RESEARCH/TREND RECEIVER REPORT
HOW DO WE WANT TO LIVE IN 10 YEARS?
UNDER THE ASSUMPTION OF POLYCHANGE

EXPLORING THE FUTURES PEOPLE DESIRE FROM WITHIN THE TENSIONS OF A FRAGMENTED WORLD





Today we start framing the project in aspirational terms.



HOW DO WE WANT TO LIVE IN 10 YEARS? UNDER THE ASSUMPTION OF POLYCHANGE

ASPIRATIONS AND CONCERNS



MIRRORING POLYCHANGE

ASPIRATIONS AND CONCERNS



GEO-POLITICAL TECHNO-LOGICAL





SYSTEMS LOCK-IN

- Path dependency of extraction-based growth
- Human exceptionalism
- Knowledge colonialism

WORLD GOVERNANCE GAP

- Entrenched power hierarchies
- Institutional inertia
- Multipolar patchwork of shifting alliances

GENERIC TECHNO-CULTURE

- Technological homogenization
- One-size-fits-all tech roll-out
- Tech solutionism

REALITY TRIBALISM

- Loss of common perception
- Splintering of shared meaning
- Crisis of human solidarity and common decency

SHORT-TERMISM

- Now survival
- 'TINA'
 (there is no
 alternative)
 capitalist mindset

MIRRORING POLYCHANGE

ASPIRATIONS AND CONCERNS

REGENERATION, NOT EXTRACTION

SOVEREIGNTY,
NOT HOMOGENIZATION

COMMUNITY, NOT FRAGMENTATION IMAGINATION, NOT RESIGNATION

ECO-LOGICAL

GEO-POLITICAL

COOPERATION

NOT ADVERSITY

TECHNO-LOGICAL SOCIO-CULTURAL

ECONOMIC

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MIRRORING POLYCHANGE



"I compliment the Foresight Academy that they ask questions that most businesses really wouldn't ask:

How do our customers feel about the future?

How do people think about them?

How do we want to live in the future?

I've been in business for 60 years and no one's ever asked me that question before. It's quite novel that you would go through this exercise, and it's taken a lot of time and it's taken money. This is probably a very worthwhile experience."

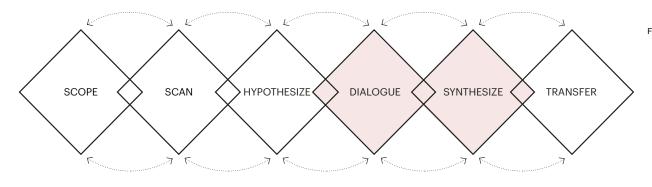
JIM INGLIS / USA

HOW?

WE LISTENED.



METHODOLOGY 1/3



Methodology

Where are we in the Foresight Academy methodology?

This Trend Receiver Report summarizes the fourth and fifth steps in the Foresight Academy methodology: 'Dialogue' & 'Synthesize'.

The insights emerging from these steps will complement the scanning phase and feed knowledge transfer.

Trend Receiver Profile

Trend Receivers (TR) are individuals who perceive changes and potential of future developments in highly sensitive and differentiated ways. They have connections in many contexts and have discerning views on what drives people and what aspects are undergoing change. They have the visionary competence to project and imagine possible and desirable futures.

Trend Receivers display these characteristics:

- 01 Context experience
- 02 Self-abstraction
- 03 Curiosity & open-mindedness
- 04 Selection competence
- 05 Biographical discontinuities
- 06 Strong communication skills



selected come from a wide range of industries: Al and technology, agriculture, art, biotech, communication, cultural institutions, education, fashion, finance. journalism, luxury, media, nonprofit, public sector,

The Trend Receivers we

They are thought-leading academics, activists, artists, designers, economists, entrepreneurs, journalists, high-profile professionals, and spiritual leaders.

retail, and transportation.

EUROPE Germany, Switzerland

USA

MIDDLE EAST UAE, Jordan

ASIA / SOUTH ASIA China, Taiwan, Japan, Singapore, India

AFRICA Nigeria, Cameroon, Kenya, Senegal, South Africa Zimbabwe

Recruiting

We recruited Trend Receivers via pyramiding:

We identified contacts within our network who could connect us with individuals possessing the Trend Receiver attributes, then gauged their fit for the project and eloquence, and finally compiled a shortlist of those who met all desired characteristics.

We aimed to ensure diversity across gender, occupation, ethnicity. cultural background, and age.

Drawing on the rich networks of the Foresight Academy and gravity, 30 Trend Receivers were selected.

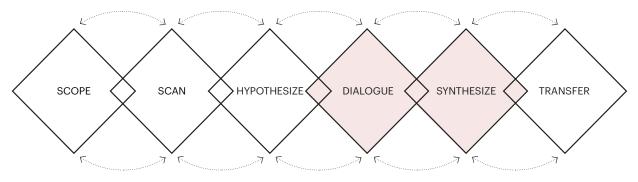




Dialogue

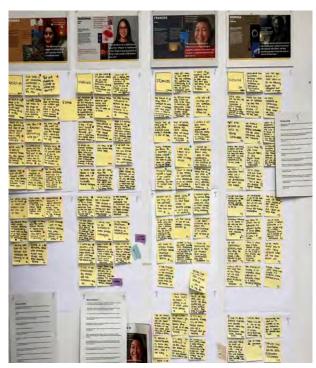
We conducted 30 semistructured interviews. Each were adapted to the Trend Receiver's dialogue style and area of expertise. These conversations resulted in over 75 hours of recorded material. All interviews were audiorecorded and manually transcribed. Due to the high speed and complexity of the discussions, the full recordings were reviewed in their entirety before extracting data.

METHODOLOGY 2/3



Synthesis

All interviews were transcribed and physically displayed on boards throughout our workspace. For several weeks, we quite literally 'lived in' the data, engaging in ongoing conversations about emerging themes and regional nuances.



Top-down

To address the key questions co-created with Foresight Academy brand partners, we applied a top-down synthesis approach.

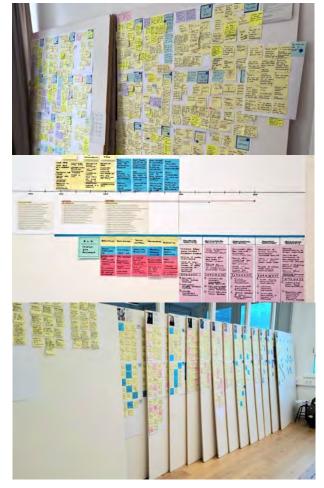
We searched for patterns and recurring signals in the defined focus areas, discussing major themes, nuances, and implications. By identifying commonalities and unexpected findings, we critically analyzed how emerging themes connected to the project's foundational research and signal scanning, ultimately generating insights directly tied to the brand partners' key questions.

Bottom-up

Trend Receiver research often reveals unexpected insights beyond the original key questions. To complement our top-down approach, we also applied a bottom-up perspective, bringing new themes and signals to the surface, which we integrated into relevant focus areas where applicable.

Trend Evolution

Building on previous FSA rounds, the latest findings show a marked evolution of earlier insights, while also revealing subtle shifts and weak signals of newly emerging trends. These insights also align with themes of the Polychange Research, placing the Trend Receivers' shared concerns and aspirations within broader global tensions.

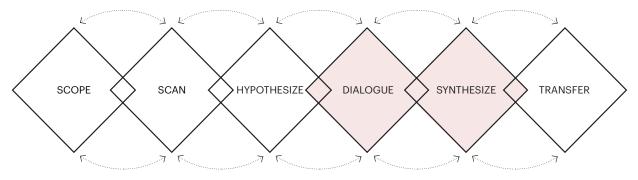


30 TREND RECEIVERS
4 CONTINENTS
+75 HOURS CONVERSATIONS

+3,000 QUOTES
61 INSIGHTS
10 KEY QUESTIONS

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METHODOLOGY 3/3



THOUGHTS ON AI IN SYNTHESIS

In parallel to our manual analysis process, we experimented with various AI systems - including ChatGPT, Claude, Dovetail, and gravity's internal AI tool - as supporting resources. While these tools offered valuable help in automating certain tasks such as summarization and comparison, we found that the subtle nuances and contextual depth of our data required human interpretation and discussion within the team. Moreover, since the conversations involved sensitive, person-related information, particular care was taken to ensure that privacy and confidentiality standards were upheld throughout the synthesis process.

All insights were generated manually through a rigorous downloading process, always in close dialogue with the team. For a synthesis of this sensitivity and complexity. Al could not serve as a replacement but only as a parallel, assistive layer. As of Q2 2025, current AI systems are not capable of producing meaningful interpretations that weave together overarching meta-level understanding or establish the kind of conceptual linkages across dialogues that our synthesis required.

All Al-generated suggestions were therefore thoroughly reviewed, validated, and contextualized by the research team. This necessary double-checking procedure not only ensured quality and ethical integrity but also resulted in a higher time investment, rather than reducing effort overall.



AUTOMATED SYNTHESIS IS NOT THE ANSWER.

YET.

Experimenting with AI:

While AI can be a helpful companion, its output is often unpredictable and not fully reliable. Unexpected consequences may happen - so use it with care, and don't place blind trust in it just yet. (May 5, 2025)

TREND RECEIVER OVERVIEW

This year's group of Trend Receivers represented a diverse range of backgrounds, occupations, and interests.

To allow for greater flexibility and broader in-person conversations in Berlin.

Additionally, we traveled to India to meet four Trend Receivers in person and to immerse ourselves more deeply in the culture and everyday life of Mumbai, providing valuable context for our research.

USA



Yasmin Eichmann Datta ex-Google, Climate Investor & Consultant



Ryan Fitzgibbon

Brand Consultant,

Author, Editorial

Direction, Activist



ΕU

Co-Founder and Chief Scientist of GainForest.Earth, WEF Davos 50

Jasmin El-Manhy

Protestant pastor,

innovating spiritual

"Startbahn" project

programs through the



AFRICA

Tlhogi Dube Private Equity & Corporate Finance Professional, Deal Executive @Unicorn Factory

Ezekwesili

convener



Hiba AlShareef General Manager @Orange Jordan

Lara Amro

Humanitarian Data

Analyst, Specialist in

Refugee Targeting &

MIDDLE

EAST



INDIA

BV Anand Urban Developer @Nandi Infrastructure Corridor Enterprise Ltd., Former Member of Karnataka State Policy and Planning Commiss

Tanisha Arora

Social Impact

Art Direction @Purpose,

Communication and

Creative Strategist for



ASIA

Frances Shi Li Cultural Management Leader, Art Stylist, Entrepreneur

Journalist, Speaker,

Host, LGBTQ+ Advocate

Brian Hioe

Bloom Magazine.

Activist & Author

Founding Editor at New





International Retail Consultant, Author, Ex-EVP Home Depot

Marinna Madrid



Dana Ulrike Glatz Founder of Global Impact Alliance, Impact Advisor, Management Consultant, Lecturer

Writer, Community

and Experience

Designer

Facilitator, Consultant,



Ferdi van Heerden Founder and CEO of AgTech Startup COOKO, Serial social entrepreneur

Former Minister (Mining &

Education), VP World

Bank Africa, Co-founder

#BringBackOurGirls Co-

Transparency Int'l,



Manay Futnani Global Co-Head of Export Finance, Head of Infrastructure Finance

Ziad Taoud

Managing Director

@Digitiz&, Digital

Executive @Al Ghurair

Transformation

Investment



Sujatro Ghosh Multidisciplinary Artist, Research Scholar and Resident Artist @MARKK Hamburg



Prernaa Lohiya Founder of sustainable fashion brand Something Sustainable (SOS)



Hiroko Shiratori Creative Director, Brand Curator and Retail Design Manager @Aesop



Co-Founder and Chief Product Officer at biotech company Cellino, PhD and MA in Applied Physics

Dina Gilio-Whitaker

Confederated Tribes)

Renowned Scholar,

and Author in

American Indian

Educator, Journalist,

(Colville



Christian Mio Loclair Digital Artist, Al Innovator, Dancer, Founder @WaltzBinaire and @journee.live



Brightstar Kasyoka Founder & CEO @Star Tailored Designs, Fashion Entrepreneur, Youth Empowerment Advocate



Garikai Nhongo Manager for Digital Transformation, Board Member at non-profit Moderator, Author











Tendai Pasipanodya Co-Founder of Drones Doing Good Alliance,





Gurmit Singh General Manager -APAC & MEA @Quora

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DISRUPTIONS

 (\bigcirc)

BUSINESS

How will we lead our lives and express what we value in the future? How do we want our livina environments to evolve?

How will we want to care for our bodies, minds, and souls?

LIFEWORLDS

How will we want to communicate and deal with information?

04

SPACE

How will we create togetherness in the future?

How will we want to live in harmony with ecosystems and the planet?

06

How will we want to share our life with artificial intelligences?

07

How will we want to work in 10 years?

08

FUTURE

meaning

workforce

new age

8.3. hard work

WORKFORCE

8.1. pivoting towards

8.2. whole human

8.4. new skills for a

8.5. broad learning

How will global challenges & geopolitics affect desirable futures? What future business models will emerge?

FUTURE "CONSUMERS"

1.1. scaling down, building up

1.2. pride in the local

1.3. the quiet revolution

1.4. the neo yolo mindset

1.5. recrafting lux

1.6. orchestrated & hyper-niche retail

1.7. personal expansion

FUTURE (CITY) LIFE

2.1. urban respite

2.2. third spaces for social interaction

2.3. people want homes

2.4. around the fireplace

2.5. sense of place

2.6. rural leapfrogging **HEALTH &**

03

WELLBEING

3.1. coping with complexity

3.2. breath of life

3.3. embodiment

3.4. breaking the trauma loop

3.5. peace & trees

4.1. beyond the scroll

INFORMATION

4.2. freedom & the many voices

4.3. dancing with the dopamine monster

4.4. going off-grid

4.5. consistent connection

4.6. competing technospheres

4.7. new narratives of possibility

SOCIETY &

COMMUNITY

05

5.1. community as a way through crisis

5.2. being in service of something greater

5.3. bubble busting & the value of serendipity

5.4. community autonomy & selfreliance

5.5. the female line

5.6. backlash & the male identity vacuum

5.7, acts of dissent

SUSTAINABLE LIFE

6.1. mending the circle

6.2. is woo woo science?

6.3. post-tech solutionism

6.4. kinship with life

6.5. beyond performative sustainability

AI & **AUTOMATION**

7.1. the double exponential

7.2. contextual tech

7.3. star trek & stone age

7.4. code or be coded

7.5. the human plateau

7.6. technology in service of human wellbeing

7.7. the algorithmic mirror

7.8. invisible infrastructures. visible disruptions

7.9. everyday robots

09

GLOBAL

POWER SHIFTS

9.1. european confidence

9.2. africa, land of opportunity

9.3. euro-african partnership

9.4. india's rise to prosperity

9.5. middle eastern ecosystems of innovation

9.6. new leadership & power

FUTURE BUSINESS MODELS

10.1. place-based systems change

10.2. evolvina capitalism

10.3. time to prototype

10.4. skin in the game

10.5. everybody has a company



LIFE Worlds

How will we lead our lives and express what we value in the future?

01

FUTURE
"CONSUMERS"

- 1.1. scaling dowr building up
- 1.2. pride in the local
- 1.3. the quiet revolution
- 1.4. the neo yolo mindset
- 1.5. recrafting lux
- 1.6. full stream sensory retail
- 1.7. personal expansion

FUTURE "CONSU MERS

How will we lead our lives and express what we value in the future?

1.1 SCALING DOWN, BUILDING UP

How will we lead our lives and express what we value in the future?

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People are shifting their focus toward what they can meaningfully affect in their immediate surroundings. This marks a transition from global abstractions toward small, local actions and interpersonal connection as the foundation for future resilience.

- Community is becoming a primary response to overwhelming complexity, offering emotional grounding and a sense of agency.
- Individuals are turning to localized, tangible actions to manage uncertainty and regain control over their lives.
- · Small-scale efforts are increasingly seen as both meaningful and scalable, forming the roots of broader systemic change.
- Reaffirming social bonds through face-to-face interaction and democratic participation fosters belonging and shared responsibility.
- Empowering neighborhoods through participatory models strengthens civic engagement and unites people across differences.

"People feel a sense of being out of control. We've gone way beyond human scale so quickly that we now look to what can be controlled - perhaps that is creating the sense of community and place." Yasmin Eichmann Datta, USA

VERBATIM

"I believe we must stay true to ourselves and remain grounded. Instead of focusing only on big-picture issues, let's also concentrate on what's local and practical." Frances Shi Li, China

"The small is a reflection of the big. Nothing is done in isolation. So, if we can figure out how to get gray water in my community, it matters everywhere."

Yasmin Eichmann Datta, USA

"We've been going through tough economic challenges in the country (Kenya). I'm solving the things that I can solve - living with them and just working hard."

Brightstar Kasyoka, Kenya

"At the end of the day, people need people, and I hope that we don't lose our humanity in the next 10 years." Garikai Nhongo, Zimbabwe

"I ground myself by visiting people. Time is precious, and face-to-face conversations remain important." Frances Shi Li, China

"We've had this notion that whatever we do has to be grandiose. But we must figure things out in small scale first before we replicate them more broadly. And, of course, it needs to be applied differently, respecting the sense of place."

Yasmin Eichmann Datta, USA

"We need more participatory formats like citizen assemblies, where a randomized group of people must decide on something for their neighborhood. We'll realize that we have more in common than we think." Monika Jiang, Germany



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1.2 PRIDE IN THE LOCAL

How will we lead our lives and express what we value in the future?

FUTURE "CONSUMERS"

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- 1.7. personal expansion

Local identity is becoming central to how people imagine better futures, with traditional craftsmanship, cultural wisdom, and rural ingenuity emerging as engines of innovation, pride, and sustainability.

- Young generations are embracing local fashion, food, and production as cultural expressions and intentional choices for identity and impact.
- Craftsmanship and handmade goods are increasingly valued for their uniqueness, emotional depth, and as a form of resistance to mass production.
- Heritage and traditional knowledge, especially from rural and indigenous communities, are seen as untapped assets for future learning and development.
- Preserving culture is no longer about nostalgia it's a future-facing effort to maintain diversity, community resilience, and alternative models of progress.
- Traditional food practices are being rediscovered and respected as cultural anchors, sustainable alternatives, and carriers of intergenerational wisdom.

"10 years back and even earlier, we never looked up to 'Made in India' with respect and love but now we do that. We take pride in our craft and our potential."

Prernaa Lohiya, India

VERBATIM

"Going local is really popular among my age group. Choosing clothes that reflect our culture and craft are embraced by a lot of us."

Prernaa Lohiya, India

"Some [Indian middle class] are rejecting logo-driven luxury for something that supports local homegrown brands. It's not about buying more; it's about buying better and supporting local designers and artisans of India."

Tanisha Arora, India

"With all the knowledge scattered around in the countryside, I wish that it becomes a place of continuous learning and exchange." Hiroko Shiratori, Japan

"China is now rushing to protect and preserve its traditional culture and craftsmanship.

Frances Shi Li. China

"There's an influx of small brands in India that are preserving traditional crafts but also pushing them forward on a global stage. They have created very unique and authentic yet aspirational cultural identity."

Prernaa Lohiya, India

"The Indian culture is not a throwaway culture. I still have my grandma's sari and heirloom jewelry that will be passed on for generations."

Prernaa Lohiya, India

"Traditionally people make their food here from scratch, with simple ingredients and for more people, but that's because it's a cultural thing.'

Lara Amro, Jordan

"The memory of hunger is embodied in how we eat in India – the way we preserve food is a trauma response." Suiatro Ghosh, India



1.3 THE QUIET REVOLUTION

How will we lead our lives and express what we value in the future?

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- 1.4. the neo yolo mindset
- 1.5. recrafting lux
- 1.6. orchestrated & hyper-niche retail
- 1.7. personal expansion

The future will see more people proactively disengaging from high-speed, high-stimulus input to prioritize stillness, presence, and purposeful action. This isn't simply retreat, but a reset of daily life around deeper creativity, connection, and coherence.

- People are increasingly resisting passive consumption and questioning systemic narratives that fuel overconsumption and overstimulation.
- Slower rhythms in thought, speech, and action are being reclaimed as tools for clarity, healing, and depth.
- A turn to analogue practices, hands-on creativity, and embodied awareness signals a desire to reconnect with what is tangible and lasting.
- This rising awareness marks a guiet recalibration toward core assets such as calmness, presence, and internal alignment.

"I had to learn the art of being still and fully present, which is nothing anyone really talked about in school or university. But when you can be still, suddenly there's so much insight and wisdom to access." Tendai Pasipanodya, USA / Zimbabwe





VERBATIM

"We should oppose our 'passive consumption' and be more intentional with our purchases."

Monika Jiang, Germany

"Walking at a comfortable speed creates a natural rhythm with our body, our heartbeat, our breathing."

Hiroko Shiratori, Japan

"We're starting to see a distinct cult movement amongst the youth toward analog: vinvl. film. retro aesthetics. I believe it is an antidote to excessive digital immersion - they're gravitating towards what's 'real' with a real sense of place and time."

Jamie Nonis, Singapore

"People want to exercise in some way (cycling or boxing or pilates or yoga), learn a new skill like pottery or a new language, take art classes, explore something new. There's a hunger for slower, more meaningful moments."

Tanisha Arora, India

"There might be a turn towards handmade stuff because of being not reproducible."

Brian Hioe, Taiwan

"We're never taught how to listen. Truly listening might be the most radical act in a world full of noise."

Monika Jiang, Germany

"Since leaving Google, I've spent much time on energy work realigning my nervous system to heal after that craziness, along with meditation, silent retreats, and going inward."

Yasmin Eichmann Datta, USA

"An aspect of spirituality for me are those moments of stillness, of presence."

Tendai Pasipanodva, USA / Zimbabwe

GRAVITY

TREND RECEIVER REPORT 2025

1.4 THE NEO YOLO MINDSET

How will we lead our lives and express what we value in the future?

FUTURE "CONSUMERS"

- 1.1. scaling down, building up
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1.4. the neo yolo

- 1.5. recrafting lux
- 1.6. orchestrated & hyper-niche retail
- 1.7. personal expansion

The future of consumption is grounded in intention. Consumers are no longer swayed by hype but see through marketing and choose with maturity. Joy in buying remains, but it's balanced by awareness of overconsumption's costs. People buy less, choose better, and seek meaning over excess.

- We're seeing a 'Neo YOLO' mindset emerge: people embrace the joy of consumption, but with intention and self-awareness.
- · People recognize emotional spending patterns and are learning to channel them more consciously.
- People are losing tolerance for inauthentic branding and expect brands to back their promises with genuine quality, reliability, and value.
- Consumption patterns are shifting toward fewer, more meaningful choices, rooted in values rather than volume, and aligned with the pursuit of guilt-free consumption.

"Yes, we need to care about the future and sustainability, but we also need to live. We only live once and we should be happy. That's part of wellbeing." Hiba AlShareef, Jordan





VERBATIM

"Instead of completely cutting off my consumption and depriving me of whatever joy clothes bring to me, I decided to invest in brands that do more and are trying to be sustainable."

Prernaa Lohiya, India

"I think consumers are looking around and they're looking for smart choices. But there's a real shortage of opportunities where I can buy something which I can feel completely guilt-free about.

Tendai Pasipanodya, USA / Zimbabwe

"As a consumer, we're always looking for newer things. Even though I run a sustainable brand, I still like new things."

Prernaa Lohiya, India

"The shift happened when someone in my family was going through depression. Instead of seeking real therapy, she turned to retail therapy to fill the void, constantly buying things to feel better.

Tanisha Arora, India

"Companies should provide high-quality yet affordable products - bringing small happiness to consumers." Frances Shi Li, China

"Indian consumers are now also looking at Indian brands not just on a global stage but also locally. Showing growth and change in the perspective of the Indian buyer." Prernaa Lohiya, India

"People will actually consume less in the future, but they are OK with paying the price for that 'less' if it's quality." Brightstar Kasyoka, Kenya

1.5 RECRAFTING LUX

How will we lead our lives and express what we value in the future?

01

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In an era of accelerated and abundant mediocrity, future luxury will celebrate slow craft, natural aging, and broader social responsibility, where value emerges from irreproducible uniqueness, time-enhanced beauty, and mutually reinforcing relationships.

- The most beloved luxury will be non-reproducible unrushed, handcrafted items with natural qualities that gain character and value over time.
- Luxury products and spaces will embrace materials that develop beautiful patinas, celebrating natural aging rather than disguising it.
- Future luxury will foster genuine dialogue at eye-level, where customers and brands educate and inspire each other – transforming high-end retail into a collaborative exchange of bespoke knowledge and experience.
- Luxury brands could leverage their influence to champion the causes of vulnerable communities, advancing genuine inclusion that transforms industry standards and societal attitudes.





where you can genuinely connect to a person — the gift of presence." Monika Jiang, Germany

VERBATIM

"The future of luxury is an intentional space

"There might be a turn towards handmade stuff because of being not reproducible." Brian Hioe, Taiwan

"Mediocrity now comes for free."

Christian Mio Loclair, Germany

"If taken care of properly, a garment can age beautifully with you." Prernaa Lohiya, India

"We choose materials for Aesop stores that can pick up a patina, because aging is the natural course for everything natural, including human, and the company celebrates the beauty in this alteration."

Hiroko Shiratori, Japan

"Maybe more enlightened customers will eventually inform luxury brands – the customer can be the educator in a two-way conversation during the product and service consultation." Hiroko Shiratori, Japan

"I love that brands in the luxury sector have started to be mindful of using my preferred pronouns — 'They/Them' — when engaging with me. I try to build awareness via my social media accounts and people in my industry are recognizing and respecting my pronouns in their interactions with me and I really appreciate that."

Jamie Nonis. Singapore

"Androgynous models have been in vogue since the '90s, but I look forward to the day when high fashion labels and luxury houses like Gucci and Hermès choose a trans model to front a major global campaign."

Jamie Nonis, Singapore

"20th-century luxury was defined by what was viewed from the outside. My hope is that luxury moves more towards the values relied upon by people."

Hiroko Shiratori, Japan

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1.6 ORCHESTRATED & HYPER-NICHE RETAIL

How will we lead our lives and express what we value in the future?

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The retail landscape will transform into hyperpersonalized experiences where brands orchestrate multi-sensory journeys that increasingly dissolve the boundaries between shopping, media, and social engagement - digitally and physically.

- Digital retail could evolve into a hyper-niche broadcasting ecosystem, where brands stream curated content directly to homes, shaping a richer customer journey via entertainment and emotional engagement.
- · Physical retail will evolve into hyper-personalized, humanfirst spaces that engage all five senses, creating sensory environments that put a premium on individual connection over impersonal transactions.
- Thoughtfully orchestrated experiences digital and physical – will help build lasting relationships that resonate with customers' deepest values and aspirations.

"We often say a retail space is like a stage and all the brand consultants are dancers and actors, with the customers being the audience."

Hiroko Shiratori, Japan

VERBATIM

"I think niches will become much stronger. The specialists that realize if they entertain their customers, they've got a good chance of selling the product."

Jim Inglis, USA

"Despite the move to digital retail, people like to have a degree of touch at the end of the day."

Hiroko Shiratori, Japan

"My team interacts with consumers directly on call or WhatsApp. We try to bring in that humanness into the overall experience with the brand."

Prernaa Lohiya, India

"Al might help with a precise prescriptive recommendation for skincare, but it's the human connection that creates a special interaction."

Hiroko Shiratori, Japan

"In the future, you're going to see that retailers have their own soundstage, their own influencers, their own media channels, and direct streaming into homes."

Jim Inglis, USA

"We stimulate all five senses in Aesop spaces – you smell the store even before you see the facade."

Hiroko Shiratori, Japan

"I curate environments to awaken people's sensitivity to Aesop's values, guiding their natural discovery of value through subtle cues."

Hiroko Shiratori, Japan

"I think the model for retail is TikTok - retail is entertainment and it's going to become more entertainment."

Jim Inglis, USA





GRAVITY

1.7 PERSONAL EXPANSION

How will we lead our lives and express what we value in the future?

FUTURE "CONSUMERS"

- 1.1. scaling down, building up
- 1.2. pride in the local
- 1.3. the quiet revolution
- 1.4. the neo yolo mindset
- 1.5. recrafting lux
- 1.6. orchestrated & hyper-niche retail

1.7. personal

Consumers are increasingly seeking transformative life experiences beyond instant gratification and excessive consumption, aiming to build social connection, learn new skills, and expand their worldview through lifechanging travel abroad.

- · People are looking for more meaningful experiences and deeper joy in memorable events like concerts, exhibitions, and shared social gatherings.
- Skill-building will shape future consumption choices, transforming everyday activities - cooking, music, crafts, and language learning – into opportunities for selfdiscovery and personal growth.
- Travel is emerging as a desired form of transformative consumption – immersion in new environments can reshape identity and deepen appreciation for global diversity and untouched natural spaces.

"There are many experience centers that have come up, especially in cities, spiritual centers that help you with introspection and becoming a better human being." Gurmit Singh, India

VERBATIM

"I've been to five concerts in the past six months, which is crazy. Experiential gigs are on the rise."

Prernaa Lohiya, India

"My trip to Antarctica was transformative. It's the one place on Earth that feels untouched by humans and that's what makes it so breathtaking."

Tanisha Arora, India

"Traveling, sitting at a place drinking coffee and looking out to the nature and the sea, that's a therapy for me. And of course, shopping is a therapy for all women."

Hiba AlShareef, Jordan

"People are seeking to belong, be a part of a community, have that one-on-one with people at experiences like concerts, dinner parties and art exhibitions."

Prernaa Lohiya, India

"People want to exercise in some way (cycling or boxing or pilates or voga), learn a new skill like pottery or a new language, take art classes, explore something new. There's a hunger for slower, more meaningful moments."

Tanisha Arora, India

"People are willing to spend on experiences."

Jamie Nonis, Singapore

"For fun, I take courses in all kinds of things. I love learning; I absolutely adore it. I love listening to podcasts. I adore dancing. I enjoy karaoke and love singing.

Tendai Pasipanodya, USA / Zimbabwe

"I'm so incredibly bad at playing guitar. I need little side hustles that I take besides my less tangible work, and I realize how I struggle with myself every night; back and forth. Man. I'm so bad and it takes so

Christian Mio Loclair, Germany

"I love to travel. I like the diversity of different countries and cultures. There is a magic in each and every country I went to."

Hiba AlShareef, Jordan

"I make birthday cakes with ChatGPT. I'm an amateur baker, and so my ideas are sometimes bigger than what my skill-set allows. But baking is very scientific, so ChatGPT can help a lot."

Tendai Pasipanodya, USA / Zimbabwe





GRAVITY



2.1 URBAN RESPITE

How do we want our living environments to evolve?

FUTURE (CITY) LIFE

2.1. urban respite

- 2.2. third spaces for social interaction
- 2.3. people want homes
- 2.4. around the fireplace
- 2.5. sense of place
- 2.6. rural leapfrogging

In fast-growing cities, especially across India and Africa, people are seeking green spaces as essential refuges for physical and mental wellbeing, clean air to breathe, a slower pace of daily life, and relief from urban heat and climate stress.

- Future city life will center nature as a basic need for the urban environment – essential for both human wellbeing and climate resilience.
- Parks, green corridors, and natural common spaces woven into dense urban fabric will provide daily opportunities for rest, reflection, and recovery.
- Urban nature will shift from being just an escape feature to become a vital part of city infrastructure, supporting public health, social bonds, and environmental stability.
- Expanding green areas and removing hard surfaces will be crucial for cooling overheated cities, improving air quality, and managing flood risks.

"To combat 'heat islands', municipalities can help cool down urban areas by developing more parks and creating new water bodies, along with planting trees and vegetation. These measures can reduce the city's temperature by several degrees."

BV Anand. India

VERBATIM

"I want to live in cities that are less polluted with access to clean air and water."

Gurmit Singh, India

"I want parks. I want more trees. I want clean air. I want to just take a picnic blanket, pack some sandwiches, and just sit in the park."

Prernaa Lohiya, India

"When I need to relax in Tokyo, there is a place I enjoy where there are huge trees, so the air feels different. You walk to the main shrine building with neatly adjusted tiles. it's iust breathtaking."

Hiroko Shiratori, Japan

"Five years ago, I would never have needed an air purifier in Bombay. Last week I had to order one for my parents because they were coughing so much."

Tanisha Arora, India

"In cities like Bangalore, Mysore, and others across India, there are large public spaces where people gather to socialize and connect."

BV Anand, India

"If we would compensate with permacultures in our backyards and everything regenerative, our cities would create more oxygen than CO2."

Yasmin Eichmann Datta, USA

"Bombay lacks public space. So bars, restaurants, coffee shops, they become your meeting spots. People drive out of the city for fresh air and for greener spaces, to Alibaug, Karjat, Kamshet, Mulshi, and beyond."

Tanisha Arora, India





2.2 THIRD SPACES FOR SOCIAL INTERACTION

How do we want our living environments to evolve?

FUTURE (CITY) LIFE

2.1. urban respite

2.2. third spaces for social interaction

- 2.3. people want homes
- 2.4. around the fireplace
- 2.5. sense of place
- 2.6. rural leapfrogging

As urban environments become denser and more digitally mediated, people increasingly seek physical 'third spaces' that foster belonging, ease loneliness, and strengthen community through meaningful human connection.

- · Purposefully inclusive third spaces can become spaces of belonging that strengthen the feeling of community and bridge social divides through shared experiences.
- Amid rising social isolation, loneliness, and disconnection, third spaces are becoming increasingly vital as informal, everyday settings that foster human connection.
- Third spaces should be reimagined as social commons physical environments that underscore the irreplaceable value of in-person interaction in an increasingly digital world.
- As hybrid work redefines routines, employers can strengthen culture and creativity by designing for informal and inclusive socializing.

"We need a workplace that's more like a third place. Not headquarters, not home, but something shared – to come together without a set agenda or the pressure to perform or produce." Monika Jiang, Germany



VERBATIM

"How can we design for less loneliness and towards more connection?"

Monika Jiang, Germany

"I think there's literally an epidemic of loneliness and I don't think enough has been done or is being done." Jim Inglis, USA

"The city needs more car-free zones, pedestrian zones where we can hang out and bump into each other." Monika Jiang, Germany

"Bombay has many of these interestingly curated events ('soundrise') where tiny parks or public spaces become an event venue for mornings with music and coffee." Tanisha Arora, India

"The church buildings will hopefully become places -'caring communities'. I believe that they could be centers. public places where people come together who care about their neighborhood and ask themselves the guestion: 'How can we make life in the neighborhood more livable or better?"

Jasmin El-Mahny, Germany

"When we're face-to-face working on shared projects, it's harder to 'other' each other. You can't dehumanize someone on vour team."

Yasmin Eichmann Datta, USA

"The future of work? It will mean a million hipster cafés and bars run by a 'slash' designer - hybrid spaces that also run a coffee shop."

Brian Hioe, Taiwan



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2.3 PEOPLE WANT HOMES

How do we want our living environments to evolve?

02

FUTURE (CITY) LIFE

- 2.1. urban respite
- 2.2. third spaces for social interaction

2.3. people want homes

- 2.4. around the fireplace
- 2.5. sense of place
- 2.6. rural leapfrogging

Owning a home is a fundamental human dream tied to stability, dignity, and security. But for many, that dream remains out of reach despite hard work and stable incomes, turning a life aspiration into long-term frustration.

- Despite working hard and earning stable incomes, many people are locked out of owning a home due to soaring costs and limited supply.
- Unlike previous generations who could afford a home, many experience the lack of homeownership as a loss of independence, identity, and security.
- The gap between the home people want and what they can afford is leading to growing frustration, especially among urban populations in big cities.
- Reimagining housing policies that make homeownership more attainable will be key to restoring stability, opportunity, and a sense of belonging in urban life.

"People want homes."

Brian Hioe, Taiwan



VERBATIM

"Getting a living space in Indian cities is quite tough. For any individual, it is a dream to build his own house." BV Anand. India

"Most of us are renting because real estate prices are crazy here in Mumbai."

Prernaa Lohiya, India

"My grandparents' generation may have saved for months to buy something like a television. But they could still afford a home. Today, that's flipped."

Tanisha Arora, India

"Big cities have become completely unaffordable, even for those who are earning well on paper. Homes are becoming too expensive, inaccessible and people are moving into smaller spaces or investing outside large cities."

Tanisha Arora, India

"Some young couples think they'll eventually inherit a home from their parents so why buy? So, renting an apartment makes more sense than buying."

Tanisha Arora, India

"Bombay and Delhi are becoming unaffordable to buy or rent. Pollution is sometimes so bad it feels like a gas chamber to live in. So, people are buying homes in tier 2 and 3 cities such as Goa, for clean air and mental peace." Tanisha Arora. India

"Living in a beautiful space with enough peace, quiet and convenience for good mental health and a fulfilling life is my wish for the future."

Prernaa Lohiya, India

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2.4 AROUND THE FIREPLACE

How do we want our living environments to evolve?

02

FUTURE (CITY) LIFE

2.1. urban respite

2.2. third spaces for social interaction

2.3. people want homes

2.4. around the fireplace

2.5. sense of place

2.6. rural leapfrogging

Future city life will be shaped by a longing for warmth and sense of togetherness. People will seek spaces that feel alive, shared, and grounded – evoking the archaic comfort of 'sitting around a fireplace' to connect with others.

- Desire for communal connection will shape spatial design, with emphasis on gathering places that foster offline conversation and joy of presence.
- People will look for spaces that prioritize sensory richness and emotional resonance over sterile functionality.
- There's a growing rejection of rigid, rectangular spaces in favor of round, organic, and smoother environments that feel more natural and human.
- The 'fireplace' has enduring symbolic power as an anchor of communal life – evoking connection, belonging, and timeless ritual of people gathering together.

"We long for the ancient ways, with a fireplace in the center, a community, close to nature, and strong bonds of kinship."



VERBATIM

"How can we design for less loneliness and towards more connection?"

Monika Jiang, Germany

"Can we create physical environments that feel like they create dopamine hits? Can we live in environments with less edges and corners that look messier as if we are in the midst of play?"

Yasmin Eichmann Datta, USA

"What if we all lived in round spaces? How would our way of thinking change? Like in igloos and yurts. There are no 90-degree angles in nature. Maybe we would get back to moving with the cycles of nature, smoothly, resiliently, interdependently, in reciprocity and harmony."

Dana Ulrike Glatz, Germany

"Maybe home isn't four walls. Maybe it's warmth, scent, regeneration."

Monika Jiang, Germany

"The future is more based on communities helping each other and supporting each other instead of separating people into different boxes."

Jim Inglis, USA

"We stimulate all five senses in Aesop spaces – you smell the store even before you see the façade." Hiroko Shiratori, Japan

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2.5 SENSE OF PLACE

How do we want our living environments to evolve?

02

FUTURE (CITY) LIFE

2.1. urban respite

2.2. third spaces for social interaction

2.3. people want homes

2.4. around the fireplace

2.5. sense of place

2.6. rural leapfrogging

A new sensitivity for the history and the cultural heritage of a place is emerging that could inspire more mindful and respectful ways of building, blending, and belonging within local contexts.

- Every place carries a unique history, energy, and cultural heritage, offering an opportunity to build on what came before rather than erasing it.
- New developments whether architectural, aesthetic, or brand-related – are weaving the old into the new to create deeper layers of cultural resonance.
- Brands can approach spaces with cultural sensitivity, blending their identity thoughtfully into local contexts rather than imposing one-size-fits-all designs.
- Heightened place-awareness could encourage more respectful, site-specific design rooted in the textures, stories, and spirit of a setting.
- Deeper respect for an Indigenous sense of place and emotional ties people have to locations – could reshape how spaces grow with care and authenticity.

"Every retail space of Aesop is very different in design because the brand wishes to connect with the people of a local context."

Hiroko Shiratori, Japan



VERBATIM

"In Jordan, we're connected to the land – we even say we're as rooted in it as an olive tree."

Lara Amro, Jordan

"Pacing is a necessity in my life and physical attachment to a place – healthy breathing and the pace of walking that is most natural."

Hiroko Shiratori, Japan

"The environment is deeply rooted in Indian culture. People worshipped and respected trees and that stays in your ethos throughout your life. Now, those things are coming back."

Gurmit Singh, India

"The whole history of companies that go to other cultures – and on the surface it looks the same and they don't really understand the culture that's underneath – is ultimately fatal to their business."

Jim Inglis, USA

"Our designs follow a functional formula, but we allow the local context to shape the expression."

Hiroko Shiratori, Japan

"Cultural translation is essential for brands like Aesop that aren't immediately understandable. They need a guiding light that initially clicks with people."

Hiroko Shiratori, Japan

"There's a growing importance in an Indigenous sense of place. Globalization happened so quickly there's now a yearning for biological co-regulation."

Yasmin Eichmann Datta, USA

2.6 RURAL LEAPFROGGING

How do we want our living environments to evolve?

02

FUTURE (CITY) LIFE

2.1. urban respite

2.2. third spaces for social interaction

2.3. people want homes

2.4. around the fireplace

2.5. sense of place

2.6. rural

With digital infrastructure and know-how flowing between urban and rural areas, new talent will rise and overlooked rural communities will be enabled to leap into the future economy.

- Digital access will lay the foundation for rural transformation, enabling participation in education, healthcare, and commerce at scale.
- Mobile tools like digital wallets and payments are boosting inclusion, especially for women and informal workers long excluded from financial systems.
- Home-based education is building future-ready skills, allowing rural youth to compete at eye-level.
- Empowerment initiatives focused on women and girls will accelerate local leadership, driving economic resilience from within communities.
- Infrastructure including tech and AI is the great equalizer, helping rural regions leapfrog traditional barriers and join the formal economy on their own terms.

"Mobile wallets have been huge in terms of inclusion.

People who previously were unbanked are now
able to hold money. In Zimbabwe,

90% of all payments are mobile payments."

Garikai Nhongo, Zimbabwe





VERBATIM

"When we connect more people to the Internet, they get better access to services, even in countries where governments are not great at providing services." Tlhoqi Dube, South Africa

"Access to the Internet and mobile payments revolutionized rural India. It'll change the way farming and fishing is done." Gurmit Singh, India

"The internet in rural areas solved the teacher problem. A teacher in Mumbai can now do a video class remotely, which was a tipping point in education. Now, a lot of talent comes from rural areas."

Gurmit Singh, India

"With access to the Internet and AI tools, a child who doesn't have a science teacher, can get away with teaching themselves or filling in some of the gaps."

Tlhogi Dube, South Africa

"The digital wallet had a positive impact, especially on women who didn't have easy and affordable access to banks due to different limitations and challenges." Hiba AlShareef, Jordan

"If there's no electricity, new technology won't help. So, I dream that all communities will have access to electricity, and then they might be able to connect with people online." Marthe Wandou, Cameroon

"There's a lot of cultural knowledge scattered around the Japanese countryside. I wish that it becomes a place of continuous learning and exchange, a place where I can 'crisscross' my international perspective with the locals." Hiroko Shiratori, Japan

GRAVITY



How will we want to care for our bodies, minds, and souls?

03

HEALTH & WELLBEING

- 3.1. coping with complexity
- 3.2. breath of life
- 3.3. embodiment
- 3.4. breaking the trauma loop
- 3.5. peace & trees

03 HEALTH WELLBE ING

How will we want to care for our bodies, minds, and souls?

3.1 COPING WITH COMPLEXITY

How will we want to care for our bodies, minds, and souls?

03

HEALTH & WELLBEING

3.1. coping with complexity

- 3.2. breath of life
- 3.3. embodiment
- 3.4. breaking the trauma loop
- 3.5 peace & trees

As digital noise, uncertainty, and burnout intensify, people are crafting personal rituals for emotional equilibrium. The next era of wellbeing will emerge from small, deliberate acts that restore presence and creative connection amidst sensory overload.

- Rather than pushing through stress, individuals are learning to regulate their nervous systems and engage in inner dialogue to restore balance.
- Creativity is emerging as a vital tool for emotional clarity and mental release.
- Reconnection with nature provides a foundational sense of calm and belonging.
- Joy and humor are becoming essential counterbalances to daily stress.

"To support my own wellbeing,
I have several conversations with myself.
I'm appreciating my journey and being content with what I have."

Brightstar Kasyoka, Kenya



VERBATIM

"I find poetry to be a release, an outlet, and it helps me to sort through feelings and thoughts to keep myself sane and hopeful for the future."

Garikai Nhongo, Zimbabwe

"Emotional resilience is to learn to be with our emotions, to be able to regulate our nervous system."

Monika Jiang, Germany

"The very first thing I do when I wake up is that I pick up my journal and I write down while half awake, whatever comes out of my head. Interesting things end up on that page and I get a lot of insight from that practice."

Tendai Pasipanodya, USA / Zimbabwe

"One of the things I do when I wake up is I just go out in my garden, and I take a moment of stillness – just feeling the ground under my feet."

Tendai Pasipanodya, USA / Zimbabwe

"Sometimes to counterbalance my stressful day, I enjoy the simple things in life, for example funny reels and stories on social media – nothing that requires deep thinking. It makes me feel happy and it can be part of my affordable wellbeing."

Hiba AlShareef, Jordan

"For fun, I take courses in all kinds of things. I love learning; I absolutely adore it. I love listening to podcasts. I adore dancing. I enjoy karaoke and love singing."

Tendai Pasipanodya, USA / Zimbabwe

"I make birthday cakes with ChatGPT. I'm an amateur baker, and so my ideas are sometimes bigger than what my skill-set allows. But baking is very scientific, so ChatGPT can help a lot." Tendai Pasipanodya, USA / Zimbabwe

"People participate in 'laughing clubs' – groups where people sit together and laugh deliberately to relieve stress."

BV Anand, India



3.2 BREATH OF LIFE

How will we want to care for our bodies, minds, and souls?

HEALTH & WELLBEING

3.1. coping with complexity

3.2. breath of life

- 3.3. embodiment
- 3.4. breaking the trauma loop
- 3.5 peace & trees

Intentional breathing is emerging as essential practice for emotional balance and spiritual awareness. From calming the nervous system to reconnecting with traditions, breathwork is being reclaimed as both a physiological and cultural resilience tool.

- Future wellbeing will prioritize breathing as a gateway to emotional regulation and mental clarity in overstimulated environments.
- People are turning to frequency-based practices like humming, music, and vibration as non-verbal ways to regulate energy, restore balance, and reconnect with themselves and others.
- Physical presence feet on the ground, breath in sync is a key mode of reconnecting with body and place in a fragmented digital world.
- Cultural shifts are beginning to value embodied practices, drawing from Indigenous and holistic knowledge systems once dismissed as fringe.

"You should learn to breathe in such a way that every cell in your body is breathing."

BV Anand. India



VERBATIM

"We call full and deep breathing 'Pranayama' - and if you can do it for at least 15 minutes a day, you will become more balanced."

BV Anand, India

"I had to learn the art of being still and fully present, which is nothing anyone really talked about in school or university. But when you can be still, suddenly there's so much insight and wisdom to access."

Tendai Pasipanodya, USA / Zimbabwe

"When I walk on the beach, there's a certain amount of oxygen that gets to the head - it's a more natural flow." Hiroko Shiratori, Japan

"Walking at a comfortable speed creates a natural rhythm with our body, our heartbeat, our breathing."

Hiroko Shiratori, Japan

"Breathing always helps. Breathe in. Breathe out. Both feet rooted in the Earth.'

Dana Ulrike Glatz, Germany

"Frequency medicine is the future." Dana Ulrike Glatz, Germany



3.3 EMBODIMENT

How will we want to care for our bodies, minds, and souls?

03

HEALTH & WELLBEING

3.1. coping with complexity

3.2. breath of life

3.3. embodiment

3.4. breaking the trauma loop

3.5 peace & trees

There's a new awareness forming around the body as a primary site of intelligence, regulation, and meaning-making. The future of wellbeing, learning, and even technology can benefit from our ability to re-embody our lives and design systems that work with, not against, our physical selves.

- We're coming to realize that bodily awareness is essential for emotional regulation and resilience.
- The future of learning and work will increasingly value movement, intuition, and embodied knowledge.
- There's a growing recognition that bodily intuition and gut feeling offer forms of understanding that rational thinking alone cannot access.
- Emerging technologies and apps may help translate bodily signals into actionable self-care, reintroducing self-healing as a daily practice.
- Loneliness and disconnection are now physical signals pointing toward deeper unmet needs, not just emotional states.

"We are 'disembodied' – detached from our body the whole day and sitting in our meetings with just our head."



VERBATIM

"We need to reconnect with our bodies again to develop emotional resilience and go deeper into personal issues from our past."

Monika Jiang, Germany

"We need to learn how to regulate our nervous system to have better relationships at work and home."

Monika Jiang, Germany

"Our education system tells kids to sit down and memorize. We need to get beyond the 'ADHD mentality' and celebrate the kid who wants to be outside and moving."

Yasmin Eichmann Datta, USA

"I think it would already shift something if we didn't sit for nine hours at our screens but instead did walking meetings."

Monika Jiang, Germany

"Reasoning is very superficial compared to a more multidimensional gut feeling."

Christian Mio Loclair, Germany

"We spend all this time in school learning about the brain but nothing about the body as our filter for how we experience the world – that is mind-blowing."

Yasmin Eichmann Datta, USA

"Loneliness shows us what we're lacking in life, but we shouldn't fill this void with external things like buying more, working harder, or scrolling more just to numb ourselves."

Monika Jiang, Germany

"It's not about eradicating loneliness; it's about learning to befriend it."

Monika Jiang, Germany

GRAVITY TREND RECEIVER REPORT 2025

3.4 BREAKING THE TRAUMA LOOP

"The trauma of growing up far from my parents in Morocco is something I refuse to pass on. I want my children to grow up with stability and emotional closeness." Ziad Taoud, UAE

How will we want to care for our bodies, minds, and souls?

03

HEALTH & WELLBEING

- 3.1. coping with complexity
- 3.2. breath of life
- 3.3. embodiment

3.4. breaking the trauma loop

3.5 peace & trees

In the future, we'll have to reckon much deeper with trauma – acknowledging its roots, recognizing its manifestations, and pursuing more complete healing. This calls for emotionally intelligent workplaces, supportive technologies, and culturally sensitive approaches prioritizing resilience and repair.

- Trauma is increasingly seen as a key force shaping personal identity and collective experience, encompassing inherited, emotional, and cultural wounds.
- Inner-child work, body awareness, and trauma-informed leadership are emerging as pathways for building healthier, more emotionally intelligent teams and cultures.
- Trauma is not only personal. It's systemic in social norms and conflict zones, while also deeply embedded in culture, food, and memory.
- All and tech could support trauma recovery and offer new pathways for self-understanding and therapy.





VERBATIM

"As a Native American, I became aware that my life was shaped by a 500-year historic trauma."

Dina Gilio-Whitaker, USA

"We're people and we're messy; you can put us into an organization, but we're still little kids walking around in adult bodies pretending we have it all figured out."

Yasmin Eichmann Datta, USA

"We're now planning with a partner to provide mental health for us as a staff because of all the trauma we've been exposed to."

Marthe Wandou, Cameroon

"What's important is doing the 'inner-child' work with your team. You don't want to hire the 'child' in someone. You want to hire the 'grown-up' – who's not coming in with a massive ego and getting hurt at every little point because of what Daddy did when they were a kid. Yet this is what often happens."

Tendai Pasipanodva, USA / Zimbabwe

"We need to reconnect with our bodies again to develop emotional resilience and go deeper into personal issues from our past."

Monika Jiang, Germany

"That inner-child work journey was pivotal for me. There's real wisdom and wealth in this. So, how do we apply that to our own organization and to employees?"

Tendai Pasipanodya, USA / Zimbabwe

"The memory of hunger is embodied in how we eat in India – the way we preserve food is a trauma response."

Sujatro Ghosh, India

"In (North) Cameroon culture, men are trained to be a strong person – a man should not cry and should not talk about what he feels."

Marthe Wandou, Cameroon

"The first key moment in my life was being a child of three years during the Nigerian civil war."

Obiageli 'Oby' Ezekwesili, Nigeria

"People use ChatGPT as a therapist. I've done that. It's frighteningly helpful."

Monika Jiang, Germany

3.5 PEACE & TREES

How will we want to care for our bodies, minds, and souls?

HEALTH & WELLBEING

- 3.1. coping with complexity
- 3.2. breath of life
- 3.3. embodiment
- 3.4. breaking the trauma loop

3.5 peace & trees

Though it might sound naïve, more people are longing for the simple basics of life in the next 10 years - clean air, clean water, fresh food, natural spaces, and compassion for animals. These fundamentals can no longer be taken for granted, any more than world peace and social harmony will just happen on their own.

- Even among affluent populations, access to basics like clean air, clean water, and fresh food are becoming a top priority for ensuring physical health.
- Creating spaces for inner calm and stillness are viewed just as vital to mental wellbeing as meeting everyday bodily needs.
- Ethical treatment of animals and other life forms now represent a core value rather than just an optional gesture of kindness.
- Building a peaceful and harmonious world will require the same committed civic action as preserving the basics of life.

"I want a more fulfilling life in a space that gives me quiet, peace, community, good air, and parks."

Prernaa Lohiya, India

VERBATIM

"In the future, I want to live in a place with access to clean water and

Frances Shi Li. China

"It [Antarctica] doesn't feel like Earth. It's surreal, with clean air, pure water, and no human habitation [...], just seals, penguins and whales."

Tanisha Arora, India

"Spiritualism means that you want peace of mind, some kind of harmony and better circumstances so you can have a better life." Gurmit Singh, India

"I would just like to be able to have a peace of mind, peace of conscience, knowing that I'm doing the right things and also to have just a peaceful way of living that is filled with laughter and warmth and sunshine at the same time."

Lara Amro, Jordan

"The environment is deeply rooted in Indian culture. People worshipped and respected trees and that stays in your ethos throughout your life. Now, those things are coming back." Gurmit Singh, India

"The attitude towards stray dogs has changed a lot. People are more empathetic. They feed them, care for them, take them to vets, and even adopt them - that also has to do with the rise in spiritualism.

Gurmit Singh, India

"In 10 years, I wish to see the world united."

Sujatro Ghosh, India

"I would like to see a more civic society where people care more for each other and balance personal ambition and the overall society." Gurmit Singh, India

"Back to nature, back to the essence. There is no escaping what vou mav call 'woo woo'." Dana Ulrike Glatz, Germany





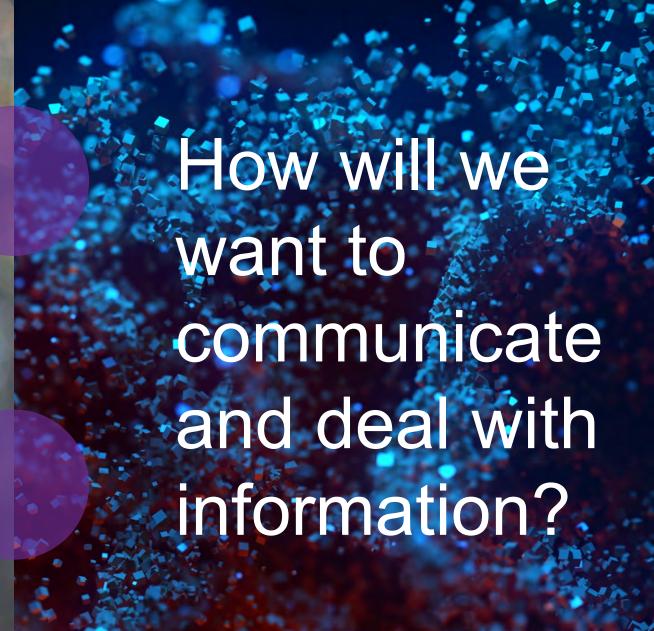
How will we wanto communicate and deal with information?

04

INFORMATION SPACE

- 4.1. beyond the scroll
- 4.2. freedom & the many voices
- 4.3. dancing with the dopamine monster
- 4.4. going off-grid
- 4.5. consistent connection
- 4.6. competing technospheres
- 4.7. new narratives of possibility

INFOR ATION SPACE



4.1 BEYOND THE SCROLL

How will we want to communicate and deal with information?

INFORMATION SPACE

4.1. beyond the scroll

- 4.2. freedom & the many voices
- 4.3. dancing with the dopamine monster
- 4.4. going off-grid
- 4.5. consistent connection
- 4.6. competing technospheres
- 4.7. new narratives of possibility

Social media is likely to fragment further, caught between its role as a tool for public discourse and its function as an engine of distraction and disinformation. Its future may be more nuanced, colored by debates on ethics, regulation, trust, and moderated connection.

- users toward smaller, values-based or semi-private networks.
- Verification, context, and the sources of content could
- Future platforms may retain addictive mechanics, but embed them in more complex ecosystems of education, advocacy, and influence.

"We interact with the internet like kids with ice cream. We follow our most basic instinct and go after the sensational. We'll evolve, but for now, we want more ice cream."

Yasmin Eichmann Datta, USA

VERBATIM

"Social media and the net are becoming sensationalist in order to keep users, shareholder value, and advertising value. They are devouring themselves completely. They seem to be wallowing in themselves one more time before we really need something new." Christian Mio Loclair, Germany

"There are so many trolls on platforms, and it only gets murkier. So, the ethical use of technology - being respectful yet expressing your opinion - must be important to society."

Gurmit Singh, India

"We're losing control over the narratives of media, but it's up to us to make sure we're spreading the right words and not just spreading fake news."

Lara Amro, Jordan

"We're entering an era where truth can be manufactured, and trust becomes harder to earn."

Tanisha Arora, India

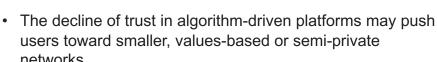
"In the future, it'll be self-regulation. The world is evolving. The reader wants to know the truth, the opinion, whatever it is good, bad, or ugly."

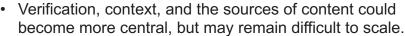
Gurmit Singh, India

"Social media has created this illusion of connection. It feels intimate, but if you need someone to feed your cat, many struggle to name someone."

Monika Jiang, Germany

"I think social media is our downfall. At this point, it's more of a force for destruction than anything else.' Dina Gilio-Whitaker, USA





TREND RECEIVER REPORT 2025

4.2 FREEDOM & THE MANY VOICES

How will we want to communicate and deal with information?

INFORMATION SPACE

4.1. beyond the scroll

4.2. freedom & the many voices

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- 4.7. new narratives of possibility

The digital public sphere is reshaping how freedom is understood and practiced, shifting power from institutions to individuals who now choose what to learn, who to listen to, and how to engage. In this open environment, social media is less about broadcasting and more about listening, connecting, and coexisting with multiple truths.

- · Social media has become a listening tool, where individuals navigate diverse perspectives instead of receiving a single authoritative narrative.
- Freedom is increasingly tied to access who can speak, who can be heard, and who can decide what knowledge is valuable.
- The resistance to regulation stems from a need to preserve this new, decentralized model of agency and awareness.
- As digital platforms evolve, responsibility will grow around amplifying marginal voices and sustaining meaningful, connective dialogue.

"I've learned a lot from social media." It provides people with freedom by serving as a platform with equal access to information."

Frances Shi Li, China



VERBATIM

"I don't want things to be regulated. I need to know. Those days are gone when people had to listen to governmentowned media - at least in India."

Gurmit Singh, India

"We have the responsibility to amplify voices. The digital space is not all bad, it has the ability to connect people in different places through conversations to find areas of common ground."

Garikai Nhongo, Zimbabwe

"Regulation will curtail your freedom of speech and your freedom of knowledge, 'Freedom' as a term is evolving and is defined by what is happening in the world."

Gurmit Singh, India

"Today, everyone has a voice on social media. People have the freedom to choose what to listen to, what to learn. and how to express themselves."

Frances Shi Li, China

"I use social media as a way to hear different perspectives." Frances Shi Li. China

4.3 DANCING WITH THE DOPAMINE MONSTER

How will we want to communicate and deal with information?

INFORMATION SPACE

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- 4.7. new narratives of possibility

Youth are rehearsing new forms of media fluency through their engagement with fast, interactive, and immersive content. What looks like distraction may be a generational adaptation to a future shaped by real-time information flows, ambient advertising, and Al-mediated communication.

- · Constant interaction with short-form content may be a way of preparing for environments saturated with stimulus and simulation.
- · Youth behavior reflects early fluency in navigating and filtering high volumes of real-time data and media.
- Emerging communication norms will be shaped by highly personalized, embedded, and ever-present content formats.
- Generational trust will become critical, as young people define new literacies for attention, agency, and meaningmaking.

"Perhaps this whole cell phone addiction is an incredibly intelligent system for young people who are preparing themselves for a completely different world."

Christian Mio Loclair, Germany





VERBATIM

"Post-internet kids don't see a divide between digital and non-digital worlds, so the concept of acquiring 'digital literacy' is already outdated."

Ferdi van Heerden, South Africa

"The phone addiction could be the preparation for this endless dopamine monster."

Christian Mio Loclair. Germany

"As the dopamine monster develops, we try it out with gusto before it becomes almost impossible for us to understand – and then we put it down again as a society. So, it can go either way."

Christian Mio Loclair, Germany

"School curriculums should encourage kids to develop critical thinking skills, which is not so prevalent here in Singapore."

Jamie Nonis, Singapore

"We need to prepare younger people with a moral compass, an ability to think critically with an associative mind."

Tendai Pasipanodya, USA / Zimbabwe

"Societally, the most difficult thing is how we deal with dopamine. But that wasn't triggered by AI, it's ongoing." Christian Mio Loclair. Germany

4.4 GOING OFF-GRID

How will we want to communicate and deal with information?

04

INFORMATION SPACE

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4.4. going off-grid

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- 4.6. competing technospheres
- 4.7. new narratives of possibility

In response to increasingly toxic online spaces, digital engagement is shifting towards intentional, self-protective strategies. Communities, especially at the margins of society, curate safe spaces, assert control over data, and choose platforms based on trust and relevance.

- Users will adopt selective participation across platforms, balancing visibility with psychological safety.
- Niche and encrypted platforms will grow in importance for peer-to-peer connection, particularly for vulnerable communities.
- Digital literacy will evolve to include data protection, platform scrutiny, and awareness of context collapse.
- Future online communities will value moderation, consentbased access, and co-created norms of engagement.

"Our community is looking at other platforms and spaces to connect that are more private." Ryan Fitzgibbon, USA



VERBATIM

"What I realized is that many in the majority heterosexual population are simply unaware about the microaggressions and discrimination we LGBTQ+ folk continue to face today. When I shared about how I'm sometimes treated at restaurants, my Instagram DMs were flooded with people who were genuinely shocked. Meanwhile, I received a lot of commiseration from friends in the queer community who've experienced similar incidents."

Jamie Nonis, Singapore

"People want to spend less and less time online or on social media. Some are opting out now – no more Meta, no more WhatsApp or Facebook."

Monika Jiang, Germany

"Substack is a great example of where people are using a platform to find community based on niche interests, shared inspiration, resources, and depth."

Ryan Fitzgibbon, USA

"People came to my house and there were coordinated hate messages online. I'm even more cautious about social media now; I use end-to-end encrypted services for everything."

Suiatro Ghosh, India

"We will find ourselves in smaller communities - but more deeply connected."

Dana Ulrike Glatz, Germany

"We're going off-grid – away from government and institutions – and finding more intimate ways of connecting to combat the effort to erase us."

Ryan Fitzgibbon, USA

"Brands have this opportunity as a leader in creating islands of safety, coherence, and sanity for people."

Yasmin Eichmann Datta. USA

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4.5 CONSISTENT CONNECTION

"Trust is not built as a 'one-time' thing – it's built by coming back a second time."

David Dao, Switzerland

How will we want to communicate and deal with information?

04

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GRAVITY

4.7. new narratives of possibility

In the future, trust between communities and institutions will rely on visible, continuous presence and accountability. Brands that engage consistently, build local relationships, and support autonomy will become valued members of the social fabric.

- Trust is built through repeated, accountable interactions within communities.
- Long-term presence matters more than symbolic gestures or one-off campaigns.
- Local representatives who are embedded in communities enhance credibility and connection.
- Brands that enable community autonomy and selfdetermination will foster lasting loyalty.

TREND RECEIVER REPORT 2025

 Environments that support open exchange and belonging are key to social cohesion.





"Trust is something which is built over time and it's just like community building."

Suiatro Ghosh, India

"The reason why somebody would go and buy that thing over and over again is that trust has been built. I know that this will not let me down."

Sujatro Ghosh, India

"To build trust and combat misinformation, it helps to have 'boots on the ground' or to have local relationships because you're more visible."

Garikai Nhongo, Zimbabwe

"The difference between 'being with' a community rather than just 'being for' them means supporting without exploiting for the sake of marketing."

Ryan Fitzgibbon, USA

"Amidst turmoil, frustration, and fear, brands can be dependable anchors that deliver what they promise and focus on our commonalities rather than our differences."

Yasmin Eichmann Datta, USA

"Communication must be based on trust. If a government wants to limit the opportunities for mistrust or distrust, it should let civic community leaders be the ones to speak – they're who I trust."

Garikai Nhongo, Zimbabwe

"The future is more based on communities helping each other and supporting each other instead of separating people into different boxes."



Jim Inglis, USA

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4.6 COMPETING TECHNOSPHERES

How will we want to communicate and deal with information?

04

INFORMATION SPACE

- 4.1. beyond the scroll
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- 4.4. going off-grid
- 4.5. consistent connection



4.7. new narratives of possibility

The digital world is fragmenting into competing technospheres, each shaped by distinct political and economic logics – state control, corporate dominance, and emerging civic visions – creating competition for sovereignty over data, governance, and autonomy.

- Three primary technospheres are forming: state-owned (e.g., China), corporate-controlled (e.g., USA big tech), and a civic-driven model in Europe that is still in development.
- The European model aspires toward citizen-owned data and digital sovereignty but remains more a vision than a reality.
- These competing systems reflect broader geopolitical and economic tensions, and their evolution will shape the future of autonomy, governance, and rights in digital spaces.
- The European technosphere represents both a critical opportunity and a responsibility: to actively design an alternative grounded in democratic and participatory principles.

"The European perspective on technology should be seen as the 'first way', not a 'third way' compared to China and the USA – we're the only ones putting human rights at the core of digital strategy."

Ferdi van Heerden. South Africa



VERBATIM

"We don't have our own technology that describes how we would like to be together. So other technology like TikTok is imposed on us. I think that's a very dangerous faux pas." Christian Mio Loclair, Germany

"The internet is going to be one of two things: either the data belongs to the state, like in China, or the data belongs to companies, like in the USA."

Ferdi van Heerden, South Africa

"The US and China are competing for influence. There are echoes of that everywhere."

Brian Hioe, Taiwan

"No one's actually going back and looking at the tech arms race from a 'first principles' perspective and asking: how can we redesign the value chain in such a way that it actually makes sense for everybody?"

Ferdi van Heerden, South Africa

"The investment in AI and technology in Saudi is massive. Global companies are flocking there because it's the new blue ocean. That's where the future economy is moving." Ziad Taoud, UAE

GRAVITY

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4.7 NEW NARRATIVES OF POSSIBILITY

How will we want to communicate and deal with information?

04

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- 4.6. competing technospheres

4.7. new narratives of possibility

Positive futures require a shift in storytelling: from frames of despair to plural, hopeful narratives that empower diverse communities to imagine agency, possibility, and change.

- Reframing dominant narratives is key to unlocking action, particularly in the face of challenges like climate anxiety among youth.
- Hopeful messaging offers an antidote to paralysis, enabling people to feel capable of participating in shaping the future.
- New narratives must include multiple lenses geographical, generational, gendered – to reflect lived realities and foster inclusive agency.
- Representation matters: if people don't see themselves in future stories, they may not believe they have a role in building that future.
- Foresight education plays a vital role in cultivating these new, empowering narratives that support equity and global self-confidence.

"My hope is that there are more people countering the negative narratives right now and working towards fixing things."

Tanisha Arora, India



"We need to have hopeful messages, especially with the youth – 'ecoanxiety' is as real as a psychological depression."

David Dao, Switzerland

"Representation is key. If you can't envision yourself as a scientist, you won't even think this career path is an option for you."

Marinna Madrid, USA

"A sense of positivity is often inspired by movement and action. If we can demonstrate value, progress and movement, we should be able to make people more positive and get them moving forward."

Garikai Nhongo, Zimbabwe

"Through the 'School of Politics, Policy and Governance SPPG' in Nigeria, 53 of our graduates ran for office in the 2023 elections – 9 of them won their party tickets for the general elections."

Obiageli 'Oby' Ezekwesili, Nigeria

"There's an important discussion within the social impact sector called 'climate anxiety', where you're seeing so much negative news in the media. So, a lot of people are shutting that down and looking for positive news, memes and comedy as a way of coping."

Tanisha Arora, India

"We don't yet have a picture where all people and communities of the world are well, where they're not worried all the time."

Yasmin Eichmann Datta, USA



GRAVITY





How will we create togetherness the future?



5.1 COMMUNITY AS A WAY THROUGH CRISIS

How will we create togetherness in the future?

SOCIETY & COMMUNITY

5.1. community as a way through crisis

- 5.2. being in service of something greater
- 5.3. bubble busting & the value of serendipity
- 5.4. community autonomy & selfreliance
- 5.5. the female line
- 5.6. backlash & the male identity vacuum
- 5.7, acts of dissent

As individualism and consumer-driven lifestyles reach their limits, communities are re-emerging as essential structures for resilience. In the future, durable, humanscale networks will play a central role in how people adapt to uncertainty and disruption.

- Today's renewed interest in local, in-person relationships signals a shift away from anonymous digital interactions.
- Smaller, accountable networks are increasingly valued for their ability to foster trust and reduce social fragmentation.
- In future crises, people are more likely to turn to community-based support systems than centralized institutions.
- · Building and sustaining tight-knit networks will become a core strategy for navigating systemic challenges.



"In 10 years, I wish to see the world united."

Sujatro Ghosh, India

VERBATIM

"But the crisis also reveals something deeply human. In those moments, strangers help strangers. People come together. There's solidarity but we shouldn't need disasters to remind us of it."

Tanisha Arora, India

"As the world becomes more individualistic, having a sense of community would help us face all the difficult situations together.'

Sujatro Ghosh, India

"People are becoming very lonely. The more they sit at home and just look at their phone and their computer, the lonelier they get. Getting involved in a community whether it's in a church, a charity, or a drama club - and interacting with other people would be so much healthier." Jim Inglis, USA

"The world will be saved by analog means – not digitally." Jasmin El-Mahny, Germany

"Communities often have different kinds of people with different expertise. Being together is something that would help us deal with all the problems which might come towards us."

Sujatro Ghosh, India

"I can't imagine a world without direct contact and encounters."

Jasmin El-Mahny, Germany

"Our species has survived because of our innate collaboration. In past crises, people came together regardless of class or gender to work collectively to move us forward."

Ferdi van Heerden, South Africa

"I ground myself by visiting people. Time is precious, and face-to-face conversations remain important."

Frances Shi Li. China



5.2 BEING IN SERVICE OF SOMETHING GREATER

How will we create togetherness in the future?

SOCIETY & COMMUNITY

5.1. community as a way through crisis

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- 5.7, acts of dissent

A growing future-oriented mindset values personal alignment with broader purposes, emphasizing usefulness, humility, and meaningful contribution to others and society.

- Individuals are seeking clarity on what they want to serve and are aligning their actions accordingly.
- Service is becoming a personal practice, linked to both spiritual reflection and pragmatic usefulness.
- There's a shift from abstract ideals of 'giving back' to concrete acts of being helpful and relevant in everyday life.
- self-exploration and commitment to collective wellbeing.

"I'd love to see ways that we can show up as acts of 'service' - being of service to something greater than ourselves." Monika Jiang, Germany

VERBATIM

"It's ingrained in our family that you always have to contribute to something that is bigger than yourself." Tendai Pasipanodya, USA / Zimbabwe

"I think the most important thing is: What do you want to be in service of? And how do you commit your time towards serving that idea?"

Ferdi van Heerden. South Africa

"In ten vears, we will have accumulated enough life experience and knowledge to create more jobs, provide opportunities, and bring more happiness to society."

Frances Shi Li. China

"I want to be a guiding light for people and help people to thrive. no matter the season."

Tendai Pasipanodya, USA / Zimbabwe

"Celebrating a religious service is like depicting a cosmic order. And there, the human being stands before something that's greater and more beautiful than oneself, in front of which they are happy to be small. It's an exercise in humility."

Jasmin El-Mahny, Germany

"I would hope my children would realize that they've been blessed and they should therefore be a blessing to others." Jim Inglis, USA

• The 'in service of' orientation fosters a balance between

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DISRUP TIONS

5.3 BUBBLE BUSTING & THE VALUE OF SERENDIPITY

How will we create togetherness in the future?

05

SOCIETY & COMMUNITY

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- 5.7, acts of dissent

In the future, navigating complexity will require intentional exposure to diverse perspectives. People and organizations will increasingly seek out unfamiliar environments, random encounters, and constructive friction to challenge assumptions and broaden understanding.

- Individuals will prioritize experiences like travel that break the echo chamber and introduce unexpected viewpoints into their lives.
- Random, unplanned social interactions will be valued as sources of learning and innovation.
- Future spaces for dialogue will be designed to encourage friction and nuance rather than consensus.
- Practices like 'broad listening' will gain prominence as structured ways to gather diverse input and insight.

"I'd like to be exposed to more diverse lifestyles."

Marinna Madrid, USA



VERBATIM

"I'm interested in creating more intentional friction – we have to embrace that conversations are not always going to be easy if we want to better understand each other and even ourselves."

Ryan Fitzgibbon, USA

"How do we create spaces in which something like cultivated coincidence is possible – places where I know something can happen here?"

Jasmin El-Mahny, Germany

"I think it's not only about changing the narrative, but also about getting out of your bubble. If you only look at feeds from your friends and family, and only watch news from your country, you stay stuck in that same narrative."

Lara Amro, Jordan

"The city needs more car-free zones, pedestrian zones where we can hang out and bump into each other."

Monika Jiang, Germany

"Instead of 'broadcasting' our own views, we practice 'broad listening' to consider all points of view together."

David Dao, Switzerland

"We're never taught how to listen. Truly listening might be the most radical act in a world full of noise."

Monika Jiang, Germany

"The spontaneous – even something a little playful and inviting – has a great attraction for people."

Jasmin El-Mahny, Germany



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5.4 COMMUNITY AUTONOMY & SELF-RELIANCE

How will we create togetherness in the future?

SOCIETY & COMMUNITY

- 5.1. community as a way through crisis
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5.4. community autonomy & self-

- 5.5. the female line
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- 5.7. acts of dissent

Communities are moving towards self-reliant models that reduce dependence on failing institutions. Future systems of support will be shaped by mutual aid, decentralization, and internal resilience, especially in response to past experiences of tokenism and institutional abandonment.

- · Communities are increasingly organizing support systems independently in response to weakened institutional trust.
- Mutual aid and local resource networks are setting the foundation for future resilience and self-governance.
- Experiences of symbolic inclusion without real followthrough have sharpened expectations for long-term, reliable engagement.
- Future collaboration will require institutions to earn their place through accountability, presence, and shared ownership.

"For our community, 'autonomy' is more important than 'empowerment'. Empowerment often comes from the mindset: 'we think we know what's best for you'. Autonomy is about letting people decide what truly empowers them."

Ryan Fitzgibbon, USA



VERBATIM

"Bottom-up change is the only way forward. It must come from our own will."

Frances Shi Li, China

"The ways we'll need to rely on each other and support each other more hyper-locally will create a bigger ecosystem of support groups in the next 10 years."

Ryan Fitzgibbon, USA

"You can create a 'Pride' car, you can launch a 'Pride' fashion collection, but what really matters at the end of the day is how such initiatives actually help the LGBTQ+ community. Awareness is one thing. But if it comes across as trying to profit off the community without actually giving back, that's how brands get accused of 'rainbow washing'. Jamie Nonis, Singapore

"In a new era of mutual aid, we're pooling our resources, information, and knowledge to support each other's needs - platforms like GoFundMe and Kickstarter have prepared us for this moment."

Rvan Fitzgibbon, USA

"Being with a community rather than just being for them means supporting without exploiting for the sake of marketing."

Rvan Fitzgibbon, USA

GRAVITY

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How will we create

togetherness in

the future?

SOCIETY & COMMUNITY

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- 5.7, acts of dissent

5.5 THE FEMALE LINE

Future societal resilience will be increasingly shaped by the foundational role women play in families and communities. As primary anchors of intergenerational stability and care, women - especially mothers and grandmothers – emerge as strategic entry points for long-term societal investment.

- Women often sustain and transmit social cohesion across. generations, especially within family structures.
- Investing in women amplifies societal outcomes, creating ripple effects across education, health, and stability.
- · Grandmothers and mothers are seen as powerful, grounding forces within communities.
- · The role of women in shaping familial and communal futures will become a strategic consideration in development and policy planning.

"As a mentor, I want to transmit what I have to make sure other people - especially women and girls receive capacities from me to develop resilience when facing life challenges."

Marthe Wandou, Cameroon



VERBATIM

"My late mom was well educated. She was a strong teacher and pushed us, especially me and my sisters, to study and have a career."

Hiba AlShareef, Jordan

"There's a lot of common knowledge scattered around out there in the countryside that you can expose yourself to my grandmother shared a lot what she knows." Hiroko Shiratori, Japan

"It's very true in Africa right now that if you want to build a community, you invest in the women."

Garikai Nhongo, Zimbabwe

"Mom Rose was able to love me and take care of me as her child - I was able to rebuild from a broken child to a child who's loved."

Brightstar Kasyoka, Kenya

"I've had the opportunity to hang out with my grandmother, to go shopping with her. And I find it quite liberating just to have these stories around me."

Sujatro Ghosh, India

"Africa has the world's highest concentration of women entrepreneurs."

Obiageli 'Oby' Ezekwesili, Nigeria





5.6 BACKLASH & THE MALE **IDENTITY VACUUM**

How will we create togetherness in the future?

SOCIETY & COMMUNITY

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5.6. backlash & the male identity vacuum

5.7, acts of dissent

The future of masculinity is marked by tension between regressive backlash and the emerging opportunity to reframe male identity. While conservative narratives currently dominate by opposing progressive gender roles, the space is growing to imagine and shape new models of masculinity that are relational, inclusive, and forward-looking.

- Conservative backlash frames masculinity in opposition to social progress, reinforcing antagonistic gender dynamics.
- A perceived identity crisis among men is amplified by a lack of visible, constructive role models.
- Current discourse tends to critique traditional masculinity without offering alternative visions.
- Future shifts may emerge as a counter-response, opening pathways to redefine masculinity in positive, inclusive terms.

"Many men no longer know what their role is. They lose that middle ground – of being a respectable father, a respectable member of society, a wage earner, a productive person. And that's where a lot of our violence comes from." Jim Inglis, USA



VERBATIM

"Strong opinions are being formed by strong men on strong topics. It's precisely this mixture - strong men, strong opinions - that suddenly seems to be incredibly attractive."

Christian Mio Loclair, Germany

"There's not a single woman I have met in my life who hasn't faced abuse."

Suiatro Ghosh, India

"What's happening in the USA is giving those who are anti-LGBTQ and anti-DEI a sense of permission - it's giving people permission to indulge their bigotry and racism."

Jamie Nonis, Singapore

"Men are lacking good examples of what it means to be a man. They've lost their role in feeding the family and taking care because women are able to do that on their own now.'

Jim Inglis, USA

"In (North) Cameroon culture, men are trained to be a strong person - a man should not cry and should not talk about what he feels.

Marthe Wandou, Cameroon

"Young people are heavily influenced by social media. It has a lot to do with identity: What's the right way to be a man? What should a real family be like? The young people ask me about topics that I've long since ticked off."

Jasmin El-Mahny, Germany

"Life isn't just about happiness. It's about fulfillment. That means learning to cope with the hard moments, not just chasing achievements."

Ziad Taoud, UAE

"I talk about leading with vulnerability and needing a kind of model that attracts more emotion and deeper connections with the people in my life."

Rvan Fitzgibbon, USA

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5.7 ACTS OF DISSENT

How will we create togetherness in the future?

05

SOCIETY & COMMUNITY

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5.7. acts of dissent

Future activism and protest will be driven as much by social connection as by conviction, drawing people into movements through community ties and shared values. Protest will manifest in everyday actions like creative expression, necessary conversations, and institutional critique, embedding dissent into both cultural and corporate life.

- Artistic expression will remain a vital method of protest, translating resistance into cultural language.
- Activism will center collective purpose, with the cause foregrounded over the individual.
- Many will engage in activism through community influence, drawn to movements by the people and values surrounding them.
- Protest will include initiating critical conversations and challenging norms within structured environments like workplaces.





VERBATIM

"I think us sitting here is a form of protest." Sujatro Ghosh, India

"There's potential change waiting in the wings. Artists and tastemakers who aren't themselves the most politically complex people can absorb the atmosphere and package it in an interesting way."

Brian Hioe, Taiwan

"We've started to censor ourselves a lot more and we conform to specific ideas – we actually have a lot less diversity as a species now than we did 100 years ago."

Ferdi van Heerden, South Africa

"I find poetry to be a release, an outlet, and it helps me to sort through feelings and thoughts to keep myself sane and hopeful for the future."

Garikai Nhongo, Zimbabwe

"Nobody can explain how they became an activist. It seems very random. I drifted into it, the people seemed so interesting."

Brian Hioe, Taiwan

"Right wing governments are cutting all the funding and so all the artists are angry now. It's a terrible idea for the right to offend every artist in the nation because they can package all these complex ideas into a very digestible way. I think that spells disaster for the political right in Taiwan."

Brian Hioe, Taiwan

"Companies should give people the space to think creatively, hypothetically, and alternatively – this benefits humanity."

Frances Shi Li. China



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How will we want to live in harmony with ecosystems and the planet?

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SUSTAINABLE LIFE

- 6.1. mending the circle
- 6.2. is woo woo science?
- 6.3. post-tech solutionism
- 6.4. kinship with life
- 6.5. beyond performative sustainability





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6.1 MENDING THE CIRCLE

Our future depends on mending the broken relationship of people, planet, and progress. Calls for environmental justice will drive a shift toward restoring relations between humans and nature, redressing harm, and rejoining the vital circle of life.

- The relationship between profit, people, and planet could evolve into a truly interdependent framework, with no single priority outweighing the others.
- Environmental justice will redirect policy and practice to address the unequal burden of ecological damage carried by marginalized communities worldwide.
- Systemic change will hinge on both large-scale reform as well as individual responsibility and accountability to align personal choices with measures for planetary health.
- Progress might be reimagined not as upward growth but as a continuous cycle, where moving forward means restoring, reciprocating, and renewing.

"The moment we broke the concept of a 'cycle' that nature had laid out for us – that everything must feed into something else – we created the root of our ecological crisis."

Tendai Pasipanodya, USA / Zimbabwe



VERBATIM

"I believe in the cyclical nature of life. Quite often in Western countries, the prevailing belief is in a linear trajectory. In many African and Asian cultures, you have the concept of the rise and fall."

Tendai Pasipanodya, USA / Zimbabwe

"We need to reimagine our economic system inside of the reality of a finite planet."

Yasmin Eichmann Datta. USA

"The concept of environmental justice addresses the prevalence of environmental racism that exposes communities of color to disproportionate risk and harm." Dina Gilio-Whitaker, USA

"The anonymous ability to cause shit and just run from it, I think is a fundamental societal problem that we currently have."

Ferdi van Heerden, South Africa

"If there was a design requirement that everything we produce has to feed into a cycle, that no cycle can be broken, then we'd be in such a different place." Tendai Pasipanodya, USA / Zimbabwe

"The economy has to be about collective wellbeing without equating such to solely profit and wealth maximization."

Monika Jiang, Germany



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6.2 IS WOO WOO SCIENCE?

What's long been dismissed as esoteric or "woo woo" actually holds centuries of lived insight. Integrating Indigenous and ancestral wisdom with modern science will be key to tackling compounding challenges.

- Indigenous knowledge has often been ridiculed, even though it represents human wisdom and know-how that has been refined through practical applications over centuries.
- To find solutions for the intensifying challenges we face, we will have to draw on the full spectrum of humanity's knowledge by combining modern scientific and traditional forms of wisdom.
- Westerners will have to exercise more humility with respect to different knowledge systems of the world by listening to other voices of life experience and wisdom.
- Indigenous knowledge emphasizes interconnectedness offering holistic insights that bridge rational and spiritual ways of knowing often missed by Western science.

"Indigenous communities have a knowledge system based not on science, but on something wiser and deeper."

David Dao, Switzerland



VERBATIM

"It is time that the world of science and spirituality meet again."

Dana Ulrike Glatz, Germany

"Being confronted with an alternative knowledge system humbles you as a scientist."

David Dao, Switzerland

"Indigenous knowledge is a scientific tradition, it's verified knowledge."

Dana Ulrike Glatz, Germany

"Indigenous people don't own the natural world. We live in reciprocity with the natural world – we live with values rooted in respect, responsibility, and reverence."

Dina Gilio-Whitaker, USA

"Be more open to alternative knowledge systems, science just slowly discovers that Indigenous knowledge is actually valuable."

David Dao, Switzerland

"One of the first Nobel peace prizes for medicine was won by a Chinese woman without any scientific degree who used a treatment that came from an ancient Chinese medicine."

Marinna Madrid, USA

"We in the West need to be humbler in our appreciation of where creativity happens."

Ferdi van Heerden, South Africa

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6.3 POST-TECH SOLUTIONISM

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Future ways of living within planetary boundaries will move beyond over-reliance on tech fixes toward regenerative models grounded in cultural values, shared responsibility, and increased awareness of ecological interdependence.

- · Our future viability will depend on addressing deep-seated cultural narratives, habits, and biases – not just gaps in technology, infrastructure, or financing.
- Regenerative thinking that is based on care, reciprocity, and cultivating ecological relationships will drive progressive change.
- Technology is a valuable tool, not a sole savior, especially when aligned with human knowledge systems.
- Politically divided countries will have to rebuild trust and shared cultural values before implementing environmental solutions with clear technological guardrails.
- Effective transitions away from a harmful growth paradigm will balance digital solutions with analogue and peoplecentered modes of change.





"The world will be saved by analog means - not digitally."

Jasmin El-Mahny, Germany

VERBATIM

"Climate change is not just a problem of technology or of economics - it's a problem of philosophy and values and worldviews."

Dina Gilio-Whitaker, USA

"Al is not a 'magic wand' that can solve all our issues. Human interference is key to ensuring the right output on the basis of defined values."

Hiba AlShareef, Jordan

"Technology is useful, but we need to teach humans to distinguish and discern what it's doing to our humanity." Jamie Nonis, Singapore

"The regenerative paradigm and the 'Ubuntu' paradigm – a human becomes human through other humans – comes the closest to shaping what a 'post-technological futurism' could look like."

Ferdi van Heerden, South Africa

"Regenerative farming is about healing the land. It's better than expecting the whole world to go for organic cotton." Prernaa Lohiya, India

"We've blown past sustainability. We're not going to be sustainable no matter what we do. We have to regenerate." Yasmin Eichmann Datta, USA

"Though colonialism has fundamentally changed us. native people can still mine the depths of their worldviews that contain knowledge about how we survived within the limits of ecosystems for time immemorial."

Dina Gilio-Whitaker, USA

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6.4 KINSHIP WITH LIFE

"My hope for the future is that we can make a paradigm shift happen where human societies start to see themselves on a global scale, in kinship and relationship to the natural world."

Dina Gilio-Whitaker, USA

Sustainability is not enough. The future demands a deeper and shared sense of ecological belonging, where humans act in kinship with all forms of life and live as part of – not apart from – the living world.

- Instead of just trying to reduce our harm to nature, we are urged to actively work together with other species to help shared ecosystems thrive.
- Multispecies wellbeing will be prioritized, with decisions guided by understanding broader ecological relationships rather than human-only concerns.
- Technology will transform from barrier to bridge, enhancing our ability to perceive and respond to the living world around us more directly.
- Recognizing our kinship with nature could transform the prevalent view of nature as lifeless commodity to nature as an essential part of ourselves requiring constant care.



"If I'm in a forest or by the ocean, I don't feel lonely. I'm alone but not lonely. I'm connected to the living beings around me."

Monika Jiang, Germany

"We need to think in terms of kinship, not in an impact report. I can feel that, I don't need to read it."

Dana Ulrike Glatz, Germany

"What is the perspective of the bee, the tree, the water?" Dana Ulrike Glatz, Germany

"The attitude towards stray dogs has changed a lot. People are more empathetic. They feed them, care for them, take them to vets, and even adopt them – that also has to do with the rise in spiritualism."

Gurmit Singh, India

"This whole sustainability discussion in the end is about being kind to the people and to the land, it is that simple and yet so complicated for people to understand and adapt."

Prernaa Lohiya, India

"Indigenous peoples view themselves in relationship with the natural world rather than its owners or dominators – a fundamental contrast to commodification of the environment for economic exploitation."

Dina Gilio-Whitaker, USA

"When you live in kinship and relationship to the natural world, you make different choices about how you live in the world – you don't need the technologies developed by Westerners."

Dina Gilio-Whitaker, USA





6.5 BEYOND PERFORMATIVE SUSTAINABILITY

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Consumers will increasingly expect brands to demonstrate sincere environmental and social commitment without compromising quality, driving a transformation where transparency, regenerative vision, moral leadership, and product durability will become non-negotiable.

- · Consumers will recognize authentic action from greenwashing, urging brands to move beyond performative claims and commit to positive, long-term impacts.
- Companies will need to balance consumer expectations. with their moral obligations to address social and planetary challenges.
- Responsible production will innovate approaches that restore resources and replenish whatever is extracted putting regeneration into practice.
- · Product longevity will become paramount, disrupting frequent-replacement and short-sighted business models.

"Today's consumers are sharp. They can spot the difference between performative marketing and genuine action. They'll call it out. They want brands to act, not just talk." Tanisha Arora, India



VERBATIM

"Consumers are very savvy these days - they're extremely critical and can see right through and weed out marketing spin. They can easily tell how genuine, sincere, and authentic a company really is.

Jamie Nonis, Singapore

"Today's consumer shops based on value. The power has shifted to the buver."

Ziad Taoud, UAE

"Don't shy away from taking a stand on something you all believe in, whether it's climate or a particular social impact that's important to vou."

Tanisha Arora, India

"Companies still have a moral obligation to do the right thing. It's about the long-term future of the planet regardless of whether or not the consumer cares, and whether or not the consumer wants it."

Jamie Nonis, Singapore

"Big brands should adopt a more holistic approach to sustainability. What are the options? If we take natural resources, how can we replenish them?"

Prernaa Lohiya, India

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7.1 THE DOUBLE EXPONENTIAL

How will we want to share our life with artificial intelligences?

AI & **AUTOMATION**

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The future will be shaped by the simultaneous acceleration of technological advancement and human awareness. As digital tools evolve rapidly, there's a parallel rise in practices that deepen reflection, embodiment, and presence. These dual trajectories influence how societies adapt, relate, and evolve.

- Technological change is accelerating at an unprecedented rate, reshaping systems, behaviors, and expectations.
- Alongside, there is a growing movement toward heightened human awareness, spiritual inquiry, and embodied practices.
- These parallel accelerations act in dynamic tension, complexity.
- stillness, combining external innovation with internal

"Just as artificial intelligence is growing exponentially, so is human awareness."

Dana Ulrike Glatz, Germany



VERBATIM

"In times of tremendous turbulence and change, that's also a time of spiritual growth."

Tendai Pasipanodya, USA / Zimbabwe

"It's the cycle of life. We'll get to a stage as humankind where we'll become so enmeshed with technology that we'll yearn to unplug to restore balance. It's already happening, of course, but it might take a generation or two for things to get so intensely unsustainable that things will flip and humankind will seek nature, seek to reconnect with our humanity. We'll want real human touch, not a ChatGPT boyfriend or girlfriend."

Jamie Nonis, Singapore

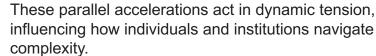
"The pendulum swings one way, then the other. While the extractive system gets more extreme, the other side becomes more vocal on regeneration."

Yasmin Eichmann Datta, USA

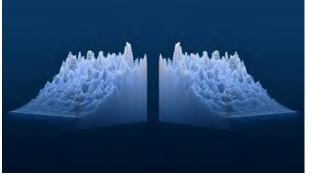
"There'll be blockades and there'll be many more crashes. But there's no stopping AI now."

Christian Mio Loclair. Germany

"With the hype around AI, I hope there'll be equal hype for humans." Monika Jiang, Germany



 Future readiness may depend on integrating speed with reflection.



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How will we want to share our life with artificial

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7.2 CONTEXTUAL TECH

Technology is moving toward context-aware, regionally grounded applications. Future systems will reflect local languages, values, and needs – shifting from generic infrastructure to inclusive, place-based solutions that honor regional identity and sovereignty.

- · Tech design will prioritize local context, using regionspecific data, languages, and cultural values.
- Smaller, decentralized systems and regional tech sovereignty may replace universal platforms to better serve diverse environments.
- · Al models will be locally trained, embedding Indigenous knowledge and inclusive perspectives.
- Respect for place will guide tech implementation. aligning innovation with spatial and cultural realities.

"Technological localism is about bringing tech to communities and translating it into local knowledge and language."

David Dao, Switzerland



VERBATIM

"We try to avoid a 'solution in a box' and often find organizations within countries we work with because ideally, they know the particular context," Garikai Nhongo, Zimbabwe

"Technology and solutions must be developed from the bottom-up to include local communities who know their context best."

David Dao, Switzerland

"A lot of the centers of excellence that were successful in South America fail in Africa because a solution was transplanted without any understanding of the context." Ferdi van Heerden, South Africa

"Constitutional AI means training models not just on data, but on local community values and principles that can be used to create more culturally distinct data." David Dao. Switzerland

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7.3 STAR TREK & STONE AGE

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Innovation will emerge from recontextualizing existing technologies in unexpected ways, especially by users operating outside traditional development pipelines. These grassroots approaches reveal future pathways for tech through informal experimentation, creative reuse, and hybrid problem-solving.

- Tools from different 'time zones', such as Al-powered sensors and manual farming techniques, will be combined to address complex, context-specific challenges.
- Grassroots innovation will thrive by adapting high-tech capabilities to low-resource environments, creating agile, localized systems.
- Informal ecosystems will repurpose existing technologies in ways unforeseen by their original designers.
- Prototyping will become a primary mode of problemsolving, where solutions emerge iteratively from the ground up rather than through top-down planning.

"A great experiment would be to let kids in the bush who've never heard of IoT or AI play with these concepts – that's how you break free from a 'paradigm of expectations' about what technology is and does."

Ferdi van Heerden, South Africa



VERBATIM

"On the one hand, you've got satellites and lasers measuring refractive qualities on leaves so that you can count individual trees. You've also got ERP systems with RFID tags and all this kind of stuff – it's Star Trek and beyond, right? And then when you're on the farm, you're using the same technology that was used in the Stone Age – you've got a guy with a machete and a bucket."

Ferdi van Heerden, South Africa

"The future means different things to different people because we live in completely different 'time zones' in terms of how we understand the world."

Frances Shi Li, China

"Once you release yourself from a cultural mindset and listen to how people are actually using tech applications, you see that lead the way by hacking the shit out of them – that's where true learning begins."

Ferdi van Heerden, South Africa

"These women are often doing business at home like informal merchants and are now able to receive payments from their neighbors, from buyers through the mobile wallet."

Hiba AlShareef, Jordan

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7.4 CODE OR BE CODED

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Al is seen as irreversible and unavoidable, prompting individuals and organizations to adapt or fear being left behind. This tech-deterministic view is driven by a pragmatic sense that integration is no longer optional. The rise of personal software could enable individuals to build and control their own tools and shape how they interact with technology and information.

- Al is viewed as a predetermined force shaping the future, with no credible alternative to full engagement.
- A shared perception exists that opting out of Al adoption is not feasible; the pace and direction are already set.
- Al will normalize the idea of individuals writing their own algorithms, personalizing or self-authoring digital tools.
- Ownership over one's algorithmic environment becomes a form of agency, suggesting a shift in digital empowerment.

"In the future, it's AI or die. That's the reality. Adaptation is no longer optional."

Ziad Taoud, UAE





VERBATIM

"Al is as unstoppable as humanity's dominance since we became self-aware. It'll carve its path like water – but much, much faster."

Christian Mio Loclair, Germany

"The future means different things to different people because we live in completely different 'time zones' in terms of how we understand the world."

Frances Shi Li, China

"AI is a revolution – we need to be able to lean into it.

Those who embrace it will thrive. Those who resist AI will struggle and may soon become obsolete."

Garikai Nhongo, Zimbabwe

"Al will become as common as electricity or water. Every company will use it. The smart ones are already adapting." Ziad Taoud, UAE

"I knew that code is not forever, and that development will probably have to be democratized sooner or later." Christian Mio Loclair, Germany

"Some of the things I see really frighten me. Kids can't write without AI anymore. This just came out a year ago. How can something affect things this quickly?" Brian Hioe. Taiwan

"So many people have decided on AI and are so endlessly excited. They go through the barricades like water."

Christian Mio Loclair. Germany

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7.5 THE HUMAN PLATEAU

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As Al capabilities increase, human-made work, deliberate effort, and embodied intelligence will gain in value. Human input and oversight can constrain unchecked Al implementation. The conversation is shifting from what Al can do to what we want it to do.

- Human labor retains intrinsic value due to its non-zero marginal cost, distinguishing it from scalable Al outputs.
- Future markets may revalue craftsmanship, intentionality, and human presence as a form of authenticity.
- The human role in AI systems will remain essential, especially to navigate complexity, ambiguity, and context.
- Emerging resistance to full automation reflects a desire to maintain agency and purpose within human work.

"The update will be the bottleneck."

Christian Mio Loclair, Germany



VERBATIM

"Technology has no natural plateau. If there is one, it will come from human resistance, not technological limits." Ziad Taoud, UAE

"I'll soon have a 50-person company under me alone – and they do three months' worth of work in a single day. How am I supposed to review these three months of work? How am I supposed to tell my partners, my investors about it? How can we actually work together?"

Christian Mio Loclair, Germany

"Al learns from us, and its limit is the limit of human innovation, development, and creativity." Lara Amro, Jordan

"I think we have to decide more for ourselves and not let the system do it for us."

Monika Jiang, Germany

"Al will cause us to lose our humanity."

Jamie Nonis, Singapore

"I make an effort to avoid AI completely." Brian Hioe, Taiwan

"I can see an analogue shift as a counter-trend to AI and polished template-based design – it's almost a de-skilling." Brian Hioe, Taiwan



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7.6 TECHNOLOGY IN SERVICE OF **HUMAN WELLBEING**

In desirable futures, technologies will increasingly be designed to enhance human capabilities, restore agency, and prioritize human wellbeing over pure efficiency gains.

- All and digital systems will be shaped to complement human intelligence rather than replace it.
- · Success metrics for innovation will shift from speed and scale to depth of impact.
- · Human values will play a larger role in shaping the development and deployment of new technologies.
- Designing with human contexts in mind will guide future tech ethics and policy.

"We need to find a way to make sure that technology works for us rather than allow it to take over our lives. It's all fun and games until we become enslaved in the robot uprising. I'm not looking forward to that day." Jamie Nonis, Singapore





VERBATIM

"I'm not against technology – I'm against the lack of responsibility in what we're creating. And now we want to put AI into that same system?"

Yasmin Eichmann Datta, USA

"We will always need humans to oversee robotics. We need to be mindful to make sure that robots are there to make our lives easier."

Lara Amro, Jordan

"Companies should develop scenarios and monitoring tools to address community health, mental health, and consumer ethics, in addition to the usual regulatory, compliancebased scenarios.

Hiba AlShareef, Jordan

"Quora has taken a conscious decision to not allow any political ads. In a way, that is self-regulation. You define your boundaries."

Gurmit Singh, India

"AI will cause us to lose our humanity."

Jamie Nonis, Singapore

"Technology only matters if it's serving people. If it's not improving lives, it's irrelevant."

Ziad Taoud, UAE

"It's not about rejecting technology (nor the rational mind) but about placing it in service to the people and the Earth." Dana Ulrike Glatz, Germany

"I was at Google when tech companies would say: 'We're going to make the world better for everybody.' But I also saw that there was no stopping this tech thing." Yasmin Eichmann Datta, USA

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7.7 THE ALGORITHMIC MIRROR

Al systems reflect and potentially reinforce the biases of the world they are trained on, revealing a future where societal inequalities may be scaled by technology unless actively addressed.

- Data used to train Al is a product of current societal structures, which are inherently biased.
- Al systems do not offer objective neutrality but instead mirror the values and imbalances of their data sources.
- corrected.

"The bias is in the data It's a scientific mirror of what we are doing right and what we are doing wrong in society."

Christian Mio Loclair. Germany



VERBATIM

"Who depicts the world and who understands it at its core? That's the big race."

Christian Mio Loclair, Germany

"There is an AI bias and a human bias. Machines are a bit better than us, but they still learn from us. So, they end up replicating the same mistakes we make." Lara Amro, Jordan

"De facto, we have created the injustice in society that has resulted in this data. We just don't like what we see.' Christian Mio Loclair, Germany

"I call the Big Tech leaders 'The Four Horsemen of the Apocalypse'. They control the narrative now and without the kind of ethical and moral safeguards that accountability, fact-checking, and editorial standards that journalists uphold, the world is in trouble."

Jamie Nonis, Singapore

"In my view, AI is entering the world in a much more dangerous way and needs closer attention." Christian Mio Loclair. Germany

As AI becomes more embedded in decision-making. it may entrench existing inequalities unless consciously





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7.8 INVISIBLE INFRASTRUCTURES, VISIBLE DISRUPTIONS

As Al and automation quietly displace labor through algorithms, societies will need new economic and governance systems. These shifts are happening without visible changes, making it harder to respond. A new framework is required to manage productivity, ownership, and redistribution in an Al-driven economy.

- Automation is replacing work in the background, often without visible signals or public awareness.
- Mutual aid platforms and decentralized tools are early signs of new systems emerging outside traditional structures.
- Al is widening economic inequality, especially in knowledge sectors, calling for new ownership and income models.
- Standard growth measures no longer reflect economic reality as productivity separates from human labor.
- Political systems are lagging. Structural redesigns will likely begin at local or grassroots levels before becoming formal policy.

"As machines become more efficient, as the world becomes more efficient, regenerative livelihoods for people need to be created."

Sujatro Ghosh, India



VERBATIM

"Most people won't understand why they suddenly lose their jobs. If only I could see the robot that drives the taxi now instead of me."

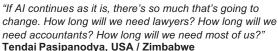
Christian Mio Loclair, Germany

"Who depicts the world and who understands it at its core? That's the big race."

Christian Mio Loclair, Germany

"Many tasks today that are done by what we would call white collar workers will, in fact, be done faster and cheaper through Al. As a result, the gap between the haves and the have-nots will increase."

Jim Inglis, USA



"The computer scientist is the first to have a problem.

Observing and deriving a set of rules, formulas, was once his task. This is why AI is a shock for technologists and why it was unthinkable for us."

Christian Mio Loclair, Germany

"We can reconfigure the system to allow different outcomes to emerge. That's where I see a lot of optimism. With 'relatively' limited resources, you can really change the system dramatically."

Tendai Pasipanodya, USA / Zimbabwe



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7.9. everyday robots

7.9 EVERYDAY ROBOTS

The future of robotics lies in closing the gap between speculative innovation and real-world utility. As automation reshapes labor and household life, people seek practical, human-centered tools that support daily needs, reduce inequality, and maintain emotional connection.

- People expect robots to handle everyday tasks like cleaning, reminding, and caregiving.
- Household robots will shift from novelty to necessity as care demands grow.
- Al will automate white-collar work, thereby widening economic gaps unless reskilling and equitable access are prioritized.
- Remote learning could become a key tool to bridge global opportunity gaps, especially in underserved areas.
- Fears around disconnection, displacement, and misuse will push ethical design.

"I was dreaming of a robot that will clean my dishes, that will wash my clothes, that will tidy my room, not a robot that actually makes art or music or writes me novels. This is something I believe humans are capable of."

Lara Amro, Jordan



VERBATIM

"I dreamed that AI would facilitate our lives in the household. Yes, there's now smart homes, but can AI sort my clothes, do the dishes or remind me to take my phone with me when I leave the house?"

Hiba AlShareef, Jordan

"There is a worry about robots developing an Al consciousness, and this is also where people start to freak out. There is a huge potential in robotics that we often don't recognize."

Lara Amro, Jordan

"There's a huge drive for governments all over the world to digitize and also a big drive for companies to do the same, and people need to be able to interact with these digital systems."

Tlhogi Dube, South Africa

"We will always need humans to oversee robotics. We need to be mindful to make sure that robots are there to make our lives easier."

Lara Amro, Jordan

"Because of the world we live in today, when there are people starving or there are people who can't make ends meet, I find it difficult to think about a world where robots fly."

Sujatro Ghosh, India

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DISRUP TIONS

8.1 PIVOTING TOWARDS MEANING

How will we want to work in 10 years?

80

FUTURE WORKFORCE

8.1. pivoting towards meaning

- 8.2. whole human workforce
- 8.3. hard work
- 8.4. new skills for a new age
- 8.5. broad learning

Work is no longer just a career path – for many, it's becoming a foundation for personal meaning. As people reassess their life purpose, they're leaving traditional job roles to seek closer alignment with their values, while often redefining what success means in the process.

- People feel trapped in ways of life that no longer resonate with their own values, leading to existential questions about overall purpose and contribution.
- Individuals are pursuing entrepreneurship, making significant career changes, or pursuing creative work based on personal passion and meaningful impact.
- Psychological wellbeing is replacing traditional metrics like salary or job title as a primary goal and source of fulfillment.

"The journey I'm on is about being able to bring all of the parts of myself to whatever I'm doing and not just play the game."

Yasmin Eichmann Datta, USA





VERBATIM

"I was going through some kind of crisis. I was about to turn 40 and I think that's a typical point where you reflect on life and ask yourself: 'What's the meaning of all this?'" Tendai Pasipanodya, USA / Zimbabwe

"At Google, as it's grown so much bigger it was often 'cover your ass' and it's really frustrating to sit inside of something like that while knowing we could be making all the difference in the world."

Yasmin Eichmann Datta, USA

"Even though I was doing well professionally, I knew deep down that the jewelry industry wasn't where I wanted to stay forever. Designing jewelry started to feel creatively limiting, I needed more room to explore and express myself."

Tanisha Arora, India

"I don't want to see myself being consumed by work or career, but rather to have some time for family, hobbies, for my own mental health and time with myself."

Lara Amro, Jordan

"I've felt that pressure too, constantly chasing more. But you can't live your life consumed by that mindset."

Ziad Taoud. UAE



DISRUP TIONS

8.2 WHOLE HUMAN WORKFORCE

How will we want to work in 10 years?

80

FUTURE WORKFORCE

8.1. pivoting towards meaning

8.2. whole human workforce

- 8.3. hard work
- 8.4. new skills for a new age
- 8.5. broad learning

Future workplaces must recognize employees as complete human beings with emotional complexity and unique personal histories. Successful employers will create environments where 'humanness' is supported fully rather than suppressed to attract and retain talent.

- People want to feel seen, respected, and aligned with the values of their organizations.
- Employers must take responsibility for supporting the emotional development and healing of people in their organization.
- Work as it is currently structured often creates suffering by crowding out essential qualities of life.
- Genuine empowerment includes the creation of space for expression, curiosity, and play – not just productivity.

"In my workplace, I feel comfortable.

I feel appreciated. I feel that the right values are in place. That's even more important to me sometimes than the financial package."

Hiba AlShareef, Jordan



VERBATIM

"I was so willing to give everything to my workplace. But now I see there's this real hunger for an integration of our humanity."

Yasmin Eichmann Datta, USA

"That inner-child work journey was pivotal for me. There's real wisdom and wealth in this. So, how do we apply that to our own organization and to employees?"

Tendai Pasipanodya, USA / Zimbabwe

"Companies should give people the space to think creatively, hypothetically, and alternatively – this benefits humanity."

Frances Shi Li, China

"The more you can bring people together at work, the more you can reinforce a positive culture."

Jim Inglis, USA

"What's important is doing the 'inner-child' work with your team. You don't want to hire the 'child' in someone. You want to hire the 'grown-up' – who's not coming in with a massive ego and getting hurt at every little point because of what Daddy did when they were a kid. Yet this is what often happens."

Tendai Pasipanodya, USA / Zimbabwe

"Maybe we shouldn't work so much; it's such a predominant factor and leaves little room for other things."

Monika Jiang, Germany

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DISRUP TIONS

8.3 HARD WORK

How will we want to work in 10 vears?

FUTURE WORKFORCE

8.1. pivoting towards meaning

8.2. whole human workforce

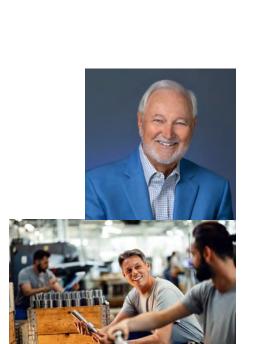
8.3. hard work

8.4. new skills for a new age

8.5. broad learning

In the future, achievement will be measured by deep commitment to meaningful work rather than by superficial productivity, with the emphasis shifting to long-term effort, consistency, and purpose-driven focus.

- Hard work, discipline, and consistency remain essential to meaningful outcomes for people, even in a world of accelerating technologies and abundant shortcuts.
- Workplace environments are being reassessed through the lens of shared purpose and value alignment.
- The rejection of hustle culture is giving way to a more conscious approach to work, where mental health, personal time, and sustainable life rhythms are valued.
- · Work is a key pillar of human dignity, independence, and contribution to society.



morning. Maybe there'll be a stronger search for faith, and I think that would be a positive thing." Jim Inglis, USA

VERBATIM

"The youngest generation may be seeking the

meaning of life – the reason to get out of bed in the

"Hard work still needs to be a value. People need to understand that you can't just flick on a camera, dance a bit, and the money comes in."

Garikai Nhongo, Zimbabwe

"Looking at social media influencers of today, young generations don't see the work behind their success. iust the magic."

Jim Inglis, USA

"Gen Z has been exposed to so much uncertainty in their life – they are demanding a work-life balance and have no tolerance for the hustle and grind."

Monika Jiang, Germany

"At a young age, I saw how important education and a strong work ethic was. In my extended family, I noticed how much better life was for family members that had a good job. I think that's where my passion for creating jobs came from."

Tendai Pasipanodya, USA / Zimbabwe

"When I was at university, I thought after I finish, I will have a typical life path like: getting married, having any job and maybe later to stay at home at one point, even though I was very talented. It wasn't until I started to work when I realized how exciting and interesting it is and how much I enjoy my success, achievements, in addition to autonomy, independence and career growth."

Hiba AlShareef, Jordan

"In 10 years, I would like to run a company that offers employment to 1,000 people and I would like to have a foundation that supports at least 100 children."

Brightstar Kasyoka, Kenya



DISRUP TIONS

8.4 NEW SKILLS FOR A NEW AGE

"We need to prepare younger people with a moral compass, an ability to think critically with an associative mind."

Tendai Pasipanodya, USA / Zimbabwe

How will we want to work in 10 years?

08

FUTURE WORKFORCE

8.1. pivoting towards meaning

8.2. whole human workforce

8.3. hard work

8.4. new skills for a new age

8.5. broad learning

The future of learning is shifting from rigid instruction toward adaptive thinking, emotional resilience, and practical capability that can equip people to thrive in a complex and unpredictable world.

- Adaptability will matter more than expertise, with individuals needing to unlearn fixed ideas and refocus on how to learn rather than what to learn.
- Resilience and emotional regulation will be core skills, as people learn to navigate complexity through selfawareness and grounded emotional capacity.
- Digital and vocational skills must align with lived realities, blending access to technology with hands-on, futurerelevant forms of learning and work.
- Soft skills will shape the future of leadership, emphasizing collaboration, emotional intelligence, and the ability to navigate across disciplines.
- A generational shift will challenge outdated systems, as younger people push for an education and economy that reflect human needs over systematized convenience.



VERBATIM

"Developing and cultivating emotional and social skills is as important as developing technological skills."

Monika Jiang, Germany

"If I could instill the confidence in kids to say: 'I'm not wrong, the system is wrong' – that's going to make a huge difference."

Yasmin Eichmann Datta, USA

"We need emotional intelligence on the team. The 'genius asshole' is not conducive to a work environment."

Marinna Madrid, USA

"Our education system tells kids to sit down and memorize. We need to get beyond the 'ADHD mentality' and celebrate the kid who wants to be outside and moving."

Yasmin Eichmann Datta. USA

"The education system needs to be less focused on memorizing facts and learning specific skills and more on adaptability and learning 'how' to learn. Rate of learning is more important than absolute knowledge."

Marinna Madrid, USA

"Post-internet kids don't see a divide between digital and non-digital worlds, so the concept of acquiring 'digital literacy' is already outdated."

Ferdi van Heerden, South Africa

"You should focus more on soft skills like leadership and how to work on a team."

Marinna Madrid, USA

"I think there will be a rejection of the working environment of our existing system. Kids won't say: 'Let me sit in a cube quietly and create'."

Yasmin Eichmann Datta, USA



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DISRUP TIONS

8.5 BROAD LEARNING

How will we want to work in 10 years?

80

FUTURE WORKFORCE

8.1. pivoting towards meaning

8.2. whole human workforce

8.3. hard work

8.4. new skills for a new age

8.5. broad learning

Education is evolving beyond traditional institutions to include informal, local, embodied, and digital learning. This emerging approach values cultural wisdom, lived experiences, and self-directed exploration as essential components of growth.

- Learning is becoming more personalized, self-directed, and rooted in curiosity.
- Education is shifting from rigid systems toward more humane, creative, and diverse expressions.
- Digital tools and social platforms are democratizing access to knowledge and challenging traditional hierarchies.
- Embodied, intergenerational, and place-based knowledge is gaining renewed value.
- New educational frameworks are being built to correct historical omissions and include marginalized narratives.

"We need skills that are more related to humanity

— like creating music, being creative, writing
novels, and being innovative in a different way."

Lara Amro, Jordan





VERBATIM

"For fun, I take courses in all kinds of things. I love learning; I absolutely adore it. I love listening to podcasts. I adore dancing. I enjoy karaoke and love singing."

Tendai Pasipanodya, USA / Zimbabwe

"When it comes to the future of education, there should not be one curriculum for all because we're all different and there is no one-size-fits-all."

Lara Amro, Jordan

"Social media is a powerful tool for gathering information and learning in new ways – and it's free. It has also helped weaken traditional hierarchies in education."

Frances Shi Li, China

"There's a lot of common knowledge scattered around out there in the countryside that you can expose yourself to – my grandmother shared a lot what she knows."

Hiroko Shiratori, Japan

"With all the knowledge scattered around in the countryside, I wish that it becomes a place of continuous learning and exchange."

Hiroko Shiratori, Japan

"I'm working on a 'Curriculum Project' in California that exposes students to a more accurate history of California Indians and a different set of values."

Dina Gilio-Whitaker, USA

"Migrants have very specific skills and life experiences that other countries might not have. We need a conscious vision that creates opportunities that match the people, not existing industries or a supposed future."

Lara Amro, Jordan





BUSINESS

How will global challenges & geopolitics affect desirable futures?

09

GLOBAL POWER SHIFTS

9.1. europear confidence

9.2. africa, land of opportunity

9.3. euro-african partnership

9.4. india's rise to prosperity

9.5. middle eastern ecosystems of innovation

9.6. new leadership& power

09 GLOBAL POWER SHIFTS

How will global challenges & geopolitics affect desirable futures?



9.1 EUROPEAN CONFIDENCE

How will global challenges & geopolitics affect desirable futures?

09

GLOBAL POWER SHIFTS

9.1. european confidence

- 9.2. africa, land of opportunity
- 9.3. euro-african partnership
- 9.4. india's rise to prosperity
- 9.5. middle eastern ecosystems of innovation
- 9.6. new leadership& power

In a world defined by tech rivalries, Europe's digital future need not be a reaction to other models. It can proactively put human rights, democratic values, and the ethical use of data at the core of technological evolution.

- By investing in rights-first digital infrastructure and transparent AI governance, Europe can balance technological ambition with ethical leadership.
- Europe's digital edge will lie in values-led innovation of technology, turning privacy, transparency, and accountability into competitive advantages.
- Rather than follow global powers, Europe could set the pace, defining new digital norms aligned with human protection and social responsibility.
- Trust-based digital systems embed ethics by design and policy, reducing biases, harm, and backlash through builtin fairness and consent.

"We need a new European self-confidence, we need a digital identity, a digital way of doing things, a European way of working together and a European way of building competitive technology in the face of America and China."

Christian Mio Loclair, Germany



VERBATIM

"One of the hottest topics today is ethics in AI. Who is going to define that? You have AI companies originating from the US, from Europe, from China – every country would have its own set of ethics."

Gurmit Singh, India

"The corporate world needs to have real reckonings about who they are and the rules that they're playing by."

Dina Gilio-Whitaker. USA

"Countries are investing in sovereign AI to protect their national interests. This is as much about politics and security as it is about innovation."

Ziad Taoud, UAE

"The European perspective on technology should be seen as the 'first way', not a 'third way' compared to China and the USA – we're the only ones putting human rights at the core of digital strategy."

Ferdi van Heerden, South Africa

"The world is looking at Germany right now as a fundamental bulwark against chaos." Ferdi van Heerden. South Africa



9.2 AFRICA, LAND OF OPPORTUNITY

How will global challenges & geopolitics affect desirable futures?

09

GLOBAL POWER SHIFTS

9.1. european confidence

9.2. africa, land of opportunity

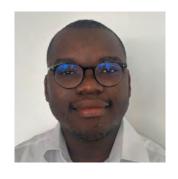
- 9.3. euro-african partnership
- 9.4. india's rise to prosperity
- 9.5. middle eastern ecosystems of innovation
- 9.6. new leadership& power

Africa is set to become a global power by leveraging its demographic advantage of youth, regional alliances, and growing confidence. It will begin to reshape the geopolitical order as an influential force in markets, diplomacy, and cultural innovation.

- The rising generation of Africa's youth will energize new industries with digitally native thinking, entrepreneurial ambition, and more ethical leadership.
- Growing interoperability across digital infrastructure will unlock cross-border collaboration, turning local innovation into scalable continental opportunities.
- Sector-specific leaps in diverse economies across the continent will create a mosaic of progress that elevates Africa's global competitiveness.
- Women's leadership and economic agency will anchor more inclusive, community-driven development across the continent.
- Renewed pride in local identities and cultures will position
 Africa as a creative and narrative force on the world stage.

"Africa is the land of opportunity and greatness for those with the right mindset."

Tlhogi Dube, South Africa





VERBATIM

"Don't look at Africa's 1.5 billion as poor but as a massive future market."

Obiageli 'Oby' Ezekwesili, Nigeria

"There seems to be a growing 'African Renaissance' and it reflects a certain can-do attitude on the continent."

Garikai Nhongo, Zimbabwe

"Although the failing multilateral order is concerning, it's also an opportunity for Africa."

Obiageli 'Oby' Ezekwesili, Nigeria

"If we ensure the interoperability of the system, when all digital systems across the African continent can talk to each other, then your market becomes 1.4 billion people." Garikai Nhongo, Zimbabwe

"Foresight Academy companies must understand AFCFTA – Africa's game-changing trade area and the world's largest by country count."

Obiageli 'Oby' Ezekwesili, Nigeria

"It's very true in Africa right now that if you want to build a community, you invest in the women."

Garikai Nhongo, Zimbabwe

"African countries have different economies. It's going to be small little actions and leaps in certain industries or increases in productivity that all of a sudden allow them to grow that much bigger."

Tlhogi Dube, South Africa



9.3 EURO-AFRICAN PARTNERSHIP

How will global challenges & geopolitics affect desirable futures?

GLOBAL POWER SHIFTS

- 9.1. european confidence
- 9.2. africa, land of opportunity

9.3. euro-african partnership

- 9.4. india's rise to prosperity
- 9.5. middle-eastern ecosystems of innovation
- 9.6. new leadership & power

The future of global cooperation could be shaped by equitable Euro-African partnerships. This could bridge historic divides to foster mutual prosperity through respect, shared benefit, and cross-border co-innovation.

- An increasingly confident 'Global South' narrative will position Africa as a youthful, aspirational hub and essential partner in rebalancing global relations.
- Cross-regional innovation will be driven by knowledge exchange, with companies scaling local ingenuity into broader, more inclusive solutions for common benefit.
- Migration could evolve as a circular driver of development, as champions of the diaspora bridge their global experience with local talent and emerging opportunity.
- Trans- and sub-national networks of diplomacy could empower communities, cities, and regions to address shared challenges beyond national boundaries.
- · New cross-cultural partnerships will be rooted in mutual trust, joint investment, and alignment with local and crosscontinental initiatives.

"I think Africa needs Europe as much as Europe needs Africa."

Obiageli 'Obv' Ezekwesili, Nigeria



VERBATIM

"The 'global majority' – 80% of the world's population – is underestimated as a big driver of change."

David Dao, Switzerland

"Africa is the youngest continent, averaging 18.9 years old, and will be among the largest by 2050."

Obiageli 'Oby' Ezekwesili, Nigeria

"We need a lot of knowledge sharing – brands could help collect information from the ground and transform it into skills and work approaches to achieving local innovation." Marthe Wandou, Cameroon

"There's a mindset in Europe that people in Africa are behind in some way just because computer penetration isn't so high. But Africa has led the way in terms of the adoption of mobile payment systems."

Ferdi van Heerden, South Africa

"I've begun seeing people who left for Europe coming back and bringing new ideas of enterprises and creating their own jobs - they can be a model for those who want to leave Africa."

Marthe Wandou, Cameroon

"I hope to return to my home country one day and create meaningful impact, using what I've learned to help the next generation."

Ziad Taoud, UAE

"We recognize the responsibility for profit, but we also recognize the responsibility towards people and towards communities who continue to help build these profits." Garikai Nhongo, Zimbabwe



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9.4 INDIA'S RISE TO PROSPERITY

How will global challenges & geopolitics affect desirable futures?

09

GLOBAL POWER SHIFTS

- 9.1. european confidence
- 9.2. africa, land of opportunity
- 9.3. euro-african partnership

9.4. india's rise to prosperity

- 9.5. middle-eastern ecosystems of innovation
- 9.6. new leadership& power

India's emergence as a geo-political and geo-economic superpower will reshape the global order, offering a pluralistic model of prosperity drawing on the country's scale, demographic diversity, and societal resilience.

- India's rise will reshape global power, with its policy shifts, trade strength, and digital governance redefining the geopolitical and geo-economic playbook.
- A generational leadership shift will usher in a more assertive and globally aware India, setting the tone for future diplomacy, climate strategy, and digital ethics.
- The convergence of tradition and technology in India's food, fashion, and entertainment sectors will create globally desirable brands defined by local talent.
- New models of rural entrepreneurship and tourism will turn previously overlooked regions of India into engines of inclusive growth and international connectivity.
- Adaptive brands will embrace India's cultural complexity, engaging authentically with its regional identities, multilingual markets, and layered consumer behaviors.

"More important for Western brands than what happens in some new shiny city in the Middle East is: What does India look like when it's no longer poor? What's the new America going to buy?"

Manay Futnani, UAE

VERBATIM

"India's superpower trajectory is towards growth and potential."

BV Anand, India

"Change is coming slowly in India, but then there's a tipping point. When the new generation comes to power, things will change and people will be more in tune with what's happening globally."

Gurmit Singh, India

"Rural tourism in India is growing, boosted by the nation's diverse culture, food, spiritual sites, and natural beauty." **BV Anand, India**

"In the coming years, rural communities are poised for further progress and prosperity – they are on the move, and they will continue to advance with greater spending power."

BV Anand, India

"Indian consumers are now also looking at Indian brands not just on a global stage but also locally, showing growth and change in the perspective of the Indian buyer."

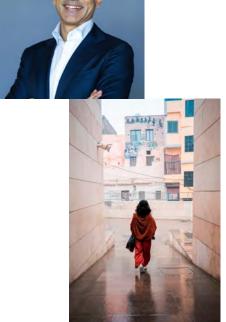
Prernaa Lohiya, India

"The Indian middle class today is young, aspirational, and well-traveled. Exposure to global cultures, products, and lifestyles has shaped them into a powerful consumer base, they want the best, and they have the means to buy it."

Tanisha Arora, India

"Going local is really popular among my age group. Choosing clothes that reflect our culture and craft are embraced by a lot of us."

Prernaa Lohiya, India



GRAVITY



9.5 MIDDLE EASTERN ECOSYSTEMS OF INNOVATION

How will global challenges & geopolitics affect desirable futures?

GLOBAL POWER SHIFTS

- 9.1. european confidence
- 9.2. africa, land of opportunity
- 9.3. euro-african partnership
- 9.4. india's rise to prosperity

9.5. middle-eastern ecosystems of innovation

9.6. new leadership & power

The UAE and Saudi Arabia aim to lead the Middle East by leveraging their wealth for global influence, attracting elite talent, securing tech sovereignty, and establishing innovation hubs.

- Cities like Dubai and Neom will compete to attract citizens by offering compelling futures to win the loyalty of a new global class of top talent.
- Sovereign AI in the region and national data platforms aspire to achieve digital self-reliance, making it a pillar of regional and state security.
- Regional progress will be showcased through sensational infrastructure and futuristic cities meant to symbolize cultural and technological advancement.
- Technology could broaden inclusion for women and minorities to accelerate social progress, though UAE and Saudi Arabia still pursue these advances through nonliberal frameworks.

"The UAF and Saudi Arabia are vision-driven. They know exactly where they want to go, and they take execution very seriously. It's always about excellence."

Ziad Taoud, UAE

VERBATIM

"Dubai has built a unique environment that pulls business owners in. The entrepreneurial ecosystem here is designed for growth and success."

Ziad Taoud, UAE

"For the first time cities are competing for residents. Do my kids want to live in Dubai, or do they want to live in Neom? Both cities will have to fight for that vote."

Manay Futnani, UAE

"The investment in AI and technology in Saudi is massive. Global companies are flocking there because it's the new blue ocean. That's where the future economy is moving." Ziad Taoud, UAE

"Dubai looks and feels like the future."

Manav Futnani, UAE

"Saudi Arabia is transforming rapidly. They've been proactive in preparing their youth, sending them abroad for education and bringing them back to lead national progress."

Ziad Taoud, UAE

"The UAE and Saudi Arabia are projecting power economically.

not militarily – it's a very different power."

Manav Futnani. UAE

"Last week at UAE University. I attended a hackathon and was amazed to see the entire class was female, with 90% being from the region. This country is investing in its future by nurturing local talent."

Ziad Taoud, UAE



GRAVITY



9.6 NEW LEADERSHIP & POWER

How will global challenges & geopolitics affect desirable futures?

09

GLOBAL POWER SHIFTS

- 9.1. european confidence
- 9.2. africa, land of opportunity
- 9.3. euro-african partnership
- 9.4. india's rise to prosperity
- 9.5. middle-eastern ecosystems of innovation

9.6. new leadership & power

Amidst an unravelling geopolitical order and widening governance gap, rising economies will lead with transformative models of governance. Youth and women might set a direction towards restoring trust in government through inclusive, values-based leadership.

- A new generation will challenge old power structures by putting the collective wellbeing of society ahead of personal ambition.
- Women's leadership will rise, especially in Africa, where entrepreneurialism and civic action are driving local movements for equity and representation.
- Power will be redefined by service, as next-gen leaders build trust and legitimacy by showing up, listening to real needs, and staying committed to civic service over time.
- New governance models will be locally anchored, blending cultural wisdom with inclusive values to shape institutions that reflect and empower served communities.
- Businesses could lean into civic governance to nurture well-governed societies and enable sustainable prosperity.

"The greatest fear that all of us must have is that we face a 'leadership famine' across the world."

Obiageli 'Oby' Ezekwesili, Nigeria





VERBATIM

"We need more youth leadership with new ideas – people who are powerful by giving up power to mentor and educate the next generation."

David Dao, Switzerland

"I want to build a political class that will subordinate their personal interests to the collective good of society." Obiageli 'Oby' Ezekwesili, Nigeria

"We must be able to intentionally start building communities of leaders. Pockets of them would be enough to be able to keep us sane."

Garikai Nhongo, Zimbabwe

"The private sector must engage in governance, not just profits – well-governed societies foster prosperity."

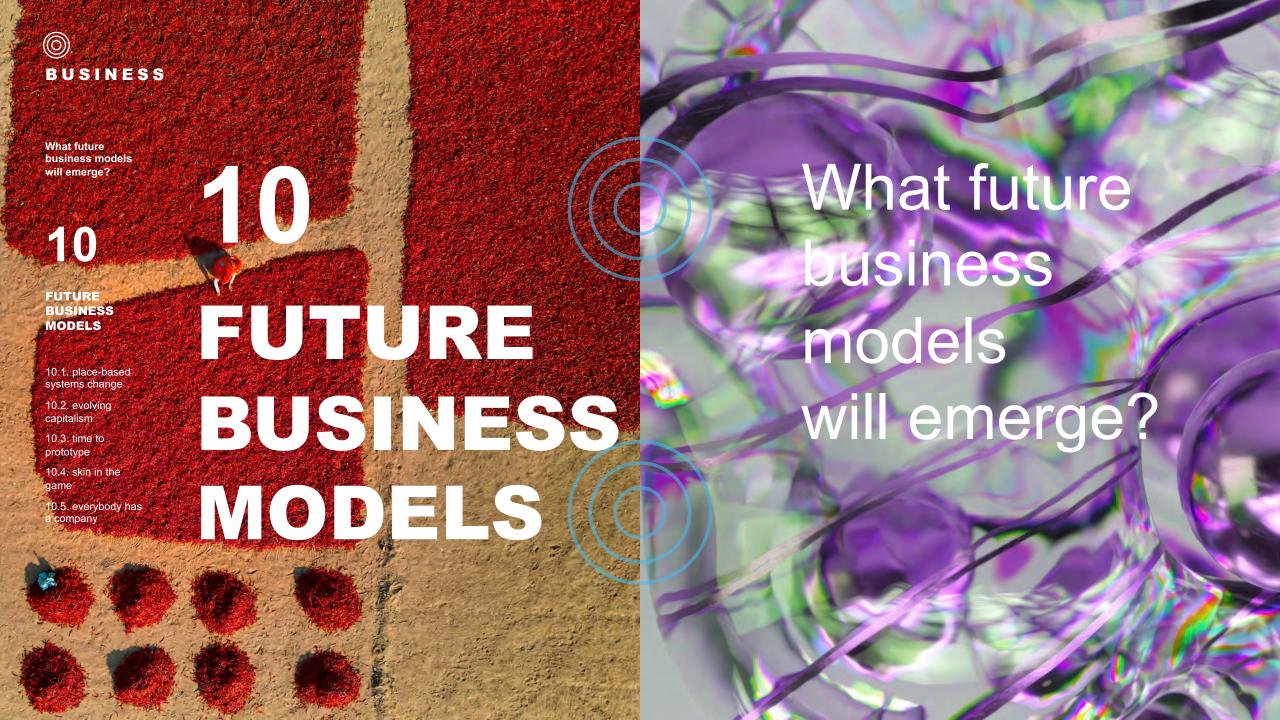
Obiageli 'Oby' Ezekwesili, Nigeria

"The 'global majority' – 80% of the world's population – is under-estimated as a big driver of change."

David Dao. Switzerland

"In the 'Girls Club' we founded, we challenge the girls as the ones who should do the 'sensitization' for other traumatized girls."

Marthe Wandou, Cameroon





10.1 PLACE-BASED SYSTEMS CHANGE

What future business models will emerge?

10

FUTURE BUSINESS MODELS

10.1. place-based systems change

10.2. evolving capitalism

10.3. time to prototype

10.4. skin in the game

10.5. everybody has a company

Bold, meaningful transformation of our operating systems will have to reflect the specific, lived realities of diverse people and places, acknowledging that broad systemic resilience requires locally rooted solutions.

- The most effective programs will be shaped by the priorities of local communities, not outsider assumptions.
- Solutions that endure will be co-created with those who hold deep cultural understanding and lived experience of specific contexts.
- Technologies that thrive will emerge from the ground up rooted in the realities of people who know their own environments best.
- The most trusted and effective partnerships will be built by working with in-country organizations, not directing from a distance.
- Attempts to copy-paste success will give way to approaches that honor the distinct character and challenges of each place – start small, then scale.

"A program shouldn't be based on what someone thinks it should be, but on the basis of real community needs voiced from the people on the ground."

Marthe Wandou, Cameroon

VERBATIM

"We've had this notion that whatever we do has to be grandiose. But we must figure things out in small scale first before we replicate them more broadly. And, of course, it needs to be applied differently, respecting the sense of place."

Yasmin Eichmann Datta, USA

"You need to understand and be respectful of the local context. A one-size-fits-all would not work."

Garikai Nhongo, Zimbabwe

"A lot of the centers of excellence that were successful in South America fail in Africa because a solution was transplanted without any understanding of the context."

Ferdi van Heerden, South Africa

"Technology and solutions must be developed from the bottom-up to include local communities who know their context best."

David Dao. Switzerland

"We don't do anything without local people. There's an understanding of culture in certain things that you can't navigate without them."

Tlhogi Dube, South Africa

"We had all these organizations like the UN going to places in Africa and saying: 'let's build you an irrigation system and let's do this and let's do that' – without an understanding of place. But we really need to be clear with each of those places to spend the time and ask: 'what do you need?'"

Yasmin Eichmann Datta. USA

"Developed countries should develop programs with those NGOs who are working directly in the field."

Marthe Wandou, Cameroon







10.2 EVOLVING CAPITALISM

"We are expanding the pie so that everyone can benefit."

Garikai Nhongo, Zimbabwe

What future business models will emerge?

10

FUTURE BUSINESS MODELS

10.1. place-based systems change

10.2. evolving capitalism

10.3. time to prototype

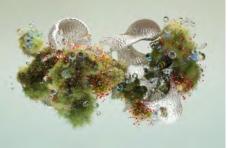
10.4. skin in the game

10.5. everybody has a company

Capitalism's future lies in making human wellbeing, environmental health, and inclusive growth core metrics of prosperity – building regenerative systems that serve people and place by breaking from the norm of harmful growth.

- Success will be measured by how businesses enhance human welfare, protect the environment, and create shared prosperity.
- Capitalism will evolve to value previously overlooked contributions like care work and ecological services.
- Inclusive growth will replace zero-sum competition, expanding opportunities across all communities.
- Forward-thinking businesses will lead the shift from extraction to regeneration through investment in human capital and circular practices.
- Our systems aren't necessarily wrong the metrics are.
 Transforming systems means replacing growth-at-all-costs with measures for wellbeing, regeneration, and long-term value creation.





VERBATIM

"Things like biodiversity or forests are public goods, but they're 'externalized' in the capitalist system – they don't show up on a corporate balance sheet."

David Dao, Switzerland

"Systems aren't broken – they just operate the way that they're designed to. However, we can reconfigure systems to allow different outcomes to emerge."

Tendai Pasipanodya, USA / Zimbabwe

"Alternative concepts to our current neoliberal capitalist system and metrics like GDP exist – but commitment to a long-term, structural shift is the problem. Businesses can have an influential role."

Monika Jiang, Germany

"We need to adjust and upgrade capitalism. I think it'll be improved in a different direction, a different capitalism that we know of today."

David Dao, Switzerland

"We must make the shift to communities of care and get compensated for caring for ourselves, for elders, for one another."

Yasmin Eichmann Datta, USA

"We have to place value on different things. Right now, the profit is going to things that are detrimental to us and our planet. How do we give value to care workers and teachers who create paradigm shifts for our children?"

Yasmin Eichmann Datta, USA

"The economy has to be about collective wellbeing without equating such to solely profit and wealth maximization."

Monika Jiang, Germany

"We need to reimagine our economic system inside of the reality of a finite planet."

Yasmin Eichmann Datta, USA



10.3 TIME TO PROTOTYPE

What future business models will emerge?

10

FUTURE BUSINESS MODELS

10.1. place-based systems change

10.2. evolving capitalism

10.3. time to

10.4. skin in the game

10.5. everybody has a company

In a fast-changing world, future-ready business models will favor rapid prototyping over lengthy and costly optimization – building fast, learning faster through iteration, and adapting continuously in real time to stay resilient and relevant.

- The prototyping moment is upon us: old systems are failing, and new ones aren't yet in place. We need working models before we can replace what's broken.
- The future businesses that lead will be those that build small, iterate often, and treat every version as a foundation of learning and improvement.
- Success will come from shifting mindsets from chasing idealized perfection to finding what works best, faster.
- A prototyping approach will help businesses uncover blind spots early, respond to change, and stay aligned with evolving needs.
- Prototyping will become a new kind of ethics revealing risks, biases, and consequences before ideas scale.

"If you try to solve all the problems at the same time, it's kind of impossible because we don't yet have the working model. So, we're in a prototyping moment."

Yasmin Eichmann Datta, USA

VERBATIM

"A great experiment would be to let kids in the bush who've never heard of IoT or AI play with these concepts – that's how you break free from a 'paradigm of expectations' about what technology is and does."

Ferdi van Heerden, South Africa

"If we want to try things out, we need testing grounds." Jasmin El-Mahny, Germany

"I often try things out without knowing what the actual effect is. A community formed very quickly that said one evening: 'I'm not going to my parents' house for Christmas – I'm going to celebrate a queer nativity play in the church."

Jasmin El-Mahny, Germany

"In a research study, it turns out that the group called the 'iteration group', which is constantly throwing eggs around, always wins against the so-called 'refinement group', i.e. the optimization group. In all these studies, iteration always wins."

Christian Mio Loclair. Germany

"Small wins are important. Sometimes with a big project, you don't know when you might see a win. But with a small community, you see people's lives changing and you build them up like dominoes – that's quite motivational."

Garikai Nhongo, Zimbabwe

"When it comes to a relevant thought experiment for our time, what would it actually look like if corporations would embrace seven-generations thinking?"

Dina Gilio-Whitaker, USA





GRAVITY



10.4 SKIN IN THE GAME

What future business models will emerge?

FUTURE BUSINESS MODELS

10.1. place-based systems change

10.2. evolvina capitalism

10.3. time to prototype

10.4. skin in the game

10.5. everybody has a company

The future of business demands lasting commitment to every action taken, where companies share risk, invest in local communities, and build trust over time by partnering, empowering, and co-creating with the people and places they serve.

- Businesses that thrive will be those that are fully accountable and earn trust by showing up, again and again, over the long term.
- Public-private partnerships will become a defining way for companies to drive positive change across societies.
- The most impactful innovations will emerge from empowering people and communities to lead transformation from the ground up.
- Investing in innovation will mean backing people, not just products - sharing vision, knowledge, trust, and long-term commitment with founders.

"My enterprises COOKO and Redi are both examples of where I put 'skin in the game' because they weren't just hypothetical great ideas." Ferdi van Heerden, South Africa



VERBATIM

"Instead of completely cutting off my consumption and depriving me of whatever joy clothes bring to me, I decided to invest in brands that do more and are trying to be sustainable."

Prernaa Lohiya, India

Garikai Nhongo, Zimbabwe

"Trust is not built as a 'one-time' thing it's built by coming back a second time." David Dao, Switzerland

"The difference between 'being with' a community rather than just 'being for' them means supporting without exploiting for the sake of marketing." Ryan Fitzgibbon, USA

"The private sector must engage in governance, not just profits – well-governed societies foster prosperity." Obiageli 'Oby' Ezekwesili, Nigeria

"We recognize the responsibility for profit, but we also recognize the responsibility towards people and towards communities who continue to help build these profits."

"When we invest in a business, we aim to grow alongside

the founder or entrepreneur." Frances Shi Li. China



GRAVITY

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10.5 EVERYBODY HAS A COMPANY

What future business models will emerge?

FUTURE BUSINESS MODELS

10.1. place-based systems change

10.2. evolvina capitalism

10.3. time to prototype

10.4. skin in the game

10.5. everybody has a company

Entrepreneurship is fast becoming as a defining life path for the future, with technology and digital infrastructure enabling more people to turn ideas into enterprises, reshape livelihoods, and drive grassroots innovation.

- Entrepreneurship will become a primary aspiration, as more people seek to create their own work path rather than look for employment.
- Digital public infrastructure will democratize access to entrepreneurial opportunities across all communities and world regions, not just privileged ones.
- Technology will act as a catalyst for grassroots entrepreneurialism and bottom-up innovation, especially across emerging markets like India and Africa.
- Technology will unlock new livelihoods and industries led by everyday innovators and founders.

"Everyone wants to start something of their own these days. I'm interviewing people for various roles and the only reason why a lot of them want to work for me is to learn how to start their own brand."

Prernaa Lohiya, India



VERBATIM

"People want to be business owners. They want the opportunities and also have the security and ability to bounce back."

Brian Hioe, Taiwan

"Dubai has built a unique environment that pulls business owners in. The entrepreneurial ecosystem here is designed for growth and success."

Ziad Taoud, UAE

"The no-code promise is no longer futuristic. So, we'll soon all have companies."

Christian Mio Loclair, Germany

"Everybody wants to start their own brand/company right now without knowing much about what it takes to be an entrepreneur."

Prernaa Lohiya, India

"In Uganda, the government gives money to the mothers on their digital wallets. Now, you've got more children going to school and there are more small businesses."

Garikai Nhongo, Zimbabwe

"With technology now accessible to all, it has virtually democratized the space, and a lot of minority voices are now represented."

Gurmit Singh, India

"Women from Syria and other regions started to open businesses on their own - making food and selling it to people who don't have the time to cook. In doing so, they're not only sharing their cultural food, but also gaining financial independence."

Lara Amro, Jordan



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BUSINESS

LIFEWORLDS

How will we lead How do we want our lives and our livina express what we

FUTURE

(CITY) LIFE

2.1. urban respite

social interaction

2.3. people want

2.4. around the

2.5. sense of place

homes

fireplace

2.6. rural

leapfrogging

2.2. third spaces for

FUTURE "CONSUMERS"

value in the future?

- 1.1. scaling down, building up
- 1.2. pride in the local
- 1.3. the quiet revolution
- 1.4. the neo yolo mindset
- 1.5. recrafting lux
- 1.6. orchestrated & hyper-niche retail
- 1.7. personal expansion

environments to evolve?

How will we want to care for our bodies, minds, and souls?

03

HEALTH &

WELLBEING

3.1. coping with

3.2. breath of life

3.3. embodiment

3.4. breaking the

3.5. peace & trees

trauma loop

complexity

How will we want to communicate and deal with information?

INFORMATION

4.1. beyond the scroll

4.2. freedom & the

4.3. dancing with the

dopamine monster

4.4. going off-grid

4.5. consistent

4.6. competing

technospheres

4.7. new narratives of

connection

possibility

many voices

04

SPACE

togetherness in the future?

05

SOCIETY &

COMMUNITY

How will we want to live in harmony with ecosystems and the planet?

How will we want to share our life with artificial intelligences?

07

AI & **AUTOMATION**

7.1. the double exponential

age

7.4. code or be

How will we want How will global to work in 10 challenges & geopolitics affect

years?

08

FUTURE

meaning

workforce

new age

8.3. hard work

WORKFORCE

8.1. pivoting towards

8.2. whole human

8.4. new skills for a

8.5. broad learning

09

GLOBAL

desirable futures?

POWER SHIFTS

9.1. european confidence

9.2. africa, land of opportunity

9.3. euro-african partnership

9.4. india's rise to prosperity

9.5. middle eastern ecosystems of innovation

9.6. new leadership & power

What future business models will emerge?

FUTURE BUSINESS MODELS

10.1. place-based systems change

10.2. evolvina capitalism

10.3. time to prototype

10.4. skin in the game

10.5. everybody has a company

DISRUPTIONS

How will we create

06

SUSTAINABLE LIFE

6.1. mending the circle

5.2. being in service

of something greater 5.3. bubble busting

5.1. community as a

way through crisis

& the value of serendipity

5.4. community autonomy & selfreliance

5.5. the female line

5.6. backlash & the male identity vacuum

5.7, acts of dissent

6.2. is woo woo science?

6.3. post-tech solutionism

6.4. kinship with life

6.5. beyond performative sustainability

7.2. contextual tech

7.3. star trek & stone

coded

7.5. the human plateau

7.6. technology in service of human wellbeing

7.7. the algorithmic mirror

7.8. invisible infrastructures. visible disruptions

7.9. everyday robots

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RESEARCH/TREND RECEIVER REPORT
HOW DO WE WANT TO LIVE IN 10 YEARS?
UNDER THE ASSUMPTION OF POLYCHANGE

EXPLORING THE FUTURES PEOPLE DESIRE
FROM WITHIN THE TENSIONS OF A FRAGMENTED WORLD

REPORT

gravity is a strategic design consultancy, working at the intersection of human-centered innovation, trends & foresight, design, and strategy.

For more than 15 years, gravity has partnered up with clients in the automotive, banking, pharmaceutical industry, as well as start-ups, to design better futures for people to enjoy while improving our clients' businesses.

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