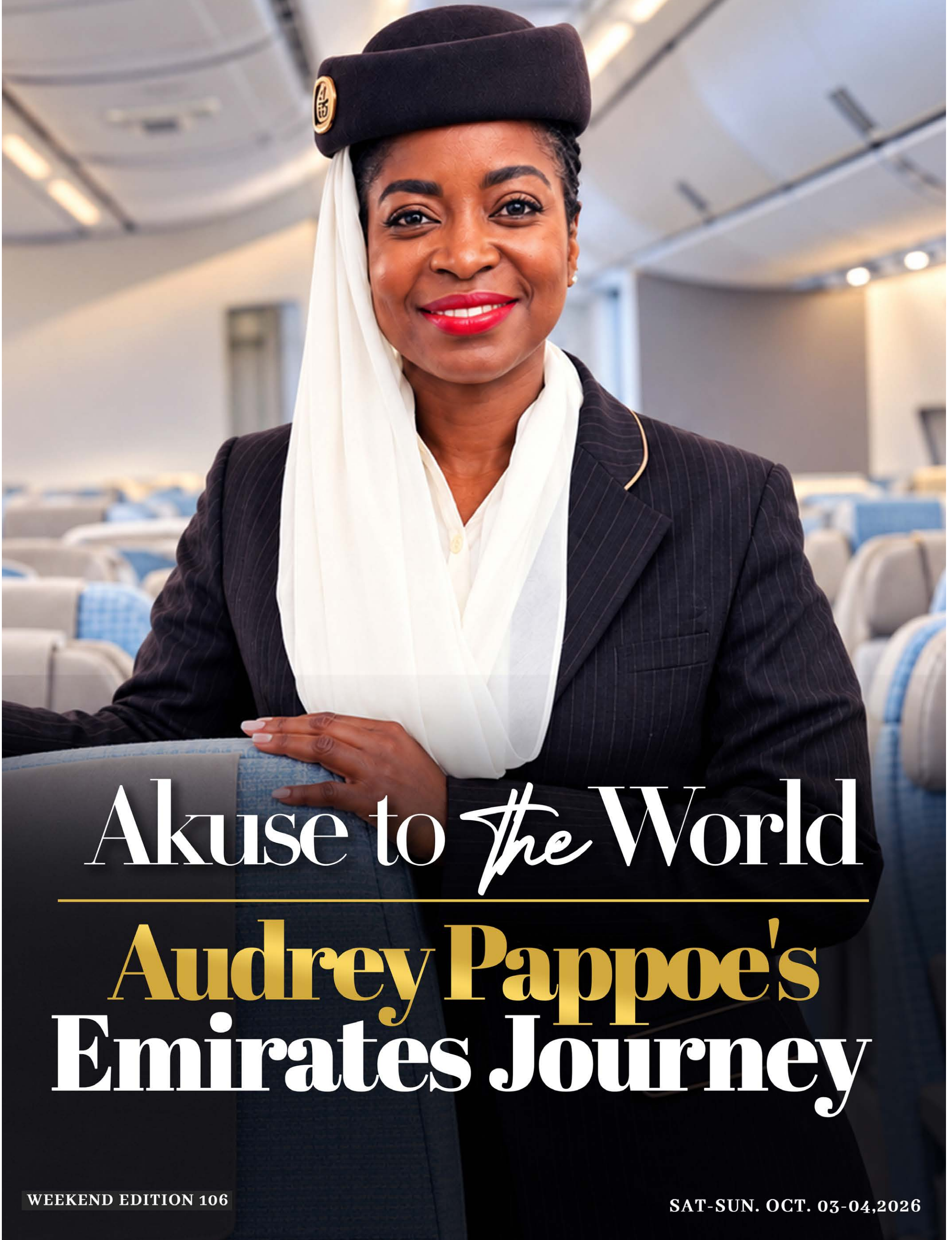


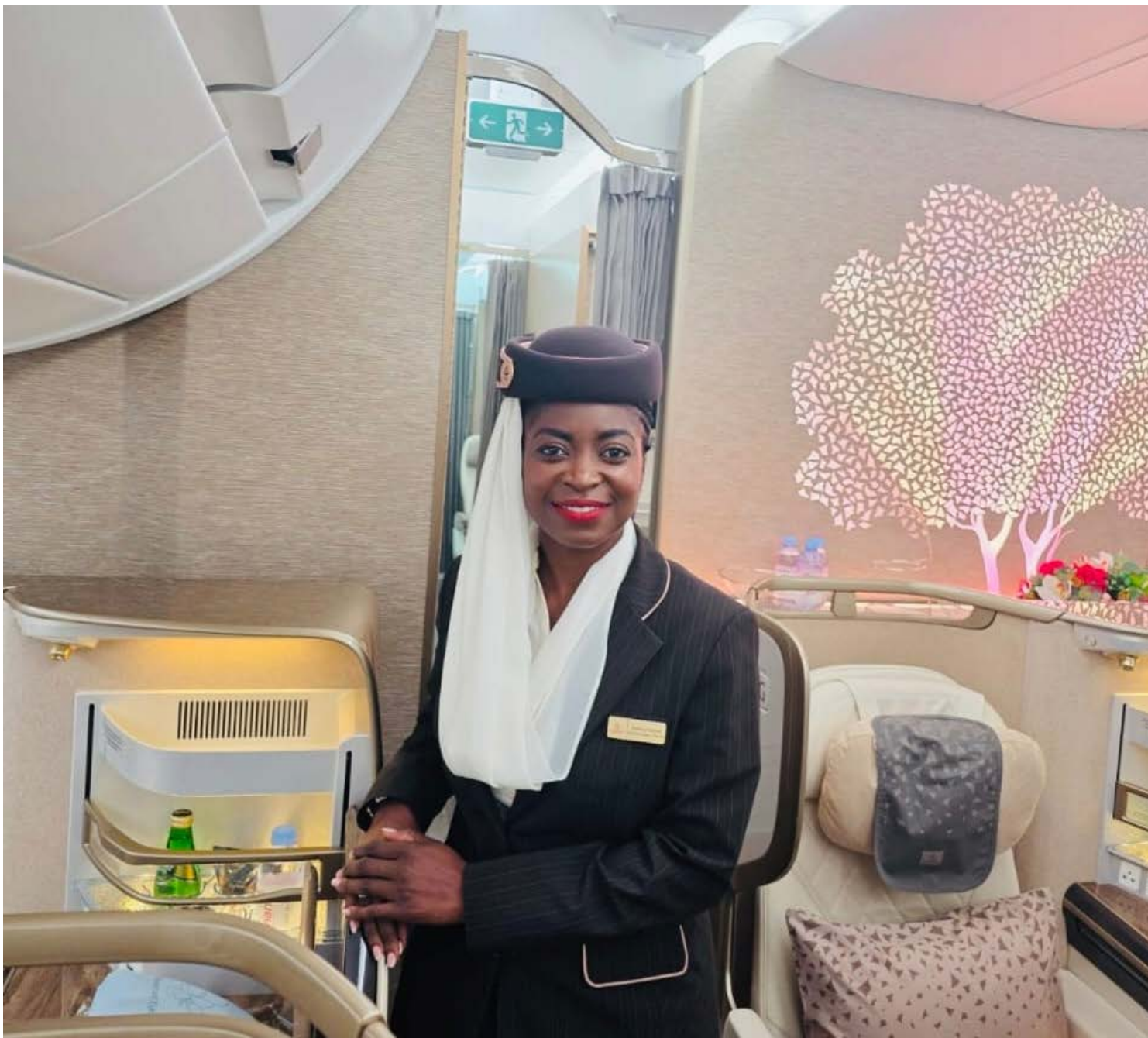


Akuse to *The* World

Audrey Pappoe's Emirates Journey

Akuse to the World:

Audrey Pappoe's Emirates Journey



From dreaming of seeing the world beyond her small town to becoming an Emirates cabin crew member operating the airline's newest aircraft - Audrey Pappoe shares her journey, the innovations shaping the passenger experience and what it means to represent Ghana on the global stage.

1. Take us back to the beginning. What led you to become an Emirates cabin crew member?

A: I grew up in Akuse a small town in the Eastern Region and I have always wanted to travel around the world, I wondered what it would be to experience the world beyond this small town. At the time, becoming cabin crew felt like a distant dream

When the opportunity to join Emirates came, I decided to take that chance. What started as a dream has become a career that has taken me around the world, introduced me to people from different cultures and challenged me to grow in ways I never expected.

What makes the journey even more meaningful is being able to do it as a Ghanaian, representing my country while working with one of the world's most recognised aviation brands.

It has been an incredible journey of growth, discovery and a lot of gratitude.

2. What does it mean to you to be a Ghanaian working as part of Emirates' international cabin crew team?

A: It means a great deal to me. Ghana is known for its warmth and hospitality, and I believe those qualities naturally influence how I interact with people.

There is also something special about hearing a Ghanaian accent onboard. You can be thousands of kilometres from home and suddenly hear someone speaking Twi, Ga, Ewe, Dagbani or another Ghanaian language. It creates an immediate sense of familiarity.

I am proud to represent Ghana in an international environment

and to bring a little bit of that Ghanaian warmth with me wherever I fly.

3. What was the transition like, moving from Ghana to build a career with one of the world's biggest airlines?

A: It was humbling in the best way. You arrive and realise that you are now representing not just yourself, but your country.

There is a quiet pressure in that. You want every passenger who meets you to walk away thinking well of Ghana. That has stayed with me through every flight.

At the same time, it has been incredibly rewarding. You are surrounded by people from different cultures and backgrounds, and every day teaches you something new. I have made friends from all over the world.

4. You have worked across the A380, A350 and Boeing 777. What has changed for you and for passengers with the newest aircraft coming into service?

A: Each aircraft has its own personality. The A380 is enormous, almost like managing a small village in the sky.

The A350 is our newest addition, and it changes the whole experience. It has a quieter cabin, a completely refreshed interior and onboard products that feel genuinely designed around how people actually want to travel today.

Being part of the crew that introduces our passengers, including Ghanaians and West African passengers, to that kind of innovation, often for the first

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Welcome Kano



Continued from Page 2

time, is genuinely special.

5. Emirates has introduced its Premium Economy experience with features such as the full-height privacy screen. What are your thoughts?

A: I think our customers are becoming more conscious of how they spend their time in the air. On a long journey, people want the flexibility to work, rest, watch a film or simply have some personal space.

The full-height privacy screen is interesting because it gives passengers greater control over their own environment. You can create a sense of personal space even while travelling in a shared cabin.

For me, that is where innovation becomes meaningful. It is not innovation for the sake of being new; it is about understanding what people need and finding better ways to deliver it.

6. Emirates has also introduced the U-Dream Headrest in Economy Class. Do passengers notice these smaller innovations?

A: Absolutely. On a long-haul flight, the small details can make a big difference.

Something as simple as being able to adjust your headrest and find a more comfortable position can change how you experience several hours in the air.

What is interesting for us as crew is that we get to see these products being used in real time. You can tell when a passenger has found something that genuinely makes their journey more comfortable.

7. Emirates' award-winning ice entertainment system offers thousands of channels of entertainment. What do you notice about how passengers use it during a long flight?

A: Entertainment has become such an important part of the journey, particularly on long-haul flights.

Everyone has different interests. You might have one passenger watching the latest

blockbuster, another catching up on a television series, someone listening to music and another person discovering a documentary they would never have come across otherwise.

What is especially nice for our Ghanaian passengers is that there is also Ghanaian content available on ice, including Ghanaian movies and music. So, the next time you are onboard Emirates, take a closer look at the entertainment selection. You



may be surprised to find a little piece of home waiting for you at 35,000 feet.

8. Emirates is also continuing to innovate beyond the seat itself, including through its Stellar Wine Cellar, which brings exceptional Champagnes and fine wines onboard. As someone who sees the passenger experience first-hand, what do you think this attention to detail says about Emirates?

A: I think it shows that Emirates looks at the passenger experience as a whole. It is not only about getting from one destination to another; it is about everything that happens along the journey.

From the comfort of the seat and the privacy it offers, to the food and beverages served and the entertainment available, there is a clear focus on making the time passengers spend onboard as enjoyable and comfortable as possible.

What I find impressive is that the airline continues to look for ways to enhance the experience, even in areas that passengers may not immediately think

that has stayed with you, one that reminds you why you do this work?

A: There was a flight where an elderly Ghanaian woman was travelling alone to see her grandchildren abroad for the first time. She was nervous because it was her first long-haul flight.

I made a point of checking on her throughout the journey, explaining things to her and sitting with her for a few minutes whenever I could. She asked me more about myself and realised she knew my parents and had lived in Akuse my hometown for a while. She was so proud of me. We created a connection and this has stayed with me. When we landed, she held my hand and told me that I had made her feel like family.

Moments like that are why the job matters to me. You realise that sometimes what a passenger remembers most is not the aircraft or even the destination, but how someone made them feel along the way.

11. You spend a lot of time away from Ghana. What is the first thing you look forward to when you come home?

A: There is something about returning to Ghana that is difficult to explain. It is the familiarity, the people, the humour and those little things that you may not even realise you miss until you have been away. And, of course, the food.

Give me Ghana jollof and shito any day. People can debate it, but for me, it is the best jollof in the world.

12. Emirates has continued to strengthen its presence in Ghana, from increasing connectivity between Accra and Dubai to opening its Travel Store in Accra. As a Ghanaian working for the airline, what does that growth mean to you?

A: It is meaningful to see Emirates continuing to invest in the Ghanaian market.

For me, it is not just about the number of flights or the new products. It is about what those investments make possible for people. More connectivity

about. As crew, we get to see how those details come together and how passengers respond to them.

9. Is there a type of entertainment you personally enjoy looking out for on ice?

A: I enjoy discovering something new, but I also enjoy coming across familiar content.

When you are travelling so much, finding something that reminds you of home can be special. Seeing Ghanaian movies or hearing Ghanaian music while you are thousands of kilometres away can give you that little feeling of connection.

10. Is there a moment onboard

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means more opportunities for people to travel for business, to visit family, to explore new places or connect onwards to destinations around the world.

Seeing the Emirates presence grow in Ghana, including the opening of the Travel Store in Accra, makes me proud because I am part of that journey.

I get to see the people behind the numbers — the passengers travelling for their first international trip, families reuniting and Ghanaians travelling to different parts of the world.

That is what connectivity means to me. It is ultimately about people.

13. What is it like seeing passengers experience some of Emirates' newest products for the first time?

A: It is genuinely exciting.

Sometimes you can see the reaction on a passenger's face when they discover something new. They may be trying out a new seat feature, exploring the entertainment system or simply taking in the cabin.

As crew, we are there to guide them through that experience, but we also get to enjoy their excitement.

There is something rewarding about introducing passengers to something new and seeing how it becomes part of their journey.

14. What does being cabin crew teach you about people?

A: It teaches you that every person has a story.

You may meet someone for only a few hours, but they could be travelling to attend a wedding, visit a loved one, start a new job, go on holiday or return home after many years away.

You also learn that kindness matters. You never really know what someone is carrying emotionally, so sometimes a smile, a conversation or simply taking the time to listen can mean more than you realise.

15. What has being an Emirates cabin crew member taught you about yourself?

A: It has taught me that I am capable of more than I sometimes imagined.

The job constantly puts you in new environments and situations. You learn to adapt, communicate with people from different cultures and remain calm when things do not go exactly as planned.

It has also made me appreciate home, family and the people around me much more.

16. What would you say to a young Ghanaian who dreams of a career like yours?

A: Do not let anyone convince you this is out of reach.

I am proof that a girl from Ghana can build an international career with one of the world's most recognised aviation brands, meet people from across the world and experience places she may once have only dreamed about.

Sometimes the first step towards

the career you dream about is simply believing that you belong in that room. I started out as working in economy class as a junior crew moved to Business class and first class and currently and I am now a Senior Purser for compliance and standards. The highest leadership tier within in-flight operations. (In flight services) This is proof that there is growth and opportunity here In Emirates.

If you enjoy working with people, are willing to learn and are prepared to challenge yourself, explore the opportunities available to you

If my story inspires you, you can explore the Emirates cabin crew opportunity and apply here:

Emirates Cabin Crew Careers

17. Finally, with all this innovation onboard and more flights connecting Ghana to the world, what does this moment mean for you?

A: It feels like Emirates is

investing in Ghana in a real, tangible way, not just with better products but with more access.

And I get to be one of the people who brings that experience to life for my own country.

That feels like a privilege, not a job.

Bottom of Form

Conclusion

For Audrey, the story of Emirates in Ghana is ultimately a story about people. The aircraft, the seats and the entertainment systems matter, but what stays with her are the passengers themselves: the first-time flyer, the grandmother reuniting with family, the young Ghanaian discovering that a career like hers is possible. As Emirates continues to grow its footprint in Ghana, it is crew members like Audrey who carry that growth forward, one flight and one passenger at a time.



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The Sovereign Wealth Fund America Needs

By Steven Hill and John Menke



OpenAI's Sam Altman, US President Donald Trump, US Senator Bernie Sanders, and California Governor Gavin Newsom do not agree on much, yet they have all proposed that the United States create a sovereign wealth fund (SWF), seeded by stocks from AI companies, to cope with AI's negative impacts. It is a good idea. Unfortunately, their proposals are woefully inadequate.

Consider Altman's plan, which would have the largest AI companies—Anthropic, Google, Meta, Microsoft, Nvidia, and OpenAI—give the US government a 5% stake. At current valuations, this would translate into holdings worth around \$800 billion, which would be used as seed money for the creation of an SWF.

It is an innovative idea, but hardly a transformative sum. Altman's SWF is designed to be a one-time "wasting trust": the Treasury gets \$800 billion worth of stock up front, but at some point the fund is expended. To be sure, the US would not have to sell all those shares right away, instantly depleting the fund. As with a trust fund, it could instead sell one-tenth of the shares each year, and let the remainder grow in value. Conservatively, that would produce about \$1.4 trillion over ten years, assuming the stock value increases by 10% per year, the US stock market's historical average.

But \$1.4 trillion would not come anywhere close to bridging the US government's financing gap, at a time when the national debt is on track to exceed \$48 trillion by 2030. Merely maintaining existing

Social Security benefits will require an additional \$2.6 trillion by 2032. If this gap is not bridged, beneficiaries will face a 22% haircut.

Given this, the 5% stake Altman advocates is nowhere near adequate. Even the Sanders plan, which would be funded by a 50% tax on AI firms' stock, would not generate nearly enough revenue to meet America's mounting financing needs.

Other global SWFs are significantly larger than those envisioned by Altman and others, especially relative to the size of the relevant economy. Energy-rich Norway, whose population is less than 2% the size of America's, boasts the world's largest SWF, with \$2.2 trillion in assets. China has two SWFs totaling about \$3.5 trillion. Kuwait, Saudi Arabia,

Singapore, and the United Arab Emirates have SWFs worth about a trillion dollars each.

Moreover, other countries' SWFs are self-replenishing "permanent funds." That makes a big difference. Norway's enormous investment-based portfolio accrues such large returns that it contributes more to Norway's public budget than oil profits do. This is the kind of fund the US should design.

The first step toward creating a federal permanent fund (FPF) would be the US government's establishment of the trust that would oversee it. The government would then raise the seed money by selling Treasury notes to the public on a month-to-month basis. By selling \$200 billion worth

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of Treasuries each month for ten years, the trust could accrue \$24 trillion, which it could use to purchase 20% stakes in each of the three major stock index funds—the S&P 500, the Nasdaq, and the Dow—such as through an Exchange-Traded Fund.

At the aforementioned 10% annual compound return rate, the value of these investments

year. The result would be the world's largest SWF, capable of addressing America's long-term funding needs, including paying down the federal debt, funding the Social Security gap, and covering AI-related unemployment benefits. This fund could even help pay for other pressing needs, such as affordable housing, guaranteed basic income, health care, and more—all without raising taxes or increasing government debt.

as it would both prevent the FPF from interfering with individual companies and ensure that one firm's fall from grace could not drag down the fund's value. The S&P 500 has proven to be more stable, and has earned higher returns over the last ten years, than the stocks of former high-flying companies like AIG, AT&T, Citigroup, General Electric, Hewlett-Packard, IBM, and Pfizer. The size of the FPF's index purchases should

however, that plan can provide little more than a stopgap. A much larger, permanent SWF remains essential to enable the US government to capitalize on private-sector dynamism to cover financing shortfalls and meet Americans' needs at a time of rapid economic and technological change.

Steven Hill, a fellow at Rutgers University's Institute for the Study of Employee Ownership



would increase by almost 90% over ten years, to \$45 trillion. With the historical market yield on 10-year Treasury notes around 4.5% (though it hovers near 5.2% today), the FPF would earn a net compound return of around 5.5% per year over the ten-year incubation period. After that, the FPF would sell the index fund shares month after month and pay off the outstanding \$24 trillion principal, leaving the FPF with around \$21 trillion.

At that decade mark, the self-replicating FPF would be extended indefinitely, raising about \$2.1 trillion every

This “universal capitalism” plan would require the US to sell significantly, but not exorbitantly, more Treasury notes annually. In 2025, the US sold \$3.4 trillion in Treasuries; another \$2.4 trillion per year would amount to a 70% increase. The sales would happen gradually, on a month-to-month basis. And since the notes would be secured by ownership of appreciating stock investments, which will eventually be worth more than the Treasuries, the government's net debt would not increase.

Investing in index funds is key,

be of little concern, since the “big three” asset managers (BlackRock, Vanguard, and State Street) already collectively hold more than 20% of the S&P index and are the largest shareholders in over 90% of all S&P 500 companies.

The one downside of this approach is that the FPF's investment returns would not be available during the ten-year incubation period. Here is where the much smaller Altman plan could be useful: it could provide temporary benefits for the first decade, until the FPF is fully loaded. Ultimately,

and Profit Sharing, is the co-author (with John Menke) of *Own the Future: How Sovereign Wealth Funds and Universal Capitalism Build Generational Wealth* (Bloomsbury Publishing, 2027). John Menke, President of the Menke Group, is the co-author (with Steven Hill) of *Own the Future: How Sovereign Wealth Funds and Universal Capitalism Build Generational Wealth* (Bloomsbury Publishing, 2027).

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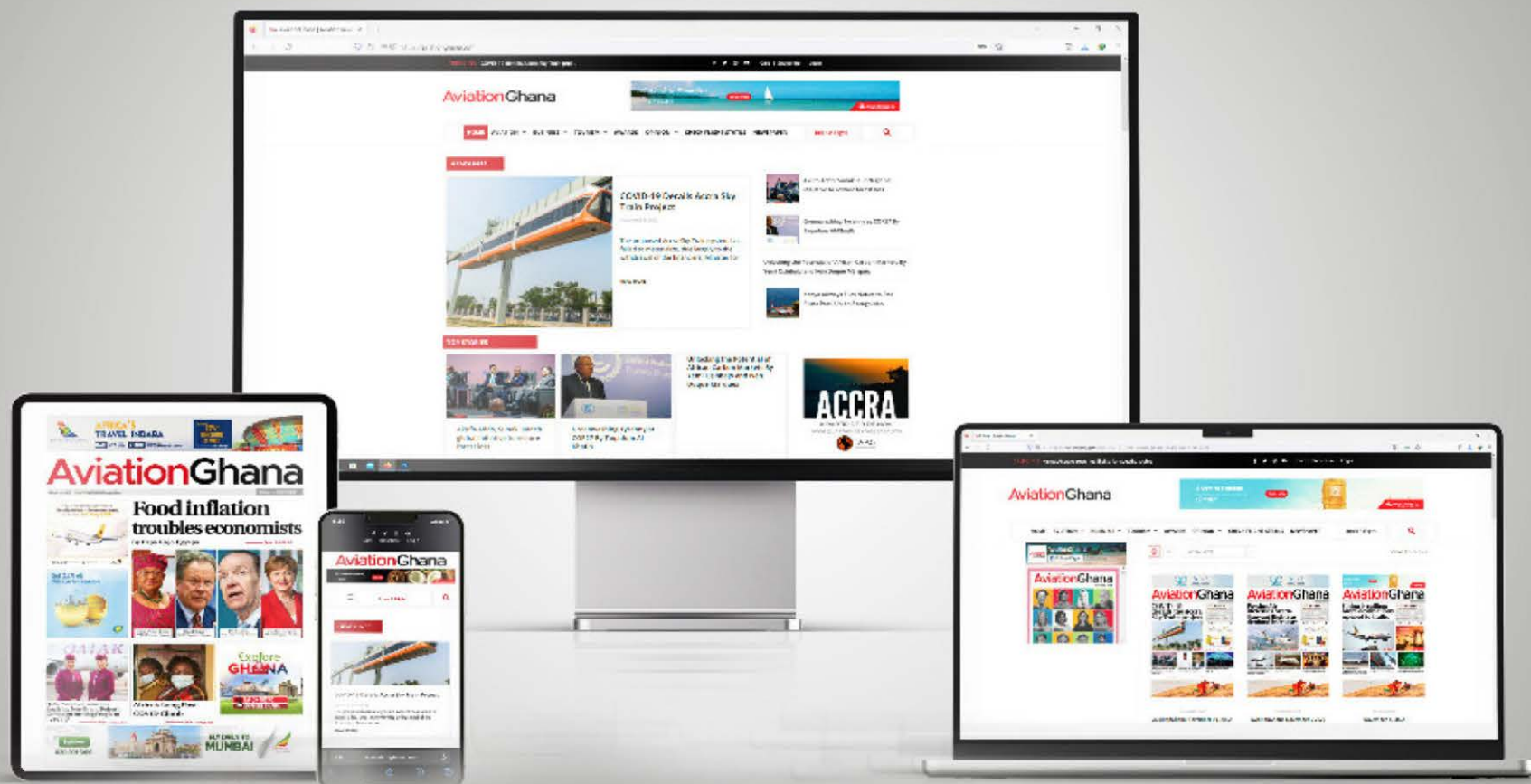


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