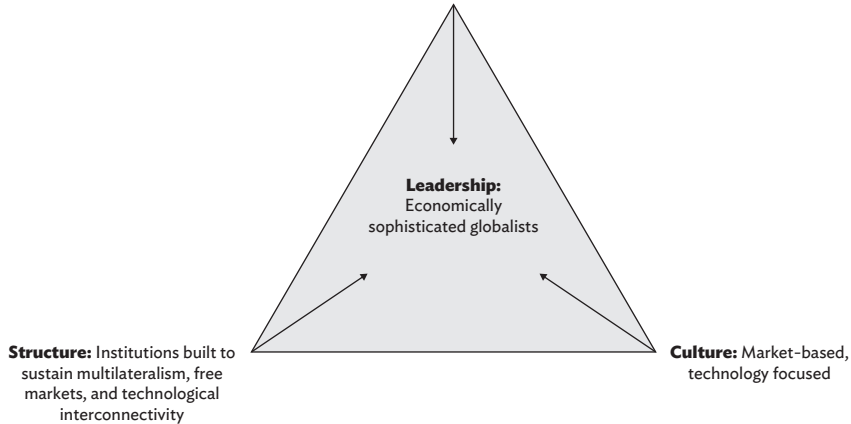
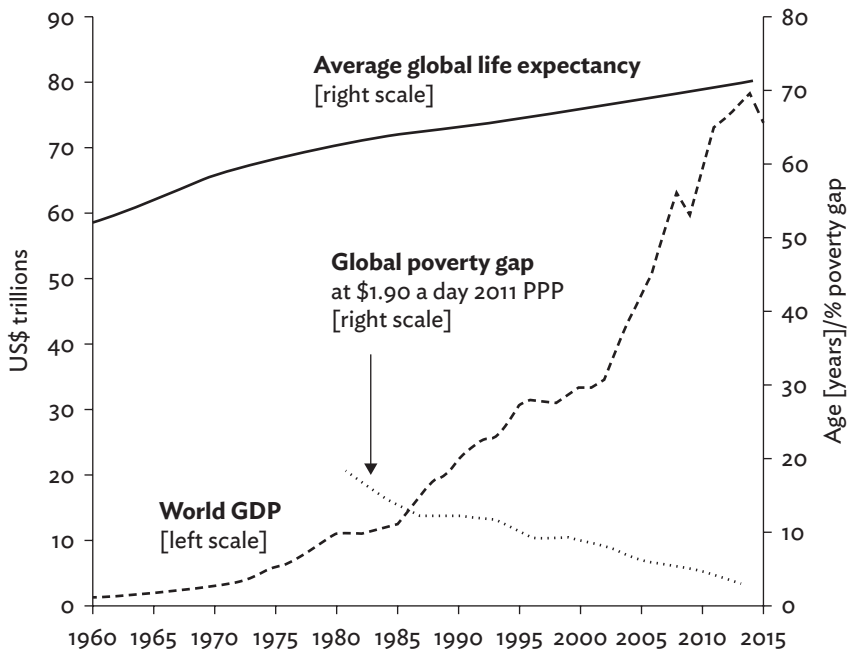


**Strategy:** Global interconnectivity with singular measures of success at the national (GDP) and corporate (shareholder value) levels

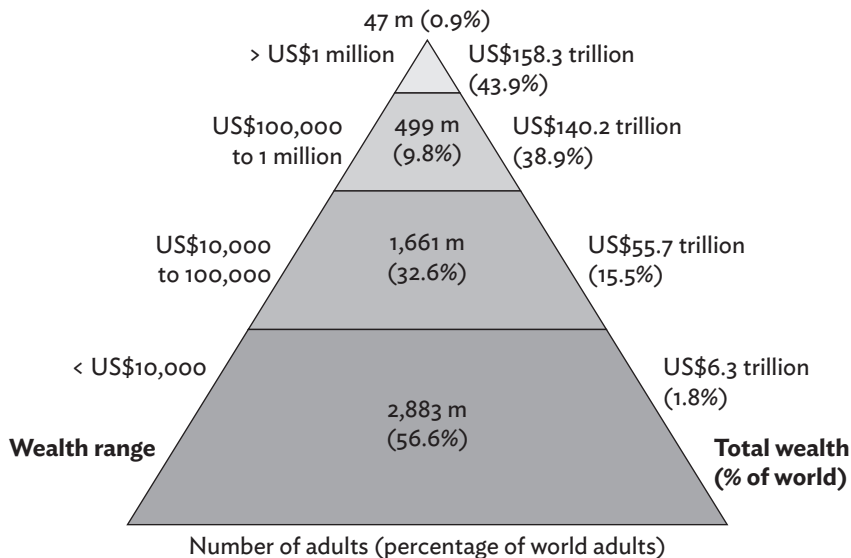


**FIGURE P1.1** The shared global alignment that drove seventy years of success following World War II. SOURCE: Created by the authors.

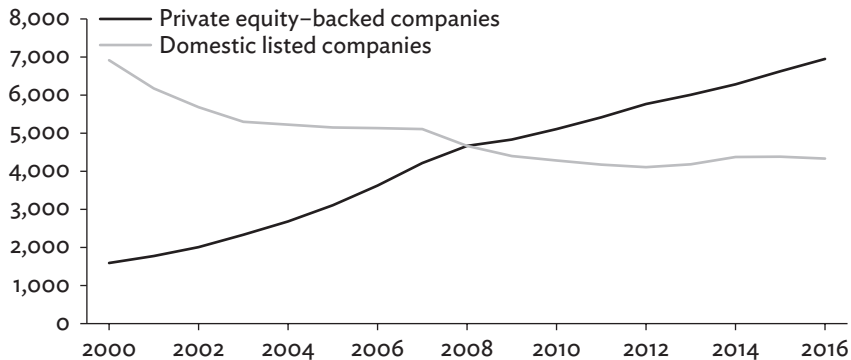


**FIGURE P1.2 Economic and social progress since 1960.**

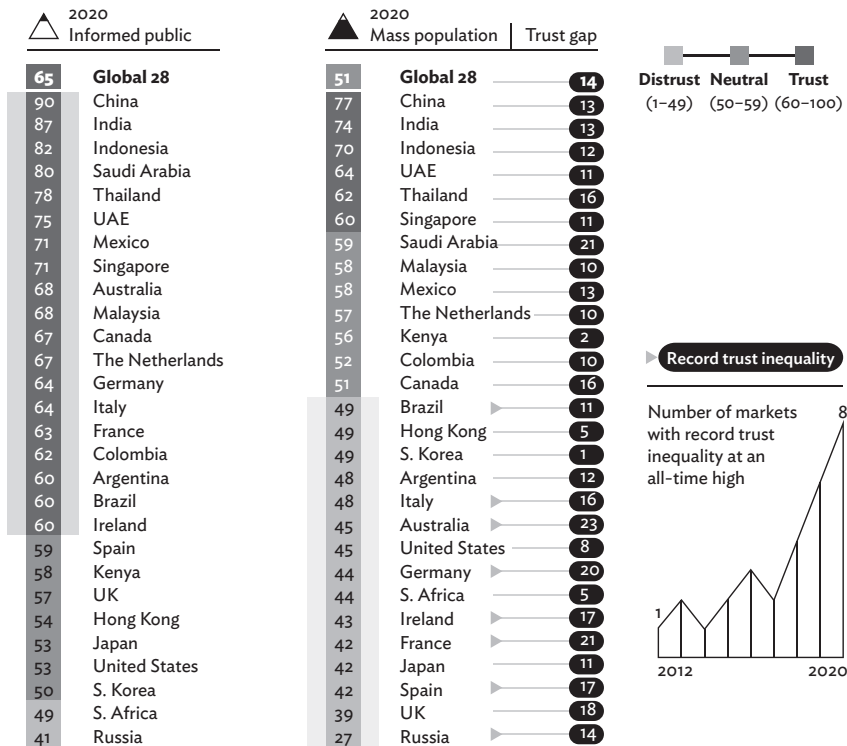
SOURCE: [databank.worldbank.org](http://databank.worldbank.org).



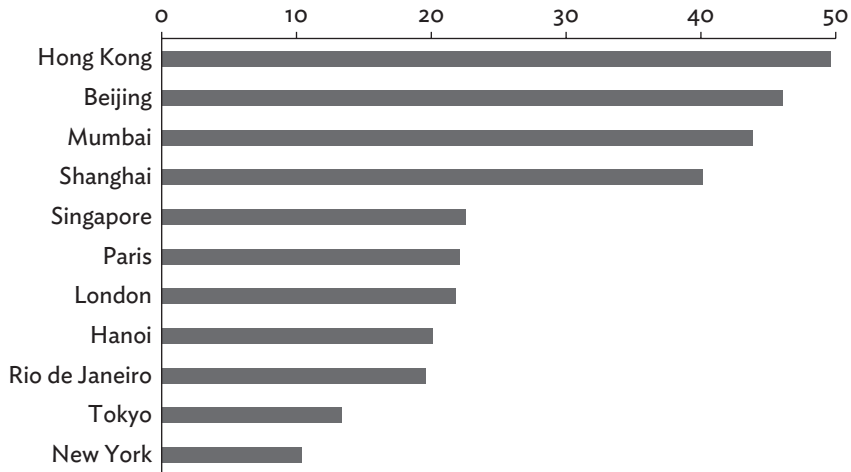
**FIGURE 1.1 The global wealth pyramid, 2019.** SOURCE: James Davies, Rodrigo Lluberas, and Anthony Shorrocks. Credit Suisse global wealth databook 2019.



**FIGURE 1.2 United States: Number of domestic listed versus private equity-backed companies, 2000–2016.** SOURCE: World Bank, World Federations of Exchanges Database; Pitchbook.

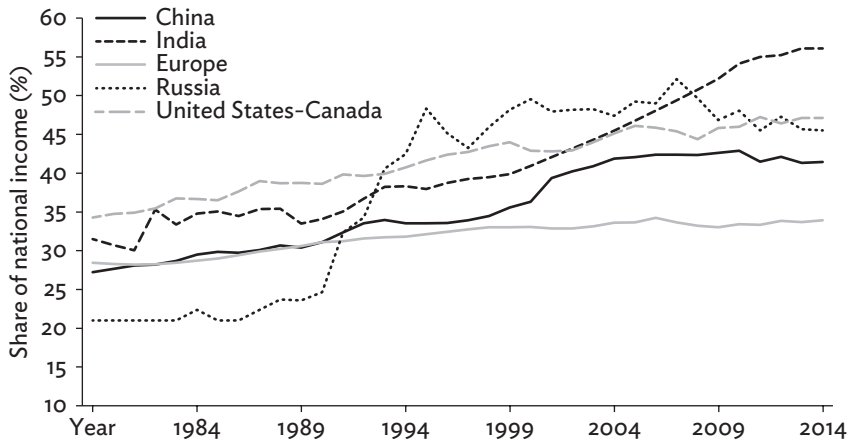


**FIGURE 1.3 Trust Index: Average trust in institutions (government, business, NGOs, and media).** SOURCE: 2020 Edelman Trust Barometer, page 6.

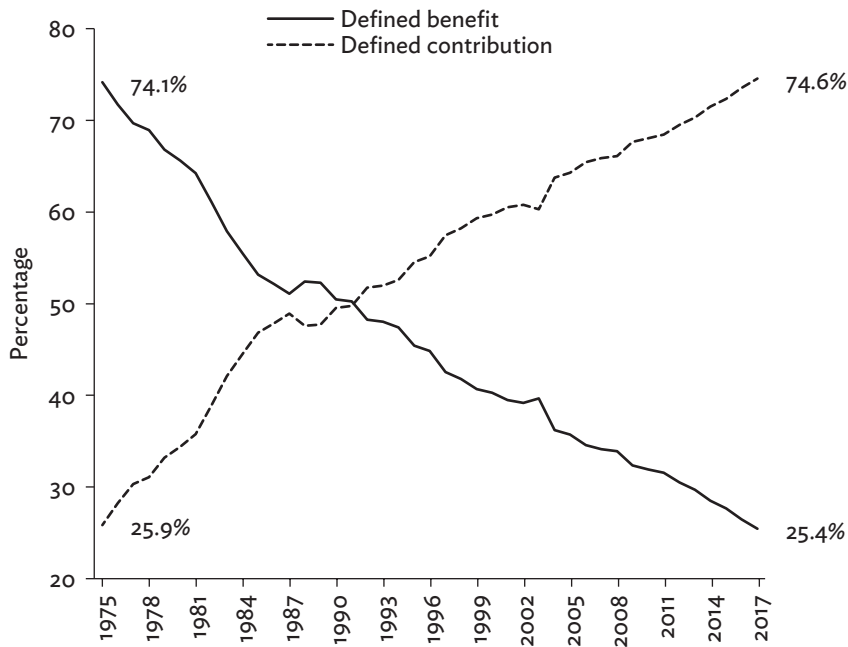


**FIGURE 2.1** Average house price–to-income ratio for select cities, 2019.

SOURCE: <https://www.numbeo.com/property-investment/>.



**FIGURE 2.2 Top 10 percent income share across the world, 1980–2015.** SOURCE: [https://wid.world/world/#sptinc\\_p90p100\\_z/US;FR;DE;CN;ZA;GB;WO/last/eu/k/p/yearly/s/false/25.253500000000003/80/curve/false/country](https://wid.world/world/#sptinc_p90p100_z/US;FR;DE;CN;ZA;GB;WO/last/eu/k/p/yearly/s/false/25.253500000000003/80/curve/false/country).



**FIGURE 2.3** Percentage of participants in pension plans by pension type, 1975–2017. SOURCE: Department of Labor, Private Pension Plan Bulletin Historical Tables and Graphs, 1975–2017.

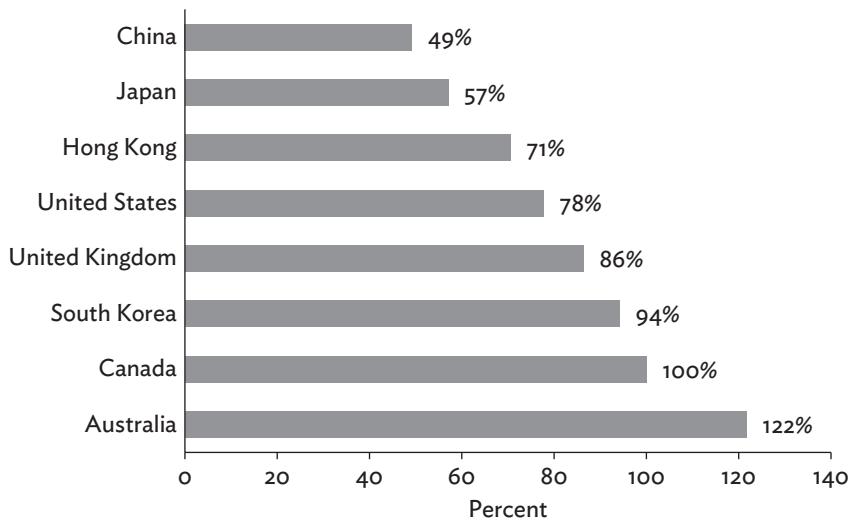




**FIGURE 2.4 Number of pensioners in Russia.** SOURCE: RBC Magazine, “Russia retired: how the situation of different types of pensioners in the country varies,” Ivan Tkachv, Julia Statostina, Damir Yanayev. July 5, 2018. From data from Russian Federal State Statistic Service. [www.rbc.ru/economics/05/07/2018/5b3b6t739a79175033464791](http://www.rbc.ru/economics/05/07/2018/5b3b6t739a79175033464791).

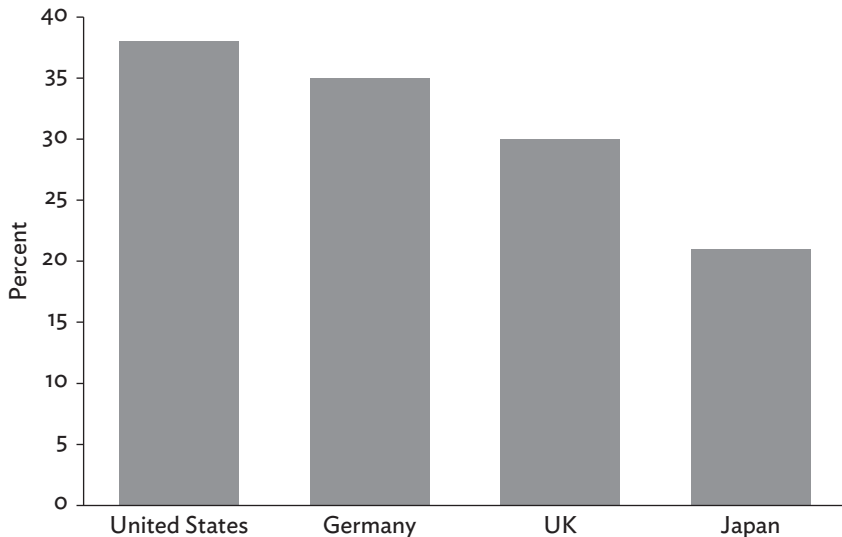


**MAP 2.1 Per capita (RMB) gross regional product, 2015.** SOURCE: National Bureau of Statistics of China; accessed on line January 13, 2020. <http://data.stats.gov.cn/english/mapdata.htm?cn=E0103&zb=A0301>. Redrawn by Bill Nelson.



**FIGURE 2.5 Household debt-to-GDP ratio of select countries, 2017 (percent).**

SOURCE: [https://www.imf.org/external/datamapper/HH\\_LS@GDD/CAN/GBR/USA/DEU/ITA/FRA/JPN](https://www.imf.org/external/datamapper/HH_LS@GDD/CAN/GBR/USA/DEU/ITA/FRA/JPN).



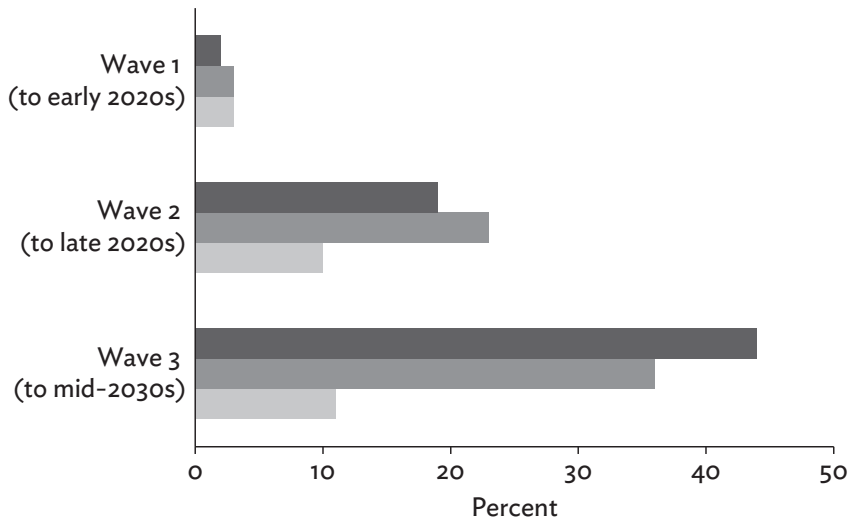
**FIGURE 2.6 Potential jobs at high risk of automation, by country (percent).**

SOURCE: PwC, “Will Robots Really Steal Our Jobs? An international analysis of the potential long term impact of automation, 2018.” PwC analysis, based on data from the OECD Programme for the International Assessment of Adult Competencies public database <http://www.oecd.org/skills/piaac/publicdataandanalysis/>.

**TABLE 2.1 Severity of challenges for three population segments, by region.**

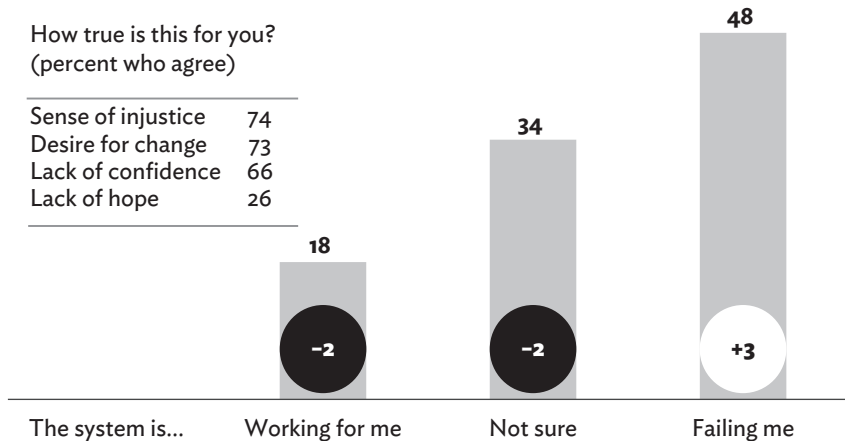
	<i>United States</i>	<i>China</i>	<i>European Union</i>	<i>Russia</i>
<b>Young and falling behind</b>				
Indebtedness	High	Low	Medium	Low
Unaffordable housing	Mixed	High	Low	Low
Tax burden	High	Medium	High	High
Quality of preparation for work	Mixed	Mixed	Mixed	Mixed
<b>Retiring broke</b>				
Underfunded retirement	High	High	Mixed	High
Regional disparity	Medium	High	High	High
Healthcare quality and cost	High	High	Low	High
Dependency ratio challenges	Medium	Medium	High	Medium
<b>Encumbered middle</b>				
Job transition risk	High	High	Medium	Medium
Challenge in sustaining lifestyle	Mixed	High	Mixed	High
Parental care/tax burden	High	High	High	High

Source: Created by the authors.

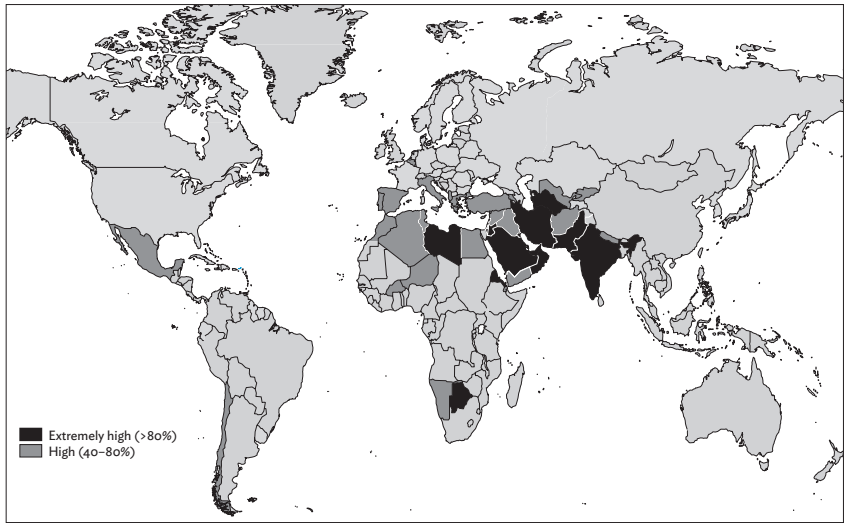


**FIGURE 3.1 Percentage of existing jobs at potential risk of automation, waves.**

SOURCE: PwC, “Will Robots Really Steal Our Jobs? An international analysis of the potential long term impact of automation,” 2018. PwC analysis, based on data from the OECD Programme for the International Assessment of Adult Competencies public database <http://www.oecd.org/skills/piaac/publicdataandanalysis/>.

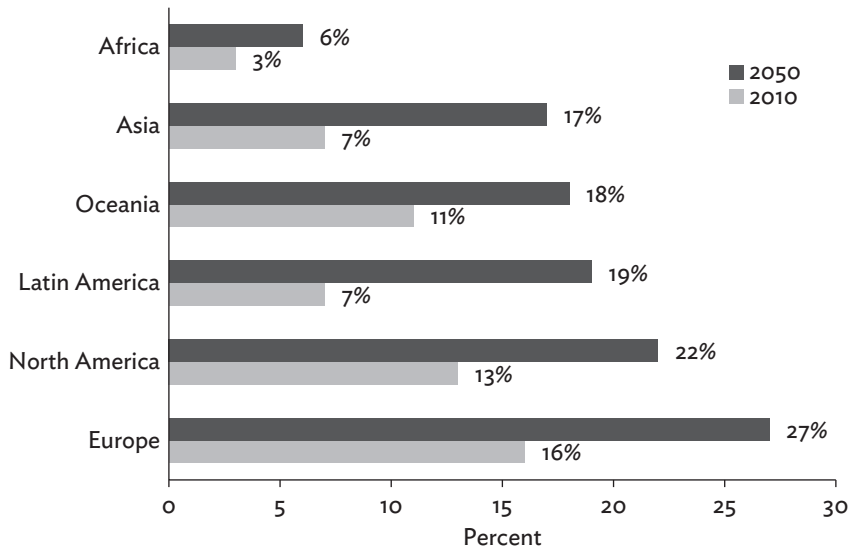


**FIGURE 4.1** Percentage of population who feel that the system is working for them. SOURCE: 2020 Edelman Trust Barometer.

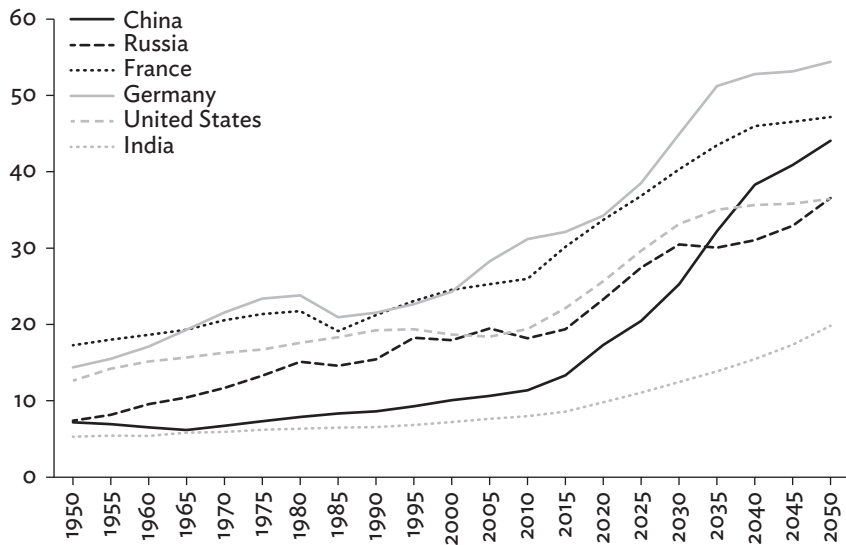


**MAP 5.1 Projected water scarcity in 2025.** SOURCE: WRI Aqueduct ([www.wri.org/aqueduct](http://www.wri.org/aqueduct); accessed on January 29, 2020). Redrawn by Bill Nelson



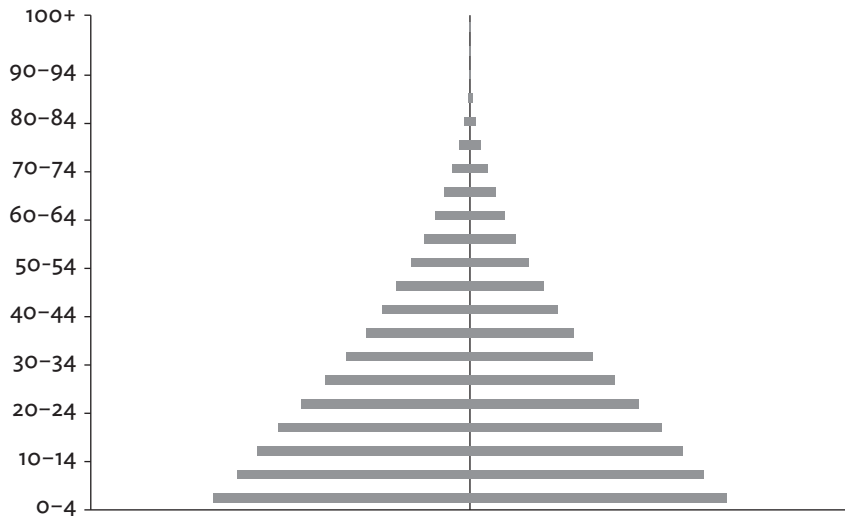


**FIGURE 6.1** Share of the population age sixty-five or older, 2010 and 2050 (percent). NOTE: Caribbean countries are included in Latin America. SOURCE: United Nations Population Division World Population Prospects, 2012 Revision.



**FIGURE 6.2** Old age dependency ratio, select developed countries, 1950–2050.

NOTE: Ratio of population aged 65+ per 100 population 16–64; UN Medium Variant. SOURCE: United Nations, World Population Prospects: The 2017 Revision.



**FIGURE 6.3 Sub-Saharan Africa population by age, 2030.** SOURCE: United Nations, World Population Prospects: The 2017 Revision.

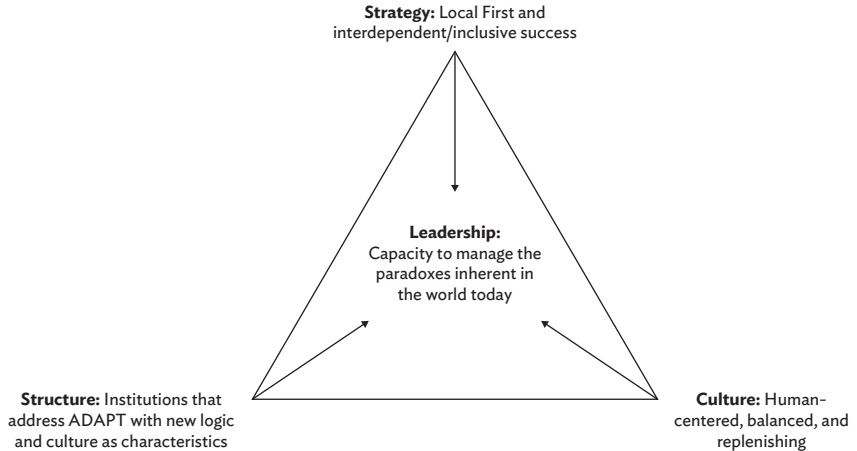
**Strategy:** Global interconnectivity with singular measures of success at the national (GDP) and corporate (shareholder value) levels



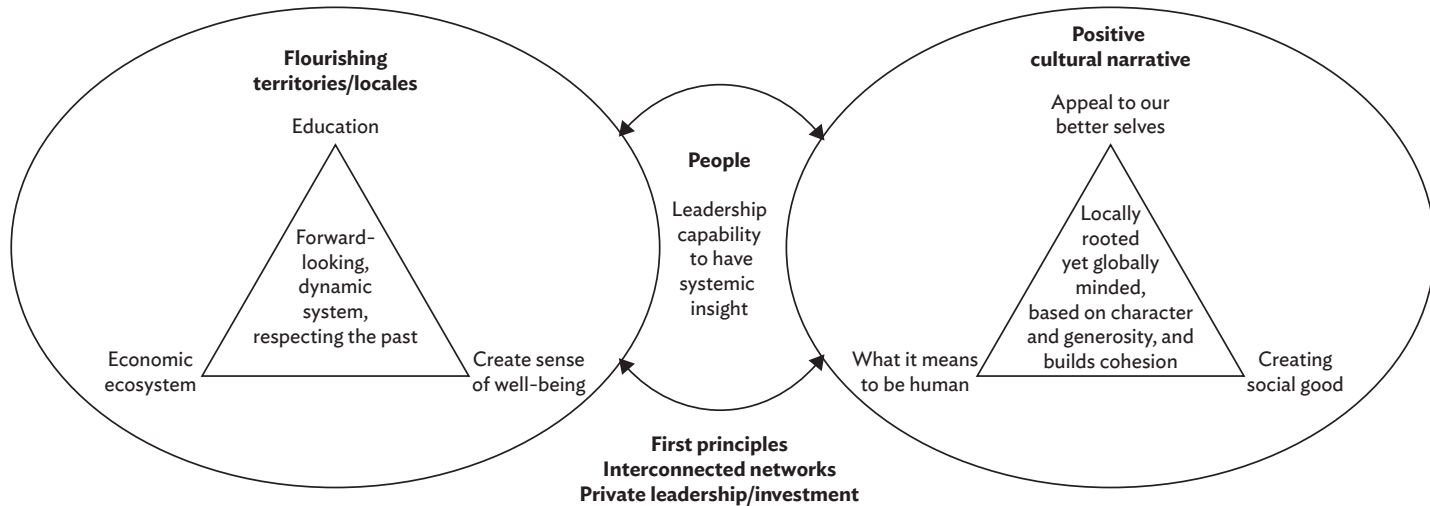
**Structure:** Institutions built to sustain multilateralism, free markets, and technological interconnectivity

**Culture:** Market-based, technology focused

**FIGURE P2.1** The shared global alignment that drove success following World War II. SOURCE: Created by the authors.



**FIGURE P2.2 A model for the twenty-first century.** SOURCE: Created by the authors.



**FIGURE 7.1 Making locales work.** SOURCE: Created by the authors, based on IDEa (Initiatives for Development of Armenia).

**TABLE 11.1 Top twenty actions to reduce our carbon footprint**

	<i>Solution</i>	<i>Sector</i>	<i>Gigatons CO<sub>2</sub> Equivalent Reduced / Sequestered (2020–2050)</i>
1	Onshore Wind Turbines	Electricity	147.72
2	Utility-Scale Solar Photovoltaics	Electricity	119.13
3	Reduced Food Waste	Food, Agriculture, and Land Use / Land Sinks	94.56
4	Plant-Rich Diets	Food, Agriculture, and Land Use / Land Sinks	91.72
5	Health and Education	Health and Education	85.42
6	Tropical Forest Restoration	Land Sinks	85.14
7	Improved Clean Cookstoves	Buildings	72.65
8	Distributed Solar Photovoltaics	Electricity	68.64
9	Refrigerant Management	Industry / Buildings	57.75
10	Alternative Refrigerants	Industry / Buildings	50.53
11	Silvopasture	Land Sinks	42.31
12	Peatland Protection and Rewetting	Food, Agriculture, and Land Use / Land Sinks	41.93
13	Tree Plantations (on Degraded Land)	Land Sinks	35.94
14	Perennial Staple Crops	Land Sinks	31.26
15	Temperate Forest Restoration	Land Sinks	27.85
16	Managed Grazing	Land Sinks	26.01
17	Tree Intercropping	Land Sinks	24.40
18	Concentrated Solar Power	Electricity	23.96
19	Public Transit	Transportation	23.36
20	Regenerative Annual Cropping	Food, Agriculture, and Land Use / Land Sinks	22.27

©2020 Project Drawdown. Source: [www.drawdown.org](http://www.drawdown.org).

Under Project Drawdown Scenario 2, which stops climate change close to 1.5°C of global warming.