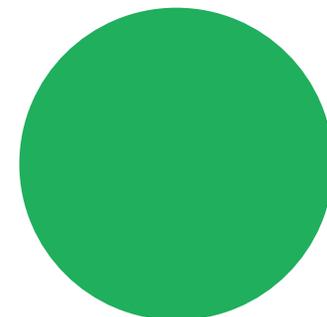


9+ billion people, living well, within planetary boundaries

Vision 2050 Issue Brief

The consequences of COVID-19 for the decade ahead





Business leadership for a sustainable future .

World Business Council for Sustainable Development (WBCSD)

200 global companies united around a common vision
creating a world in which over 9 billion people are all living well
and within planetary boundaries by 2050





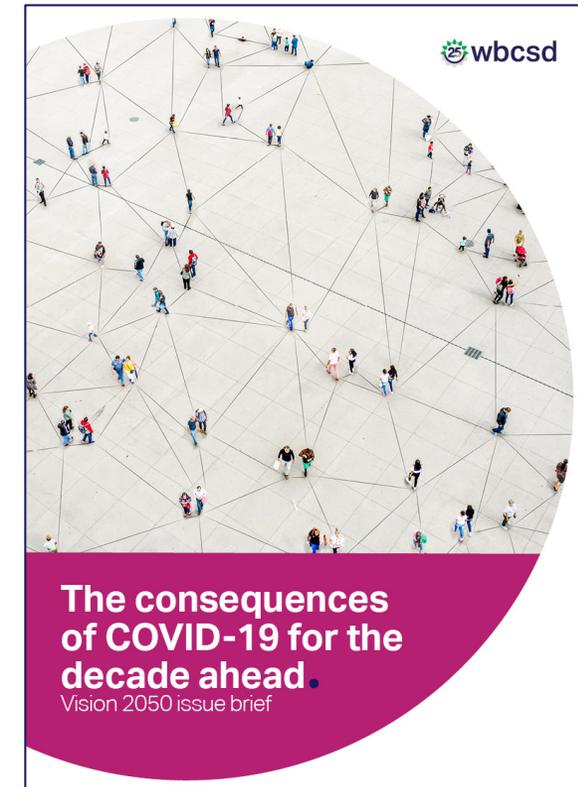
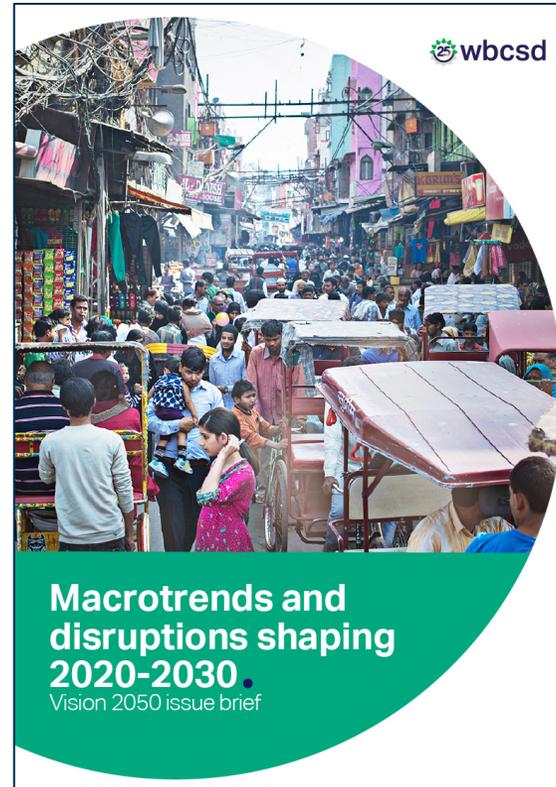
Vision 2050 Refresh.

WBCSD is working together with 40 member companies to update its Vision 2050. Together, we are

- reflecting some of the great changes that have taken place over the last decade.
- making the SDGs directly actionable with a systems transformation approach
- exploring the enablers that business can leverage to unlock transformation at scale.
- Outlining the pathways and key actions to an achievable, sustainable, future that business is excited & energized to work towards.

Exploring the 2020-2030 Operating Environment

How macrotrends, disruptions and COVID-19 could shape the next decade



Key macrotrends emerging over the next decade

DEMOGRAPHICS



- 1. GENERATIONAL HANDOVER**
Political, economic, cultural & innovation power is shifting.
- 2. POPULATION GROWTH IN ASIA & AFRICA**
Sustaining geopolitical shifts and straining scarce resources.



ENVIRONMENT



- 3. WORSENING CLIMATE IMPACTS**
More frequent and more severe weather becomes harder to ignore.
- 4. LOCAL POLLUTION, DEGRADATION & SCARCITY CREATE IMPETUS FOR INNOVATION**
Loss, suffering, instability, displacement & innovation.



ECONOMY



- 5. SHORT-TERM CRISIS, LONG-TERM SLOWDOWN**
Under-investment, low productivity, weak demand and COVID-19.
- 6. PEAK GLOBALIZATION & THE RISE OF ASIA**
Rival blocs form as economic and political power pivots.



TECHNOLOGY



- 7. AUTOMATION IMPACTS EVERY INDUSTRY & COUNTRY**
Automation changes lives, industries and economies.
- 8. DATAFICATION, FOR BETTER & WORSE**
Smarter, more efficient, more surveilled – massive efficiency and productivity gains come at a price.



POLITICS



- 9. POLARIZATION & RADICALISM ON THE RISE**
High levels of dissatisfaction create appetite for radical alternatives
- 10. GEOPOLITICAL INSTABILITY**
Weakened multilateralism and nations in decline – the incentives for stability slowly fade away.



CULTURE



- 11. POST-MATERIALISM: ATTITUDES AND LIFESTYLES DIVERGE**
Changing aspirations are helping on-demand service models to spread globally.
- 12. CULTURE WARS ESCALATE**
Cultural clashes (young-old, rural-urban, rich-poor) contribute to polarization and in turn feed off it.



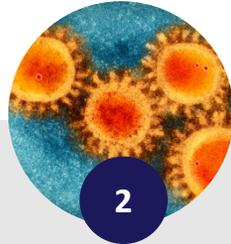
Potential “wild card” Disruptions



1

FINANCIAL CRISIS

How much will COVID-19 cost, and how will we pay when the next crisis comes?



2

GLOBAL PANDEMIC

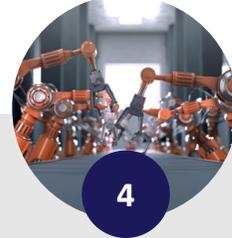
No country is fully prepared to handle a pandemic, and neither are any economies.



3

MAJOR CONFLICT

Cyber attacks, e.g. on critical infrastructure will touch all ordinary citizens in a conflict.



4

AN ECONOMIC “SINGULARITY”

What happens when new jobs can't be created where jobs have been destroyed?



5

SOCIETAL “TECHLASH”

Society sours on the costs of free tech, treasuries tire of lost taxes and competition.



6

POPULAR REVOLTS LEAD TO REGIME CHANGE

Inequality will continue to rise making more frequent and severe protest likely.



7

A CLIMATE “MINSKY MOMENT”

Costs, disclosures, social pressures all reorient financial flows – but how fast?



8

ENERGY TRANSITION TIPPING POINT

Market forces lead to fossil fuel demand peaking and the energy transition accelerates.



9

BIOTECH BOOM

Disruption comes to food, health and materials as biotech's potential emerges.



10

GLOBAL GREEN (NEW) DEAL

Citizens embrace the chance to improve jobs, communities and environments.



Covid-19 Response Program

Catalyze collective business insights & action

Vital supply chains

Short-term value chain resilience plan, starting with food system security

Return to "new normal"

Scenarios focused on employee health and business recovery

Long-term impacts

Revealed vulnerabilities & lessons learned for future resilience and stakeholder capitalism



What COVID-19 means for the decade ahead

- Systemic vulnerabilities being exposed by COVID-19
- How the crisis could shape the next decade.
 - Interactions with existing demographic, political and cultural divides
 - Accelerating existing trends

[The Vision 2050 issue brief on the consequences of COVID-19 for the decade ahead](#) also covers:

- What COVID-19 makes more and less likely
- Lessons from the 2008-9 financial crisis that show us how our responses could affect the next 10 years and beyond
- The role of the business community in ensuring that the global response to COVID-19 helps **accelerate the transition to a world in which 9+ billion people live well, within planetary boundaries.**

Systemic vulnerabilities being exposed by COVID-19



ECONOMIC GROWTH

Above all else, but at what cost?



HIGH LEVELS OF INEQUALITY

Within and between countries



WEAK NORMS & INSTITUTIONS

Coordination goes AWOL when it is needed most



UNDERINVESTMENT IN PUBLIC HEALTH

Nowhere near universal health coverage



EFFICIENCY AT ALL COSTS

Disruptions from capitalism's lack of slack (& planning)

How COVID-19 could shape the decade ahead

Interactions with existing demographic, political and cultural divides



INCOME & WEALTH INEQUALITY

The poor will take the brunt (again) – rescue responses will be critical



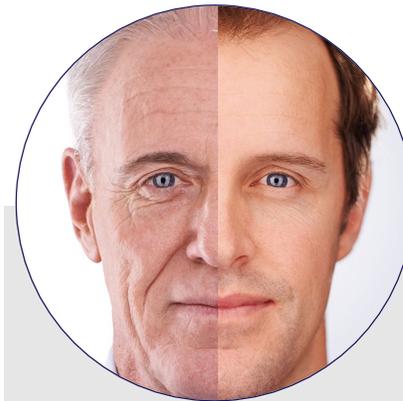
NATIONALISM & GLOBALISM

Knee-jerk nationalism has been easy to turn to and global tensions are only increasing



GENDER INEQUALITY

Women and girls are taking on higher social and economic costs in the fallout from COVID-19



INTERGENERATIONAL DYNAMICS

Adverse economic circumstances will drive an even bigger wedge between generations



POLARIZATION & ATOMIZATION

Individualism loses its lustre as awareness of interdependence and interconnection hits

How COVID-19 could shape the decade ahead

Accelerating existing trends



RESHORING

Peak supply chain fragmentation passes, as flexibility is out and resilience is back in



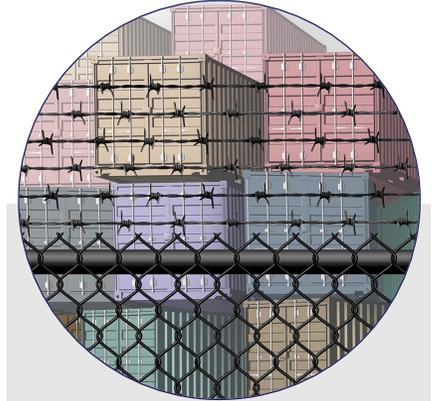
DIGITALIZATION

Massive expansion of services for the lucky few, with innovation turbo:ed in some fields



SURVEILLANCE

State intrusion is temporarily legitimized, but how many will give up their new power?

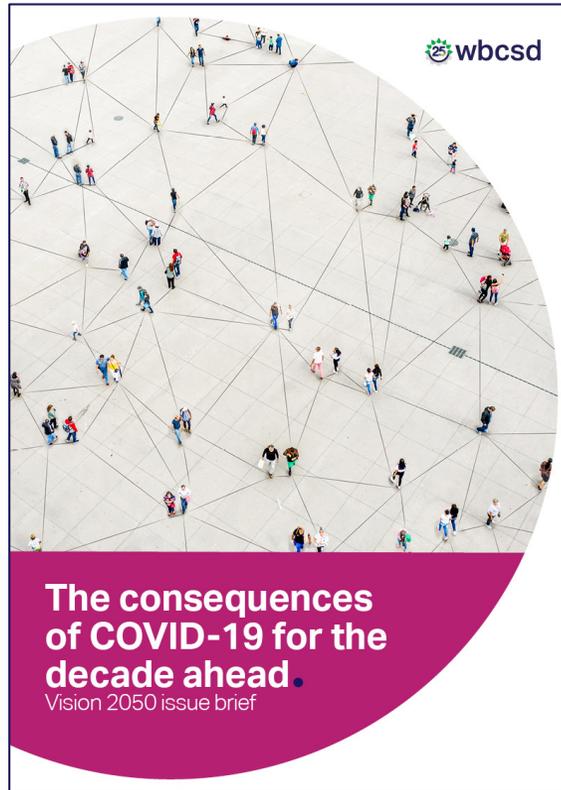


AUTOCRATIZATION

Public health is used to give autocracy a boost – but can democracy move online?

Explore the full issue brief

The consequences of COVID-19 for the decade ahead



<https://www.wbcasd.org/tcofda>

2020-2030 Operating Environment & COVID-19 consequences

Materials available from WBCSD

The 2020-2030 Operating Environment

- [Vision 2050 issue brief: Macrotrends & Disruptions shaping 2020-2030](#)
- [Underlying research in support of 2020-2030 macrotrends & disruptions](#)
- [Summary presentation slides](#)
- Webinar: “Where next: key trends & disruptions for the decade ahead”
 - [Macrotrends](#) and [Disruptions](#)

Long-term consequences of COVID-19

- [Vision 2050 issue brief: The consequences of COVID-19 for the decade ahead](#)
- [Summary presentation slides](#) (this document)
- Webinar: [“The consequences of COVID-19: what the pandemic means for the decade ahead”](#)

Follow our virtual meeting series to learn about the sustainability challenges business is focusing on and how it is responding to COVID-19 <https://events.wbcd.org/virtual-meetings/>

COVID-19 Response project

Next outputs from the Vision 2050 project on long-term resilience

The future of capitalism

- Vision 2050 issue brief: COVID-19 catalyzes a systemic shift towards stakeholder capitalism

Long-term Resilience Guidance

- Vision 2050 issue brief: Making sustainable business more resilient to future shocks

Health & Wellbeing Scoping (linked)

- Working with members, using the Vision 2050 Refresh Health & Wellbeing pathway as a foundation, scoping the objectives and necessary partners for a new WBCSD Health project.





wbcscd



**Vision
2050
Refresh.**



**Thank you.
Stay safe.**

vision2050@wbcscd.org

www.wbcscd.org/Overview/About-us/Vision-2050-Refresh