
THE : FUTURE : LABORATORY
Global Drivers
Report 2020+

Over the next decade, society will be reshaped by a set of influential and pervasive global drivers



Nik Mirus, Tokyo

In this report, you will learn how the acceleration of these drivers will affect the role, purpose, and direction of your brands and businesses as we move towards 2030.

‘If you don’t know where you are going, you may end up somewhere else’

Yogi Berra, athlete

A time of rapid and dynamic change

The Covid-19 pandemic of 2020/21 has reshaped the world. Economies have shut down, we've witnessed five years of digital progress in a few months, systemic inequalities have been laid bare and normal life all but ground to a halt.

From the complex impacts of climate change, depleting resources and ageing populations, to a global pandemic, geopolitical instability and new kinds of populism rewriting political and social agendas, the 2020s will be a decade of challenge and continuous, ongoing disruption.

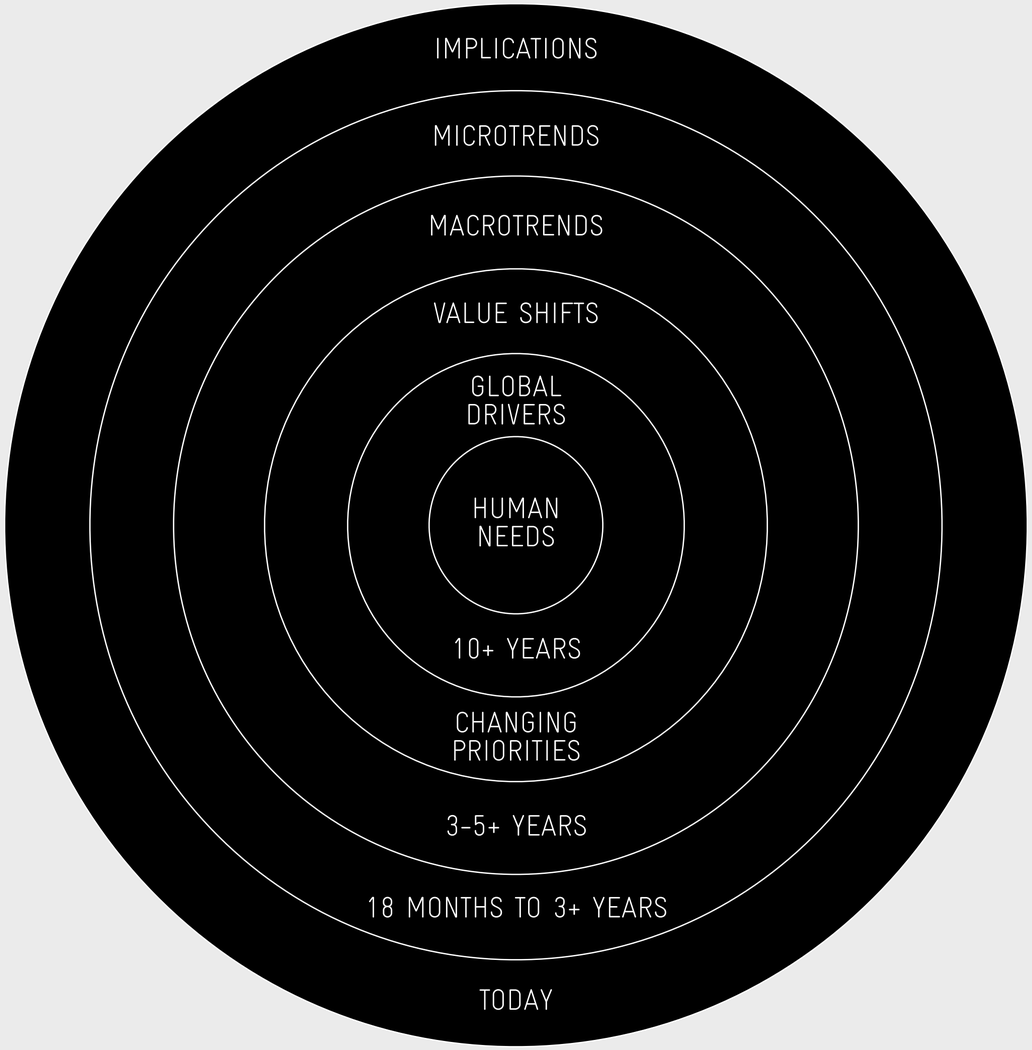
As specialists in strategic foresight, The Future Laboratory is built on tracking and identifying these emerging signals in order to help you turn uncertainty into future opportunity

To find out how the six global drivers affect your business, contact our team

GET IN TOUCH



Visual by Nicolas Garnier for The Future Laboratory



The Future Laboratory's proprietary foresight methodology

Methodology: Foresight Process

At the heart of The Future Laboratory is a unique proprietary methodology that allows us to determine, define and track the key drivers of change affecting the future. We do this by tracking:

Global Drivers:
10-year+ Horizon

Key global drivers represent the cultural, social, economic, political, technological and environmental eventualities reshaping the world we live in.

Universal:
Human Needs

The foundation of our society based on a value system that supports human nature's physical and emotional programming.

Ever-evolving:
Value Shifts

The new ways in which we strive to meet these human needs, shaped by our contemporary context.

Macrotrends:
3–5 years+ Cultural and Societal Shifts

The cultural manifestations of new and emerging attitudes worldwide as shown by the behaviours of innovators and early adopters.

Microtrends:
1–3 years+ Lifestyle

Specific and tangible business innovations already emerging across key lifestyle categories

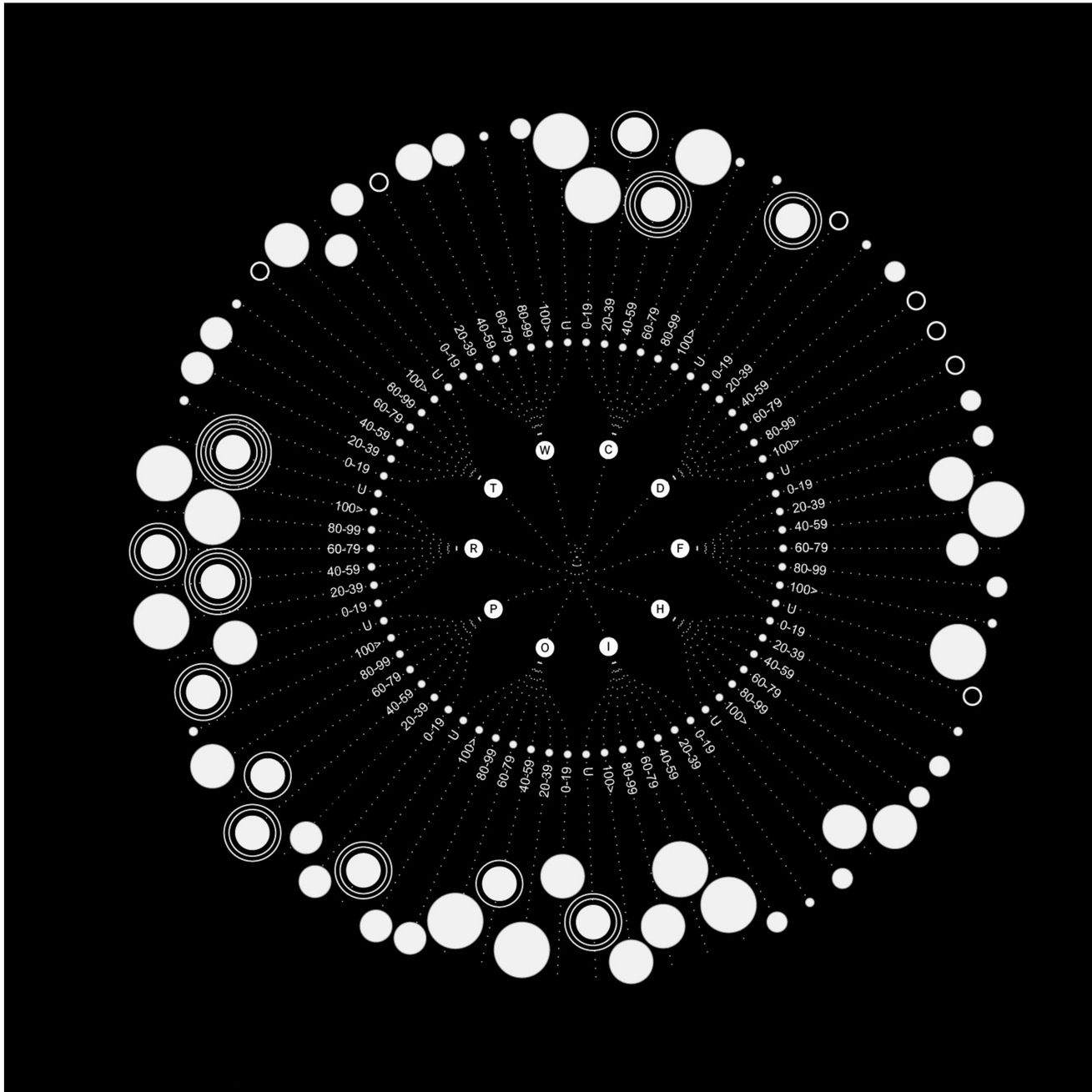


Global Drivers: 2020+

Assessing the Global Drivers using STEEP factor analysis

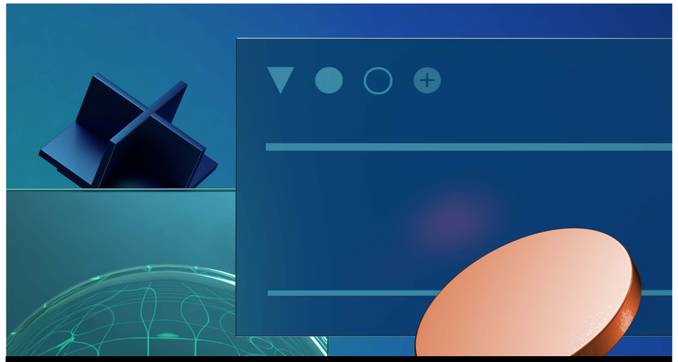
STEEP analysis, a process created by Harvard professor Francis Aguilar in 1967, is a foresight tool commonly used to map and assess the dependencies of different external macro-environmental factors and their consequences on the future.

This horizon-scanning tool allows us to identify and uncover the pervasive changes set to affect the future across Social, Technological, Economic, Environmental and Political spheres, taking into account signals that highlight a potential deceleration, acceleration or stagnation



The Spiral, ADO Water Futures Catalogue

2020+: Global Drivers



Accelerating Technologies



Climate Change and Resource Scarcity



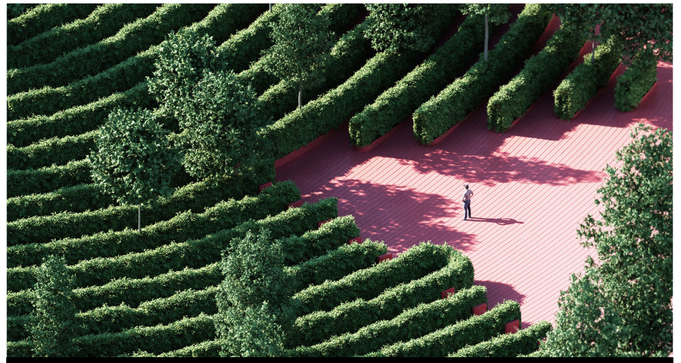
Dislocated World



Global versus Local



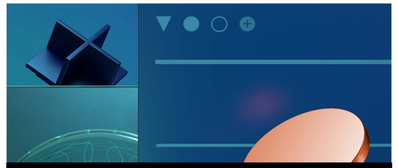
Evolving Demographics



Urban Mindset

Carolina Carballo for The Future Laboratory; EBIOS by Interstellar Lab, US; Mutant Matter by Dutch Invertuals; Self-sufficient City by Guallart Architects, China; Protect Your Spirit by NorBlack NorWhite and Fila India. Photography by Prarthna Singh; Parc de la Distance by Studio Precht, Austria

2020+: Global Drivers – How is the world changing?



Accelerating Technologies

: AI and Automation
: Deeper Online Immersion
: Techlash
: Internet of Things and Wearables
: 5G Connectivity
: Fourth Industrial Revolution
: Extended Intelligence
: Digital Emissions
: Synthetic Decade
: Biotechnology
: Surveillance Economy
: Big Data
: Genetic Breakthroughs



Climate Change and Resource Scarcity

: Food System Collapse
: Water Stress
: Extreme Weather
: Climate Migration
: De-growth Policy
: Beyond GDP
: Clean Capitalism
: Pressure on Nature
: Eco-activism
: Shareholder Activism
: Eco-anxiety
: Clean Energy
: Circular Business Models



Dislocated World

: Populism versus Progressivism
: Political Polarisation
: Systemic Inequalities
: Racial Injustice
: Wealth Chasm
: Demographic Polarisation
: Post-truth Society
: Civic Participation
: Threat of Terrorism
: Education Gap
: Culture Wars
: Automation of Jobs



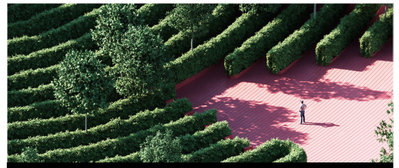
Global Versus Local

: Self-reliance
: Spread of Protectionism
: Multilateralism
: Complexity of Trade Regulation
: Slowdown of Globalisation
: Supply Chains
: New Migration Flows
: New Centres of Wealth
: Domestic Pride
: Evolution of Identity
: Remote Working
: Global Tourism Paused



Evolving Demographics

: Ageing Population
: Baby Boom versus Baby Bust
: Falling Fertility Rates
: Delayed Adulthood
: Solo Living
: Racial Diversity
: Decline of Religion
: Future of Faith
: Gender Identity
: Sexuality
: Life Expectancy
: Inclusivity



Urban Mindset

: Rapid Urbanisation
: Rise of Megacities
: Urban Exodus
: Urban Mobility
: Convenience Culture
: Changing Nature of Jobs
: Socialisation
: Urban Resilience
: Urban Anxieties
: Urban Inequality
: Urban Wellness

Carolina Carballo for The Future Laboratory; EBIOS by Interstellar Lab, US; Mutant Matter by Dutch Invertuals; Self-sufficient City by Guallart Architects, China; Protect Your Spirit by NorBlack NorWhite and Fila India. Photography by Prarthna Singh; Parc de la Distance by Studio Precht, Austria



Accelerating Technologies

The digital and offline worlds are converging. For millions of people around the world, living a day without technology is almost unthinkable

Carolina Carballo for The Future Laboratory

Accelerating Technologies

It has been said that we saw five years of digital progress in 2020 alone, according to new data from IBM's US Retail Index. With the world on the cusp of a Fourth Industrial Revolution, new technologies are fusing the physical, digital and biological spheres, creating new data streams and altering the way society operates.

AI and Automation	Fourth Industrial Rev	Privacy
Social Media	Biotech	Big Data

: Nearly 60% of the world's population are already online, with 4.66bn people using the internet every day (DataReportal, Statista)

: More digitally connected than ever, humanity creates more than 2.5 quintillion bytes of data every day. From a like on Facebook to adding a song to Spotify, it is estimated that in 2020, 1.7Mb of data is created every second for every person on Earth (IBM, IDC/EMC)



Nike Tech Pack by Daniel Sannwald

Accelerating Technologies

SOCIAL

44.5%

According to the Q2 2020 report from the US Census Bureau, US retail e-commerce reached £155.9bn ($211.5bn), up 31.9% from the first quarter, and UP 44.5% year on year

Source: US Census

ECONOMIC

50%

Half of us will need to reskill in the next five years, as the double disruption of the economic impacts of the pandemic and increasing automation transforming jobs take hold

Source: World Economic Forum's Future of Jobs Report

TECHNOLOGICAL

75bn

By 2025, forecasts suggest that there will be more than 75bn Internet of Things (IOT) connected devices in use, a nearly threefold increase from 2019

Source: IHS/Statista Research Department

TECHNOLOGICAL

Biology

'If you think that the surveillance economy based on monetising people's private experiences will be the most 'valuable' enterprise in the 21st century, think again: it will be biology'

Azeem Azhar, author of Exponential View

TECHNOLOGICAL

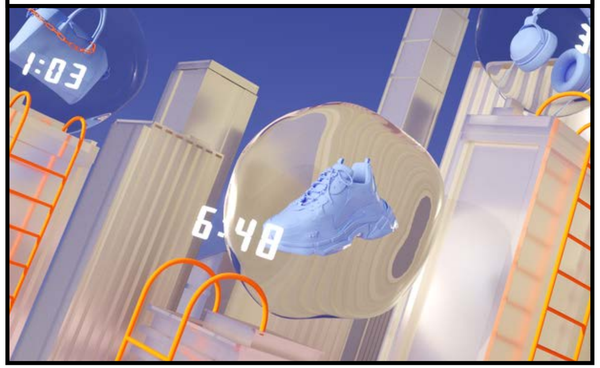
4.3bn

By 2025, mobile connectivity could be accessed by an additional 4.3bn people

Source: Plural Sight/ McKinsey Global Institute

Accelerating Technologies: 2020+ shifts

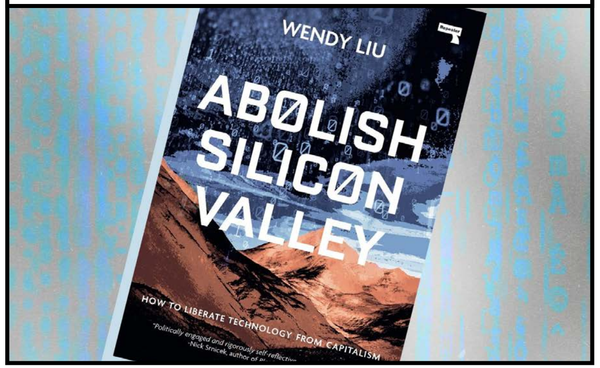
01 DEEPER ONLINE IMMERSION



People are spending more time socialising and shopping in digital platforms, and brands are increasingly entering this space, creating lucrative digital consumer goods and services.

- There were 2.69bn video gamers across the world in 2020 and this figure is expected to rise to over 3bn by 2023 (Newzoo/Statista)
- The non-fungible token (NFT) market tripled in 2020, with the total value of transactions increasing by 299% year on year to more than £180m ($250m) (L'Atelier BNP Paribas)

02 TECHLASH



The soaring scale, wealth and influence of tech is leading to growing scrutiny from society and regulators to put a greater focus on ethics and human wellbeing.

- In 2015, technology companies were widely seen as having a positive impact, but the share of Americans who hold this view fell by 21 percentage points in 2019, from 71% to 50%, according to Pew Research
- 61% of people in developed markets believe technology companies have too much power, according to Edelman, a global communications firm

03 IOT AND WEARABLES



In the next 10 years, we could move from carryinga single device to a suite of next-gen communication tools including wearables and smart home appliances.

- The Apple Watch had a record-breaking 2019, outselling the entire Swiss watch industry and in the first half of 2020 sales grew 22% globally (Counterpoint Research)
- Primed to deliver hyper-personalised and contextual engagement, the emotion recognition market is expected to grow from £15.5bn ($21.6bn) in 2019 to £40.3bn ($56bn) by 2024 at a CAGR of 21% (ReportLinker)

04 5G CONNECTIVITY



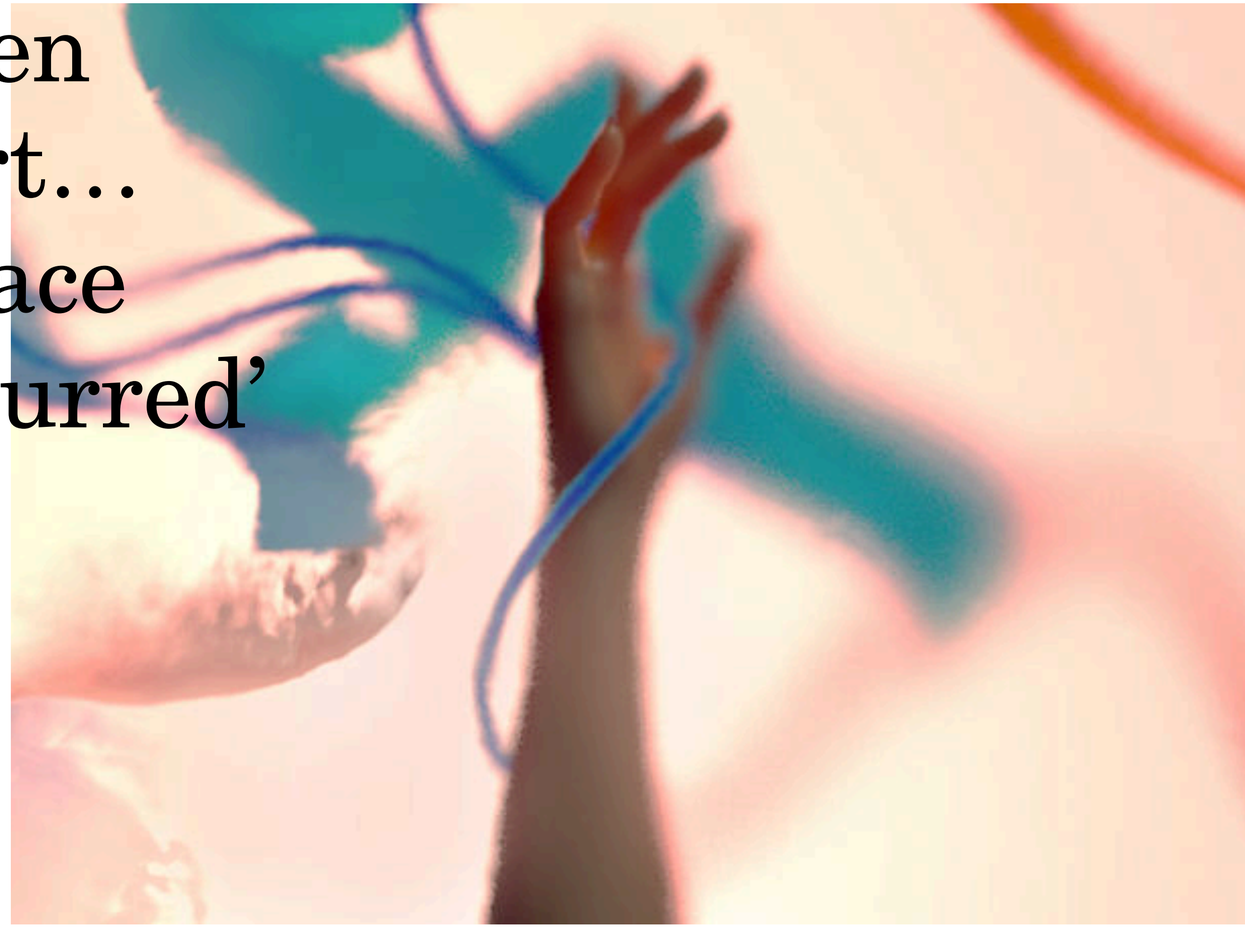
The introduction of 5G will not only create faster connection speeds, it will allow devices to work in real time, opening up new possibilities in healthcare, remote working, design and communications.

- The International Data Corporation estimates that the number of 5G connections will reach 1.01bn by 2023
- Apple announced in October 2020 that the new iPhone 12 will support 5G networks

Community Commerce by Pitch Studios for The Future Laboratory; Abolish Silicon Valley by Wendy Liu; Embr Wave bracelet by Embr Labs, US; Varjo, Finland

‘With AI technology built to connect people at a human level and drive them closer to each other, even when physically they’re apart… the line between physical space and virtual will forever be blurred’

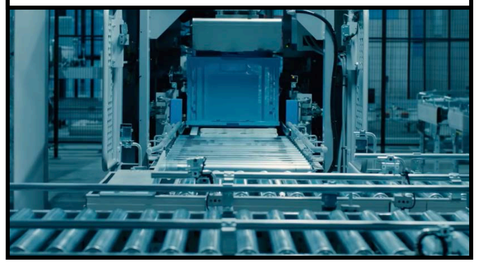
Tugce Bulut, CEO, Streets



Ritualistic Comforts by Lucy Hardcastle for The Future Laboratory

Accelerating Technologies: 2020+ shifts

05 INDUSTRY 4.0

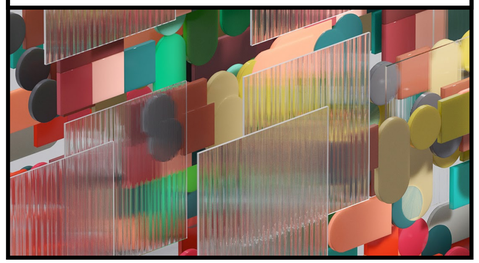


Developments in previously disjointed fields such as AI, robotics, nanotechnology and 3D printing are building on and amplifying one another.

: The Fourth Industrial Revolution (4IR) is expected to create up to £2.7 trillion ($3.7 trillion) in value by 2025, says McKinsey & Co

: Gartner says specialised chip sales for AI will double to £5.9bn ($8bn) in 2019 and reach over £25bn ($34bn) by 2023

06 EXTENDED INTELLIGENCE

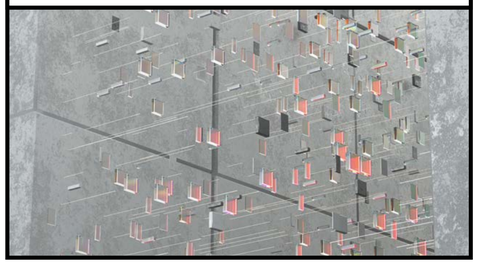


Extended intelligence will see the blending of AI technology with human intelligence.

: According to Gartner, by 2024, AI will handle 67% of all routine work performed by managers

: By 2022, 38% of businesses expect to extend workforces to new productivity-enhancing roles, and over a quarter expect automation to lead to the creation of new roles in their enterprise (World Economic Forum)

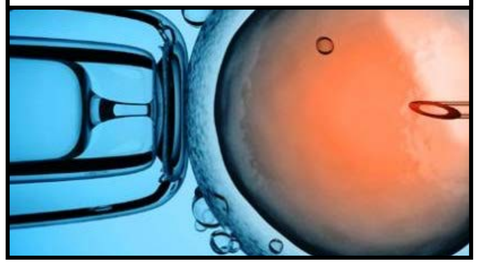
07 DIGITAL EMISSIONS



With technology becoming more and more intertwined with our daily lives, there is also a growing awareness of how our digital lives can affect the planet.

: The transmission of data via the internet is starting to be recognised as a type of pollution, contributing to nearly 4% of our greenhouse gas emissions (BBC)

08 PERSONALISED HEALTH



Medical genetics advances and greater accessibility of genetic profiling are driving smarter health solutions.

: The cost of genomic profiling has fallen sharply from £2.2bn ($3bn) in 2005 to less than £734 ($1,000) today (World Economic Forum)

: The global stem cell market is forecast to reach £13bn ($17.8bn) by 2027 (Reports and Data)

09 SYNTHETIC DECADE



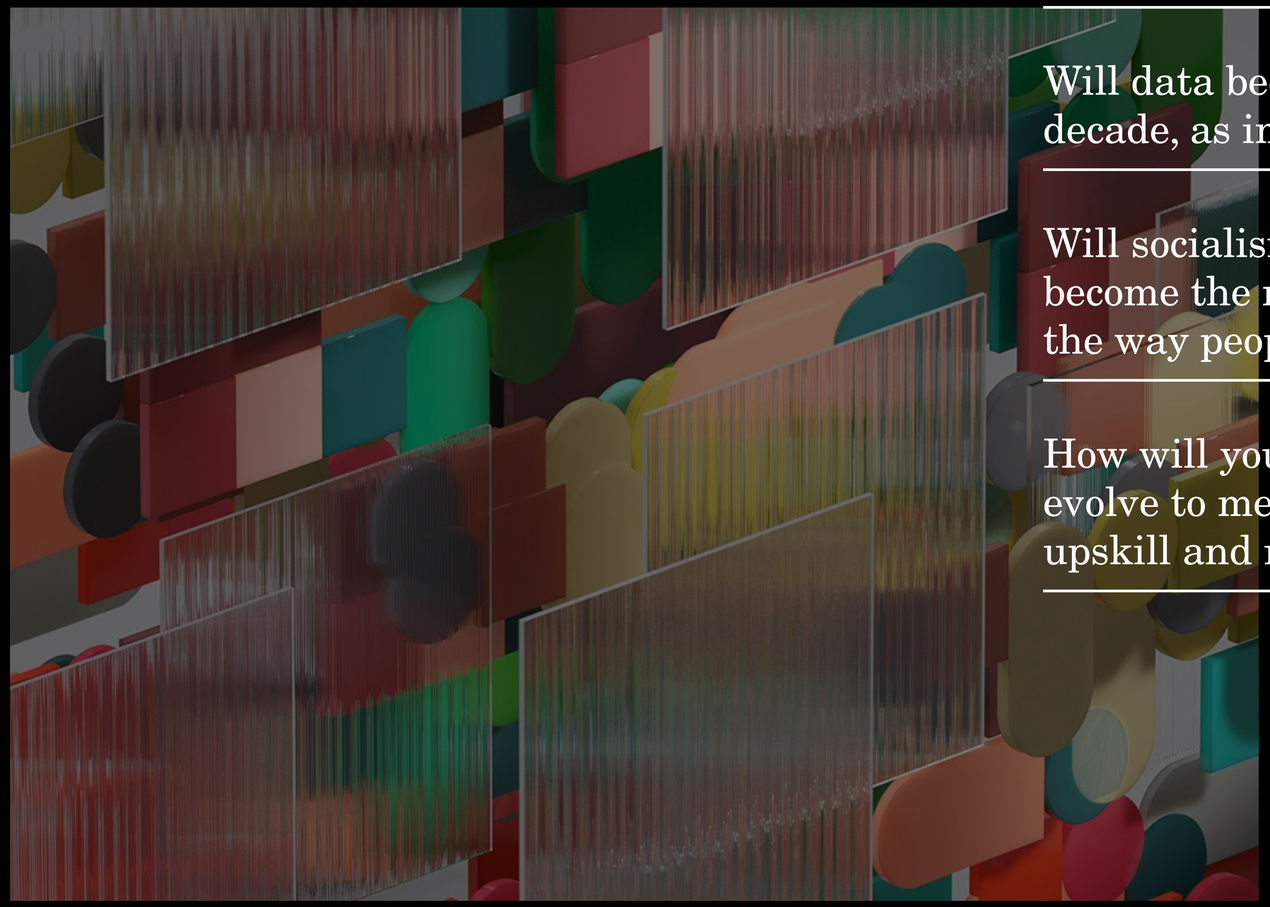
From digital twins to engineered DNA to bio-data storage, a deep push to develop synthetic versions of life is already under way.

: Synthetic biology start-ups have collectively raised £2.2bn ($3bn) in the first half of 2020 (Forbes)

: In 2018, scientists from Microsoft Research and the University of Washington encoded 200Mb of data to synthetic DNA

Uniqlo, Tokyo; The Future Vision of Microsoft 365; The Future of the Guest Experience Report; Ikea Virtual Greenhouse, Sweden

Accelerating Technologies: Thought-starters



What will it mean to be human in 2030?

Will data become a utility or an asset class in the next decade, as important as water and energy?

Will socialising with digital entities rather than in real life become the norm? How might virtual socialisation change the way people view in-person interactions?

How will your culture, mindset and way of working need to evolve to meet these new digital capabilities? How will you upskill and reskill people to meet these new requirements?

Climate Change and Resource Scarcity

Climate change is cited as the biggest global risk, according to the World Economic Forum, with far-reaching impacts for our planet

EBIOS by Interstellar Lab, US

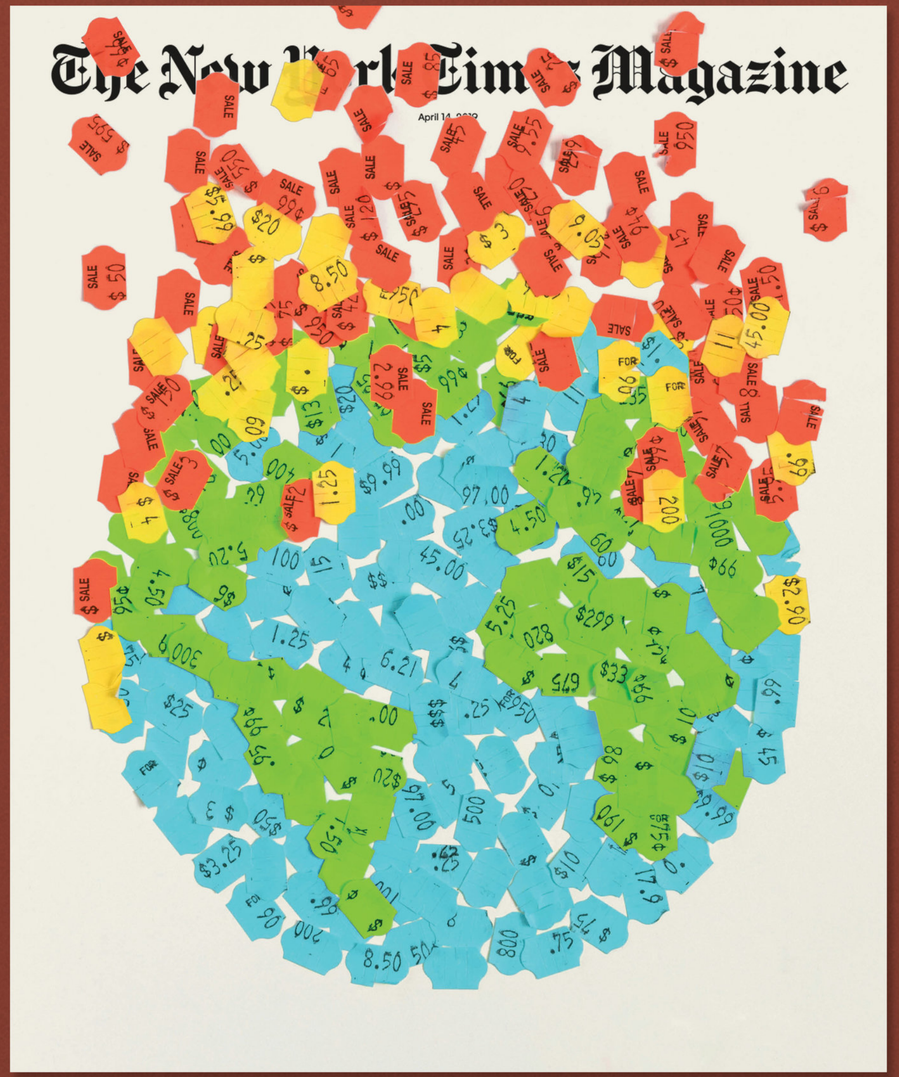
Climate Change and Resource Scarcity

Scientists now warn that we are close to several tipping points, which could accelerate global warming further. As the connection between the health of the planet and that of its inhabitants is re-affirmed thanks to Covid-19, there is a demand for global action to reverse environmental degradation.

Food Security	Extreme Weather	Climate Migration
Biodiversity	Eco-anxiety	Pollution

: By 2030, the world would need to cut the combined emissions of the top six carbon-producing countries to have a reasonable chance of staying below the 1.5°C 'guard rail' (UN/World Meteorological Organisation)

: With global material resource use expected to more than double by 2050, and high-income countries now consuming 10 times more than low-income countries, we will need the equivalent of 1.7 Earths to maintain our current levels of consumption (Footprint Network)



The New York Times Magazine cover. Illustration by Pablo Delcan

Climate Change and Resource Scarcity

ENVIRONMENTAL

Top five

For the first time, environmental concerns dominate the top five long-term global risks for business leaders, investors and policy-makers

Source: World Economic Forum

ECONOMIC

£97bn

Re-insurance company Swiss Re Institute estimated recently that natural catastrophes and extreme weather events caused £97bn ($133bn) in damages in 2019

Source: Swiss Re Institute

POLITICAL

+7%

Sources of renewable energy grew nearly 7% in 2020 and are likely to expand nearly 50% by 2025 thanks to government policy and investments in clean energy

Source: International Energy Agency

ECONOMIC

Future risk

'Many see climate change as a long-dated future risk; however, our research shows that compared to the 1980s, there are measurable GDP impacts in the market today'

Brian Deese, global head of sustainable investing at BlackRock

POLITICAL

Climate

The US has rejoined the Paris Agreement on climate change following Joe Biden's 2020 US presidential election win

Source: The Guardian

‘In March 2020 there was a gloomy sense that climate would take a back seat. But the reality is there’s been a growing recognition that we don’t have the luxury of choosing one crisis at a time’

Rachel Cleetus, policy director and lead economist, Union of Concerned Scientists



The New Normal collection by Boir Studio, Croatia

Climate Change and Resource Scarcity: 2020+ shifts

01 SYSTEM COLLAPSE



Many regions now face an increased risk of food system collapse.

- The UN projects that the global demand for fresh water will exceed supply by 40% in 2030
- Mexico City, Tokyo, Delhi, Shanghai and Los Angeles all make the list of the 10 most water-stressed cities globally
- Cape Town has introduced the idea of Day Zero to focus on managing water consumption as tightly as possible

02 CLIMATE MIGRATION



Large-scale human migration is also occurring due to resource scarcity and increased frequency of extreme weather events.

- The World Bank estimates that three regions (Latin America, sub-Saharan Africa and South Asia) will generate 143m more climate migrants by 2050
- The UK has already experienced what could be Britain's first climate refugees in a village in Gwynedd, Wales

03 DE-GROWTH



New growth policies are emerging as an equitable downscaling of production and consumption.

- Amsterdam will embrace a 'doughnut' model to mend its economy post-Covid
- A growing coalition of more than 60 businesses have announced their commitment to stakeholder capitalism metrics, including Dow, Unilever, Nestlé, PayPal, Reliance Industries and Sony (WEF)
- Burberry, Prada and Chanel have all taken loans with interest rates tied to sustainability goals

04 ECO-ACTIVISM



Millions are now taking part in youth-led climate activism.

- 1.4m young people around the world took part in the school strikes for climate action (The Guardian)
- In 2020, Italy became the first country to make climate change lessons mandatory
- Motivated by climate change and environmental justice, experts say young voters helped to win Joe Biden's presidential campaign

05 ECO-ANXIETY

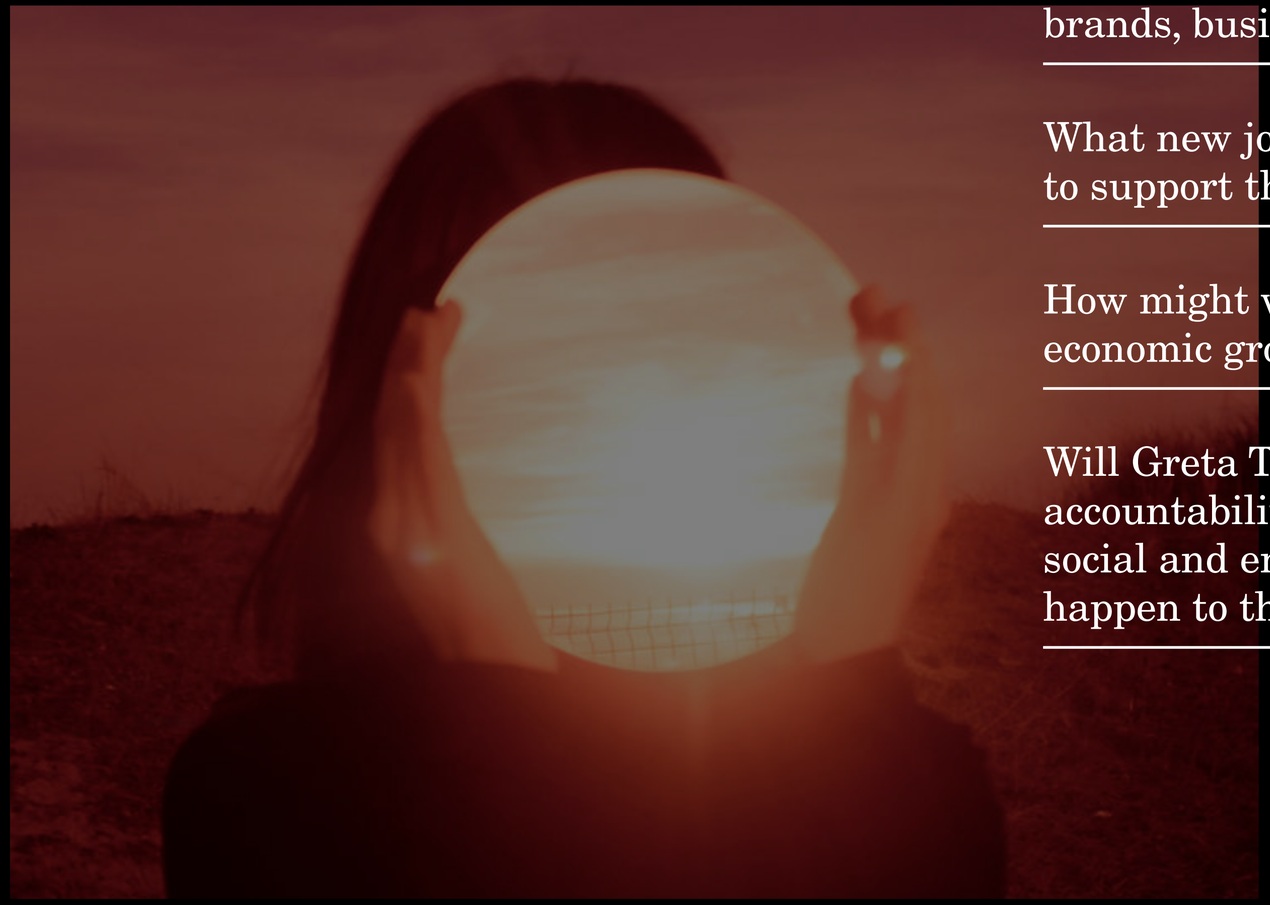


Global warming is adding a layer of anxiety to what people are already feeling about the future.

- The American Psychological Association first defined eco-anxiety in 2017 as 'a chronic fear of environmental doom'
- A Morning Consult study revealed 11% of child-free adults said climate change was a major reason for not having kids
- Over the past three years, reselling and thrifting has grown 21 times faster than the actual retail apparel market (ThredUp)

Lee Valley Park by Jamie Hawkesworth, UK; Hipcamp, US; Regenerative Futures by Irregular Labs; Youth in Power by Ryan McGinley, US; 19/99 Beauty, Canada

Climate Change and Resource Scarcity: Thought-starters



What if not addressing climate change risks results in negative reputation impact and reduced demand for your brands, businesses, goods and services?

What new jobs and business models might be required to support the circular economy and de-growth strategies?

How might we define new metrics of success beyond economic growth in 2030?

Will Greta Thunberg-activated youth drive eco-accountability and new consumption patterns? With growing social and environmental conscientiousness, what will happen to the existing aesthetic codes of luxury goods?

Untitled by Maria Maglionico, Italy

Dislocated World

The coronavirus crisis has unearthed pervasive social, political and environmental inequalities and divisions on a global scale

Mutant Matter by Dutch Invertuals. Photography by Barbara Medo

Dislocated World

People are experiencing unprecedented turbulence as political instability and extremism, polarisation between rich and poor, new health epidemics, global trade wars and rapid technological advances all contribute to economic and social upheaval.

Populism vs Progressivism	Racial Inequality	Changing Work
Wealth Chasm	Post-truth	Civic Participation

: A majority of the populations in Spain (67%), Italy (59%) and the UK (57%) have 'felt down, depressed or hopeless about the future' during the coronavirus pandemic of 2020 (Open Evidence)

: According to Credit Suisse, 1% of the global population now own half of private wealth worldwide

: Between 18 March and 10 April 2020, over 22m people lost their jobs in the US as the unemployment rate surged towards 15%. Over the same three weeks, US billionaire wealth increased by £206bn ($282bn), a rise of almost 10% (Institute for Policy Studies)



MCQ Genesis II by Felix Gaertner, UK

Dislocated World

POLITICAL

£3.3m

Paris mayor Anne Hidalgo told French media that yellow vest protests in Paris in 2018, described as 'anti-elitist', caused £2.5–3.3m ($3.4–4.5m) worth of damage

Source: BBC

SOCIAL

28%

28% of young people in the UK believe they aren't in control of their own lives, while 58% say recent political events make them feel anxious about their futures

Source: Prince's Trust Macquarie Youth Index

POLITICAL

Trust

Trust in government has surged, making government the most trusted institution for the first time in 20 years

Source: Edelman

POLITICAL

54%

54% of Americans say that lying has become more acceptable in American politics in recent years, while only 13% say it is less acceptable

Source: Newsweek

TECHNOLOGICAL

800m

About 800m jobs could disappear worldwide by 2035

Source: Bank of America Merrill Lynch

Dislocated World: 2020+ shifts

01 POLITICAL POLARISATION



We're living at a heightened time of partisanship – with divisions being compounded by social media, shifting demographic patterns and declining economic growth.

: In a survey of global experts and decision-makers, 78% said they expect economic confrontations and domestic political polarisation to rise in 2020 (World Economic Forum)

: Populists are more likely to believe in conspiracy theories about vaccines and global warming (YouGov-Cambridge Globalism Project)

02 WEALTH CHASM

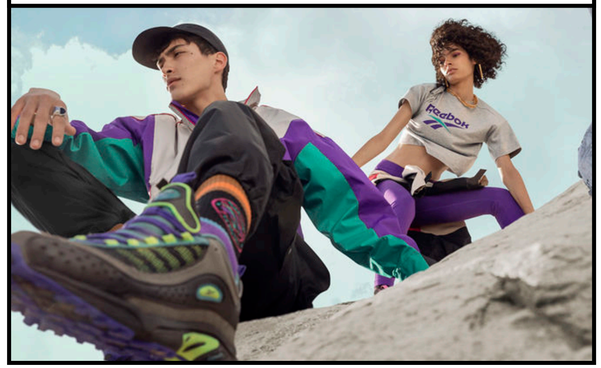


Extreme wealth is becoming more concentrated as the wealthy benefit from the shock of Covid-19.

: Billionaires increased their wealth by more than a quarter (27.5%) at the height of the crisis from April to July 2020 (UBS)

: In the US, almost a third (30%) of those with assets of £738,000–14.7m ($1–20m) identify one of the main negatives of being wealthy as 'people judging their status' (Boston Private)

03 DEMOGRAPHIC POLARISATION



The pandemic has also widened existing demographic and racial divisions.

: 18–24-year-olds in the UK are most likely to be unemployed due to Covid-19 (Resolution Foundation)

: 18-34-year-olds are now six times more likely to live at home with their parents than on their own as 35% UK adult children moved back into family homes in the first 6 months of lockdown ONS, Canada Life)

Polygon Dynamics by Gaspard + Bruno, UK; Scrip by New Deal Design, US; Reebok autumn/winter 2019 Trail Collection

Dislocated World: 2020+ shifts

04 SPEED OF AUTOMATION



Many working-class jobs are being hit hard by automation, and factories are being decimated.

- In August 2020, China registered 14% annual growth in the production of industrial robots (Financial Times)
- 51% of the UK population now support a universal basic income, a once fringe idea (YouGov)
- Nearly two-thirds of jobs in the US will demand post-secondary education or training, up from 28% in 1973 (Georgetown Center on Education and the Workforce

05 CIVIC PARTICIPATION



Globally, there is a greater demand for new forms of democracy.

- Black Lives Matter has become a global rallying cry against racism and police brutality
- 52% of all adults who have attended a protest in the US have been aged 18–29 (Kaiser Family Foundation)
- Young people in Nigeria have been protesting against police brutality and demanding reforms

06 LONG-TERM ANXIETIES



Stress, anxiety and depression levels have rocketed under Covid-19 restrictions.

- A new study links rising stress and depression in the US to pandemic-related job losses and media consumption (University of California)
- The British Medical Journal has warned 'the mental health impact of the pandemic is likely to last much longer than the physical impact'
- In the past decade the number of Americans using at least one prescription drug rose by 10% (National Center for Health Statistics)

Adidas factory, Germany; Nigeria National Football Team collection by Nike; Rebranding Mental Health for Refinery29 by Flora Maclean, UK

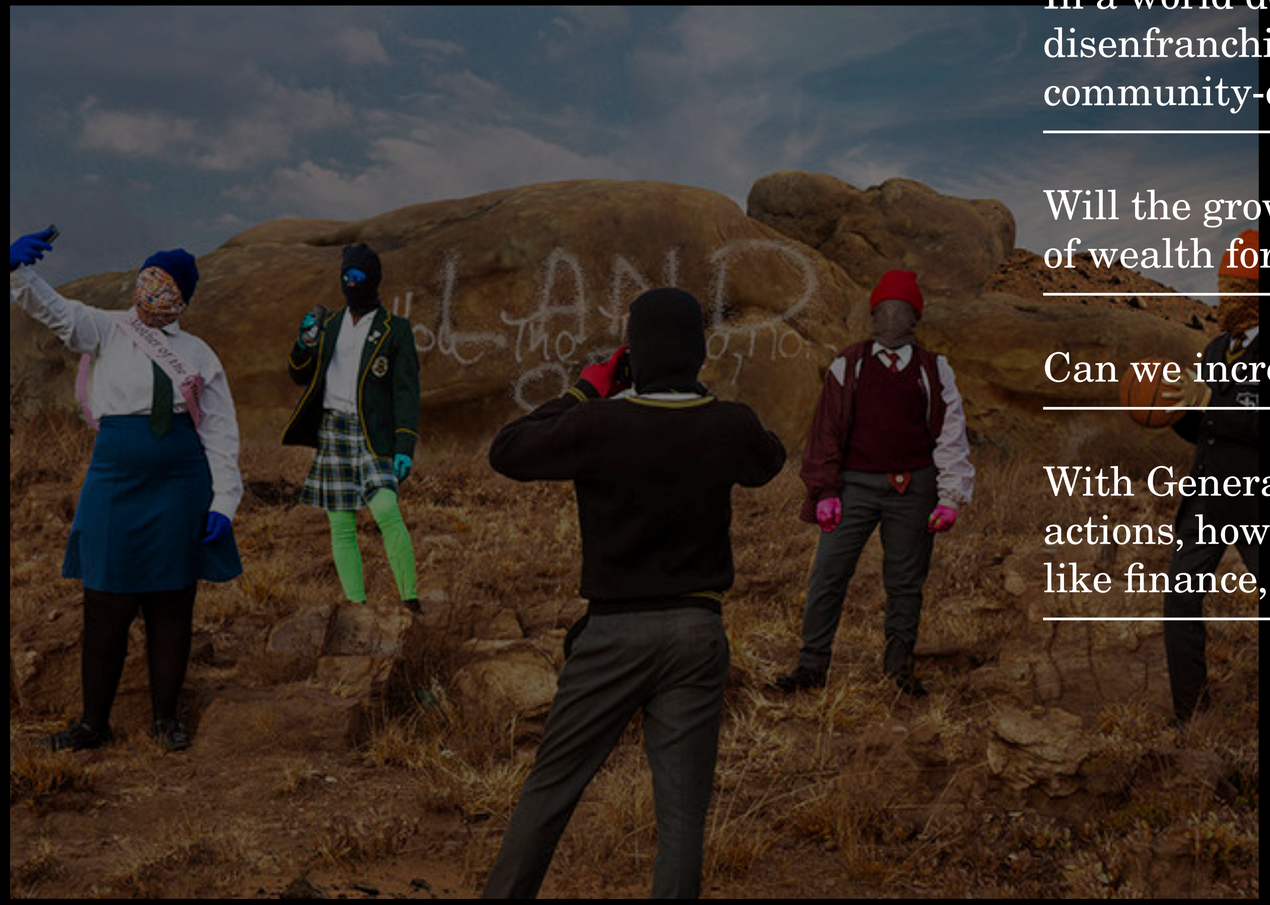
‘With such fast change, many people cannot digest the complexity of the world. They ask themselves: ‘What is the purpose of my life in such a world?”

Klaus Schwab, founder, World Economic Forum



Rebranding Mental Health for Refinery29., Flora Maclean, UK

Dislocated World: Thought-starters



In a world dominated by distrust, disconnection and disenfranchisement, how can brands be part of the collective, community-orientated solutions that the Covid-19 crisis calls for?

Will the growing anxiety around the display and pursuit of wealth force people to expand their individual purpose?

Can we increase wealth without growing inequality?

With Generation Z already turning their negative emotions into actions, how might they challenge existing societal structures like finance, big tech, education and business?

We Are Data Mines 2.0. by Jamal Nxedlana, South Africa

Global versus Local

Today's interconnected world in which goods, services, information and culture are rapidly spread is creating new tensions between global and local living

Self-sufficient City by Guallart Architects, China

Global versus Local

The next decade is likely to be defined by the push and pull of localisation and globalisation.

US-China relations at their lowest ebb in a generation, the British exit from the EU and Covid-era concerns about cross-border supply chains all signal rising concern about the costs of globalisation.

Economy	Supply Chain	Information Flows
Identity	Culture	Travel

At the same time, thanks to technology, people are becoming more exposed to global issues, and even as traditional globalisation has slowed, global hipster culture continues to spread, according to The Economist.

: The latest data from the World Tourism Organization shows a 70% fall in international arrivals for the first eight months of 2020

: The EU is under threat: 67% of Italians regard EU membership as a disadvantage, up from 47% in November 2018 (European Council on Foreign Relations)



The North Face in collaboration with Gucci and Flock Together

Global versus Local

SOCIAL

244m

There are 244m people living outside their country of birth, the highest figure ever recorded and an increase of 71m since 2000. By 2050, that number could be as high as 590m

Source: UN

TECHNOLOGICAL

45x

Flows of data across countries are 45 times higher than in 2005

Source: McKinsey Global Institute

ECONOMIC

-32%

Economists expect world trade to fall by between 13% and 32% this year as the pandemic disrupts normal economic activity and life

Source: World Trade Organisation

ENVIRONMENTAL

Sustainable supply

'Local value chains will gain priority and ensure a local source of responsible supplies will become a new contingency norm for sustainable supply chains'

Source: Marcel Navarro, global CEO of Project X

POLITICAL

£265b

The US-China trade war has resulted in the US imposing tariffs on more than £265bn ($360bn) of Chinese goods

Source: BBC



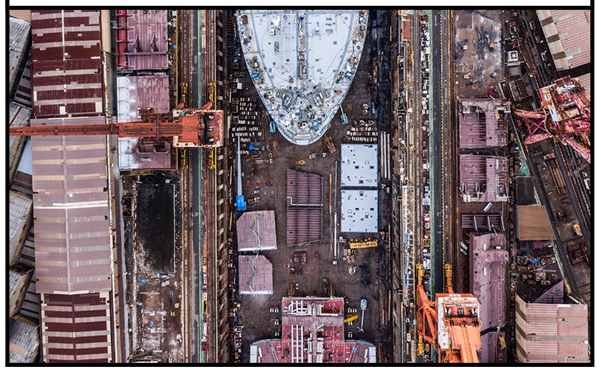
Off-White flagship store by Virgil Abloh, US

'The coronavirus pandemic provides opportunities for a new kind of a glocalisation, in which people live far more local lives than in recent decades, but with greater global awareness through a connective world brain'

Ethan Goffman, In the Wake of Covid-19, is Glocalisation our Sustainability Future?

Global versus Local: 2020+ shifts

01 SELF-RELIANCE



There is growing regional and national isolationism as states look inwards and prioritise self-reliance.

: France's finance minister has directed French companies to re-evaluate their supply chains to be less dependent on China

: In May, Narendra Modi, India's prime minister, told the nation that a new era of economic self-reliance has begun

: US manufacturing reached a 37-year high in March 2021, according to the Institute for Supply Management

02 MULTILATERALISM



The pandemic has also reiterated the benefits of collective solutions to global problems.

: 156 economies, representing nearly two-thirds of the global population, pooled scientific and financial resources towards Covid-19 vaccines (World Health Organization)

: In the US, Joe Biden has started his presidency by re-affirming US participation in the World Health Organization and its commitment to the Paris Agreement on climate change

03 NEW GLOBAL CENTRES OF WEALTH



Global wealth is shifting towards emerging markets.

: China overtook the US in 2019 to become the country with the most people in the top 10% of global wealth distribution (Credit Suisse)

: India's super-rich population is also set to grow by 73% over five years (Knight Frank)

: If Chinese consumers don't resume their globetrotting and continue to spend more of their money at home, Bain & Co expects China to overtake the Americas as the world's largest luxury market by 2025

Michael H, Getty Images; Custom Printing 4-Meter Inflatable Globe by Irene Stracuzzi, The Netherlands; Burberry Chinese New Year 2020 campaign by Leslie Zhang

Global versus Local: 2020+ shifts

04 DOMESTIC PRIDE



With tourism on hold, many countries are turning inwards to stimulate growth.

: Three-quarters (76%) of Chinese consumers bought more locally branded products over the past year (Euromonitor)

: Walmart is committing to American-made goods. In March 2021, the retailer announced that it will spend £251.6bn ($350bn) over the next decade on products that are made, grown or assembled in the US

05 UNTETHERED LIVING



With remote work practices accelerating, an increasingly itinerant approach to working and living could emerge.

: In April 2020, 49.2% of adults in employment were working from home (Office for National Statistics)

: The Irish government has unveiled its Our Rural Future strategy, which includes the creation of more than 400 remote working hubs, and tax breaks for individuals and companies that support home working

06 DIGITAL BORDERS



From firewalls to shutdowns to new data-localisation laws, a spectre of digital nationalism now hangs over the web.

: According to The New York Times, at least a quarter of the world's countries temporarily shut down the internet in the four years to November 2019

: The US recently threatened to ban Chinese apps, citing privacy breaches and risk to national security

Ms MIN, China; Kiel Fragments by Sven Hauth; Forest Walker by Jamie Seechurn, London

Global versus Local: Thought-starters



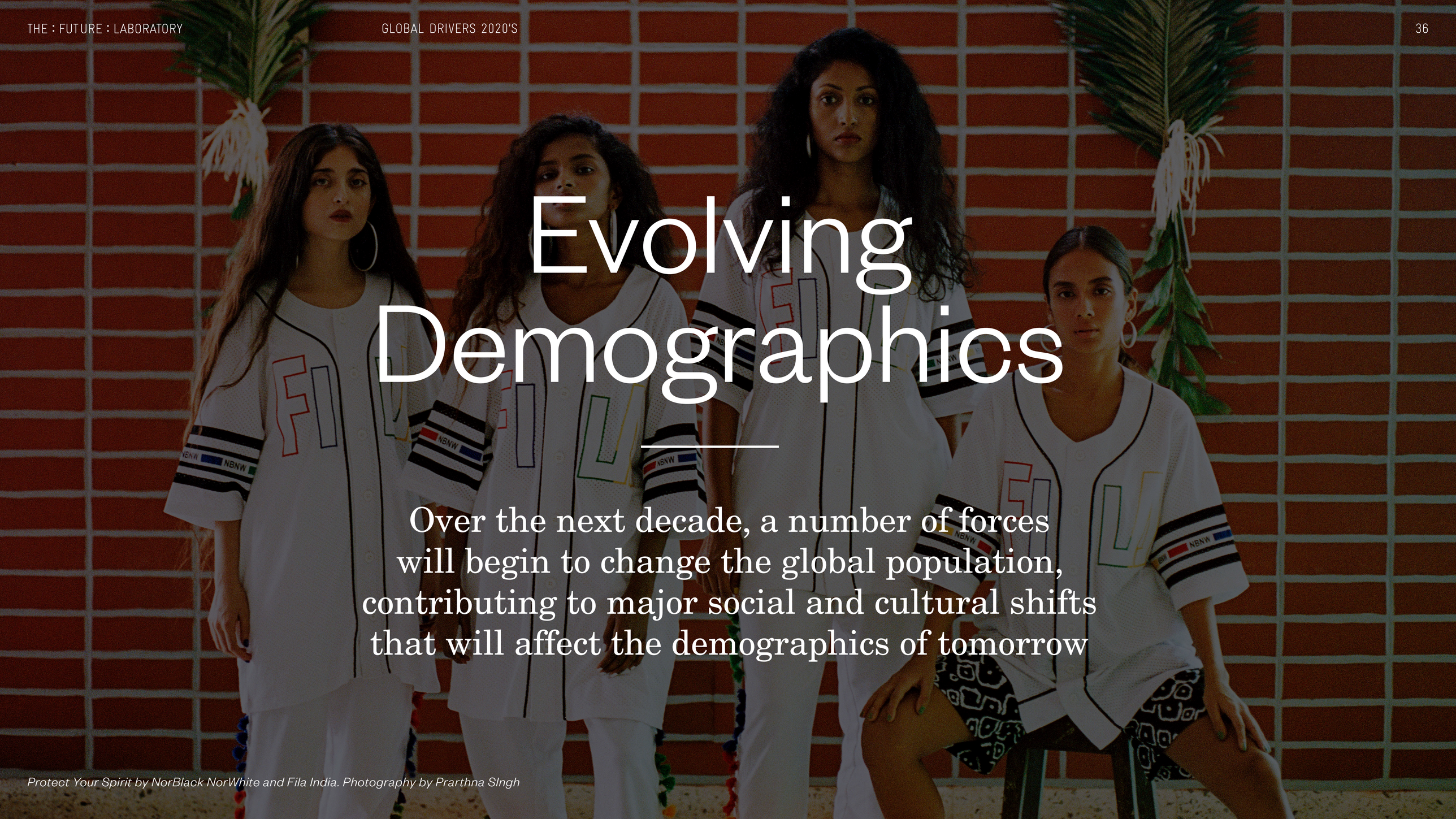
Will the hyper-local mentality we've built during lockdown affect the way people see the world post-Covid?

Who will be the mainstream consumers in 2030? Should Western brands reposition for a new global mainstream, instead of targeting disparate niche markets?

How will the pushback against globalisation challenge future supply chains? How can we ensure they are resilient to future shocks?

Will the mainstreaming of mobile technologies untether us from fixed modes of living, fuelling the rise of nomadic, transient modes of living?

The Klarna Future Shopping Lab, Sweden



Evolving Demographics

Over the next decade, a number of forces will begin to change the global population, contributing to major social and cultural shifts that will affect the demographics of tomorrow

Protect Your Spirit by NorBlack NorWhite and Fila India. Photography by Prarthna SIngh

Evolving Demographics

Previous generations feared a population explosion. But for today's global economy, the problem is just the opposite. Falling fertility rates and ageing workforces will challenge the developed world.

Changes in global demographics including ethnicity, gender, sexuality and age are also bringing about significant social changes.

Age	Race	Sexuality
Gender	Religion	Family

: Generation Z are the most racially and ethnically diverse generation in history *(*Pew Research Center*)*

: The global middle class could increase to almost two-thirds of the world's population by 2030 *(*Brookings Institution*)*

: The number of people aged 65 will increase by more than 40% within 20 years, and the number of households where the oldest person is 85 or over is increasing faster than any other age group *(*Centre for Ageing Better*)*



Evolving Demographics

SOCIAL

25%

Of Gen Zers globally expect to change their gender identity at least once during their lifetime

Source: IrregularLabs

SOCIAL

72 years

Average global life expectancy rocketed from 53 years in 1960 to 72 years in 2015 – and it is still rising

Source: World Bank

SOCIAL

128%

Globally, single-person households are expected to grow 128% between 2000 and 2030

Source: Euromonitor

SOCIAL

Ageing workforces

'Previous generations feared a population explosion. But for today's global economy, the problem is just the opposite. Falling fertility rates and ageing workforces will plague the developed world'

Source: The Wall Street Journal

SOCIAL

2050

'Half of global population growth between now and 2050 is expected to come from just nine countries: India, Nigeria, Pakistan, the Democratic Republic of the Congo, Ethiopia, Tanzania, Indonesia, Egypt and the US'

Source: Pew Research Center

Evolving Demographics: 2020+ shifts

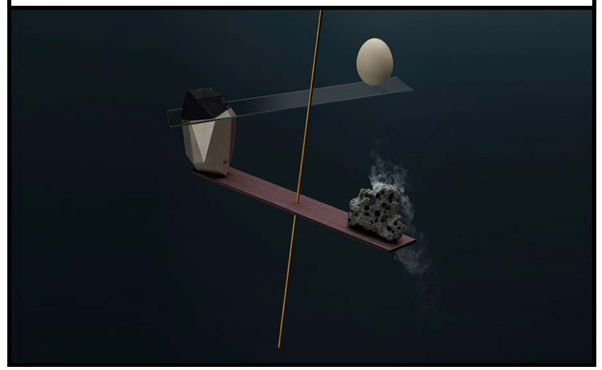
01 AGEING POPULATION



An ageing population is living and working longer, transforming both social and economic life.

- Since 2008 the average labour force participation rate of 55–64-year-olds in OECD countries has risen by eight percentage points (OECD)
- The share of India's population over the age of 60 is projected to increase from 8% to nearly 20% by 2050 (UN)

02 BABY BOOM VERSUS BABY BUST



Numerous economic factors are contributing to a baby bust in the Western world, while developing countries are expected to double their population size.

- Birth rates in countries with high economic activity have fallen below the replacement levels of 2.1 children per woman, according to the UN World Fertility Report
- By 2050, Africa could be home to about 41% of all of the world's births (UN)

03 DELAYED ADULTHOOD



With more choices and longer lifespans to consider, more people are rethinking traditional commitment such as marriage and children.

- In July, 52% of young adults in the US resided with one or both of their parents, up from 31% in 1970 (Pew Research Center)
- The median age of marriage rose to 29.5 for men and 27.4 for women in 2017, up from 23 for men and 20.8 for women in 1970 (The New York Times)

04 EDUCATION GAP



As the Covid–19 crisis spreads around the world, it is also transforming children's day-to-day lives.

- To date, 188 countries have imposed countrywide school closures, affecting more than 1.5bn children and youth (UN Sustainable Development Group, 2020)
- Ofsted says children hardest hit by the Covid-19 pandemic in the UK are regressing in basic skills and learning

Babor and All Woman Project campaign, US; Vert cannabis branding by GRDN and L'Éloi; Domestik Domestik, Indonesia; Yoto Player branding by Pentagram, UK

Evolving Demographics: 2020+ shifts

05 SOLO LIVING



Solo living is evolving into a longer-term lifestyle choice rather than a temporary life stage.

- Three out of 10 families in South Korea are single-person and one-person households is also the fastest growing household type in China (Statistics Korea, National Bureau of Statistics China)
- Since 2017, an additional 292,000 people (a statistically significant increase of 3.8%) aged 16 years and over are estimated to live alone in the UK according to ONS

06 RACIAL DIVERSITY



Nations are becoming more racially and ethnically diverse.

- The US will become minority white in 2045 (Brookings Institution)
- Hispanics are projected to be the largest racial or ethnic minority group in the US electorate in 2020 (Pew Research Center)
- Roughly one in 10 cohabiting couples in the UK comprise two ethnicities, a 35% increase from the last British census in 2001 (UK census)

07 FUTURE OF FAITH



The religious profile of the world is rapidly changing.

- By 2050 only one Western economy is projected to have a majority Christian population – the US (World Economic Forum)
- The number of Muslims in the world is expected to rise by 35% between 2010 and 2050 (Pew Research Center)
- The percentage of the world's population that is unaffiliated or non-religious is expected to drop from 16% of the world's total population in 2010 to 13% in 2050 (Pew Research Center)

08 FLUID IDENTITIES

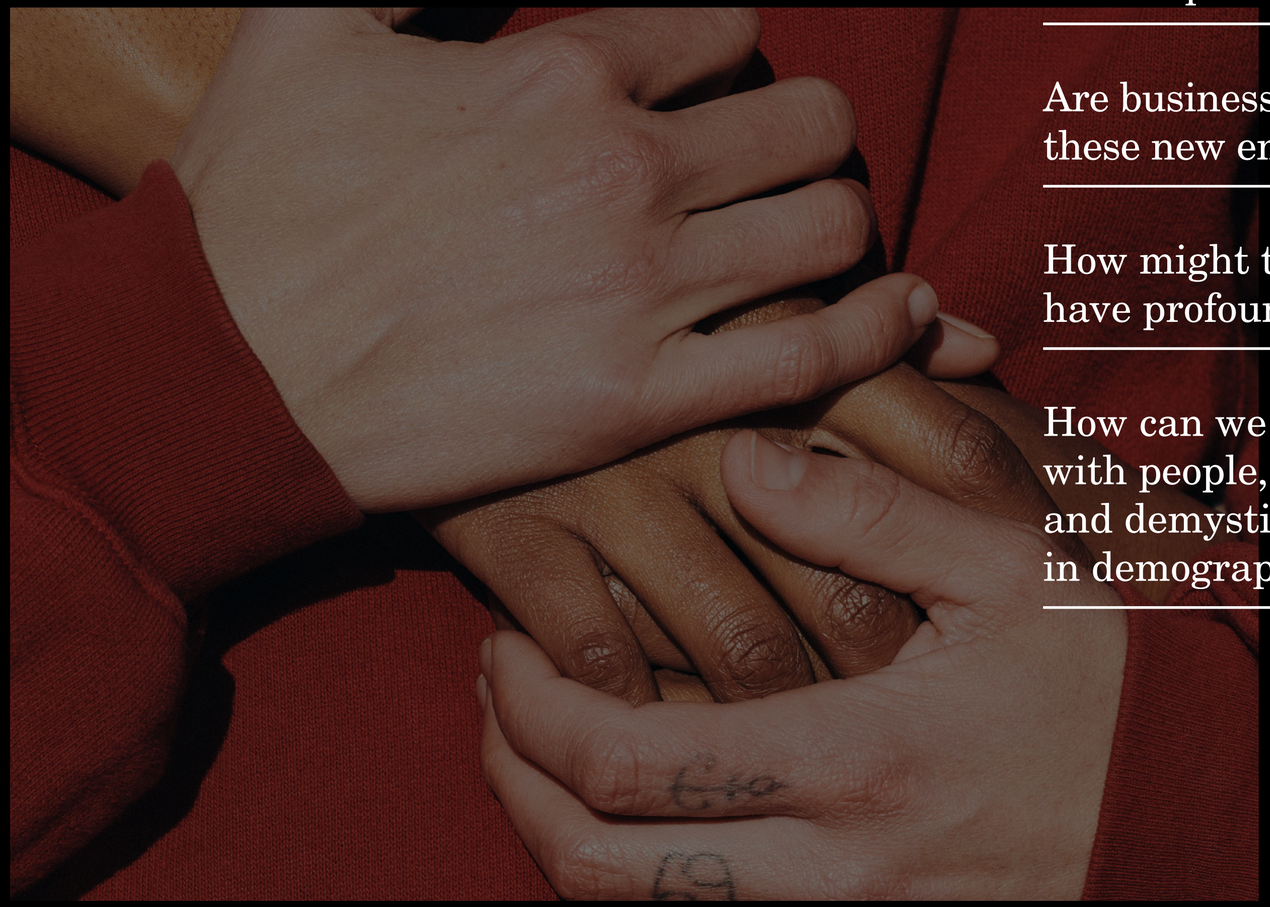


Gender identity is also evolving to reflect a more fluid mindset.

- Nearly 25% of Gen Z members expect their gender identification to change throughout their lives (Irregular Labs)
- 20% of Millennials identify as something other than strictly straight and cisgender (GLAAD)
- More than three-quarters said it feels like 'more people than ever' have 'non-traditional' sexual orientations and gender identities (Harris Poll)

OffHours, US; Homecoming by Browns Fashion, UK; Kulfi Beauty, US; TooD Beauty, US

Evolving Demographics: Thought-starters



How might these demographic changes influence underlying living standards, and attitudes to money, health and consumption habits?

Are businesses set up today to authentically mirror these new emerging diasporas and their cultural values?

How might the erosion of traditional binaries, over time, have profound implications beyond identity?

How can we take a more psychographic approach to connect with people, finding cohesion between demographic groups and demystifying the generalisations that we see too often in demographics?

Urban Mindset

In the past four decades the number of people living in cities has more than doubled to over 4bn today, more than half the world's population

Parc de la Distance by Studio Precht, Austria

Urban Mindset

Covid-19 has already significantly altered urban life, both physically and socially, reviving anti-urban sentiments, but the broader global trend of rapid urbanisation continues.

Rapid Urbanisation	Urban Mobility	Convenience Culture
Urban Exodus	Jobs	Mega-cities

With their own cultural and economic micro-climates, cities were already undergoing transformation before the pandemic – and Covid-19 has accelerated this process, revolutionising the way we work and placing a greater emphasis on liveability, sustainability and health.

: A number of social and economic factors have driven urbanisation in the last decade, creating 33 global mega-cities around the world (Euromonitor)

: It's expected that over a third of the projected urban growth between now and 2050 will occur in just three countries: India, China and Nigeria (UN)



Marjan van Aubel

Urban Mindset

SOCIAL

2030

The number of mega-cities is expected to rise to 43 by 2030. The 10 cities that are projected to become mega-cities by 2030 are all in developing countries

Source: UN

SOCIAL

440

Nearly half of global GDP growth between 2010 and 2025 will come from 440 cities in emerging markets – 95% of them small and medium-sized cities

Source: McKinsey Global Institute

ECONOMIC

81%

By 2030, consumers in large cities will account for 81% of global consumption

Source: McKinsey & Co

POLITICAL

Urban protests

'The wave of urban protests about racial injustice, class injustice and the organisation of frontline service workers creates a moment where it's possible to think about a more inclusive city'

Richard Florida, urban theorist

ENVIRONMENTAL

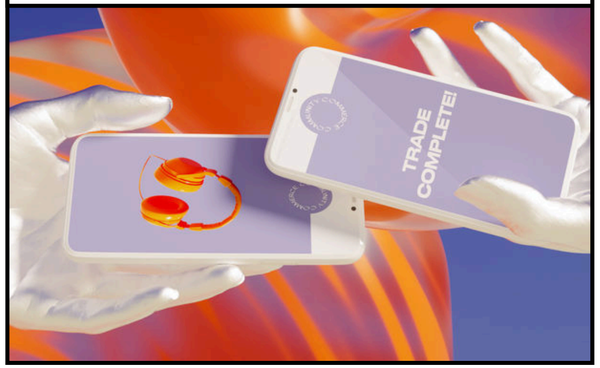
1995

Bike-sharing schemes, launched in Copenhagen in 1995, have spread in 20 years to more than 600 cities around the world

Source: BBC

Urban Mindset: 2020+ key factors

01 CONVENIENCE CULTURE



In the 21st century the notion of convenience has emerged as a powerful force in both our individual lives and wider society.

: In 2019, Amazon was responsible for 45% of US e-commerce spending and it had 150m Prime members, highlighting new levels of delivery convenience (Needham & Co, Amazon/ Statista)

: According to Pitney Bowes, over the past year consumers have subscribed to recurring deliveries or boxes from sectors including food and beverage (13%), personal care and beauty (13%), and household supplies (11%)

02 URBAN EXODUS



While the notion of a total urban exodus may be overblown, Covid has compounded a shift from dense urban markets to smaller cities and suburbs.

: The biggest cities in the US experienced slower growth or population losses up to 2020 (Brookings Institution)

: It is now estimated that up to 1.3m people left the UK between the third quarter of 2019 and the same period in 2020 (Economic Statistics Centre of Excellence)

03 URBAN ANXIETIES



Urban growth and its immediate health impacts are also being called into question.

: Pollution levels in major cities such as New Delhi, Seoul and London dropped by up to 60% in February and March 2020 (IQAir)

: Over 9m people in the UK say they are always or often lonely (Co-op/British Red Cross)

: A new study by UK researchers suggests living close (within 300 metres) of urban green space is associated with greater happiness

Community Commerce by Pitch Studios for The Future Laboratory; The North Face in collaboration with Gucci and Flock Together; Club Psora, US

Urban Mindset: 2020+ key factors

04 URBAN RESILIENCE



Cities are also at the forefront of embracing climate change adaptation and disaster risk reduction.

: The world's cities occupy just 3% of land, but account for 60–80% of energy consumption and 75% of carbon emissions (UN)

: Miami-Dade County, the coastal region of Florida on the climate change front line, has named Jane Gilbert as the world's first chief heat officer. (Financial Times)

05 HUMAN CAPITAL

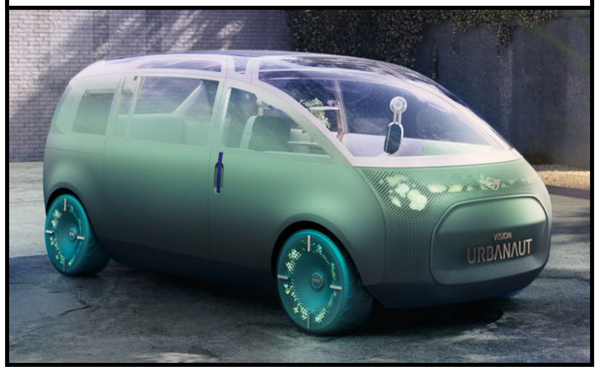


The health and wellness of a society is more linked to success than before in the mind of the consumer, and this ethos is spilling over into design, technology and urbanism.

: According to the Global Wellness Institute, the wellness lifestyle real estate and communities market is worth £88bn ($119bn) and growing at 9% a year

: In 2019, New Zealand announced a financial budget prioritising the wellbeing of its citizens over economic growth

06 MOBILITY INNOVATION



New business models and technologies are emerging to solve the mobility challenge.

: One in every five miles travelled by UK consumers could be automated by 2030 (Society of Motor Manufacturers and Traders)

: Nowadays, however, young people are moving away from car ownership, with the proportion of Brits aged 17–20 holding a driving licence falling 40% in recent years, according to the Department for Transport

Self-sufficient City by Guallart Architects, China; Dutch Invertuals. Visuals by Audrey Large, The Netherlands; MINI Vision Urbanaut. Global

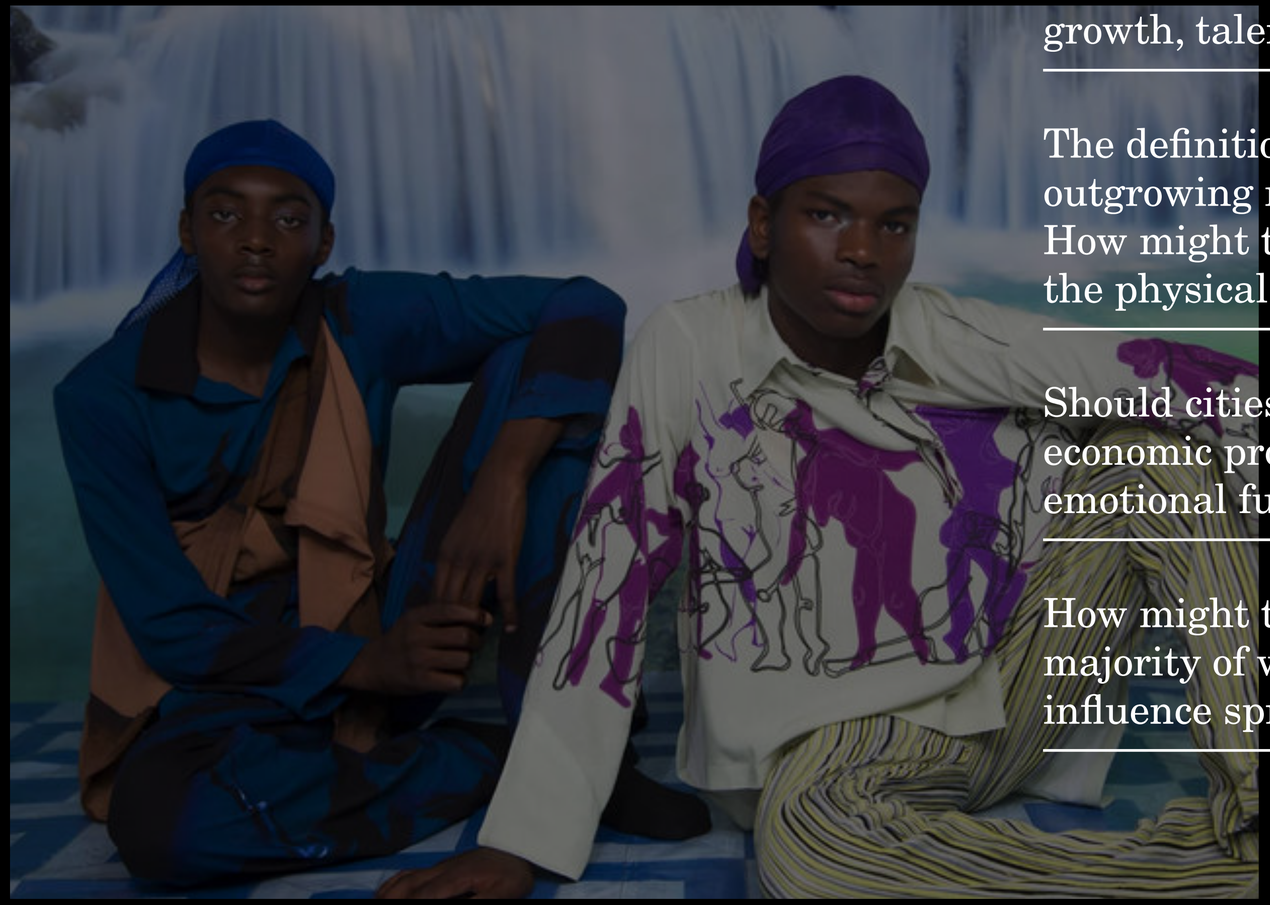
‘The pandemic also reveals another side of cities: their endless inventiveness and adaptability in responding to crisis. Cities are petri dishes not just for disease, but also for breakthrough solutions’

Leo Horn-Phathanothai, director of strategy and partnership, World Resources Institute



Xuhui Runway Park by Sasaki, Shanghai

Urban Mindset: Thought-starters



For years, economic growth and innovation have tended to come from groups of companies operating and competing in large cities. What could an urban exodus mean for the future of growth, talent and prosperity?

The definition of today's urban lifestyle has clearly evolved, outgrowing many of the preconceived notions of what urban is. How might this develop further as technology untethers us from the physical idea of a city?

Should cities define new metrics of progress, centred not just on economic progress but on new progressive markers of wellbeing, emotional fulfilment and social good?

How might the emergence and growth of mega-cities, the majority of which are in the East, change how ideas and influence spread around the world?

Homecoming by Browns Fashion, UK

In Conclusion

Doug Wheeler installation at David Zwirner, New York

A time of rapid and dynamic change

The Covid-19 pandemic hasn't just changed the world, it has accelerated the ways in which we engage with it, driving new value systems, creating demographic shifts and sparking new expectations for technology.

We can see 2020 as a reset – a chance for us to step back and reflect on the world around us and the future ahead.

'When it comes to the future, you have two choices,' says futurist Anne Lise Kjaer. 'You can sit back and think: 'It's not happening to me' and build a great big wall to keep out all the bad news. Or you can build windmills and harness the winds of change.'

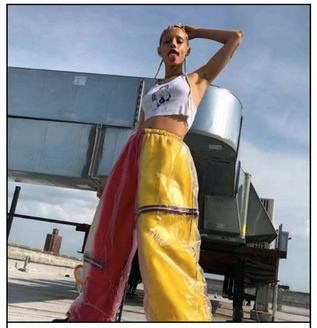
Now we can begin to imagine what 2030 will look like



Our Glacial Perspectives by Olafur Eliasson

Cultural tensions

The next decade will be defined by a context that is undoubtedly polarised. To manage these changes we should consider how to solve a number of tensions, which will reshape people's future value expectations.



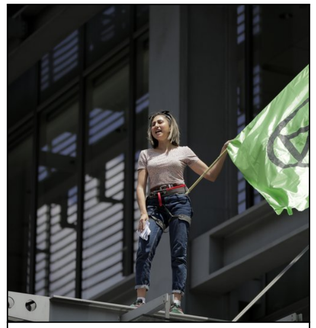
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WE





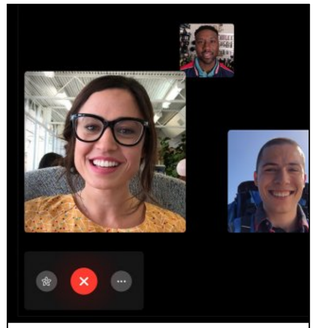
CLIMATE CHANGE COMMITMENTS

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ABUNDANCE AND HYPER-CONSUMPTION





CONSTANTLY CONNECTED

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THE TECHLASH/ DISCONNECTION PRIVILEGE





RISING NATIONAL SENTIMENTS

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BORDERLESS, GLOBALISED WORLD



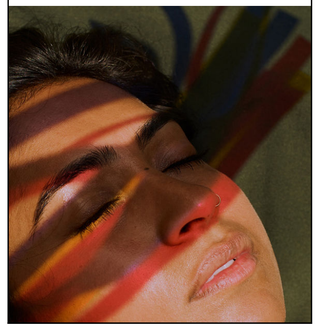


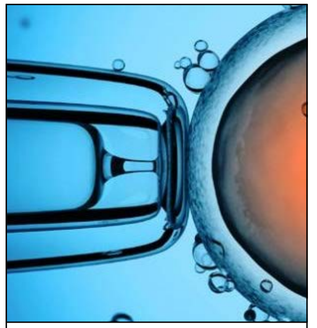
EASY LIVING

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STRAIN ON KEY WORKERS





PROGRESS IN SCIENCE

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POST-TRUTH AND 'VERIFIABLY FALSE'





NON-URBAN FRONTIERS

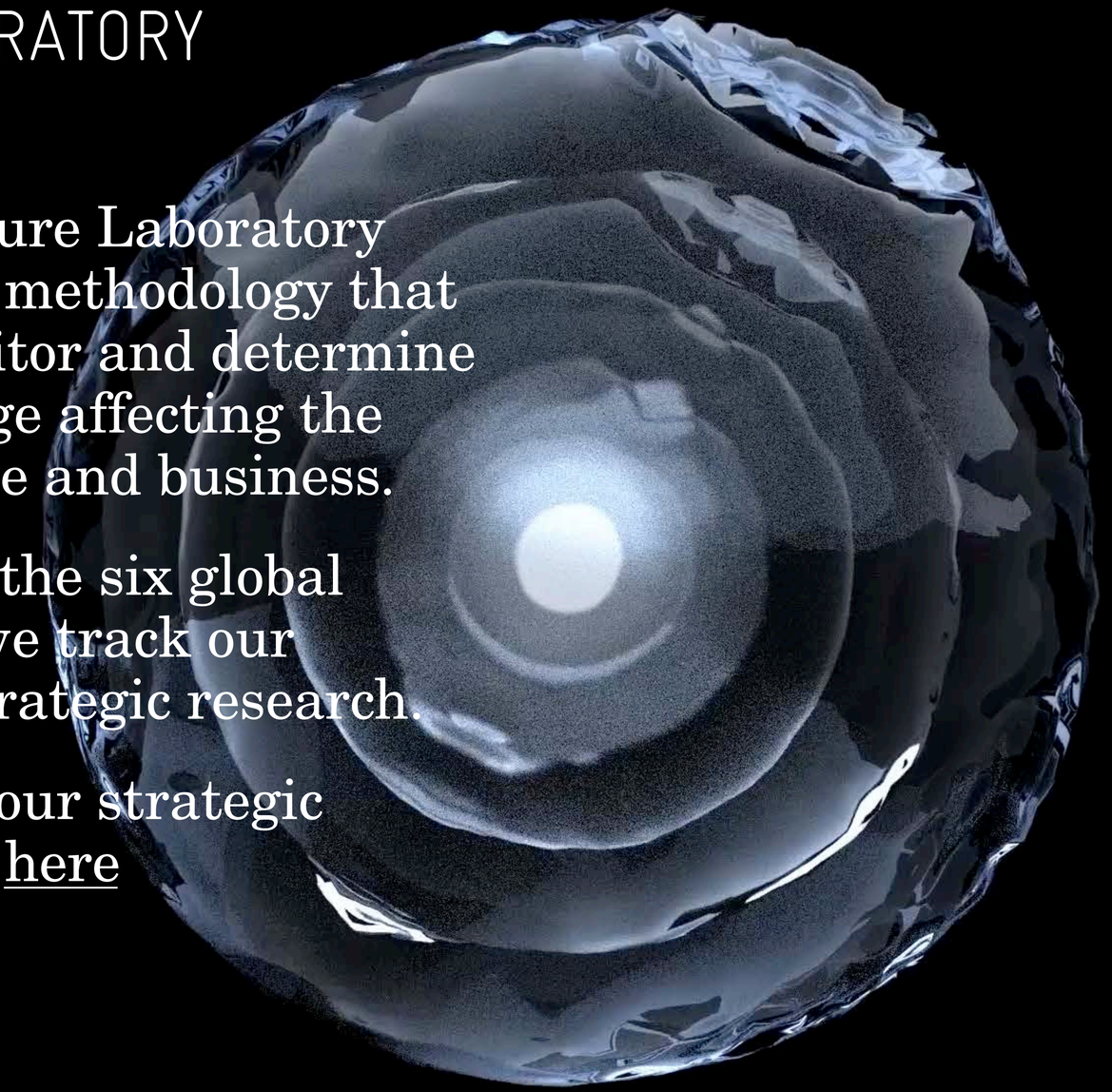
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URBAN AGILITY



THE : FUTURE : LABORATORY



At the heart of The Future Laboratory is a unique proprietary methodology that allows us to track, monitor and determine the key drivers of change affecting the future consumer, culture and business.

This report is based on the six global drivers against which we track our trends, foresight and strategic research.

To find out more about our strategic foresight services, click here