

Supplementary Material S1. Criteria for Transformation Catalysts

- **Transformation agenda (*healing*): What the initiative wants to achieve (goal, vision, mission, etc.) (aspirational vision, mission, goals, desired impacts)**
 - About ‘*system*’ transformation
 - Creating new pathways/roadmaps (to a better future (Includes identification of crises to be overcome)
 - Values/principles-driven (New economic system, or new relationships (humans and w/ nature, towards wellbeing, flourishing, thriving, sustainability, inclusiveness, dignity, diversity, localization, interdependence, and similar)
 - Aims to transform rules of the game (socio-political environment)
 - Cognitive transformation (Attempting shifting aspirations, culture, major understandings, goals, or relationships, using or shifting narrative and storytelling (*changing mindsets in some way*))
- **Catalytic action(s) (*connecting*), Who and How the work will be done, i.e., who they engage and collaborate with and ‘how’ they do it, bring together existing initiatives—or create new ones—for more effective action, coherence, amplification, and impact). Catalysis can mean:**
 - Connecting multiple initiatives, ways of thinking/understanding for greater impact, coherence, acceleration, amplification of their efforts, boundary spanning, relational
 - Create cascading effects (connect integrate, cohere, amplify), creating big impact
 - Multi-sector, disciplinary, issues, or organizational networks/collaborations, coalitions, partners, or the like
 - Civic/citizen mobilization, disruptive action (crowdsourcing, inclusive)
 - Sharing or developing thought leadership, learning and knowledge, widely shared
- **Sensemaking about clearly acknowledging the current status quo or problem, the ‘Why’, and ‘When’**
 - Clearly acknowledging the current status quo (i.e., problematization) and attributions (i.e., why the problem came to be)
 - Strong sense of urgency for action
- **Systems (change) orientation, Where: places where change is needed, multiple scales (individual, community, bioregion, industry, sector, nation, etc.) which can mean:**
 - Holistic perspective, whole systems, integrated (dealing with whole systems/whole systems transformation at some level, not just one aspect, focus, or orientation)
 - Multi-system, -level, -stakeholder, -strategy, and/or –scale
 - Complexity and/or wickedness-based understanding, emergence, self-organization
 - Leverage points for change identified
 - Systemic analysis, mapping, and understanding, root causes, causal analysis
 - Shifting mindsets, consciousness, mindfulness, awareness
 - Long-term temporal orientation

Supplementary Material S2. Transformations Agenda: The *What* and *Where* of Transformation Catalysts' Work

Top Level Code	Top Words	Definition
<i>Transformations Agenda</i> <i>What the TC wants to achieve and where it needs to be achieved</i>	changing; systems; transformative; economic; works; world; economy; global; sustainable; humans; community; development; needs; people; finance; action; support; new; climate; social; nature; narrative; build; create; food; solutions; society; living; planet	TCs transformation agenda involves adoption of a systems perspective on <i>where</i> transformation is needed, acknowledging places or systems and subsystems that need to shift and cognitive (mindset and narrative) transformations that are needed.
What Transforms?	Top Words	Aspects and Sample Coded Statements
<i>Cognitive Transformation</i> (Mindset/Narrative Change) Definition: Cognitive transformation aims to bring about shifts in peoples' mindsets, mental models, and paradigms by reconfiguring and transforming dominant cultural narratives and telling inspiring stories	change; transformative; narrative; humans; systems; economic; new; develop; economy; knowledge; shift; work; global; needs; support; emerging; finance; impact; action; ways; aim; community; research; build; practice; network; paradigm; social; learning	<i>Mindset change</i> <ul style="list-style-type: none"> • shifts [in] the cultural narrative" that results in "shift[ing] hearts and minds" • potential of <i>narrative</i> as a catalyst for transformation • co-visibilizing and co-creating the whole of which we are a part...around narrative, around a bigger 'we', around an emerging collective consciousness • Shifting, reconfiguring, and transformation; mindsets, mental models, and paradigms, through intentional processes and design, purposeful interventions, and conscious, deliberate approaches. <i>Narrative/paradigm change</i> <ul style="list-style-type: none"> • changing narratives shifts power and changes the dominant narratives, potentially bringing about transformative change • emerging a new civilization, one that is ecologically flourishing/sustainable and provides for a good life for humans, too. A new paradigm...essential to clarify our role as a species within the greater Earth community • We need stories about the future that paint a realistic and optimistic vision of what the world can be • help the global community develop inspirational visions and stories ...to shape the very reality that they forecast

<p><i>Systems Transformation</i></p> <p>Definition: Systems transformation involves targeting systems-level solutions to bring about large-scale and fundamental changes in the relevant system(s) (versus more incremental or fragmented approaches).</p>	<p>changing; system; transformations; economic; world; sustainable; works; economy; people; global; finance; action; need; climate; food; human; communities; development; support; social; new; create; nature; society; planet; living; vision; earth; business; future; women; challenges; solutions; building</p>	<p><i>Integrated transformative approaches</i></p> <ul style="list-style-type: none"> ● Facilitate systemic change interventions at local-to-global levels, working partnership with various stakeholders ...: patterns, address underlying root causes, engage in the potential of living systems, solve big social issues, with the outcome of creating, enduring and positively affecting different behaviors and outcomes, resilient, lasting and better results, building a bridge to a better tomorrow, increased systems health, positive social change, just sustainable, and compassionate societies, a new normal, the emergence of a new system and a new reality. ● to define comprehensive solutions to the complex and interconnected challenges of our world ● advocate for paradigm and systems shifts which will enable society to emerge from our current crises, by promoting a new way of being human within a more resilient biosphere ● Design for interdependence: Recognize the interdependence of healthy people, planet, and economies; Balance the relationships between the private sector, government and civil society; Ensure that everyone has access to free and fair market <p><i>Change humans' relationship to others and nature</i></p> <ul style="list-style-type: none"> ● true wealth derives from humans in harmony with a healthy biosphere ● a vision of transformation and regeneration, a roadmap for governments and other stakeholders ...in which the development path of our planet is steered onto one which is inherently beneficial for all living species, leaving no one behind ● transformation of humanity's activities so they restore nature, rather than continue to destroy it ● analyzing how innovations, technologies, and ancient wisdom can all work together to restore and regenerate ecological and social health <p><i>Shifts/transformation in specific systems</i></p> <ul style="list-style-type: none"> ● a paradigm shift across mainstream finance so that it acts to restore rather than destroy nature ● address political-economic rules change head on ● reimagines our economic and financial system to promote a transformation to a more just and regenerative world ● Joining forces with communities, governments, businesses, and others ... are working toward changing systems at all levels
---	---	--

		<ul style="list-style-type: none"> ● Improved legal and regulatory environments for civil society in more countries ● to define comprehensive solutions to the complex, interconnected challenges of our world ● vision of sustainable, equitable economies that work for all <p><i>Democracy, voice, and self-determination</i></p> <ul style="list-style-type: none"> ● Self-determined: Communities should have the power to own, transform, and create wealth in local economies that best serve their interests ● Being true to fundamental values regarding human freedom, dignity, respect, equal opportunities and human rights
--	--	--

Supplementary Material S3. Catalytic Action: The *Who* and *How* of Transformations Catalysts' Work

Top Level Code	Top Words	Definition
<i>Catalytic Actions</i> <i>How and Who to bring transformation about</i>	community; action; change; works; support; financing; transformative; network; systems; sustainable; building; connect; global; leaders; development; create; energy; collaborative; world; organizing; need; together; landscape; policy; share; groups; innovators; practices	Catalytic are the specific ways that TCs catalyze action and bring about transformative change: connecting, cohering, and amplifying the efforts of multiple actors/initiatives.
Subcodes	Top Words	Sample Coded Statements
<i>Connecting</i> Definition: Bringing together a network of changemakers and supporting collaboration across disciplines, sectors, nations, and other boundaries to co-create and emerge transformative change and build sustainable futures.	connect; community; network; leaders; change; working; organizing; sustainable; systems; action; building; support; collaboration; local; world; global; create; inspired; share; transformative; across; development; members; movement; together; business; finance	<p><i>Connect people, networks, and knowledge</i></p> <ul style="list-style-type: none"> done through the allies and various coalitions within the network ... — is to bring together the disparate streams of credible activity among the allies into a mighty river make global knowledge democracy more available by supporting inter/transdisciplinary dialogue and connectivity for those practicing at the developmental edge an ecosystem of stories that we hope will inspire others to join brings together people and organizations, ready to seize the opportunity for creating a sustainable transition towards a more humane, equitable, and flourishing world ambition is to support interdisciplinary connectivity among action oriented scholar-practitioners worldwide convenes diverse working groups tackling topics network of leaders (re) building an economy that includes everyone. <p><i>Collaborating, Coordinating, Co-Creating Systemically</i></p> <ul style="list-style-type: none"> connecting, collaborating, making decisions, sharing learning and supporting each other even though the circle is spread out across the globe We are bridge builders and connectors: people committed to moving beyond the confines of 'us' vs 'them' to build a world where everyone belongs Build and mobilize networks Coordinate action: ... create the strategies, processes and platforms needed to build strong and genuine alliances, across silos Support evolving paths to systems change by funding systems leaders with transformative visions of improved systems rather than projects, investing in

		<p>learning and capability building and encouraging collaboration among systems change leaders</p> <ul style="list-style-type: none"> ● place for pioneering changemakers to connect, share, inspire, and get inspired <p><i>Working Across Boundaries, Local to Global</i></p> <ul style="list-style-type: none"> ● catalyze connections between governments, research institutions, businesses, civil society and leaders to maximize the impact of everyone's efforts ● Connect the small groups to each other and the larger whole ● Collaborate with other stakeholders by aligning ..., building networks for systems change leaders, and leaving the leading role to systems change leaders ● to building a global, cross-sector network via partners ... to lead efforts in regions across the globe consistent with the priorities appropriate to their context
<p><i>Cohering</i></p> <p>Definition: Building strong alliances and collaborative relationships across silos by combining, unifying, and synthesizing knowledge and strategies that build capacity to act and finance transformative change.</p>	<p>community; financing; energy; support; action; development; sustainable; change; works; knowledge; transformative; economic; landscape; systems; build; city; collaborative; policy; practices; tools; need; create; investments; stakeholders; business; governments; learning; network</p>	<p><i>Emerging Learning and Understanding</i></p> <ul style="list-style-type: none"> ● Synthesize and disseminate knowledge and evidence about what ... looks like and how we get there facilitating the difficult conversations and the bold actions required to confront the planetary emergency facing humanity and our common home ● shortening the learning curve for the rest of us and crowd-sourcing intelligence to illuminate the path into the unknown ● Unifying: science, insight and implementation <i>with</i> stakeholders ● Convene, facilitate and foster collaboration amongst actors and actions that hold a shared interest in promoting and developing responsible leadership ● encourage new experiments for re-weaving activist, artistic and scientific dimensions of knowledge creation ● convenings for knowledge, interaction, action <p><i>Engage Political Activism, Narrative and Policy Change</i></p> <ul style="list-style-type: none"> ● to activate political-economic rule change, civic mobilisation, and narrative change... the activation of these to catalyse change ● to tap into the collective wisdom of this emergent collaborate to ...figure out how best to move forward amid conditions of tremendous uncertainty ● build strong coalitions to create policy change at the highest levels of international governance ● Always acting with the common good in mind <p><i>Engage in Dialogue to Foster Action and Alliances</i></p> <ul style="list-style-type: none"> ● exploring how to work together to better intervene in systems

		<ul style="list-style-type: none"> ● Convene: Bring our community together to engage in meaningful dialogue to advance best practice ● Coordinate action: We will create the strategies, processes and platforms needed to build strong and genuine alliances, across silos. ● believe small groups, intentionally curated for diversity and committed to embodying belonging, are the key vehicle for transformation at every level ● work with changemakers worldwide – in communities, education, cities, business and government and more – who are turning the ideas ... into transformative action and aiming to create systemic change
<p><i>Amplifying</i></p> <p>Definition: Strengthening and empowering diverse groups of actors to organize, mobilize, and take action to create transformative change that impacts at different levels (community to regional to national and global).</p>	<p>action; transformative; global; change; work; society; civil; community; level; support; systems; build; groups; actors; people; diverse; leaders; together; strengthening; financing; create; effect; governments; impact; network; organically; world; club</p>	<p><i>Catalyzing Rippling/Cascading Actions</i></p> <ul style="list-style-type: none"> ● Highlight and celebrate innovations to create big ripples ● Unlock chains of cascading ecological, social, and economic benefits ● Working together in small, diverse, intentionally curated groups built on trust and vulnerability ● Cascading effects to enable transition ● Amplifying voices—celebrate and lift up ideas, solutions, and diverse voices that aren’t heard <p><i>Building Coalitions for Action</i></p> <ul style="list-style-type: none"> ● Coalitions of remarkable leaders who transform business sectors, societies and economies, nationally and globally ● Opportunities for citizens and civil society (grassroots orgs) to come together to participate in and influence global governance institutions and processes ● Build coalitions and catalyze change ● Brings together real economy actors, investors, thought leaders to address core systemic alterations needed to support a well-being economy in balance with nature and responding to core global tipping points <p><i>Strengthening Capacity</i></p> <ul style="list-style-type: none"> ● Strengthening capacity and processes to engage ● Strengthening the power of people to organize, mobilize, take action ● Growing the number of people who think and act systemically ● Work in true partnership, acknowledging and working against power dynamics ● Network weaving, dynamic flows through connections in steps: small groups, connected, to move information and resources through

Supplementary Material S4. Sensemaking: The *Why* and *When* of Catalyst Transformations' Work

Top Level Code	Top Words	Definition
Sensemaking <i>Why and When of TC work</i>	change; climate; economic; humanity; global; system; women; nature; action; challenges; emergency; needs; social; sustainable; energy; current; many; world; plan; transformation; biodiversity; future; impacts; people; planet; urgent; community	Making sense of why and when transformative system change is needed in a broad variety of contexts, especially the current socio-economic system, recognizing issues and their impacts, and articulating/disseminating the urgent need for transformative change and how it will be done, including shifting narratives.
Subcodes	Top Words	Sample Coded Statements
Problematizing Definition: Articulating the problems in today's systems and the sometimes existential challenges to humanity and arguing for paradigm or systemic transformation for a flourishing future.	change; climate; economic; women; global; system; humanity; challenges; many; nature; food; energy; social; world; impacts; environmental; future; people; action; community; current; sustainable; biodiversity; finance; access; continue; inequalities; planet	<i>Ecological Systemic Problems</i> <ul style="list-style-type: none"> • avert climate breakdown and biodiversity collapse, and begin to put in place the resilient and flourishing systems required for all life on earth to continue • Climate change and biodiversity loss are today's most pressing global challenges, constituting an existential threat to humanity. Planning for the planetary emergency is a pragmatic response to a known risk. It is humanity's insurance plan for survival and for securing long-term health and wellbeing within planetary boundaries • continuing exploitive and extractive human activities on the planet combined with climate change pose a truly existentialist question to society <i>Economic System Transformation</i> <ul style="list-style-type: none"> • Our economic system is broken. It's time to reset. • Capitalism is broken—too many people have been left out • The global financial system is currently at the service of an outdated economic paradigm. It acts as a means of wealth accumulation for a narrow elite, whilst disregarding the negative externalities of environmental damage and social inequalities. • The paradigms and values that underpin our current political-economic system, and the rules, laws, and conventions that maintain these, are the root causes of humanity's imbalance with nature • The shift from mainstream economics and policy making based on fundamentally flawed economic theory and indicators promoting a growth centric philosophy rather than the well being of people and the planet is necessary to ensure a reversal of crucial eco system, climate and social tipping points.

		<ul style="list-style-type: none"> the economic system of the past can't continue into the future without a fundamental transformation. The science is irrefutable, beginning with the second law of thermodynamics. The ethics are equally clear, justice demands systemic change This relentless and narrow pursuit of infinite growth of returns on invested capital, without any grounding in moral and ethical values, or an understanding that we are a part of nature, not apart from nature, is contributing to the collapse of ecological function upon which we depend, a growing and destabilizing wealth gap, as well as security crises around the globe. <p><i>Socio-Economic-Ecological Problems</i></p> <ul style="list-style-type: none"> address the multiple crises facing humanity and the planet global social-ecological challenges (crises) demand a new context ...current legal mechanisms are not sufficient. What is missing are efforts to change the political-economic rules-of-the-game which govern society and the economy. Extreme poverty, malnutrition, violence, and infectious disease have plummeted, while life expectancy, literacy rates, and electricity access have soared. Yet, severe inequalities in income, health, education, and representation disadvantage billions around the world. Meanwhile, humanity's growing ecological footprint is threatening many of the natural systems we all depend on—such as climate, oceans, land, biodiversity, and fresh water—which are nearing irreversible tipping points. These crises often intersect, creating conditions ripe for instability and conflict. future of food production and native biodiversity will depend on mobilizing local communities to become leaders in whole landscape approaches <p><i>Paradigm Shift/Narrative Change</i></p> <ul style="list-style-type: none"> we are in dire need of a paradigm shift and an upwelling of global action, and that the window for meaningful action on climate change will not be open for long. deep – many call it radical – change in mindsets, and ways of acting and organizing. counterbalance current dystopic visions of the future that may be inhibiting our ability to move towards a positive future for the Earth and humanity. <p><i>Reducing Inequality and Inequity</i></p>
--	--	---

		<ul style="list-style-type: none"> • The current moment of a global call to action around racial justice, set against the backdrop of a global pandemic... raises the stakes on what was already an era of intersecting crises (climate collapse, forced migration, rising authoritarianism, deepening economic and social inequality, and a system of global governance clearly inadequate to the task). This is a moment of tremendous challenge and perhaps unprecedented opportunity. How we respond is everything. • Economic equity will be achieved when we talk explicitly about race and the wealth gap.
Urgency Definition: Acknowledging that addressing the problems we face requires urgent systems-level transformation at speed and scale that can only be achieved through targeted actions and mobilizations.	change; emergency; humanity; climate; urgent; need; action; economic; global; mobilization; nature; plan; transformation; develop; systems; club; planetary; civic; planet; political; rome; sustainable; targeted; achieve; address; biodiversity; challenges; existential	<p><i>Socio-economic transformation</i></p> <ul style="list-style-type: none"> • Nothing less than a transformation in the political-economic rules that govern humanity's relationship with nature will turn around the present trends and begin rebuilding a robust and diverse nature. • documenting and codifying what we've already learned, naming our current hypotheses, and identifying the most urgent questions that remain unresolved. • We may be the last generation alive that can act to reverse these trends • An economic transformation that promotes human flourishing for all on a thriving planet is irrefutably and urgently needed. • It's no longer a question of whether or not we must transition to stakeholder capitalism <p><i>Civic/Political Actions</i></p> <ul style="list-style-type: none"> • believes that collective action and bold, new strategies are needed to address the crises of our time. • such a change is only possible at the speed and scale required through political-economic rule change, and that such a change will only be realised via strategic and targeted civic mobilisation, enabled by narrative change. • the transformation of humanity's activities so they restore nature is only possible at the speed required through political-economic rule change. • we are in dire need of a paradigm shift and an upwelling of global action, and that the window for meaningful action on climate change will not be open for long. <p><i>Planetary Boundaries Emergency</i></p> <ul style="list-style-type: none"> • Climate change and biodiversity loss are today's most pressing global challenges, constituting an existential threat to humanity. Planning for the planetary emergency is a pragmatic response to a known risk. It is humanity's insurance plan for survival and for securing long-term health and wellbeing within planetary boundaries

		<ul style="list-style-type: none">● the need for an emergency response, and the opportunity that such planning can present● Too often, these interconnected emergencies are viewed in silos, when there is an urgent need to address them as one integrated challenge.
--	--	---

Supplementary Material S5. Systems Orientation: The *Approach* to Transformation Catalysts' Work

Top Level Code	Top Words	Definition
Systems Orientation <i>Where TCs work</i>	systems; change; works; transformation; world; term; global; level; long; economic; emergent; need; action; create; development; organizing; climate; collaborative; complex; impact; scale; social; support; challenges; economy; holistic; human; interconnected; people	Adoption of a systems orientation (systems thinking) based in complexity (complex adaptive systems) and wicked problems ideas with a holistic perspective on systemic changes.
Subcodes	Top Words	Sample Coded Statements
Complex Wickedness (Wicked Complexity) Definition: Building capacity for seeing complex wickedness, interconnectedness of problems, leverage points for change, emergent properties, multi-level interactivity/interdependence, and co-creative and emergent properties of such systems.	systems; change; transformation; complex; emergent; levels; work; world; intention; interconnectivity; action; challenges; define; growth; impact; planet; take; actively; areas; conditions; create; fractal; key; need; self; small; think	<i>Finding Leverage Points for Change</i> <ul style="list-style-type: none"> Leverage points are places within a complex system (a corporation, an economy, a living body, a city, an ecosystem) where a small shift in one thing can produce big changes in everything seeing the scale and complexity with clarity, with that clarity discussing the most strategic and impactful actions to take with unusual groupings, and taking action <i>Emergence, Self-Organization, and Fractals</i> <ul style="list-style-type: none"> Emergent work: i.e. we don't know the answer in advance; People affected by the problem are part of the solution; Interdisciplinary and multi-sectoral; Complexity and systems thinking it's about intention when we cluster, intention when we build trust, intention when we bridge, intention when we learn, intention when we take action... all in service of increasing the probability that the emergent outcomes will be consistent with our shared aspiration of a world where everyone belongs <i>Interdependence and relationality</i> <ul style="list-style-type: none"> All levels of transformation or interdependent: change at any level of the system interacts with all other levels of the system define comprehensive solutions to the complex, interconnected challenges of our world. manifesting in the multiple interconnected emergencies with which we are confronted today

		<p><i>Collaboration and Co-Creation</i></p> <ul style="list-style-type: none"> ● Co-define the “state of the art” around how transformation happens ● Co-creation: we are each responsible for creating value; you get what you give ● systemic, creative and participative <p><i>Self-organizing</i></p> <ul style="list-style-type: none"> ● effective structure to guide that self-organizing ● A core hypothesis underpinning this work is that the process of transformation is inherently relational, and best-supported in small groups (as a "container" for transformation). ... conclude that the small is the large, that the microcosm actually IS the whole.
<p>Holistic Perspective</p> <p>Definition: Recognizing that everything in complex wickedness is interconnected, spans, multiple levels and sectors, and therefore cannot be tackled in silos.</p>	<p>system; work; change; transformation; world; global; organizations; holistic; levels; scale; whole; economic; collaboration; individuals; economy; practice; support; address; approach; bring; development; impact; learning; need; social; society; sustainable</p>	<p><i>Interconnectivity</i></p> <ul style="list-style-type: none"> ● Everything, everywhere is linked in a single system, therefore, every action must be considered in the context of its effect on the whole system. ● Recognize the interdependence of healthy people, planet, and economies ● Personal transformation: a new worldview that recognizes our basic interconnectedness and interdependence and promotes the flourishing of life on planet Earth in all its magnificent forms. Local transformation: how successful small-scale, local sustainability projects and new, evolving technologies can be made into successful mainstream initiatives. Global transformation: to catalyse strong and sustainable partnerships among people, communities, governments, NGO's and businesses on a global scale. ● offers a way to think about how transformation happens, and how the levels of change (I, We, World) are interdependent <p><i>Whole System/Entity Orientation</i></p> <ul style="list-style-type: none"> ● Whole Person/Whole system ● our work is a microcosm of the world we aspire to ● “Comprehensive” means the solutions are commensurate to the scale of the problem rather than merely incremental ● holistic economic thought that draws on the latest science of living systems, global wisdom traditions, and 20 years of real world experience at the pillar of global finance on Wall Street

		<ul style="list-style-type: none"> ● support holistic systems change interventions ● We're working towards a vision of sustainable, equitable economies that work for all.
<p>Long-Term Orientation</p> <p>Definition: Seeing things with a long-term orientation that seeks long-lasting solutions and changes in systems to achieve environmental and social sustainability for the future.</p>	<p>term; long; change; climate; global; systems; action; create; economic; health; human; solutions; work; achieve; build; need; partnerships; plan; social; support; sustainable; well; access; biodiversity; collaborate; communicate; connect</p>	<ul style="list-style-type: none"> ● support holistic systems change interventions, which require flexible support over the long term ● Prepare for long-term engagement by being realistic about the time it takes to achieve systems change, acknowledging that the path of the initiatives will change along the way and encouraging realistic ambitions ● enable the necessary change in systems to ensure long-term environmental and social sustainability ● a regenerative solution to the immediate problem, as well as a long-term programme to safeguard its future ● focus on short-term and long-term systemic change and solutions to address the climate crisis and the root causes of environmental degradation and socio-economic inequalities ● humanity's insurance plan for survival and for securing long-term health and wellbeing within planetary boundaries ● securing long-term human health and wellbeing ● harness our collective fears, build hope and drive action to respond to the human health, economic, climate and biodiversity crisis with solutions that build resilient societies in the longer-term