

2010 2011 2012 2013 2014 2015 2016 2017 2018 2019

Globalisation



Norway ranks 5th globally in its ease of 'doing business', with Denmark 6th, Great Britain 7th, Germany 19th, France 29th, and India at 132nd.

Economies

Countries with public debt of 60% or more of GDP will be forced to raise taxes and cut government spending.



Global Foreign Direct Investment set to rise from \$1.6 to \$2 trillion in 2012.

By 2016, public debt will reach 95.7% in France, Germany's will remain steady at 81% and Italy's will decline to 113% of GDP. Greece is expected to continue to rise to 169%.

2020 2021 2022 2023 2024 2025 2026 2027 2028 2029

100 emerging economy companies total \$1.3 trillion in 2009. Could multiply six-fold by 2020.

By 2020 40% of the world's population will have achieved middle-class status.

By 2020, total E7 GDP could already be higher than total G7 GDP.



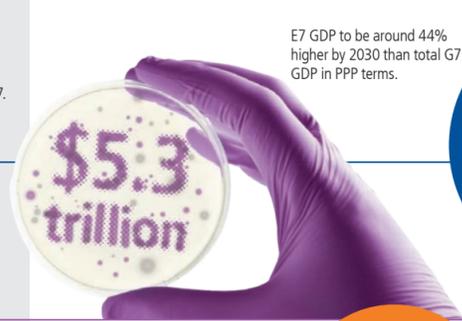
More than 20 of the world's top 50 cities ranked by GDP will be located in Asia by the year 2025, up from 8 in 2007.

The Smart City market to quadruple by 2020 to become a \$2.1 trillion market.

Various forms of biotechnology could form a trillion dollar market by 2020.

Nanotechnology, biotechnology and Smart City markets all worth at least \$1 trillion by 2020.

2030 2031 2032 2033 2034 2035 2036 2037 2038...



The global chemicals market is set to reach a size of \$5.3 trillion by 2020.

E7 GDP to be around 44% higher by 2030 than total G7 GDP in PPP terms.

\$24.6 trillion

World economic output will triple by 2050. China at \$24.6 trillion and the US at \$22.3 trillion will dominate with India at \$8.2 trillion.

Population

On 1st January 2011, the population of the European Union's 27 member states (EU27) was estimated at 502.5 million.

7 billion

7 billion people living on Earth for the first time in 2011.

2.2 million individuals will migrate annually from developing to developed countries (from 2005 to 2050).



100 million people would be needed to fill the gap (population shortfall) in the EU.

Dementia in Europe increases from 10 million today to 14 million people in 2030.

9.3 billion

Global population to reach 9.3 billion by 2050.

Those aged 65 years or over will account for 29.5% of the EU27's population by 2060.

68 million

By 2050 the EU labour force would decline by around 68 million workers.

Urbanisation

Half of the world's total population already lives in urban areas.

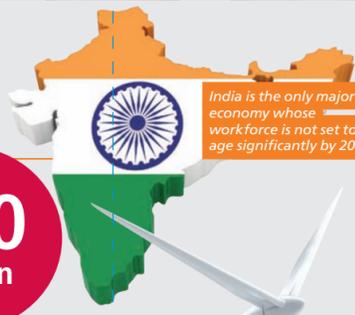


Europe is the only continent with cities growing at less than 1% annually.

India and China account for 62% of Asian urban population growth and 40% of global urban population growth from 2005 to 2025.

It took nearly 40 years (from 1971 to 2008) for India's urban population to rise by nearly 230 million; it will take only half that time to add the next 250 million.

250 million



Urban households with true discretionary-spending power in India could increase sevenfold, to 89 million, by 2025.



136 new cities to enter the top 600, all from the developing world. Overwhelmingly, 100 of these new cities are in China.

By 2030, six out of 10 people will live in cities.

By 2030, global infrastructure needs total more than \$40 trillion.

70% of global populations will be urban by 2050.

Energy

The Fukushima nuclear accident caused a rebound in energy demand which pushed CO2 emissions to a record high.

Modern renewable energy will triple between 2009 and 2035.



Primary energy demand will increase by one-third between 2010 and 2035.

Unterweser nuclear power plant in Esenshamm, Germany will be shut down along with 16 other nuclear plants by 2022.

From 2010 to 2040, demand for energy for commercial transportation will rise by more than 70%.



Wind energy's total market share will have grown by 27% per annum.

1.2 billion people, equivalent to China's population, will still not have electricity by 2030.

By 2040, electricity generation will account for more than 40% of global energy consumption.

Demand for natural gas will rise by more than 60% through 2040.

By 2040, there will be 2.8 billion households in the world, an increase of nearly 50% compared to 2010.

Environment



Only 10% of global waste is recycled.



Europe will need to spend €2.9 trillion (25% annual GDP) over the coming 10 years to satisfy demand for low-carbon technologies.



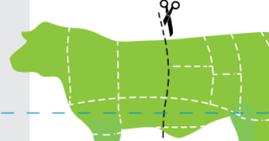
Global 'Cleantech' industries need \$46 trillion investment.

Global waste production has increased 50% in 20 years.



Wind energy's total market share will have grown by 27% per annum.

To stabilise the amount of carbon dioxide in the atmosphere at 450 parts per million (ppm), it will cost \$542 billion per year, every year till 2030.



Consumption of meat must be halved per person by 2050 in industrialised countries.



One billion people can be forced to relocate by 2050 due to climate change.

Business models

Creativity identified as the most important leadership competency for the successful enterprise of the future (IBM Survey).



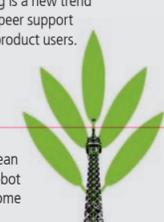
A joint UK/US study of 2010 revealed that 26% of employees admitted to spending more than an hour a day on social networking sites.

Networked organisations will focus on the orchestration of tasks rather than the 'ownership' of workers.



Mobile social adoption rates will have exceeded 50% in 2012 and beyond.

Un sourcing is a new trend in peer to peer support amongst product users.



Financial outperformers are 57% more likely than underperformers to use collaborative and social networking tools.

The potential exists for a wave of outsourced business models built on the cloud.



Technology

The latest 3D printers launched in March 2011 can print on an object up to eight square meters in volume, the size of a small car.

Only 25% of businesses will routinely use social network analysis to improve performance and productivity by 2015.

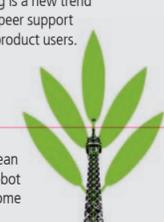
Smartphones will account for more than half of all handsets in use by 2014.

Virtual meetings to reach \$18.6 billion by 2015.

By 2020, more than a third of all the information in the Digital Universe will either live in or pass through the cloud and will be 44 times as large as in 2009.

By 2020, internet users will reach five billion - equal to the entire world's population circa 1987. Only 1.7 billion users in 2010.

South Korean goal: "a robot in every home by 2020".



By 2020, people will spend a large amount of time in virtual-reality worlds in which they will compete, socialise, relax, be entertained and do business.

By 2020, we expect to have over 22 billion devices communicating over the internet.

22 billion



By 2050, a device the size of a micro-SD card will have storage equivalent to three times the brain capacity of the entire human race.

Work

Low levels of immigration and an ageing workforce in the EU places knowledge management front and central in the coming decade and beyond.

Germany and Italy will experience drops in the size of their workforce of 8% and 5% whilst the UK will experience a 2% increase.

97% say that having the right talent is the most critical factor for their business growth.

883% rise in UK employment for other business services by 2017.

50% growth in international assignments by 2020.

In France, the greening of the environment could create or keep up to 600 000 jobs by 2020.

By 2020, five billion global micropreneurs will be connected.

50%

Unfortunately, even though it is now possible for as much as 50% of a firm's jobs to be done remotely, manager and HR resistance has limited the trend.



In France, the cost of stress is between €2 to €3 billion each year.

Outsourcing

Average retirement age in the EU27 would have to increase from the current age of 60 to 70 by 2060.

Global Data Centre Outsourcing market will reach \$163 billion in 2014.



Global outsourcing to reach \$1.3 trillion by 2020 - Asia captures 80-95%.

By 2020, 40% or more of an organisation's work will be 'non-routine', up from 25% in 2010.

India's Engineering Research & Development providers could capture a 40% share of global off-shore revenues in 11 key verticals by 2020.

Regulation and legislation

New UK government rules will reduce the number of jobs open to non-European skilled migrants from 500 000 to 230 000 - fewer than 1% of the UK labour force.



The green buildings market is expected to be worth \$606.8 billion globally by 2015.



New energy standards require all new buildings constructed in Europe after 2020 to be nearly carbon-neutral.

Government

Governments increasingly intend to use online and self service capabilities to meet the needs of their citizens.

The 'golden age' of pension income wealth is fading although half the people currently aged between 55 and 64 are planning to retire early.

German national eGovernment strategy to commence in 2015.

Pension affordability has fallen by almost 40% since the end of 2005.

40%

In 2020, public debt to hit 131% in Italy, 124% in the UK, 114% in France and 97% in Germany.

Italy 131%

UK 124%

France 114%

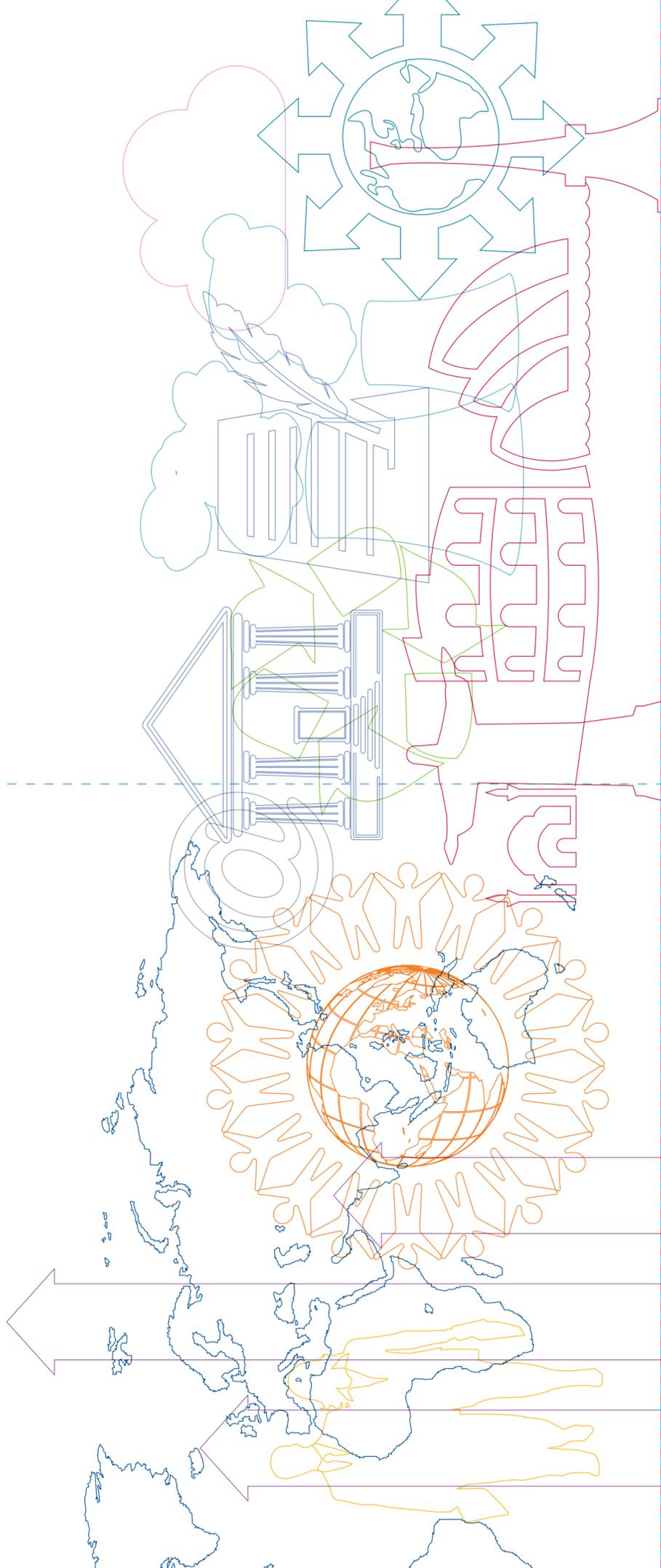
Germany 97%

According to World Bank figures, public expenditure on healthcare in the EU could jump from 8% of GDP in 2000 to 14% in 2030.

14%

# 'the future' is in your hands

Time waits for no man. And, as time marches on, it is those with in-depth knowledge about what the future holds who will be the best-equipped, and best-placed, to survive it – and to maximise its opportunities to the full. This fascinating and comprehensive timeline has been produced to summarise, and support, The Future Report 2012 and is a précis of the entire report in an illustrative timeline format. It encompasses each area, showing the main future trends over the next 30 years; so you can see change predictions before they happen. We hope you enjoy your journey into the future with us...



Government

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Work

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Population

Economies

Globalisation

## 'the future' timeline

