hardest part, and now it totally changed my life and changed what I got to do, which is very rare. Before the quarantine, I played Carnegie Hall [for a Tibet House benefit] with Patti Smith, Matt Berninger from The National, and Laurie Anderson. It was so cool, and that felt pretty good. Getting dressed up and playing Carnegie Hall was probably my favorite this year." ■

"I really would love to go to sleep at night and think that I was in the hands of something greater, but instead I feel alone in the world."

Further Listening



Stranger in the Alps
(2017, Dead Oceans)

A melancholic, mainly folk album, *Stranger in the Alps*, the Los Angeles-based singer's debut album, contains the arrestingly catchy "Motion Sickness." The record received superlative reviews. Bridgers said in a press statement at the time, "I wanted the album to completely represent who I am and these songs are representative of what I set out to do."



boygenius (2018, Matador)

boygenius is an indie pop and folk lover's dream, a supergroup featuring Bridgers and equally acclaimed singer-songwriters Lucy Dacus and Julien Baker. On this six-song EP, the trio's voices and heart-wrenching songs blend beautifully together. On the prospect of a follow-up record, Bridgers said, "I think that the idea behind the band is that it has to be fun. And as soon as it feels like pressure, it gets less fun. We're friends first. If we get together and write a bunch of songs, I think we totally would [make a new record]."



Better Oblivion Community Center
(2019, Dead Oceans)

The pairing of Bridgers and Bright Eyes' Conor Oberst as Better Oblivion Community Center made sense, since Oberst had previously appeared on Bridgers' first album for their beautiful duet "Would You Rather." One of the rootsy records, many highlights is the appealing rocker "Dylan Thomas," which features a guest appearance by Yeah Yeah Yeahs guitarist Nick Zinner. ■



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01 Ponche Navideño**Mexico**

In the days leading up to Christmas, no Mexican family gathering is complete without the aroma of this drink in the home being served to guests. This festive warm, spiced (and sometimes spiked) punch is made by simmering fresh sugar cane, hibiscus, guavas, tejocotes and various spices. It smells like Christmas in a glass.

**02** Lefse**North Dakota, United States**

These potato-based flatbreads came to North Dakota by way of Norwegian immigrants. Particularly popular during the holiday season, these rolled crepes can be paired with many toppings from sweet sugar to savory eggs.

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**03** Mattak and Kiviak**Greenland**

Greenland is known for its frozen landscapes—and the Danes claim it as the home to the jolly man himself. But its additions to the Christmas table are highly unique delicacies: mattak—made from whale blubber—and kiviak—made by wrapping an auk (a small Arctic bird) in seal skin and fermenting it underground for months.

UNCHARTED

Unique Holiday Foods From Around the World

For many people, the holiday season is almost synonymous with a never-ending stream of meals from November until the end of the year. Does your grandma have a famous recipe for chocolate cake that she makes only once a year? Or maybe it's a bachelor uncle's famous casserole. Even when the extended family cannot spend the holidays together, almost every family has a unique dish or two that makes it feel like their traditional holiday. Each corner of the globe also has special dishes reserved almost exclusively for this time of the year. Whether it's celebrating the Chinese New Year or feeding the man in the red suit who came down the chimney, here are some of the unique ways people around the world eat their way through the holiday season. —Alexandra Schonfeld

04 Laufabrauð**Iceland**

The decoration of this treat, which originated as early as the beginning of the 18th century, is often a family activity during the holiday season. Rolled super thin and made to look like the paper snowflakes you might have crafted in elementary school, leaf bread is a very thin and crispy bread served in Iceland during Christmas.



CREDIT TK



07 Kutia

— Ukraine

Traditionally eaten on Christmas Eve, this sweet pudding is made out of wheatberries or other grains, sugar, honey, nuts, plums and other ingredients. Variants on the dish are served in Poland, Russia and elsewhere, but its essence is usually the same.

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06 Jansson's Temptation

— Sweden

Said to have gotten its name from a famous opera singer in the early 1900s, this recipe did not become popular until later in the 20th century. Made out of potato, onions and anchovies, this casserole is typically served around Christmas time.

08 Sufganiyot

— Israel

Hanukkah is known as the Festival of Lights and lasts eight days, during which it is traditional to eat fried foods, including these tasty, doughy treats, and the more well-known latkes, or potato pancakes. Sufganiyot are sweet, jelly-filled doughnuts, often sprinkled with powdered sugar.

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05 Bûche de Noël

— France

Also known as a Yule Log, this chocolate cake is rolled into a log shape around a layer of cream. To give it an extra jolt of holiday cheer, it is sometimes topped with meringue mushrooms and powdered sugar to resemble snow.

10 Tang Yuan

— China

If you've ever had the chance to try the tasty Chinese dessert, mochi, Tang Yuan is not too different. Made in celebration of the Lunar New Year, these small balls of rice flour can be filled with black sesame, red bean or peanut paste and are usually served in a bowl of sugary broth.



09 Banh Chung

— Vietnam

According to legend, these traditional rice cakes served around the Lunar New Year were created in the 17th century when the king of the Sixth Hung Dynasty issued a challenge to his sons. The one who created the most delicious dish would succeed him. The poorest one, using only local ingredients, created this one—made of rice, peas and pork, wrapped in a banana leaf—and became king.

PARTING SHOT

Christian Serratos

↗ ON MARCH 31, 1995, THE 23-YEAR-OLD TEJANO MUSIC SENSATION SELENA was tragically murdered in Corpus Christi, Texas. "She has always kind of been present. Of course it has a lot to do with her being robbed from us," says Christian Serratos, who portrays the singer in Netflix's *Selena: The Series*, premiering December 4, and made with the blessing of Selena's family. Serratos, known for her work in *Twilight* and *The Walking Dead*, is the second actress to portray the singer in a major project, the first being Jennifer Lopez in the 1996 hit biopic *Selena*. "I know there's going to be comparisons, and we're just going to have to come to terms with that." But the new series digs deeper. "We're going to get to spend so much more time with Selena. They're just going to be overwhelmed with things to look at." In the end, Serratos hopes the spirit of Selena comes through, particularly because of the impact she has had on so many people's lives. "She paved the way for me, she paved the way for Jennifer, and so many Latin women and the Latinx community."



"Selena was always so authentically herself. She was going to be an icon regardless."

How did you cope with the pressure of portraying Selena? Was there anything you were most nervous about?

I was super nervous. When I found out I could have the opportunity, I really was not going to drop it until I got the job. I cared so much, and I knew what I was prepared to put into the role. I just felt this responsibility.

What do you think it is about Selena that makes her such a timeless musical figure?

Selena was always so authentically herself. She was going to be an icon, regardless. I think what is most powerful about her was her spirit, her soul, her charm. I tried hard to bring that to the screen.

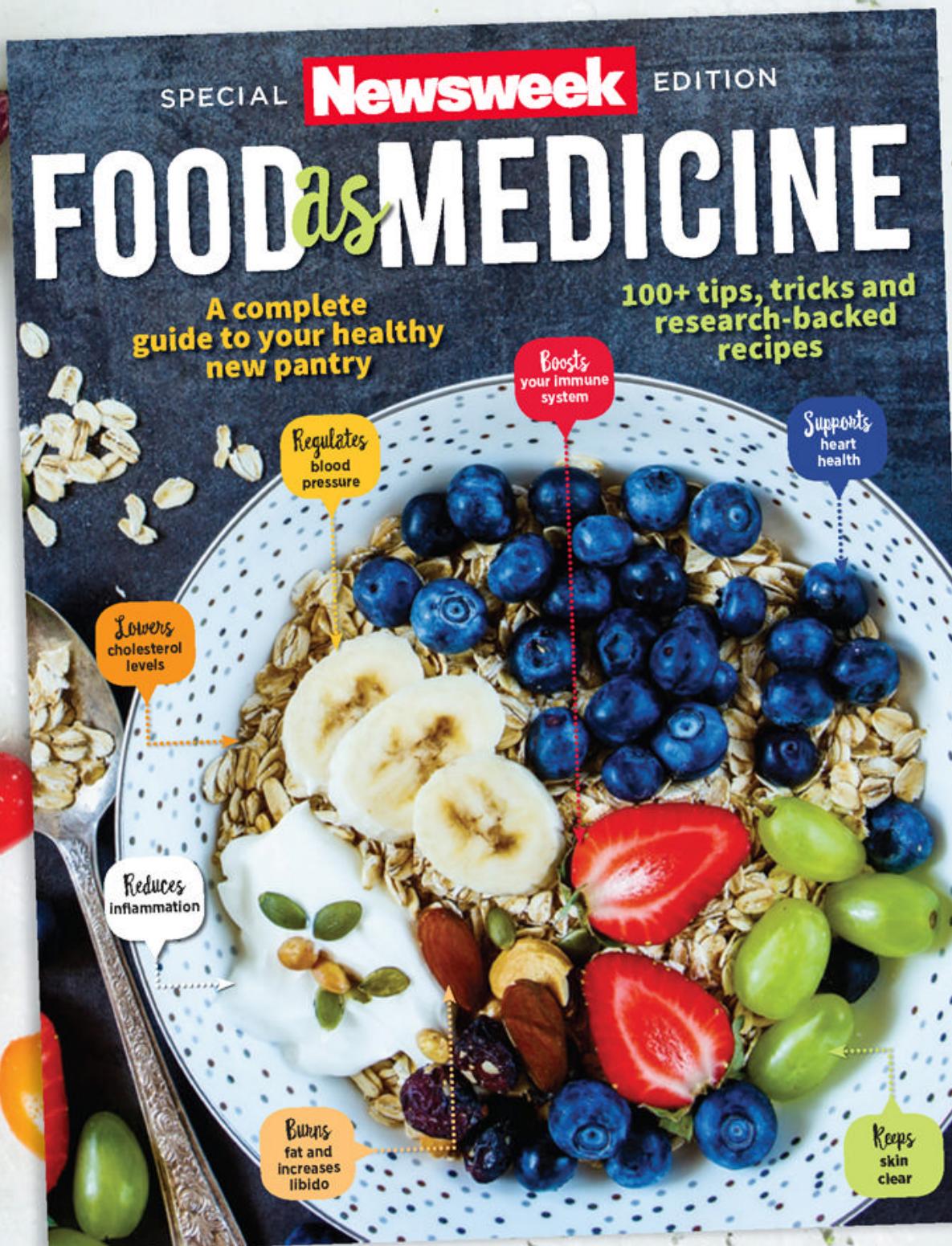
How did you balance shooting the final season of *The Walking Dead* while also shooting *Selena*?

I was working with a trainer five days a week when I was shooting *Walking Dead* to kind of get the stamina and the body for *Selena* and working with a voice coach during lunch breaks or a dialect coach when I got off work after 15 hour days and mom-ing at the same time. It was a lot, but I am so happy that I did it.

How have you been holding up during the pandemic?

I kind of like the masks. There are so many things that we did that I think are so gross now. Like, why did we shake hands? Shaking hands to me is so weird now. —H. Alan Scott

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