

33
8:24
9

THE RISK REPORT BY IAN BREMMER

Iran remains the Middle East's dangerous tinderbox



UNDER PRESSURE from Western sanctions, Iran is actively in search of new international trade and investment partners, and it has made some progress. In particular, a Chinese-brokered deal to normalize relations with regional rival Saudi Arabia has created commercial opportunities, and its willingness to provide Russia with drones and ammunition for use in Ukraine has created new openings too. It also helps Iran's government that the nationwide surge of protests that followed the death in police custody last September of a young woman arrested for wearing her headscarf too loosely has largely died down, thanks mainly to the willingness of authorities to arrest large numbers of people and to execute a handful of them publicly.

But Iran's leaders know their reprieve from pressure will prove temporary. Economic strain continues. Thanks mainly to sanctions, Iran's currency has lost more than 90% of its value against the dollar over the past decade, and price inflation remains above 40%. Benefits from better relations with the Saudis will take time to materialize, and the rapprochement will likely remain tentative. President Ebrahim Raisi's "Turn to the East" strategy is intended to bring major new infrastructure investment from both Russia and, more importantly, China, but Russia's own economic outlook remains perilous, a wartime

partnership with the Kremlin will bring new sanctions on Iran, and the Chinese can buy large volumes of heavily discounted oil from Russia, leaving Iran out in the cold.

Continuing hardship ensures that intense public anger and spontaneous protests can re-erupt at any time. In particular, though last year's protesters have moved off the streets, many Iranian women and girls still refuse to

and repression are all too familiar. Yet, lurking in the background are both hope and dread that fundamental change may not be far away.

IN THE ISLAMIC REPUBLIC'S 44-year history, there has been just one transfer of supreme power. In 1989, the death of Ayatollah Ruhollah Khomeini triggered a transition to the current leader, Ali Khamenei, who has remained in power ever

since. The octogenarian Khamenei is a cancer survivor rumored to be in declining health, and there is no clear heir apparent for the clerical establishment and political elite to elevate. Today, everyone in Iran with access to wealth, power, and privilege must wonder how succession might alter his fortunes, and a political transition will raise public expectations for change among those exhausted by hardship and social repression.

Finally, there are the continuing risks created by Iran's nuclear program and the inability

of Iranian and Western leaders to broker a new deal over its future. Here, too, the tensions aren't new, but ever higher levels of uranium enrichment bring closer the day when Israeli and American policymakers must decide how to block Iran from acquiring a nuclear weapon that could trigger a dangerous arms race in the Middle East.

It might appear that the problems Iran creates for itself and those it poses for outsiders never change. Yet the risk is rising that Iran will soon become one of the world's most dangerous wild cards.



Iran's Foreign Minister Hossein Amir-Abdollahian, left, with Saudi and Chinese ministers in Beijing on April 6

wear mandatory headscarves, and the government has worked to re-establish its credibility with religious conservatives by pushing hard on enforcement. Police have issued tickets to uncovered women using public transport or even riding in private automobiles, and businesses are sometimes fined for serving them. With so much built-up resentment and economic pain, another arrest gone wrong could release another wave of unrest even harder to contain.

None of this is new for Iran. A feeble economy and cycles of protest

12033



Miracle in the Amazon

Four children—one above with rescuers—were found alive on June 9 after 40 days in the Colombian rainforest following a plane crash that killed their mother and the pilot. The military had dropped food in hopes they'd find it, and their family, in the Huitoto Indigenous community, said they ate flour, seeds, and fruit. They were taken to a hospital in Bogotá to recuperate.

5 52
2018/6

THE BULLETIN

China's college graduates—and its economy—have a problem

CHINA FACES TWIN ECONOMIC crises: an aging population and young people who are expected to support them, but can't find work. By 2035, around 400 million Chinese, or some 30% of the population, will be age 60 or older, and the ratio of workers to dependents grows ever more unfavorable as an estimated 228 million members of China's own baby-boom generation will retire over the decade. Last year, China had 2.26 working-age people supporting each senior; that's forecast to drop to 1.25 by 2042.

THE YOUTH PROBLEM Youth unemployment in China hit a record high in April, with 20.4% of 16-to-24-year-old job seekers unable to find work. Some 11.6 million students are set

to graduate in June, entering a labor market that looks increasingly bleak. "Youth unemployment is a more pressing issue than the aging population," says Keju Jin, an associate professor at the London School of Economics.

SERVICE JOBS Raising retirement ages is one real, if controversial, option. But for new graduates, the most acute problem is that the available jobs are "beneath" them. China suffers from a **skills mismatch**: factories have faced worker shortages while graduates are bereft of opportunities commensurate with their proficiency. The Chinese government is pivoting toward vocational training and expanding the service sector, which accounts for less than half of jobs in China, compared

with roughly 80% in Japan and the U.S. "Graduates will have to lower their standards and work in sectors that they wouldn't necessarily have aspired to," says Jane Golley, an expert on Chinese economics at the Australian National University.

ECONOMIC OUTLOOK It's especially problematic because young people in China account for nearly 20% of consumption, according to a Goldman Sachs analysis, meaning youth joblessness disproportionately impacts growth targets and the nation's coffers. The grim economic outlook has already prompted local governments to slash social services, sparking rare public protests earlier this year. —CHARLIE CAMPBELL

20152 - 1

The View

339
10:20
8

ECONOMY

GOOD JOBS ARE GOOD BUSINESS

BY ZEYNEP TON

There's a lot more to a good job than making money. But for more than 50 million Americans who work in low-wage jobs, pay matters a lot. Low and inconsistent pay wreaks havoc on workers' lives, leaving no margin for emergencies and increasing stress, which leads to more errors. As a result, many find themselves in a vicious cycle: low pay hurts their performance, keeping them stuck in low-paying jobs. ▶

INSIDE

IAN BREMMER ON IRAN'S
ECONOMIC TINDERBOX

A THREAT TO GOP STABILITY IS COMING
FROM INSIDE THE HOUSE

LEARNING TO UNDERSTAND
A PAINFUL PAST

turnover - 2011-12

In my research and work with more than two dozen companies at the Good Jobs Institute, I've seen that companies, too, pay a steep price for low pay. Low pay drives high employee turnover, and in settings like senior living, call centers, warehouses, retail stores, and restaurants, we have seen some companies replace their entire frontline workforce annually. Many executives I've met didn't think costs of turnover were high enough to justify higher pay—but they had never even quantified the full costs of turnover to begin with.

At most companies with which the Good Jobs Institute has worked, employers poured the equivalent of 10% to 25% of their labor budget into replacement costs—the costs to recruit, train, and reach baseline productivity, only to start all over again when employees leave. But those costs pale in comparison with costs from the inevitable poor operational execution that takes place when there is high turnover: lower sales from mistakes, slow service, and customer dissatisfaction; higher product costs from more errors, overtime, and reduced labor productivity.

High turnover also hurts company performance. Managers are always fighting fires, never having enough time to hire and train well. Inevitably, these companies don't trust their frontliners to do a good job, and they design the jobs for interchangeable pairs of hands rather than humans with brains, wasting so much talent and potential along the way. Understaffing is common, which causes even more problems and creates anxiety for employees and their managers. Overworked managers then leave or ask to be demoted. Expectations become dimly low.

High turnover is not just expensive. It's ruinous. And a system based on low pay and high turnover is a weak match for what's coming. With more retirements, it's not going to get any easier to hire and retain frontline workers. A leaked Amazon memo from 2022 revealed that the company had to change its expansion plans because, given its high turnover rate, it would simply run out of people within a few years. With frontline employees in high demand and new minimum-wage



Demonstrators at an Amazon union rally in Staten Island, N.Y., on April 11

regulations, continuously rising wages are inevitable, and companies will face increasing costs for the same output.

THE GOOD NEWS: companies can change. Walmart's Sam's Club, call centers at Quest Diagnostics, and pet-store chain Mud Bay improved pay and schedules, and redesigned their systems to improve productivity and service. In 2019, Sam's Club increased pay by \$5 to \$7 an hour for several key roles and, from 2020 to 2022, further increased hourly pay for all employees by 18%. In 2016, Quest Diagnostics raised starting pay for its call-center workers from \$13 to \$14 and implemented tenure-based increases. Mud Bay, a chain with 2% profit margins, increased hourly pay 24% over three years. By 2022, it was able to pay all its employees a living wage, according to MIT's living-wage calculator. These companies didn't just raise pay, they made employees' work more valuable, making the pay investment worthy.

So, what were the results? Within two years, Sam's Club reduced hourly workers' turnover by 25%. Manager turnover dropped even more. Within 18 months, Quest Diagnostics reduced hourly turnover by more than 50%,

and absenteeism dropped. Within three years, Mud Bay reduced turnover by 35%.

In addition to lower turnover costs, all these companies saw higher sales and improved productivity. At Sam's Club, productivity increased 16%, customer loyalty increased 7%, and sales grew nearly 15% without opening any new stores. At Quest, overall costs decreased \$2 million, \$1.3 million of which came from ideas from the reps. Customers received better service, with fewer transfers and faster answer rates. At Mud Bay, employees were able to generate 12% higher sales per labor hour and 25% higher sales per sq. ft. (compared with an average 9% increase for the industry at the time). We've seen similar results in small restaurants and bakeries.

Leaders at these companies realized that to win with their customers and grow, they couldn't afford high employee turnover. Instead of asking, "How much will it cost to increase pay?" they asked a more enlightened question: "What will be the cost to my competitors if we get this right, and they don't?"

Ton is a Professor of the Practice at MIT Sloan School of Management

高 turnover 不好

P/B

The View includes reporting by Leslie Dickstein

Photo: Frank O'Connell/Photo.com

had been reported among employees at one manufacturing plant. Other findings showed elevated liver enzymes in 61% of 30 workers tested, indicating inflammation and damage to cells in the liver.

WORKING THE PUBLIC

As the evidence of the dangers mounted, the authors say, 3M and DuPont began covering up what they knew. In 1991, researchers unaffiliated with the companies began detecting PFAS in groundwater. The companies responded with a joint press release stating that internal studies showed the chemicals had "no known toxic or ill health effects in humans at concentration levels detected." In 2000, health officials in Lubeck, W.Va., detected several forms of PFAS in drinking water. In response, DuPont assured the officials that all was well. The officials repeated the company line, stating, "DuPont reports that it has toxicological and epidemiological data to support confidence that exposure guidelines established by DuPont are protective of human health."

But by now, the genie was out of the bottle. Researchers unaffiliated with the companies were publishing more and more studies on the risks of PFAS, linking it to increased risk of certain cancers and other ills; one lawsuit had already been adjudicated, and a second case was coming. And in 2000, 3M even announced it would no longer be manufacturing the PFAS-based fabric-protecting Scotchgard.

Last year, the EPA set permissible levels for PFOA and PFOS in drinking water, and it is working to do the same with six more types by 2026. Public demand is leading to a growing market for PFAS-free products, leaving companies like DuPont and 3M either to abandon—or at least curb—the chemicals or get left behind. As for the companies' reputations, studies like the just-released one might make for a difficult cleanup job there too.

EPA Economic Partnership Agreement
11/13/21



For more health news, sign up for Health Matters at time.com/health-matters



The D.C. Brief By Philip Elliott

WASHINGTON CORRESPONDENT

SPEAKER KEVIN MCCARTHY finally realized he was pinned down. A handful of his fellow Republicans effectively took the House floor hostage on June 6 and were not equipped to have a real negotiation. Rather than continue an active standoff for even another day, the House chief decided to pack it in, regroup in private, and try to find a durable détente with the far-right faction of his party.

"There's a little chaos going on," McCarthy conceded on June 7, employing a massive understatement. He then sent everyone home.

The stalled measures on the table would have blocked the feds from banning gas stoves—not a real threat, to be clear—and given Congress veto power over any regulations with consumer costs topping \$100 million. Democratic opposition in the Senate and the White House all but doomed them, but the stunt was sufficient to embarrass McCarthy and embolden other conservatives uneasy with a deal the Speaker recently struck with President Joe Biden over the debt ceiling. **The substance of the dispute didn't matter. It was about the theater.**

For the moment, McCarthy dodged a noose of his own knitting. One of the conditions he accepted back in January to secure enough votes to become Speaker was an agreement that any of his members could, at any time, call a vote of no confidence. That proffer left McCarthy starting as one of the weakest Speakers in decades, and his right flank knew it.

In a twist unseen since 2002, 11 Republicans joined with unified

Democrats to tank the rules packages for debate on the pro-gas-stoves and anti-federal-regs measures. The betrayal left the GOP leadership team shocked and on shaky ground with its rank and file.

An agitated McCarthy told allies that he didn't even know what the troublemakers wanted; they hadn't articulated any hard demands and seemed more interested in blowing off steam than in securing concessions. Still, McCarthy realized he was boxed in, and the failure of

those messaging bills were the least of his worries. Although the rebels stopped short of kicking McCarthy to the curb just yet, they put him on high alert.

The biggest obstacle to the firebrands remains a serious one, though: no one is waiting in the wings to

step up should McCarthy appear mortally wounded. His lieutenants seem to be holding the loyalty line. The lack of an apparent understudy may help McCarthy survive. At least for now.

Even so, the Speaker remains beholden to a far-right flank. Perhaps it doesn't even matter who actually holds the gavel. The real power in the House rests with the handful of lawmakers who now feel plenty aggrieved over perceived broken promises to cut spending in exchange for the job. Roughing up a Speaker to remind him that he needs them on even the most routine moves is a much more appealing prize—and it's one they can get almost anytime.

'How can you govern if you can't pass a rule?'

—REPRESENTATIVE KEN BUCK (R., COLO.)



For more insights from Washington, sign up for TIME's politics newsletter at time.com/theDCbrief

DISRUPTERS

(5)
11:54

OpenAI

CEO Sam Altman is pushing past doubt, into the future

BY EDWARD FELSENTHAL/SAN FRANCISCO AND BILLY PERRIGO/LONDON

YOU EVER WATCH *STAR TREK*?" SAM ALTMAN, the CEO who has become the most visible face of the current artificial-intelligence boom, has just called us an Uber. The 38-year-old serial entrepreneur has lately become known for talking up the risks of AI, but he is at his most animated in talking about its possibilities. So transformative is this new technology that responds naturally to our verbal commands that he envisions new hardware for it—something, eventually, like the *Star Trek* holodeck, in which characters use their voice to conjure and interact with 3D simulations of the world. An interface like that feels "fundamentally right," he says.

Altman's company, OpenAI, is only seven years old. It has fewer than 500 employees. Pipe some pan flutes and whale sounds into the airy, light-filled lobby of its headquarters in San Francisco's Mission District, and it could almost be mistaken for a spa. But in the span of 6½ months, the company—through its viral product ChatGPT—has vaulted AI into public consciousness. Few doubt it's at the vanguard of a revolution that will, for better or worse and probably both, change the world.

ChatGPT is almost certainly the most rapidly adopted product in the history of technology. It's also one of the more versatile, capable of responding to a vast array of user prompts, from "Tell me a joke" to "Draft 10 slides with ideas to grow revenue at a hair salon." It can write poetry and explain scientific concepts. Altman says he uses it for routine tasks, like pulling highlights from his overflowing email inbox or to "draft a tweet that I was having a hard time with." Essentially a superpowerful auto-complete tool trained to generate language by observing patterns in large quantities of data, it has its limits—including a disconcerting inability to separate truth from fiction. OpenAI's warning about this, placed beneath the text input box, hasn't stopped people from using it for homework, investment advice, and even therapy.

Consumer-facing AIs had hit the market before, but something about ChatGPT's text-message-inspired, conversational interface clicked. In the days following the Nov. 30 release, OpenAI

employees were glued to their screens, posting graphs in the company Slack channel as usage numbers took off. "It just kept going up and to the right at a steeper and steeper angle," says Diane Yoon, OpenAI's vice president of people. Two months later, ChatGPT had more than 100 million unique visitors, according to data from Similarweb. Instagram took 30 months to reach that level.

It was the start of an AI arms race. Google declared an internal "Code Red" and fused its two AI labs—Google Brain and DeepMind—into one organization. Microsoft, having already invested \$3 billion in OpenAI, poured in an additional \$10 billion. Billions more flowed into startups and the stocks of public companies that could plausibly (and implausibly) claim AI would supercharge their growth. In March, OpenAI upped the stakes again, releasing an even more powerful tool called GPT-4.

TEMPERING ALL THE PROMISE is real fear. There's little doubt AI will make many jobs extinct, as new technology does, even as it creates new ones. It's also enhancing the ability of bad actors to flood us with fake content masquerading as truth and fake voices that sound eerily like those of our loved ones. Can we trust what we see or hear? Altman acknowledges, with unsettling matter-of-factness, that the answer is probably no. "You can't trust a voice you hear over the phone anymore," he says. "We just all need to start telling people this is coming."

In the wrong hands, these tools could cause even worse problems, launching cyberattacks or causing havoc in financial markets. And if AIs were to become capable of making plans on their own and acting on them—especially if those plans aren't "aligned" to human values—it's possible to imagine them deciding humans are obstacles to their goals. Altman himself joined dozens of other tech leaders and scientists recently to sign a statement that cast the development of AI as a risk on par with pandemics and nuclear war. The worst-case scenario, he said earlier this year, is "lights out for everyone."

This has become Altman's calling card, championing the possibilities of AI while urging policymakers to get going on rules of the road to mitigate

the dangers. "I'm a Midwestern Jew," says Altman, who grew up in St. Louis. "I think that fully explains my exact mental model—very optimistic, and prepared for things to go super wrong at any point." A related theme of Altman's is adaptability: the idea that success comes from the ability to reorient yourself to even radically new circumstances. In his professional life, adaptability is part of a skill set that guided Altman to great wealth in his late 20s and early 30s, as he helped launch thousands of new companies as a partner and later president of the renowned startup accelerator Y Combinator. It also informs his belief that we as a species can avoid the worst of what AI could bring. "Society is capable of adapting as people are much smarter and savvier than a lot of the so-called experts think," he says. "We can manage this."

The evangelist preaching about risks yet plotting ahead anyway is just one of the dualities that come through in conversation with Altman. He is an outspoken advocate for AI regulation, with his own opinions about which ones should apply to his company. ("You should be skeptical of any company calling for its own regulation," he acknowledges.) He is an avowed capitalist who says he has no equity in OpenAI, structured his company to cap investors' profits, and advocates a universal basic income program to temper inequality, which many believe AI will exacerbate. He professes faith in the ability of these models to continually improve, despite the fact that he and his colleagues concede they have limited insight into how the technology will evolve. "Even the people who create them don't actually know what they can and can't do," says Helen Toner, a member of OpenAI's board. "I expect that it's going to be probably years before we really know all the things that GPT-4 can and can't do."

How much we're able to trust the human beings who are "tuning" these powerful machine algorithms—both their intentions and their capabilities—will be one of the great recurring questions of the coming years. In conversation with OpenAI employees across a range of departments, a recognition of AI's dangers is a near universal talking point. It's a far cry from the playbooks of

tobacco, fossil-fuel, and social media executives who spent years denying possible harms before finally being forced to acknowledge reality.

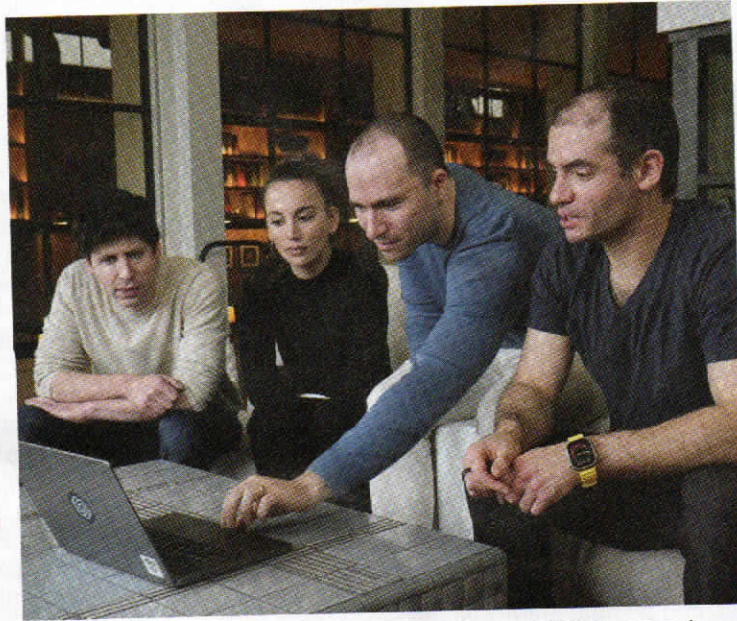
The semantics start to sound a bit Orwellian. Yoon, the HR chief, says OpenAI doesn't use the term *competitors*, a nod to the importance of collaboration with others in the field in order to avoid bad outcomes. When asked about the AI arms race, a company spokesman objected to the metaphor, saying "the whole arms race is a bit triggering for us."

Of course, it's hard to argue that OpenAI didn't play a significant role in triggering what is now unfolding in the industry. "It is a race," says Tristan Harris, the ethicist who co-founded the Center for Humane Technology, but collaboration among the major players will be key. "We need to coordinate because it's not about getting OpenAI to more safety. That wouldn't do anything because everyone else would just

keep going faster." Harris is concerned that "advances in capabilities are exponential and advances in safety measures are linear," and about "the commercial incentives driving the show rather than conscious considerations about what world we want to see."

ALTMAN VIEWS the ChatGPT interface as an advance over the iPhone in its simplicity, and says it was inspired by his own love of texting as a kid. The decision to give ChatGPT a "horrible," robotic name, Altman says, was a very deliberate one; he frets about the temptation to anthropomorphize AI tools, which can undermine the distinction between humans and machines. Here is another duality: ChatGPT is trained to remind users that it is incapable of having opinions. And yet ChatGPT's human qualities—its conversational interface, its liberal use of the first-person pronoun—were a key part of what made it go viral.

Despite the massive investment from Microsoft and the shift to a profit model that, even capped, allows for 100 times returns, OpenAI still considers itself a research lab committed to its original mission of ensuring artificial general intelligence "benefits all of humanity."



Some of the OpenAI team, from left: CEO Altman, CTO Mira Murati, president Greg Brockman, and chief scientist Ilya Sutskever

The company's culture is defined by it. "I think it's important to push the technology as an antidote to the bad use," says chief operating officer Brad Lightcap. "If this project had started 60, 70 years ago, it probably would've been a government-funded effort."

OpenAI brought in a reported \$28 million in revenue last year, which would be less than half of what a typical car dealership brings in. But Altman says he feels little immediate pressure to bring the company's commercial success to the level of its clout. Asked how much time he spends worrying about competition, he says, "You're not going to believe me on this, but almost none at all." What keeps him up at night, he says, is not surging competition from language models such as Google's LaMDA, Meta's LLaMA, and Anthropic's Claude. "This is super different than who gets a little bit more or less market share," Altman says. "We've got to figure out how to manage this and have this go well."

A FEW DAYS after our visit, Altman embarked on a five-week blitz across six continents. The trip, he says, was designed to get him out of the Silicon Valley echo chamber. To some extent, it was also a victory lap—and an attempt to encourage and influence global AI regulation as nation-states wake up to the power of the technology he steers. On his tour, Altman addressed the U.S. Senate, met the British and Indian Prime Ministers, opined on forthcoming E.U. AI regulation, and urged collaboration with China.

On May 24, Altman spoke at a university lecture hall in London. The queue to get in snaked down the road and around a corner. Instead of disappearing backstage after the talk, Altman hopped down into the crowd, where he was surrounded by students and journalists. He posed for selfies and gamely answered questions. After heading out through a revolving door, he had a short discussion with protesters who had come to picket, one carrying a sign

that read STOP THE SUICIDE AGI RACE. With no bodyguard or PR handler in sight, it was a starkly different scene from earlier stage-managed tours by Mark Zuckerberg and others.

As with tech companies before his, there is some daylight between what Altman says and what happens behind the scenes. At the London event, Altman told reporters that OpenAI may decide to "cease operating" in the E.U. as a result of the bloc's forthcoming AI regulation. In a meeting last year with E.U. officials, which had not been previously reported, OpenAI pushed back against wording that would have required "general purpose" AI models like ChatGPT to comply with the same rules as AI tools considered by the E.U. to be "high risk."

**'PUTTING
THIS LEVER
INTO THE
WORLD WILL
FOR SURE HAVE
UNPREDICTABLE
CONSEQUENCES.'**

In our conversations, Altman expressed deep optimism about society's ultimate ability to adjust to AI's risks. To ensure that the people you hear on the phone or see on video are who they say they are, for example, he foresees society coming to use a mix of technical and social measures, such as code words or cryptographic keys that verify identity. He sees the promise for AI to eventually do a huge amount of the mundane tasks that occupy our days, and at the same time grapple with prompts like "Discover the cure for cancer." Says Altman: "The exciting parts are almost too long to list."

And yet, he has also mused aloud about whether OpenAI did "something really bad" in creating ChatGPT. Altman has long been reported to be a doomsday prepper—with guns, medicines, and gas masks at the ready. He rolls his eyes at the characterization, which he finds overblown, but adds that he does find survivalism "an interesting hobby."

"Look, if AGI goes wrong, no bunker's going to help anyone," he says, adding later: "The scary part is just sort of putting this lever into the world will for sure have unpredictable consequences."

GRAB

All-in-one app

Grab is much more than Southeast Asia's version of Uber. The \$12 billion firm retains a core business in ride-hailing and food delivery, but is fast becoming a fully fledged superapp, now offering its 32 million monthly users travel bookings, health care, insurance, and most notably financial services, since launching Singapore's first digital bank in August. Some 70% of the region's population is underbanked, and Grab—which operates in over 500 cities across eight nations—aims to boost financial inclusion and bring more small businesses into the digital economy. "We don't chase money, but chase a mission," Grab CEO Anthony Tan says.

—CHARLIE CAMPBELL



ODDITY

Smart beauty

A tech firm masquerading as a beauty retailer, Oddity is famous for its direct-to-consumer brands: Il Makiage makeup and SpoiledChild, a hair- and skin-care line launched last year that brought in \$48 million in gross sales in just 12 months. With overall sales doubling every year since its founding in 2018, Oddity says it became the best-selling digital beauty brand in history by using AI-backed online quizzes to match customers with products. "If you don't have high-quality data to train [AI] on, it's garbage in, garbage out," says global CFO Lindsay Drucker Mann. But with detailed data from over 40 million users, Oddity's models are getting smarter all the time.

—ALISON VAN HOUTEN