

# Facing the Future





**CHANGE**

A blue, smoke-like plume flows from the left side of the image towards the right. The plume is composed of multiple overlapping, translucent layers of blue smoke, creating a sense of depth and movement. The background is a solid black. In the center of the plume, the word "Hydrocarbons" is written in a bold, white, sans-serif font. Below this text, a thick white arrow points downwards. At the bottom of the arrow, the words "Low carbon" are written in the same bold, white, sans-serif font.

**Hydrocarbons**

**Low carbon**

**Economic**

**+**

**Ecologic**



IT'S NOT EASY TO FOCUS THIS FAR AWAY



# VUCA



**VOLATILITY**

**RATE OF CHANGE**



**UNCERTAINTY**

**UNCLEAR ABOUT  
THE PRESENT**



**COMPLEXITY**

**MULTIPLE KEY  
DECISIONFACTORS**



**AMBIGUITY**

**LACK OF CLARITY ABOUT  
MEANING OF AN EVENT**

**BREXIT**

**COVID-19**

**RUSSIA**  
— AT —  
**WAR**

**[NEWSNATION]**







# Top Global Economic Risks

## Global risks ranked by severity over the long term

*"Please estimate the likely impact (severity) of the following risks over a 10-year period"*



10 years



**Top 6 risks  
Climate-related**

Risk categories | Economic | Environmental | Geopolitical | Societal | Technological

**“We are in the early stages of a sustainable revolution that has the magnitude of the industrial revolution and the speed of the digital revolution”**

Al Gore, COP27



United Nations  
Climate Change

**We understand the  
problem**

**We know the  
solutions**



How should we respond?





# Join thousands of businesses tackling climate change

Begin your journey to reduce emissions

GET STARTED







The UK's most comprehensive net zero programme for SMEs



**University of Brighton**



[www.letsgonetzero.net](http://www.letsgonetzero.net)



'Beautiful to read, heartfelt and persuasive ...  
one of those landmark books with the power to shift  
a mindset' ISABELLA TREE, author of *WILDING*

'A philosopher's contribution to saving the world'  
*THE OBSERVER*

# The Good Ancestor

How to Think  
Long Term in a  
Short-Term World

Roman Krznaric

PAUL POLMAN + ANDREW WINSTON

# net positive

HOW COURAGEOUS COMPANIES  
THRIVE BY GIVING MORE  
THAN THEY TAKE

HARVARD BUSINESS REVIEW PRESS

ROB HOPKINS

FROM  
WHAT IS  
TO

WHAT IF

UNLEASHING THE POWER  
OF IMAGINATION TO CREATE  
THE FUTURE WE WANT