

Vision 2050

Julian Hill-Landolt, WBCSD



World Business
Council
for Sustainable
Development



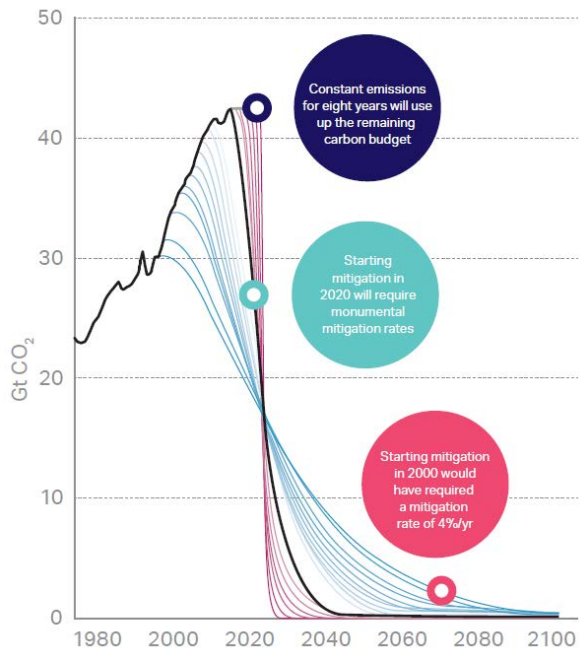
22 May 2023

Unprecedented challenges

Vision 2050 is still within reach, but we have to transform now. Future business success depends on it.

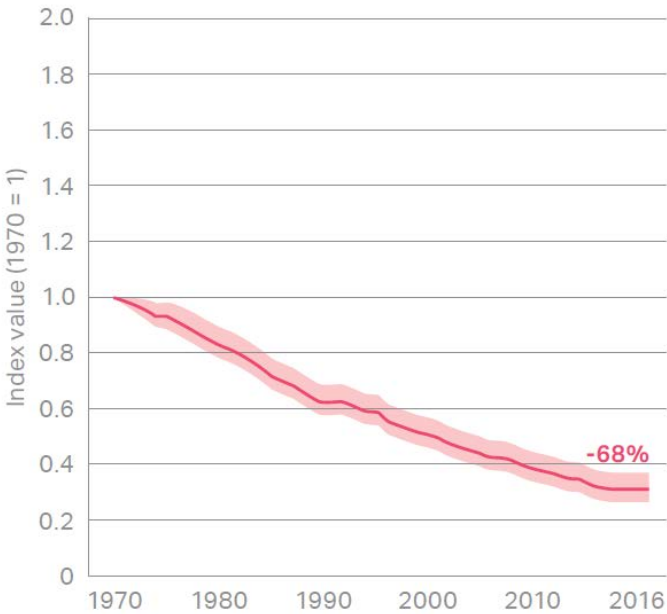
CLIMATE EMERGENCY

FIG. 5: CO₂ MITIGATION CURVES FOR 1.5°C



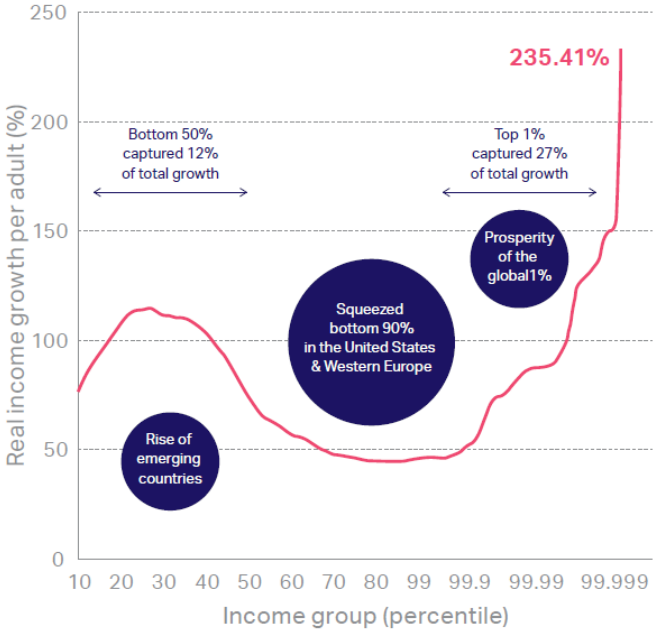
NATURE IN CRISIS

FIG. 6: GLOBAL BIODIVERSITY LOSS 1970 TO 2016

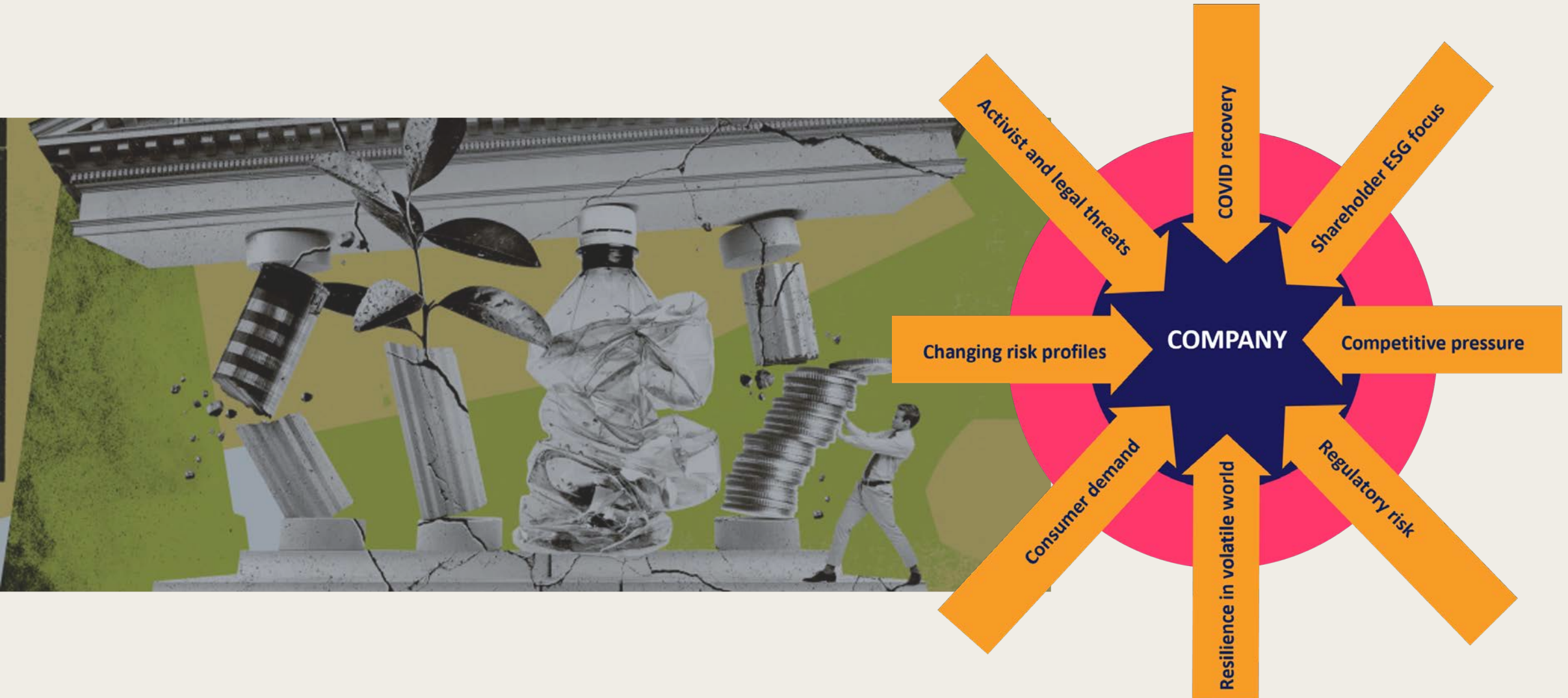


MOUNTING INEQUALITY

FIG. 8: GLOBAL INEQUALITY AND GROWTH – 1980 TO 2016



Sustainability has gone mainstream

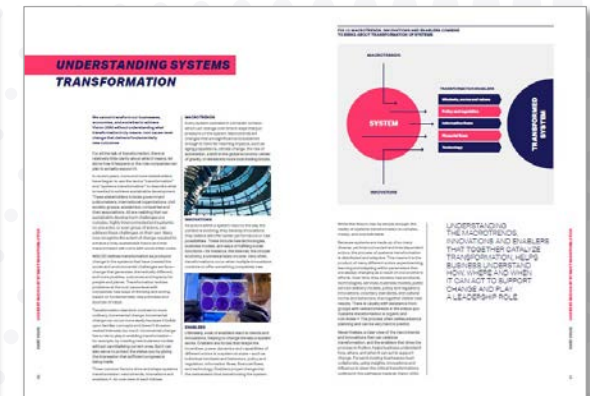


New questions for companies' leadership



VISION 2050 ***TIME TO TRANSFORM***

TIME TO TRANSFORM



VISION 2050: TIME TO TRANSFORM

THE FRAMEWORK FOR SUSTAINABLE BUSINESS ACTION

RUNNING COMPANIES WELL

WELL INTO THE FUTURE



PART ONE

TIME FOR A SHARED VISION

**9+ BILLION PEOPLE
LIVING WELL
WITHIN PLANETARY
BOUNDARIES**



VISION 2050
**TIME TO
TRANS
FORM**

LIVING WELL

Everyone's dignity and rights are respected, basic needs are met, and equal opportunities are available for all.

VISION 2050
**TIME TO
TRANS
FORM**

WITHIN PLANETARY BOUNDARIES

Global warming is stabilized at no more than +1.5°C, and natural systems are protected, restored and used sustainably. Societies have developed sufficient adaptive capacity to build and maintain resilience in a healthy and regenerative Earth system.

VISION 2050
**TIME TO
TRANS
FORM**

PART TWO

TIME FOR ACTION



VISION 2050: TIME TO TRANSFORM

NINE TRANSFORMATION PATHWAYS



VISION 2050: TIME TO TRANSFORM

TIME FOR ACTION

TRANSFORMATION PATHWAYS TO VISION 2050



VISION 2050: TIME TO TRANSFORM

TIME FOR ACTION

OUR PATHWAYS

MAKE THE SDGs
ACTIONABLE
FOR BUSINESS

Energy																	
Transportation & Mobility																	
Living Spaces																	
Products & Materials																	
Financial Products & Services																	
Connectivity																	
Health & Wellbeing																	
Water & Sanitation																	
Food																	

OUR 2050 VISION FOR ENERGY

***A SUSTAINABLE ENERGY SYSTEM PROVIDING RELIABLE AND
AFFORDABLE NET-ZERO CARBON ENERGY FOR ALL***

Reliable and affordable
energy for all

An efficient, electric
energy system

Demand for and delivery
of net-zero carbon energy

Built on the foundations of
a just and fair transition

PATHWAY // ENERGY

***WE CAN
POWER
A NET-
ZERO
WORLD***

KEY TRANSITIONS FOR ENERGY

- 1 *Zero carbon electricity generation technologies are further innovated and adopted globally at speed*
- 2 *Net-zero carbon energy becomes affordable, reliable, and resilient*
- 3 *Heavy industries and heavy-duty transport decarbonize*
- 4 *Unavoidable emissions are tackled through natural and industrial carbon removal and storage solutions*
- 5 *Electrification, circularity, and digitization make all sectors highly energy efficient*
- 6 *Shifts in behavior and demand accelerate the transition to net-zero carbon energy*
- 7 *The energy transition leaves no one behind*

ACTION AREAS

FOR BUSINESS (ENERGY)

1

Construct no new coal power plants. Plan and implement a phase-out of all unabated coal power generation by 2040 and reduce the share of coal in total global electricity generation to less than 10% by 2030.

2

Advocate for policies, such as carbon pricing, that will lead to the effective removal of fossil fuel subsidies and will integrate environmental externalities into market prices to an extent that favors low- and zero carbon solutions.

3

Collaborate with peers, cities, and governments around the globe to align on common net-zero carbon ambitions, set science-based targets, and drive implementation accordingly.

4

Send a strong demand signal by sourcing net-zero carbon energy for all operations while encouraging and supporting supply chains and customers to do the same.

5

Support information-sharing and education initiatives to increase consumer understanding and energy-aware behavior.

6

Transition to circular designs and business models to reduce energy demand and resource use across the value chain.

7

Electrify energy end-use wherever possible in buildings, mobility and industry, while also scaling up development and deployment of sustainable fuels to provide high-temperature heat for use in industry and long-distance transport.

8

Invest in high quality nature-based solutions to remove emissions from the atmosphere while also enhancing biodiversity and ecosystem services. When fossil fuels cannot be displaced by low-carbon energy carriers, deploy carbon capture and storage technologies.

9

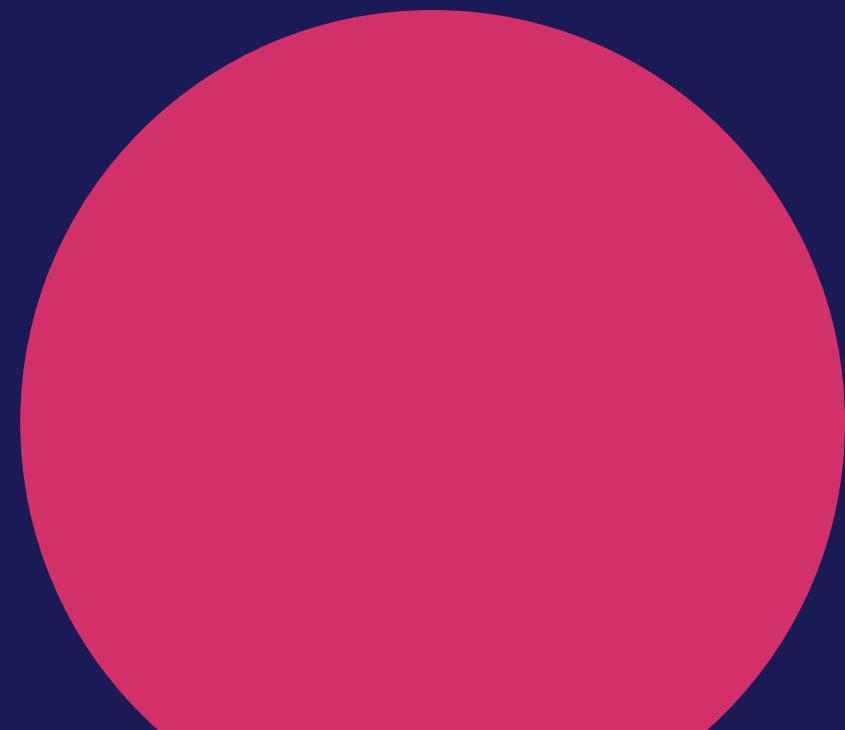
Ramp up investment and accelerate innovation to drive down the cost of existing solutions, commercialize breakthrough technologies, and digitalize the energy system. In particular, invest in the development and deployment of energy storage technologies.

10

Mobilize coalitions with policymakers and other stakeholders to develop comprehensive strategies that ensure respect for human rights throughout the energy value chain and support a just and fair energy transition while phasing out fossil fuels.

PART THREE

TIME FOR A MINDSET SHIFT



TIME FOR A MINDSET SHIFT

FOUNDATIONAL MINDSETS

The transformations that our pathways call for will depend on radical shifts in all parts of society, including, critically, across three strategic business mindsets:

01

REINVENTION

Recognizing that our current system of capitalism is producing outcomes that are unsustainable and the need to transform to a model that rewards true value creation

02

RESILIENCE

Enhancing business' capacity to anticipate, embrace, and adapt to changes and disruptions in order to safeguard long-term success.

03

REGENERATION

Moving beyond a “doing no harm” mindset to one in which we build the capacity of our social and environmental systems to heal and thrive.

TIME FOR A MINDSET SHIFT

A **REINVENTED CAPITALISM** THAT GENERATES TRUE VALUE WILL ENSURE THAT WE SEE:

- More well-run companies, making better decisions, delivering the necessary product, service and business model innovations that generate true value and contribute to a flourishing society.
- Capital markets that properly value inclusive, sustainable business practices, rewarding the companies with the greatest positive social and environmental impact.
- More capital being mobilized toward businesses, assets and solutions that deliver more sustainable outcomes and create true value for society.

A CAPITALISM THAT REWARDS TRUE VALUE CREATION WILL BE CHARACTERIZED BY **FIVE FEATURES**

- 1 **STAKEHOLDER-ORIENTED**
- 2 **IMPACT-INTERNALIZING**
- 3 **LONG TERM**
- 4 **REGENERATIVE**
- 5 **ACCOUNTABLE**

TIME FOR A MINDSET SHIFT

RESILIENT COMPANIES

EXHIBIT **FOUR KEY** ATTRIBUTES:

1

DIVERSITY

2

MODULARITY

3

COHESION

4

ADAPTABILITY



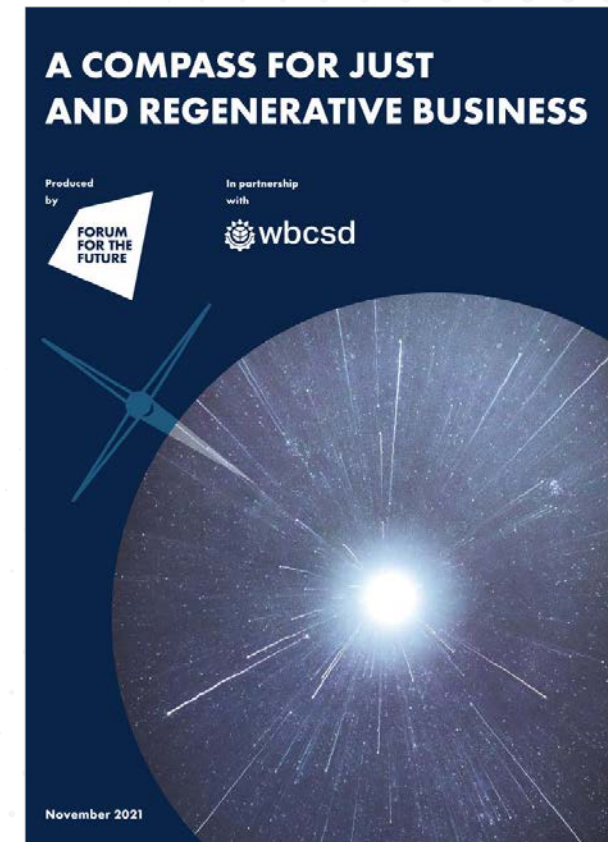
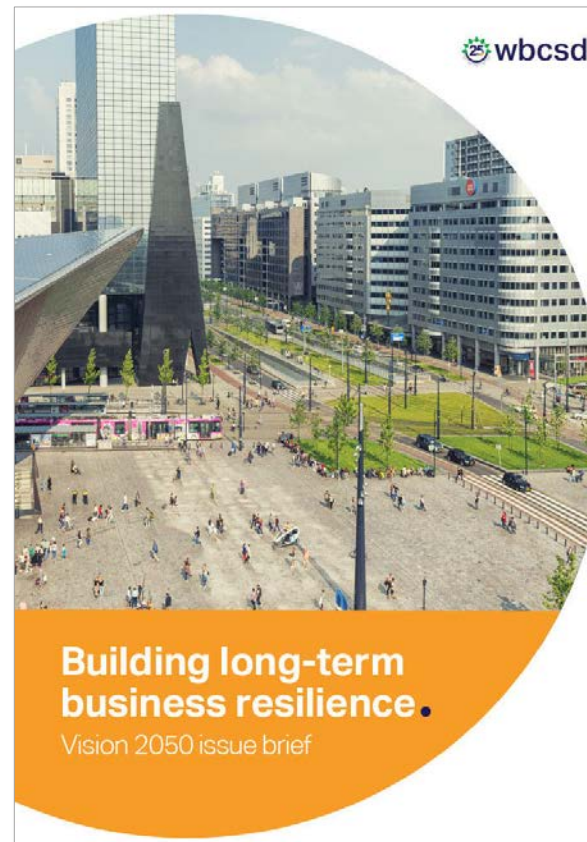
TIME FOR A MINDSET SHIFT

EVOLVING TOWARDS A REGENERATIVE MINDSET



VISION 2050: TIME TO TRANSFORM

MINDSET SHIFTS ISSUE BRIEFS



PART FOUR

TIME TO SUCCEED

**THE NEED
FOR SYSTEMS
THINKING**

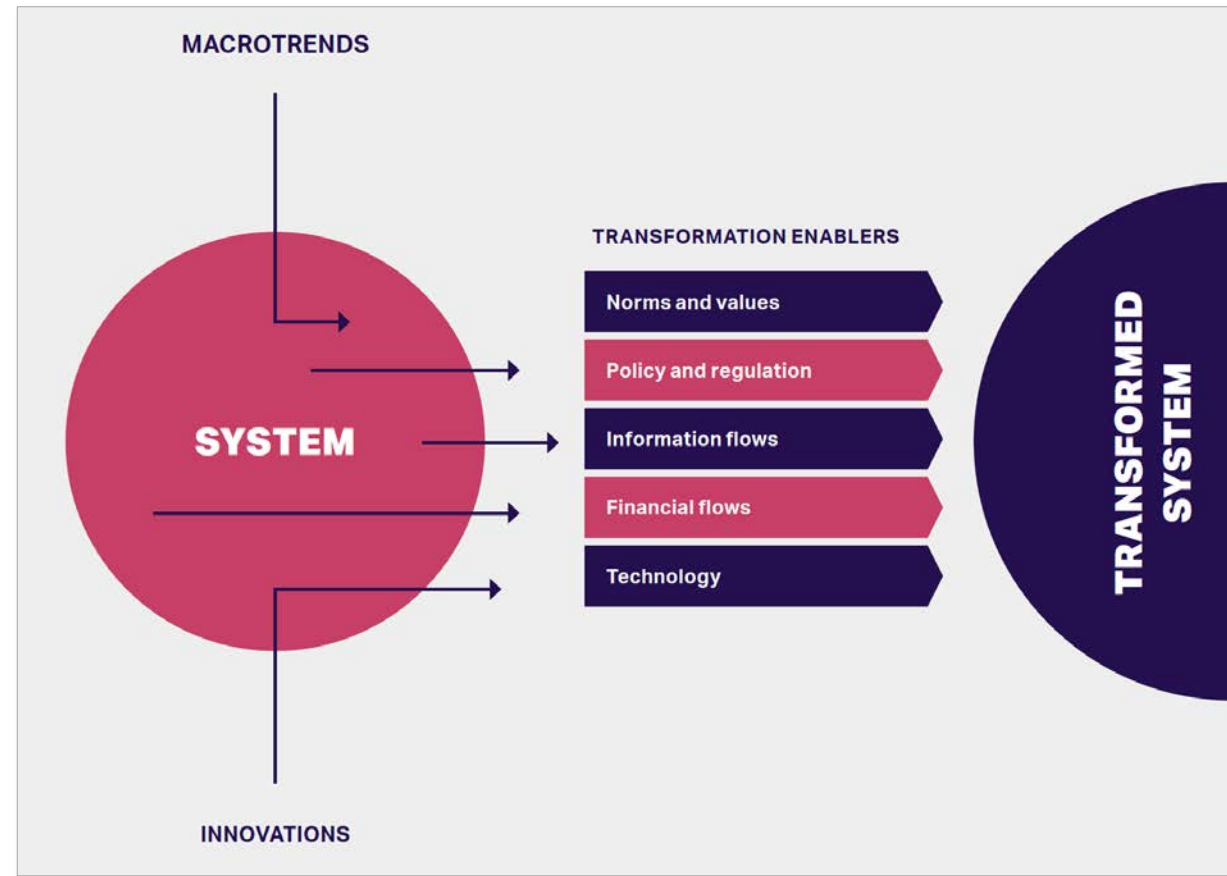


TIME TO SUCCEED

UNDERSTANDING TRANSFORMATION

Transformation means root cause-level change that delivers fundamentally new outcomes.

While business cannot do it alone, it can contribute to and relentlessly support change, in its own actions and in its interactions with other stakeholders.



TIME TO SUCCEED

PAST BARRIERS

TO SYSTEMS TRANSFORMATION

NORMS AND VALUES

- The dominant model of capitalism and short-term self-interest
- Those creating the challenges are least likely to be affected by them
- Lack of global vision, leadership, consensus, momentum, trust and commitment.

POLICY AND REGULATION

- Lack of regulatory consistency and stability
- Incomplete, poorly funded and/or weakly-regulated policies
- Defensive corporate approach to policy and regulation

INFORMATION FLOWS

- Cost of inaction not effectively communicated or understood
- A lack of understanding of sustainability issues and their systemic nature
- Not enough relevant information collected and shared with decision-makers.

FINANCIAL FLOWS

- Failure to account for true social and environmental costs and benefits
- Misaligned incentives preventing investment in transformation
- No agreement on how to handle the transition or transformation costs.

TECHNOLOGY

- Lack of systemic approaches linking behavior, infrastructure and technology
- Lack of public and private investment in transformational technologies
- Lack of incentives and investment in technology-driven efficiency improvements.

TIME TO SUCCEED

GROUNDING OUR EFFORTS IN REALITY

Our strategies and solutions need to be grounded in the technological, economic, political and cultural realities that will influence their implementation and progress towards our Vision 2050.

MACROTRENDS EMERGING OVER THE NEXT DECADE

DEMOGRAPHICS GENERATIONAL HANDOVER Political, economic, cultural & innovation power is shifting. POPULATION GROWTH IN ASIA & AFRICA Sustaining geopolitical shifts are straining scarce resources.	ENVIRONMENT WORSENING CLIMATE IMPACTS More frequent and more severe weather becomes harder to ignore. LOCAL POLLUTION, DEGRADATION & SCARCITY CREATE IMPETUS FOR INNOVATION Loss, suffering, instability, displacement & innovation.	ECONOMY SHORT-TERM CRISIS, LONG-TERM SLOWDOWN Under-investment, low productivity, weak demand and COVID-19. PEAK GLOBALIZATION & THE RISE OF ASIA Rival blocs form as economic and political power pivots.
TECHNOLOGY AUTOMATION IMPACTS EVERY INDUSTRY & COUNTRY Automation changes lives, industries and economies. DATAFICATION, FOR BETTER & WORSE Smarter, more efficient, more surveilled – massive efficiency and productivity gains come at a price.	POLITICS POLARIZATION & RADICALISM ON THE RISE High levels of dissatisfaction create appetite for radical alternatives. GEOPOLITICAL INSTABILITY Weakened multilateralism and nations in decline – the incentives for stability slowly fade away.	CULTURE POST-MATERIALISM: ATTITUDES AND LIFESTYLES DIVERGE Changing aspirations are helping on-demand service models to spread globally. CULTURE WARS ESCALATE Cultural clashes (young-old, rural-urban, rich-poor) contribute to polarization and in turn feed off it.

TIME TO SUCCEED

POTENTIAL “WILDCARD” DISRUPTIONS

FINANCIAL CRISIS



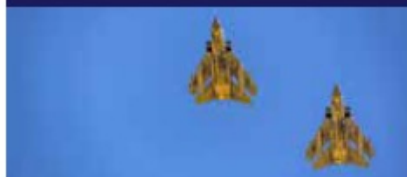
How much will COVID-19 cost... can we recover wisely...how will we pay when the next crisis comes?

GLOBAL PANDEMIC



Health systems are not prepared to handle a pandemic, and it seems neither are most economies.

MAJOR CONFLICT



Serious conflict is still a threat. Cyber attacks e.g. on infrastructure would touch ordinary citizens in a conflict.

AN ECONOMIC 'SINGULARITY'



What happens when new jobs cannot be created in the same places where jobs have been destroyed?

SOCIETAL 'TECH LASH'



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

POPULAR REVOLTS & REGIME CHANGE



Inequality continues to rise making more frequent and severe protests likely. How effective will they be?

A CLIMATE 'MINSKY MOMENT'



Climate risks, costs, disclosures and social pressures all combine to reorient financial flows – but how fast?

ENERGY TRANSITION TIPPING POINT



Will market forces lead to fossil fuel demand peaking and a marked acceleration in the energy transition?

BIOTECH BOOM



Disruption comes to food, medicine and materials as synthetic biology's massive potential emerges.

GLOBAL GREEN (NEW) DEAL



Momentum builds as citizens demand we seize this chance to rebuild economies and ecosystems, climate and communities.

VISION 2050: TIME TO TRANSFORM

TIME TO SUCCEED

UNLOCKING

TRANSFORMATION

Our multi-national businesses have unparalleled reach – we can influence transformation globally through our innovations, our investments and our relationships with customers, communities, partners and policymakers.

ENABLING TRANSFORMATION THROUGH

INNOVATION & TECHNOLOGY



FINANCE & INVESTMENT



INDIVIDUALS & CONSUMPTION



POLICY & REGULATION



ENABLING TRANSFORMATION THROUGH

INNOVATION & TECHNOLOGY

INNOVATION PROCESSES THAT SET GOALS AROUND SOCIAL AND ENVIRONMENTAL IMPACT AS WELL AS ANTICIPATE AND AVOID NEGATIVE UNINTENDED CONSEQUENCES WILL BE GOOD FOR SOCIETY, AND WILL LEAD TO MORE RESILIENT BUSINESS MODELS. SO HOW CAN COMPANIES HARNESS THIS TYPE OF INNOVATION?

Even in companies with world-famous innovation processes and multi-billion-dollar R&D budgets, there is value in examining the extent to which the innovation pipeline can contribute to society's future resilience.

Here are some of the main ways in which companies can ensure they are innovating to unlock transformation toward Vision 2050, while taking extra care to avoid exacerbating existing problems or create new ones.

1

KEEPING SOCIAL AND ENVIRONMENTAL GOALS AND OUTCOMES TOP-OF-MIND THROUGHOUT THE INNOVATION PROCESS

2

OPENING INNOVATION UP TO MAKE ENTIRE SUPPLY CHAINS, INDUSTRIES AND SYSTEMS MORE SUSTAINABLE AND RESILIENT

3

ESTABLISHING EFFECTIVE TECHNOLOGY GOVERNANCE MECHANISMS

4

GETTING PEOPLE READY TO WORK WITH NEW TECHNOLOGIES

ENABLING TRANSFORMATION THROUGH

FINANCE & INVESTMENT

FINDING WAYS FOR COMPANIES TO DIRECT INVESTMENT TOWARD SOCIALLY, ENVIRONMENTALLY AND FINANCIALLY SUSTAINABLE OUTCOMES WILL BE ESSENTIAL TO ACHIEVING VISION 2050. WHAT CAN COMPANIES DO DIFFERENTLY IN THE WAY THEY APPROACH FINANCE AND INVESTMENT?

The entrenched values and rules of the financial system fail to account for externalities, and therefore tend to incentivize short-term profit over long-term resilience and returns – value extraction, over true value generation. If this does not change, we will not be able to finance the innovation and infrastructure needed to achieve Vision 2050.

Here are some of the main ways in which businesses in all sectors can help to change the priorities of the financial system.

1

UNDERSTANDING, DEVELOPING, AND UTILIZING SUSTAINABLE FUNDING OPPORTUNITIES

2

ENGAGING WITH INVESTORS AND PROVIDING THEM WITH THE DATA THEY NEED TO MAKE INFORMED DECISIONS

3

ADVOCATING CHANGES TO THE RULES OF THE FINANCIAL SYSTEM

4

REDIRECTING INTERNAL CASH FLOWS TO MORE SUSTAINABLE OUTCOMES

ENABLING TRANSFORMATION THROUGH

INDIVIDUALS & CONSUMPTION

BUSINESS HAS A ROLE TO PLAY IN ENABLING INDIVIDUALS TO BE AGENTS OF POSITIVE CHANGE. GIVING PEOPLE THE OPTIONS AND INCENTIVES THEY NEED TO MAKE MORE SUSTAINABLE CHOICES IS KEY TO ACCELERATING TRANSFORMATION AND OPENING NEW POSSIBILITIES FOR MORE RESILIENT BUSINESS MODELS. WHAT CAN COMPANIES DO DIFFERENTLY TO ENCOURAGE AND SUPPORT BETTER CHOICES?

Offering more sustainable versions of products and services to those consumers informed and interested enough to choose them will not be enough to unlock transformation. Business has a role to play in enabling individuals to be agents of positive change – not only as consumers, but also as citizens, workers, and investors.

Here are some of the main ways in which businesses can better influence individuals in support of transformation toward Vision 2050.

1

SHAPING CULTURAL NORMS AND ASPIRATIONS ABOUT SUSTAINABILITY
(eg. communicating honestly and openly, making sustainable lifestyles aspirational)

2

MAKING ALL CHOICES GOOD CHOICES (eg. not burdening consumers with making the “right” choice, create affordable accessible sustainable alternatives, explore new business models)

3

SUPPORTING REDUCED WASTE AND INCREASED CIRCULARITY (eg. change materials, design for durability, support right to repair & reuse)

4

EMPOWERING PEOPLE (eg. help fulfill individuals’ potential - as citizens, employees, consumers, investors - to be agents of positive change)

ENABLING TRANSFORMATION THROUGH

POLICY & REGULATION

REGULATION CREATES THE STABLE, PREDICTABLE AND FAIR CONDITIONS THAT COMPANIES DEPEND ON TO INVEST, COMPETE AND THRIVE. WHAT CAN BUSINESS DO TO BETTER SUPPORT THE DESIGN OF POLICY ENVIRONMENTS THAT ENABLE AND INCENTIVIZE SUSTAINABLE TRANSFORMATION?

While regulation can hurt companies' short-term interests, well thought-through, evidence-based regulation can also create the stable, predictable and level playing fields that companies depend on to invest, compete and thrive. While policies can only be developed and implemented by government, business must acknowledge that it profoundly influences the process and the outcomes. In addition to complying with the law, here are some of the main ways in which companies can go further to help shape policy and regulation that unlocks transformation toward Vision 2050.

1

EXCEEDING MINIMUM STANDARDS (eg. ambitious voluntary targets can help policymakers set necessary regulations and standards)

2

ALIGNING ALL POLICY INFLUENCE ACTIVITIES TO CORPORATE PURPOSE STATEMENTS AND SUSTAINABILITY GOALS

3

BECOMING STRATEGIC PARTNERS IN THE POLICYMAKING PROCESS (eg. to develop transformational policies that align business and societal interests)

4

USING THE INNOVATIVE CAPACITY OF BUSINESS TO GENERATE NEW POLICY IDEAS

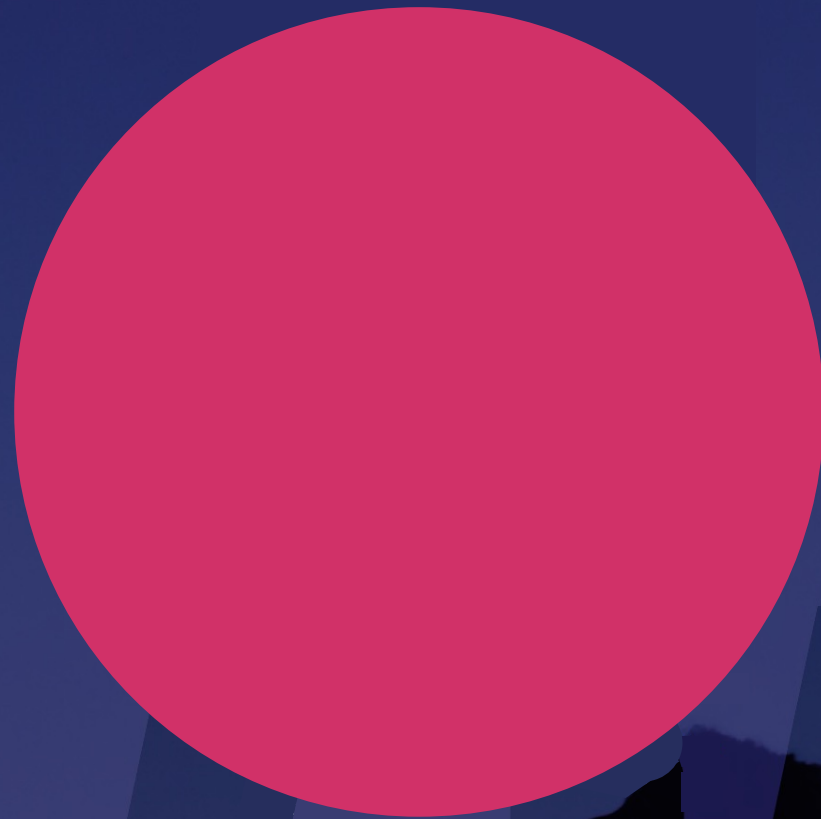
VISION 2050: TIME TO TRANSFORM

SYSTEMS CHANGE ISSUE BRIEFS



PART FIVE

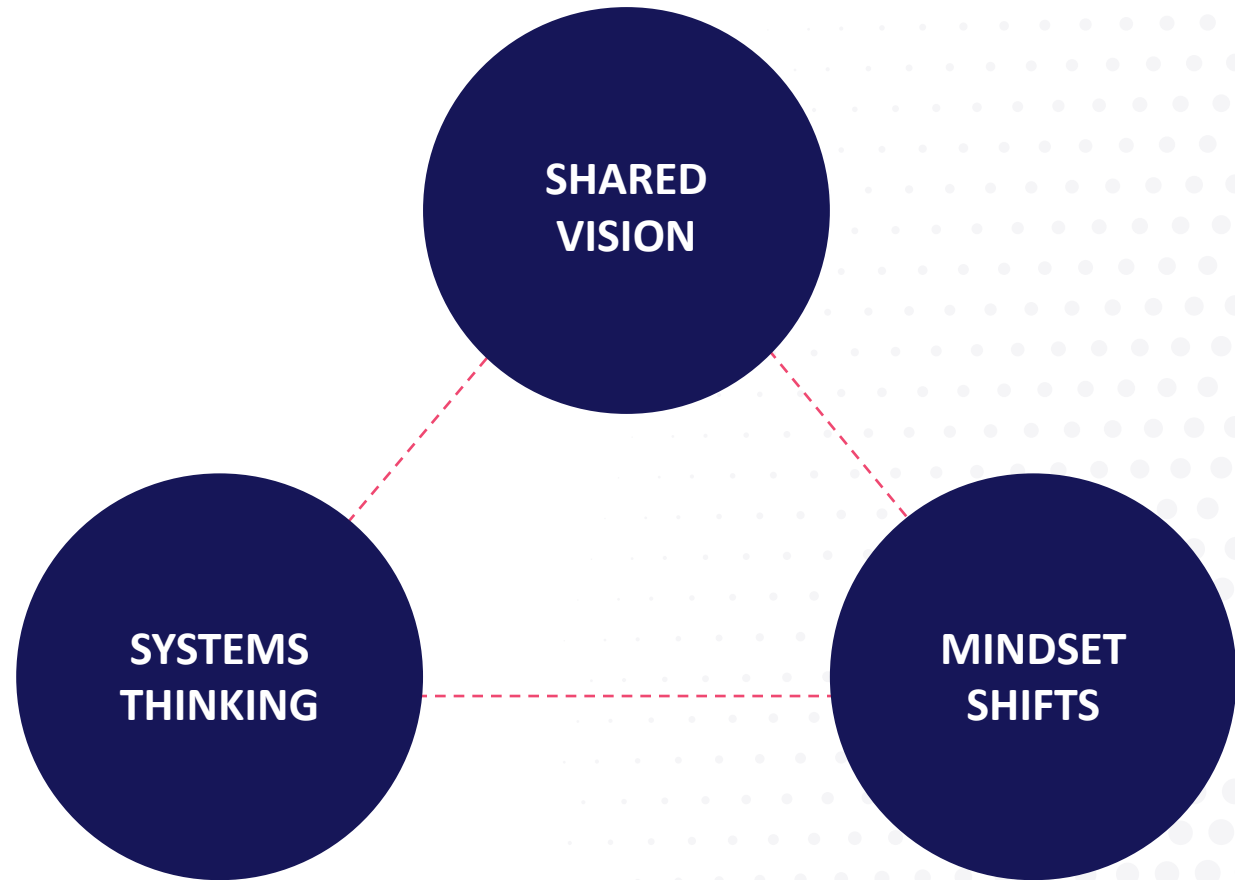
TIME FOR LEADERSHIP



TIME FOR LEADERSHIP: a conclusion

***AN UNPRECEDENTED
FORM AND LEVEL
OF BUSINESS
LEADERSHIP
IS REQUIRED***

The leadership that we need to drive the transformations that Vision 2050 requires will be based on three core elements of this updated vision.



HOW KEY CORPORATE FUNCTIONS CAN USE VISION 2050

Vision 2050 provides a framework for action that is both comprehensive and practical: it can guide many of the most important functions within your organisation in their support of accelerating transformation and unlocking opportunities. In the words of Bill Gates, "we need to transform the way we do almost everything." Vision 2050 helps various functions to understand why this is necessary and possible.

CEO

9+ billion people living well, within planetary boundaries, with business as the main engine of equitable prosperity, is the biggest opportunity there is. Vision 2050 offers the CEO's office:

- A comprehensive overview of the unavoidably systemic nature of addressing sustainability challenges.
- The most impactful and transformation actions that the company can take.
- The mindset shifts that are critical to long-term business success and that a safe a sustainable future will depend on.

CFO

CFOs will sit at the center of significant transformations in the coming years. Vision 2050 offers the CFO's office:

- A pathway highlighting the transitions and actions that will mobilize financial capital, products, and services in support of sustainable development.
- Insights on how business can better develop opportunities and engage internal and external investors to access finance for transformation.
- Perspectives on how evolving performance metrics, internalizing impacts, and orienting corporate governance toward stakeholders will be central to successfully shifting mindsets.
- A comprehensive framework for placing sustainable "true value" generation at the heart of corporate performance.

STRATEGY

Vision 2050 shows strategy teams how transformation is both possible and necessary, offering:

- Nine transformation pathways, focused on the essential goods and services that business provides to society, and transitions that give a good indication of the ways companies will need to adapt their business models, services, product portfolios, supply chains, and human resources in the medium and long terms.
- Three mindset shifts that will lead to an evolution in corporate priorities.
- The exploration of enablers to be leveraged to drive transformation.
- A comprehensive framework for placing sustainable value generation, at the heart of corporate strategy.

HOW KEY CORPORATE FUNCTIONS CAN USE VISION 2050

MARKETING

Individuals will be at the heart of almost all successful transformations – through the products and services they engage with, support and buy, and through the way they participate in society. Marketing teams have a critical role to play in shaping conversations and aspirations in society and Vision 2050 supports these efforts:

- Each of the transformation pathways contains actions specifically related to individual behaviors and consumer demand.
- The individuals & consumption enabler section outlines how business can work to shape cultural norms and consumer aspirations, improving how it engages with the public and the products and service it offers.

PUBLIC AFFAIRS

Transformation will not occur at the rate and scale required without far-reaching policy support. Businesses all around the world need to encourage policy environments that support greater business focus on sustainability. Vision 2050 seeks to mobilize and support public affairs teams as follows:

- Its policy & regulation enabler section outlines ways in which advocacy can be brought in line with Vision 2050, while collaborating with policymakers to design better policies capable of defending societal interests overall.
- Vision 2050 also provides companies with a set of reliable and aligned policy asks across our biggest environmental and social challenges.

HUMAN RESOURCES

Companies have a responsibility to their workforces, but employees are also powerful agents of change and will be the drivers of the transformations that business needs to lead. Vision 2050 can provide useful insights to HR teams as follows:

- Each of the report's transformation pathways contain actions specifically related to empowering people while also respecting the rights of all.
- The pathways also provide strategic HR teams with an idea of the kinds of business activities companies will need to engage in, the people that are going to be needed to manage those activities, the skills that will be required and, the way in which those people need to be treated.

SUSTAINABILITY

We have taken our shared vision (9+ billion people, living well, within planetary boundaries) and focused in on its two core elements, drawing on the latest science and expert inputs to define what it means for people to “live well”, “within planetary boundaries”. Vision 2050 provides sustainability teams with:

- Clearly defined social and environmental end-states around which to rally their efforts.
- A comprehensive framework for guiding action towards realizing these.

RUNNING COMPANIES WELL, WELL INTO THE FUTURE



"We find ourselves at a time in history where an aspirational, shared vision is more important than ever before to accelerate the transition to a more sustainable future. To transition towards and achieve truly sustainable development we need a clear picture of where we want to go, and a path to set out on. Through Vision 2050, WBCSD member companies have come together to reset the baseline for business leadership for the decade to come."

Sunny Verghese, Olam – Co-Founder and Group CEO, Olam International & WBCSD Chair

"Running our businesses well into the future requires us to shift the way we think about business resilience. Vision 2050 underlines how companies must recognize that they are only as resilient as the ecosystems, communities, economies, and societies they operate in, and that true resilience isn't about withstanding change but instead embracing it."

Keryn James – Former Group CEO, ERM



"A real step-change, beyond incremental improvements, is needed to transform society and achieve a more sustainable future, in line with the Paris Agreement. Achieving transformation requires a ramping up of ambition and action among all companies, whether they operate within the energy, healthcare, food, finance, transport or other systems. WBCSD's Vision 2050 identifies the pathways for each of these systems to deliver wholesale-transformation."

Remi Eriksen, Group President and CEO, DNV

"The COVID-19 pandemic has brought vulnerabilities to the surface, underscoring just how fragile and interdependent many of our most vital systems are. Despite its enormous human and financial cost, the pandemic has also created an opportunity to drive and accelerate change at a completely different pace. We now have a unique but rapidly closing window of opportunity for action - it is time to transform our businesses and societies."

Nadir Godrej – Managing Director, Godrej Industries Limited



RUNNING COMPANIES WELL, WELL INTO THE FUTURE



“Vision 2050: Time to Transform provides the business community with a uniquely comprehensive and collective understanding of the business actions needed to support the transformations the world needs. It will now take courage and resilience from us all to make this vision a reality.”

Andrea Álvares – Former Chief Brand, Innovation, International and Sustainability Officer, Natura

“To lay the foundations for a truly prosperous world for people and planet by 2050, we need to address climate change and employ a truly regenerative mindset. That means thinking and acting systemically and restoring critical environmental and social systems that are in decline.”

Magdi Batato – Executive Vice President, Head of Operations, Nestlé



“Market economies have the potential to help to address the most profound challenges faced by our societies and by our planet. But this requires fundamental change. Our economic and business models, which are designed to deliver financial performance as a priority, must urgently change so that they also address the needs of broader stakeholders and environmental sustainability. Vision 2050 is an important contribution to highlight how this can happen.”

Colm Kelly – Global Leader, Purpose, Policy and Corporate Responsibility, PwC

“WBCSD’s Vision 2050 and its framework for how we can collaboratively build a world in which more than 9 billion people live well, serve as a powerful guiding star for the global business community. It makes clear that this vision is still within reach—but we have to come together and act faster. The decade ahead of us is critical and every day offers the opportunity to drive impact.”

Gayle Schueller – Vice President and Chief Sustainability Officer, 3M

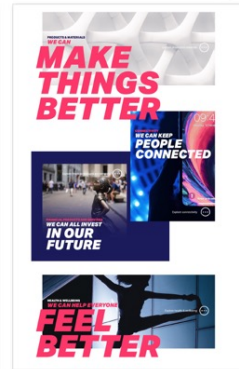
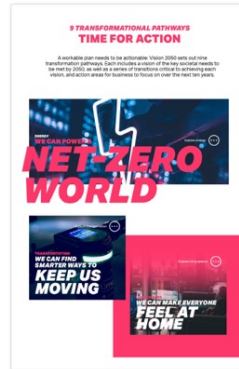
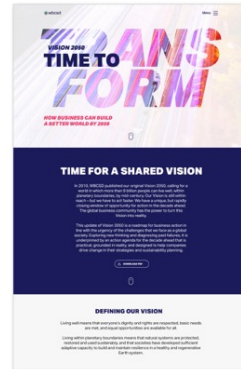


KEY MESSAGES

1. Our world faces unprecedented challenges: a climate emergency, nature in crisis; mounting inequality.
2. *Vision 2050: Time to Transform* provides a framework to guide action in line with the urgency of these challenges, so that business can lead the transformations needed to realize a world in which more than nine billion people live well, within planetary boundaries, by 2050.
3. *Vision 2050: Time to Transform* is built on an understanding of how systems transform.
4. At the heart of *Vision 2050: Time to Transform* are nine transformation pathways covering the areas of business activity that are essential to society.
5. *Vision 2050: Time to Transform* provides new perspectives on the strategic mindset shifts that transformation will depend on.
6. Business cannot make transformation happen on its own – it must also support and contribute to change through its influence on, and collaborations with, essential enablers of transformation.
7. *Vision 2050: Time to Transform* lays out what it will take to run companies well, well in to the future.

VISION 2050: TIME TO TRANSFORM

WIDE RANGE OF RESOURCES AVAILABLE



www.wbcsd.org/vision2050/assets and www.timetotransform.biz

Vision 2050: Time to Transform *Running companies well, well into the future*

hill-landolt@wbcsd.org