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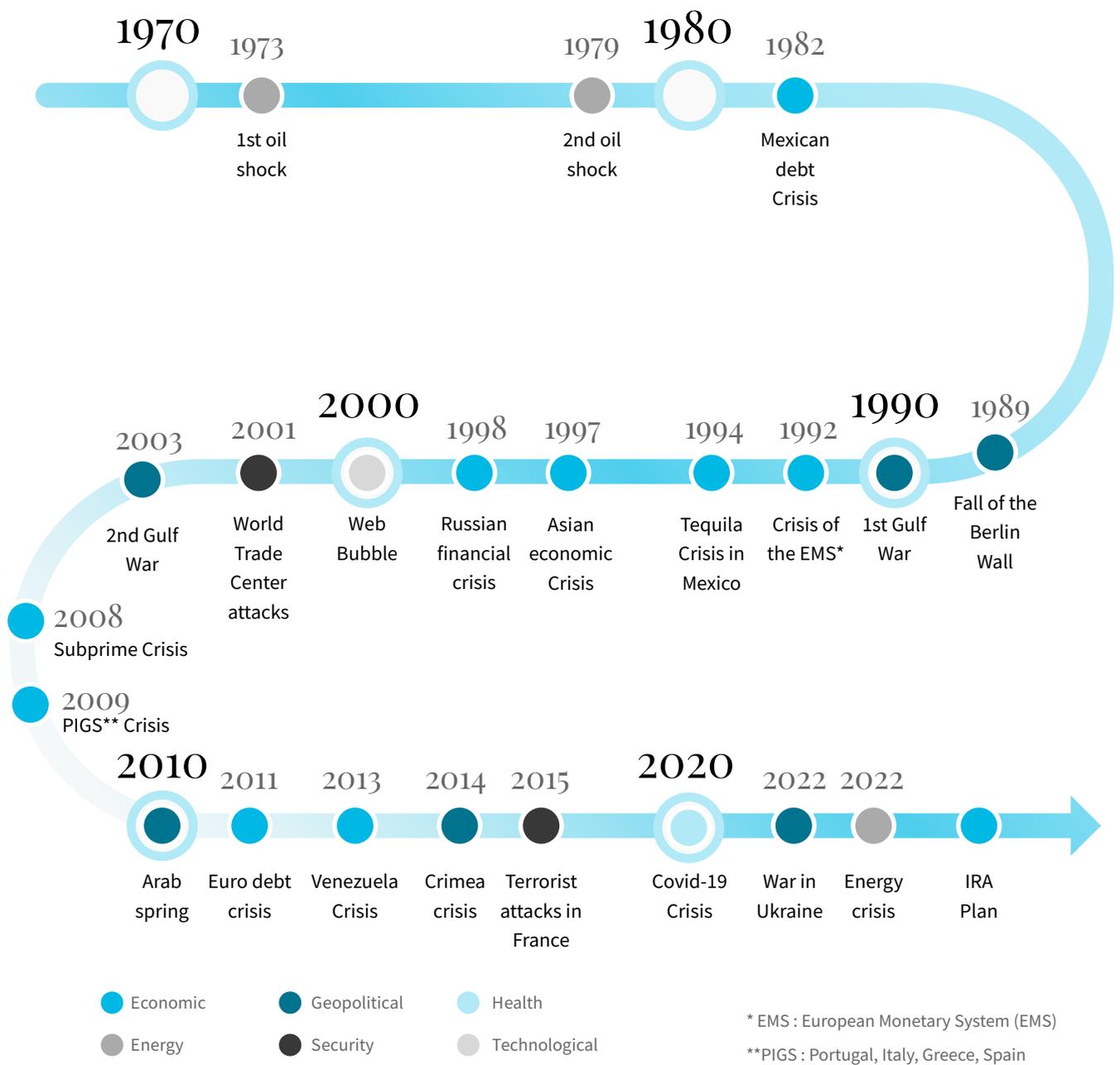


NEXTCONTINENT —

Megatrends Outlook 2022



A context of permanent crises in the world since the 1970s



Six Megatrends



Labor Market Upheaval

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Labour market upheaval

“Big Quit” movement:

Quest for meaning and rise of the individual

- Revealed and accentuated by the Covid crisis (Great Resignation)
- Importance of the impact that businesses have on the economy and the environment
- Emphasis on personal change and well-being
- CSR policy has become a major component of a company’s appeal
- The future of work will be centered on flexibility and choices

The increasing humanization of the workforce is a new challenge for Human Resource Management because of the **“War of Talent”** between employers:

- Increased competition between companies to recruit
- Difficulties in retaining the best employees over time
- Labor lack in some sectors (restaurants, security, etc)
- Expansion of the market internationally and globalized competition between recruiters with remote working



According to the latest social security statistics, around **30,000** workers in Spain voluntarily left their jobs in 2021 and the trend is continuing to rise.

56% of respondents would not feel comfortable recommending their organization if they could not trust it to deliver on its diversity, equity, and inclusion commitments.

87% of workers who have been offered at least some remote work take the opportunity

Transformation of the world through new technology

“Data is the new oil”:

Data is now compared to hydrocarbons. Just like its impact on the industrial revolution, it has become indispensable in the age of digital and new technologies

The **value is no longer in the product** but in the service around the product (IOTI - Internet of Things Integration)

Reinvention of many sectors by digitalization and new technologies and artificial intelligence:

- Supply chain supervision: quality control, predictive maintenance
- New working methods: remote working, trust and flexibility
- New consumption methods: e-commerce, click-and-collect
- Modernization of the health system: telehealth, biopharmacy
- Modernization of administrations: social services digitalization
- Modernizing industry: 3D printing, robotics
- New banking era: FinTechs, DeFi, cryptocurrency

Cybersecurity:

increase of cyberattacks and cybercontrols...



The metaverse market is growing steadily and exponentially: in 2020 it was worth **\$478.7 billion**

By 2025, forecasts indicate that there will be about **3 billion** 5G subscriptions worldwide.

Blockchain and cryptocurrency market to be worth **\$12.7 billion** in 2022, four times the size of 2020



Supply chain vulnerability

Disruption of supply chains due to geopolitical context and **international crises** (Covid, war in Ukraine): tensions on fossil fuel and raw material supplies and rising prices

Nearshoring of suppliers to boost supply chain resilience: relocation and regionalization of the business model

- Mitigating the rising cost of transport
- More transparency due to the development of AI and data analysis
- Development of the green supply chain: society's maturity regarding the origin of products and their environmental impact



The price of a barrel of oil reached almost **\$140** on 8 March 2022, up from half that a year earlier

Of 71 global supply-chain leaders, nearly **90%** planned to pursue some degree of regionalization over the next three years

80% of GHG emissions in most consumer goods categories come from the supply chain

Growth of the sustainability market

Emergence of **new economic sectors** and development of the green economy market: solar energy, electric vehicles, new generation batteries, hydrogen, circular economy, low carbon aircraft, recycling, biotechnology, etc.

Sustainability is evolving into an **obligation for companies** (no longer just a factor of competitiveness and differentiation to win a global competition)

Growing importance of **Environmental, Social, and Governance (ESG) criteria** that analyze the extra-financial performance of companies

Awareness of society and the need to monitor **changes in customer behavior**: waste reduction, organic consumption, etc.



The next 1000 unicorns are expected to be in the climate technology sector (carbon neutrality ambition)

In 2021, **95%** of stock exchanges worldwide reference the sustainability reporting framework maintained by the Global Reporting Initiative as a part of their environmental, social and governance (ESG) guidance.

From 2020 to 2021, the hydrogen production market has been valued at **\$130 billion** and is expected to grow at up to 9.2% per year until 2030

Deformation of territories



Concentration of wealth **at the global level:** new economic geographies and concentration of value added in emerging territories

- Rise of the BRICS and emerging economies (Example: participation of India and Pakistan in the Shanghai Cooperation Organization summit)
- Middle East countries such as Qatar and Saudi Arabia are increasingly important in the global economy

At the national level:

- Rural exodus in emerging economies: concentration of wealth in the cities, urbanization, development of cities with major infrastructure challenges (transport, housing, jobs, education, etc)
- Urban exodus in developed countries: return to the countryside made possible by remote working



In 20 years, Qatar's GDP has increased 10-fold to **\$179 billion** in 2022

In 20 years, China's GDP has grown from \$1.3 billion in 2002 to **\$17.7 billion** in 2022

Cities together generate more than **80%** of global GDP in the world



Advent of the share-economy

Barter platform: alternative economic model

- Change of attitude towards ownership: different way of consuming
- Varied components: travel, car sharing, finance, staffing, streaming
- Specificity based on “on-demand” access: one only pays what is proportional to consumption
- C2C business model: consumer to consumer
- End of programmed obsolescence

The advent of the share-economy has been **made possible by digital technology** and the creation of digital platforms and devices

Development of the **Social Solidarity Economy (SSE)**: new solidarity jobs are emerging based on solidarity and focused on people and the planet

New trend in the **platform economy**:

- Content distribution with a commercial aspect
- Major role as they make companies dependent on being referenced (example: amazon, google)



By 2025 the sharing economy companies will have risen to **\$335 billion**

In the 12 months prior to May 2013, some **64%** of the adult population of the United Kingdom, or around 32.4 million people, participated in transactions associated with the sharing economy

Sharing economy companies are currently attracting **\$2.5million** in funding, every hour

Who We Are?

We are a major international network of consulting firms that we like to call *Citizens*.



12 citizens:
diverse, independent consulting firms

30 countries:
in Europe, Americas, Asia, Oceania and Africa

71 offices:
in most major cities in the world

3,000 consultants:
professionals in the global Nextcontinent network

Vision

Who do we want to be in 5-10 years?

We will be competing successfully in the top tier of the management consultancy market as a big, broad, strong international network of independent consulting firms, having aggregated all our strengths

We will be known for maximizing results for clients through local and global expertise

- Recognized as an attractive, alternative model to traditional global consultancies — differentiated by being more pragmatic, outcomes-focused, people-centred, tailored in approach, and attuned to local client cultures
- Seamlessly collaborating to innovate and deliver the results that matter most to our clients — unlocking value through synergy of worldwide expertise and local market knowledge
- Stronger together — each Citizen’s independence strengthened through our global reach, blending world-class teamwork with agile, flexible, personalized service to local clients

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