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Mr. President of the General Assembly,

Excellencies,

Distinguished Guests,

Friends,

Welcome to the Summit of the Future.

I thank the co-facilitators, the former and current Presidents of the General Assembly, and all Member States, for their strong engagement, creativity, and spirit of compromise; and all my colleagues for their invaluable efforts over the past three years.

We are here to bring multilateralism back from the brink.

I called for this Summit to consider deep reforms to make global institutions more legitimate, fair and effective, based on the values of the UN Charter.

I called for this Summit because 21<sup>st</sup> century challenges require 21<sup>st</sup> century solutions: frameworks that are networked and inclusive; and that draw on the expertise of all of humanity.

I called for this summit because our world is heading off the rails – and we need tough decisions to get back on track.

Conflicts are raging and multiplying, from the Middle East to Ukraine and Sudan, with no end in sight.

Our collective security system is threatened by geopolitical divides, nuclear posturing, and the development of new weapons and theatres of war.

Resources that could bring opportunities and hope are invested in death and destruction.

Huge inequalities are a brake on sustainable development. Many developing countries are drowning in debt and unable to support their people.

We have no effective global response to emerging, complex and even existential threats.

The climate crisis is destroying lives, devastating communities and ravaging economies.

We all know the solution – a just phase-out of fossil fuels – and yet, emissions are still rising.

New technologies, including AI, are being developed in a moral and legal vacuum, without governance or guardrails.

In short, our multilateral tools and institutions are unable to respond effectively to today's political, economic, environmental and technological challenges.

And tomorrow's will be even morh

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governments for the first time to taking the interests of our descendants into account in decisions we take today.

Respect for human rights, cultural diversity and gender equality are woven into all three agreements.

In the face of a surge in misogyny and a rollback of women's reproductive rights, governments have explicitly committed to removing the legal, social and economic barriers that prevent women and girls from fulfilling their potential in every sphere.

Excellencies, friends,

I welcome these three landmark agreements – a step-change towards more effective, inclusive, networked multilateralism.

I have been fighting for the ideas in them since the first day of my mandate.

And I will be totally committed to their implementation until the very last day.

We have unlocked the door.

Now it is our common responsibility to walk through it.

That demands not just agreement, but action.

I challenge you to take that action.

To implement the Pact for the Future by prioritizing dialogue and negotiation, ending the wars tearing our world apart, and reforming the composition and working methods of the Security Council.

To accelerate reforms of the international financial system – including at next year's Conference on Financing for Development.

To put humanity's best interests front and centre of new technologies.

We stand and fall not by adopting agreements, but by our actions and their impact on the lives of the people we serve.

Excellencies, dear friends,

Throughout my life – whether as an activist or at the United Nations – I have  
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