

# From global trends to local gains: Finance's role in a shifting world

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# Today's agenda

1

Global mega trends

2

Emerging tech trends

3

Convergence & impact  
for finance

4

Transforming to finance  
of the future





**"To improve is to change; to be perfect is to change often."**

— Winston Churchill

**"Change is the law of life. And those who look only to the past or present are certain to miss the future."**

**Change is great, until it happens to you!** — John F. Kennedy

**"The world as we have created it is a process of our thinking. It cannot be changed without changing our thinking."**

— Albert Einstein

# Megatrends



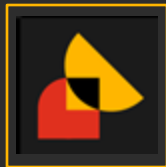
# Megatrends



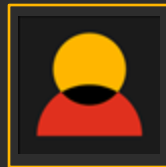
**Megatrend one:** Climate change



**Megatrend four:** Demographic shifts



**Megatrend two:** Healthcare transformation



**Megatrend five:** Technological disruption



**Megatrend three:** Social instability



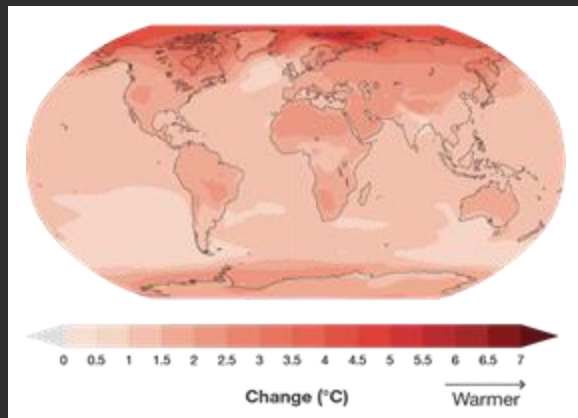
# Climate change



## Temperatures in some regions will rise much faster than in others

Annual mean temperature change (°C) relative to 1850-1900

Simulated change at 1.5°C global warming



Source: Figure SPM.5, Panel (b) from PCC, 2021: Summary for Policymakers. In: Climate Change 2021: The Physical Science Basis. Contribution of Working Group I to the Sixth Assessment Report of the Intergovernmental Panel on Climate Change [Masson-Delmotte, V., P. Zhai, A. Pirani, S.L. Connors, C. Péan, S. Berger, N. Caud, Y. Chen, L. Goldfarb, M.J. Gomis, M. Huang, K. Leitzell, E. Lonnoy, J.B.R. Matthews, T.K. Maycock, T. Waterfield, O. Yelekçi, R. Yu, and B. Zhou (eds.)]. Cambridge University Press, Cambridge, United Kingdom and New York, NY, USA, pp. 3-32. doi:10.1017/9781009157896.001.

## Rising sea levels endanger major cities and countries

Cities expected to be at least partially submerged by 2030, if no coastal defences are employed

- Amsterdam, Netherlands
- Bangkok, Thailand
- Basra, Iraq
- Ho Chi Minh City, Vietnam
- New Orleans, USA
- Venice, Italy

Land projected to be below tideline in 2030 (orange)

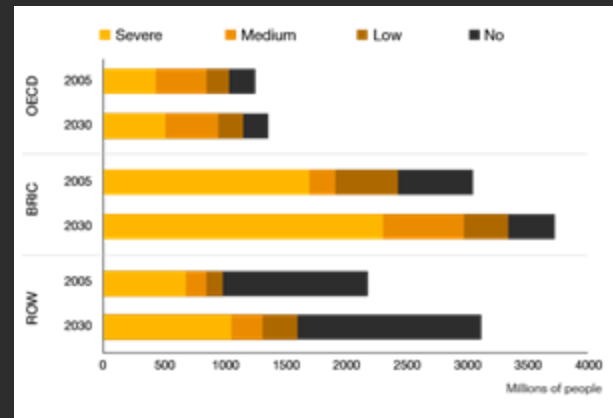


Source: Climate Central, Coastal Risk Screening Tool

## By 2030, nearly half of the world's population will live under conditions of severe water stress

Populations living in areas of water stress

2005 vs. 2030



Note: OECD = Organisation for Economic Co-operation and Development; BRIC = Brazil, Russia, India, China; ROW = Rest of World

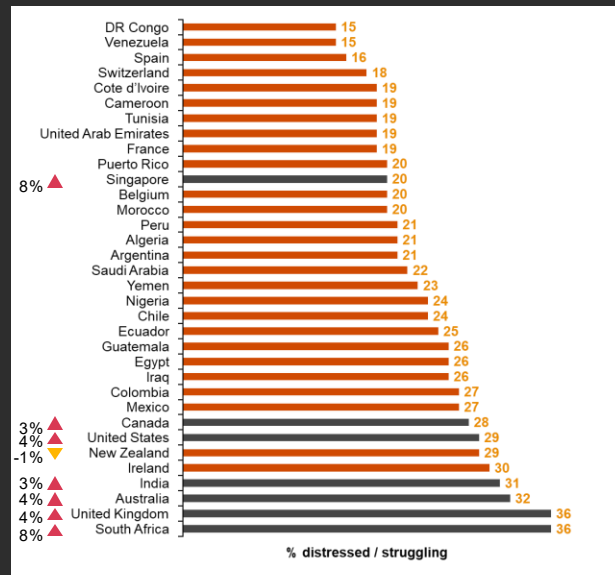
Source: UNEP (2015) Options for decoupling economic growth from water use and water pollution. Report of the International Resource Panel Working Group on Sustainable Water Management

# Healthcare transformation



With increasing acknowledgement of mental health, worsening global conditions are being revealed

Mental Health Quotient (MHQ) scores across countries, 2021



Note: Percentages represent change in % compared to 2020  
Source: Mental State of the World 2021, Sapient Labs

Alternative care models outside of institutions, such as care to community, are being recognized

Figure A: Institutionalization vs home care funding (as % of GDP)

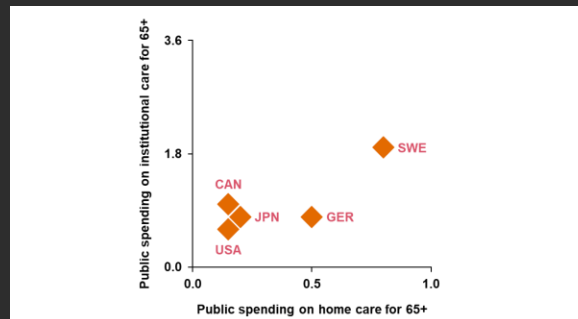
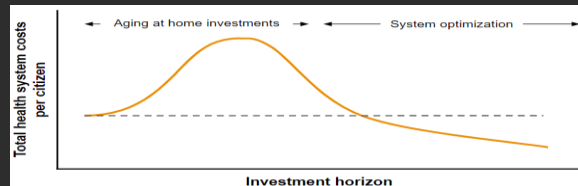


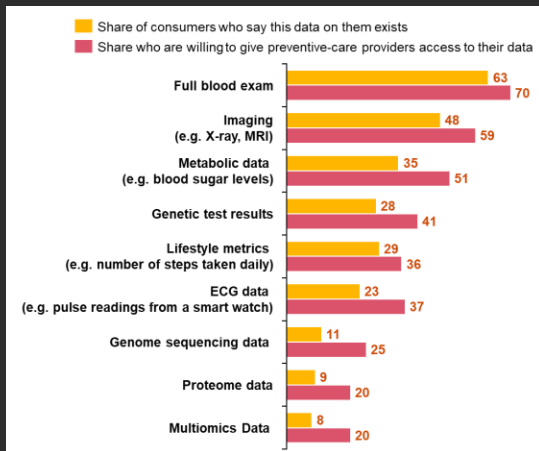
Figure B: Investing in aging at home program for patient independence and long-term health system efficiencies



Source: Taking care to community: Increasing the use of community care providers, PwC

Citizens are open to data sharing if it means better healthcare results

Availability and sharing of personal diagnostic data among consumers



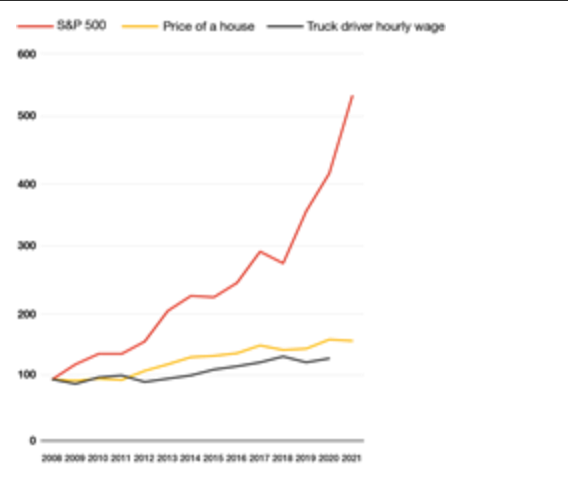
Source: PwC survey of 1,500 consumers in France, Germany, Italy, Spain, the UK and the US

# Social instability



With labour wages stagnating and returns on assets exploding, wealth will increasingly concentrate in fewer and older people

Truck driver hourly wage vs. price of a house vs. S&P 500  
(US, 2008-2021, 2008=100)



Source: Data from Statista, <https://www.statista.com/statistics/916107/freight-trucking-driver-wages-per-hour-us/>; U.S. Census Bureau and U.S. Department of Housing and Urban Development, Median Sales Price of Houses Sold for the United States [MSPUS], retrieved from FRED, Federal Reserve Bank of St. Louis, <https://fred.stlouisfed.org/series/MSPUS>, September 9, 2022; S&P 500 annual return data from Macrotrends, <https://www.macrotrends.net/2526/sp-500-historical-annual-returns>.

Countries with low median age find it increasingly difficult to create enough jobs for their growing youth population

Unemployment among youth  
2021



Note: Youth is defined as the world's labor force aged 15-24  
Source: ILO estimates, Global Employment Trends for Youth 2020: Technology and the future of jobs, International Labour Organization, 2020

The general population's trust in institutions remains at a low level

Average trust in institutions (government, business, NGO, and media)  
2022, index



Source: 2022 Edelman Trust Barometer



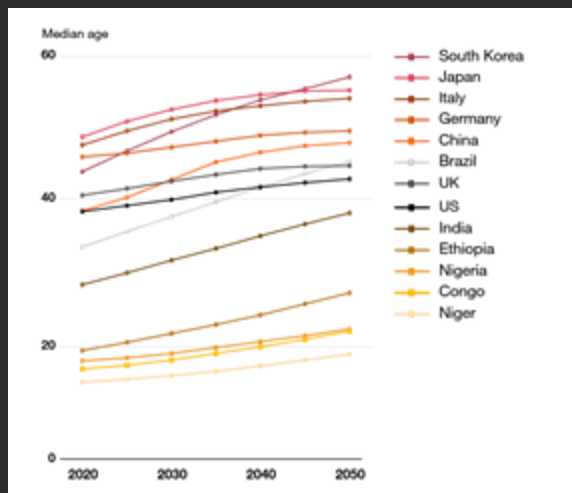
# Demographic shifts



Median age in all countries around the globe is increasing, but at different rates and from a different starting position

## Median age of population

2020-2050, select countries

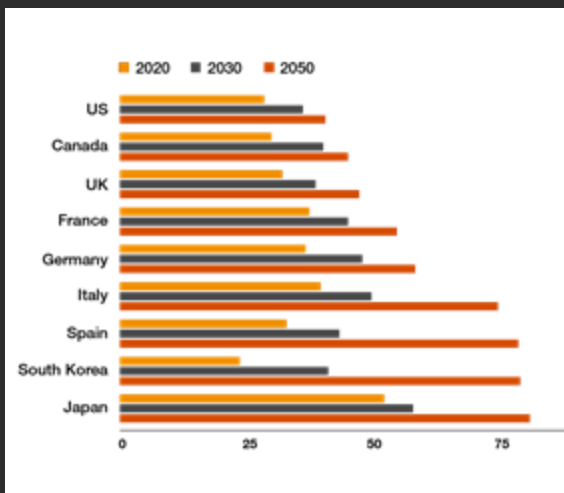


Source: United Nations, Department of Economic and Social Affairs, Population Division (2019). World Population Prospects 2019, custom data acquired via website; PwC analysis

In countries with high median age, the old-age dependency ratio is increasing quickly, putting massive strain on social welfare systems

## Old-age dependency ratio

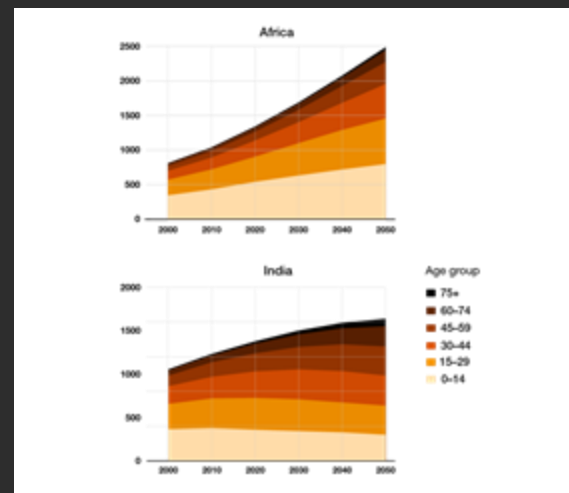
Number of people aged 65+ per 100 people of working age (aged 20-64), select countries



Source: United Nations, Department of Economic and Social Affairs, Population Division (2019). World Population Prospects 2019, custom data acquired via website; PwC analysis.

In countries with low median age, the number of people ready to enter the workforce will grow massively

## Number of people by age group (million)



Source: United Nations, Department of Economic and Social Affairs, Population Division (2019). World Population Prospects 2019, custom data acquired via website; PwC analysis.

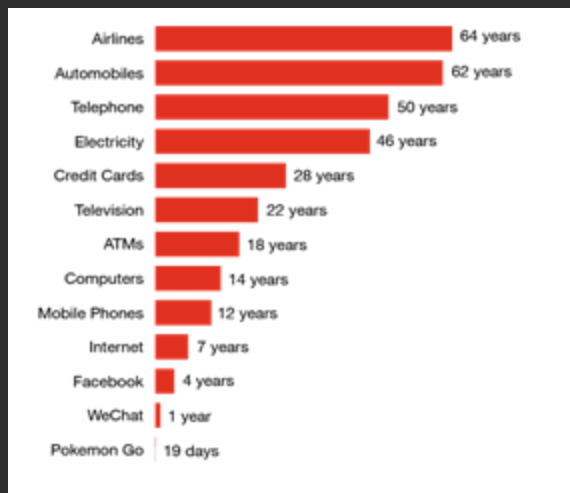
# Technological disruption



## The pace of technological innovation is increasing

Time it took to hit 50 million users

select products and technologies

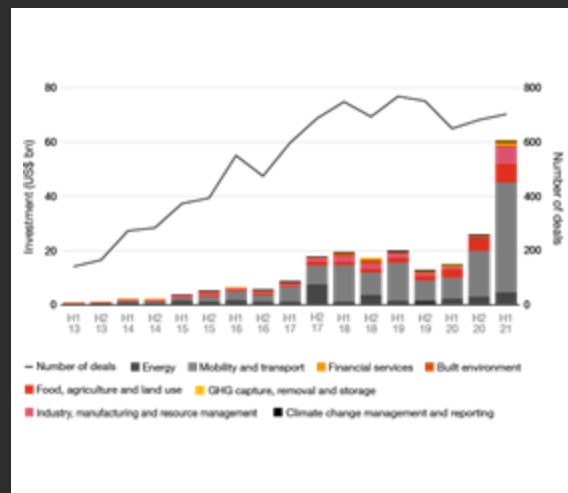


Source: Visual Capitalist

## Technology is a prerequisite for addressing the challenges caused by the Megatrends, for instance climate change

Investment into climate tech start-ups and number of deals

2013-2021

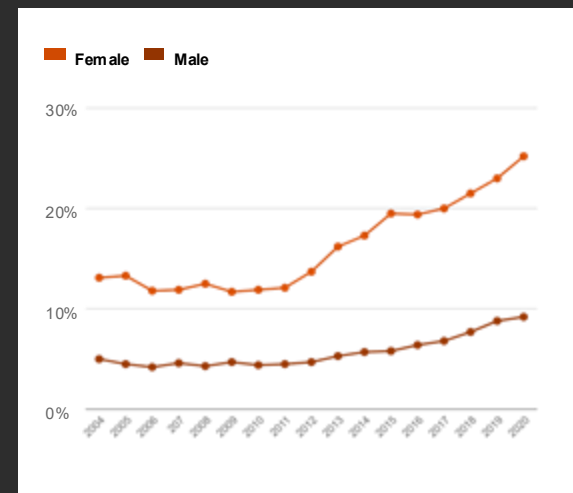


Source: PwC State of Climate Tech 2021

## Technology has serious unintended consequences; social media, for example, is widely recognised<sup>1</sup> to be a driver of mental health issues, especially among youth

Percentage of US youth with a major depressive episode in the past year

2004-2020



Source: Substance Abuse and Mental Health Data Archive (SAMHDA)

<sup>1</sup>MedicalNewsToday, What to know about social media and mental health

# Emerging technology trends



# THE ESSENTIAL EIGHT

Augmented Reality • Drones • Virtual Reality •  
3D Printing • IoT • Robotics • Quantum  
Computing • AI

We continuously  
analyze emerging  
technologies and have  
identified **eight** that are  
having the biggest  
business impact right  
now.



# Augmented reality

Augmented reality (AR) is a data or information “**overlay**” on the **physical world** that uses contextualized digital information to augment the user’s real-world view.

**Data Visualization**

**Transportation Safety**

**Customer Experience**

**Manufacturing Operations**



# Virtual reality

Virtual Reality (VR) is a **simulation of a 3-D image** or complete environment where a user can interact in a seemingly realistic way.

**Marketing**

**Virtual Tours**

**Training**

**Prototyping and Design**





# Drones

Drones are devices that fly or move **without the presence of a pilot** and can be used to collect a wide range of data or execute tasks remotely.

**Maintain Infrastructure**

**Remote Delivery**

**Provide Security**

**Capture Video**



# 3-D printing

3-D Printing is the process of creating a three-dimensional object by **successively printing layers** of materials on one another until an object is formed.

**Spare Parts**

**Rapid Prototyping**

**Architectural Models**

**Complex  
Manufacturing**



# Internet of things

The Internet of things (IoT) **extends network connectivity** and enables a diverse range of devices to collect, process, and send back data.

**Asset Tracking**

**Smart Metering**

**Fleet Management**

**Smart Agriculture**



# Artificial intelligence

AI is an umbrella term for “smart” technologies that are **aware of and can learn from their environments** to assist or augment human decision making.

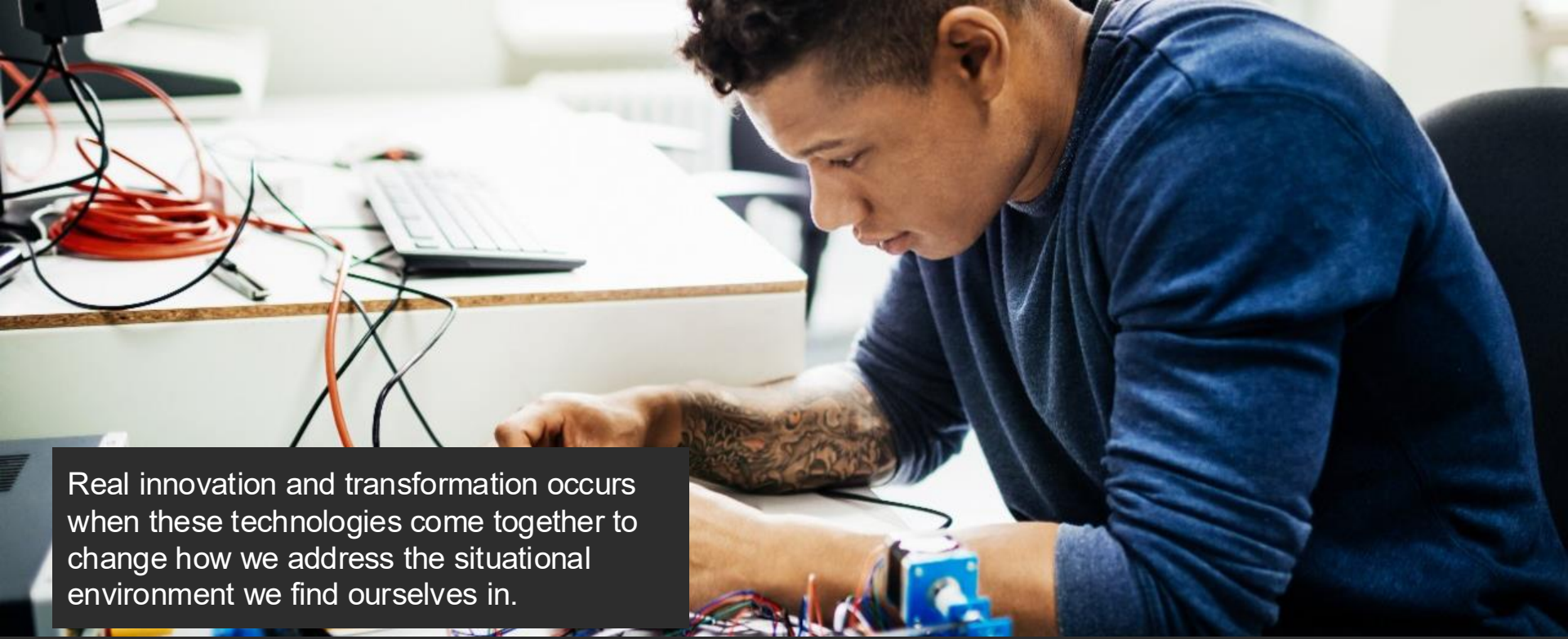
**Machine Learning**

**Recommendation  
Engines**

**Chatbots**

**Image Recognition**



A man with a tattoo on his left arm is working on a robotic arm. He is wearing a blue long-sleeved shirt and is focused on his work. The background shows a desk with a keyboard and some cables.

Real innovation and transformation occurs when these technologies come together to change how we address the situational environment we find ourselves in.

# C O N V E R G E N C E




# Change is Constant, but our future is bright

“Every body continues in a state of rest or of uniform motion in a straight line unless it is compelled to change that state by forces impressed upon it”.  
- Sir Issac Newton

Office of the Premier

Premier announces new measures to defend B.C. from Trump tariffs

Updated March 6, 2025




THE GLOBE AND MAIL

Carney signals focus on economy, U.S. relations with new cabinet

British Columbia

B.C.'s forest industry looks for new opportunities as Trump policies threaten knock-out blow

Conservationists and community-based businesses look to reset how forests managed as crises pile up



Trump's tariff war could collapse B.C.'s struggling forest industry

1 month ago | 8:37

NATIONAL SECURITY | SCIENCE & TECH

How Canada could achieve digital sovereignty

The new Carney government should develop cloud-agnostic services; embrace open-source software; and support the development of a domestic digital industry.



by Guillaume Beaumier

May 6, 2025

Atlantic | News

Shoppers willing to pay more for Canadian-grown goods amid trade war: survey

By Stéphanie Tancos

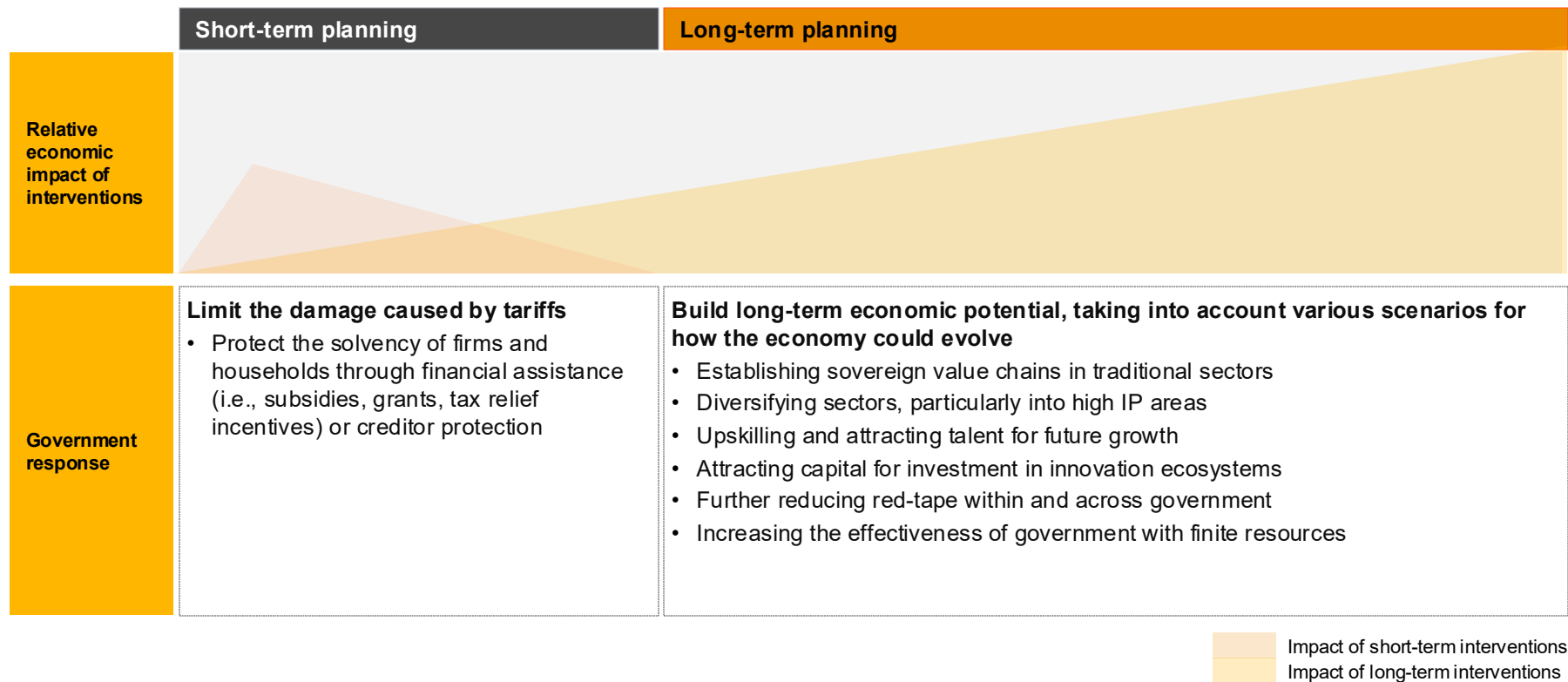
Published: April 04, 2025 at 10:35 AM EDT



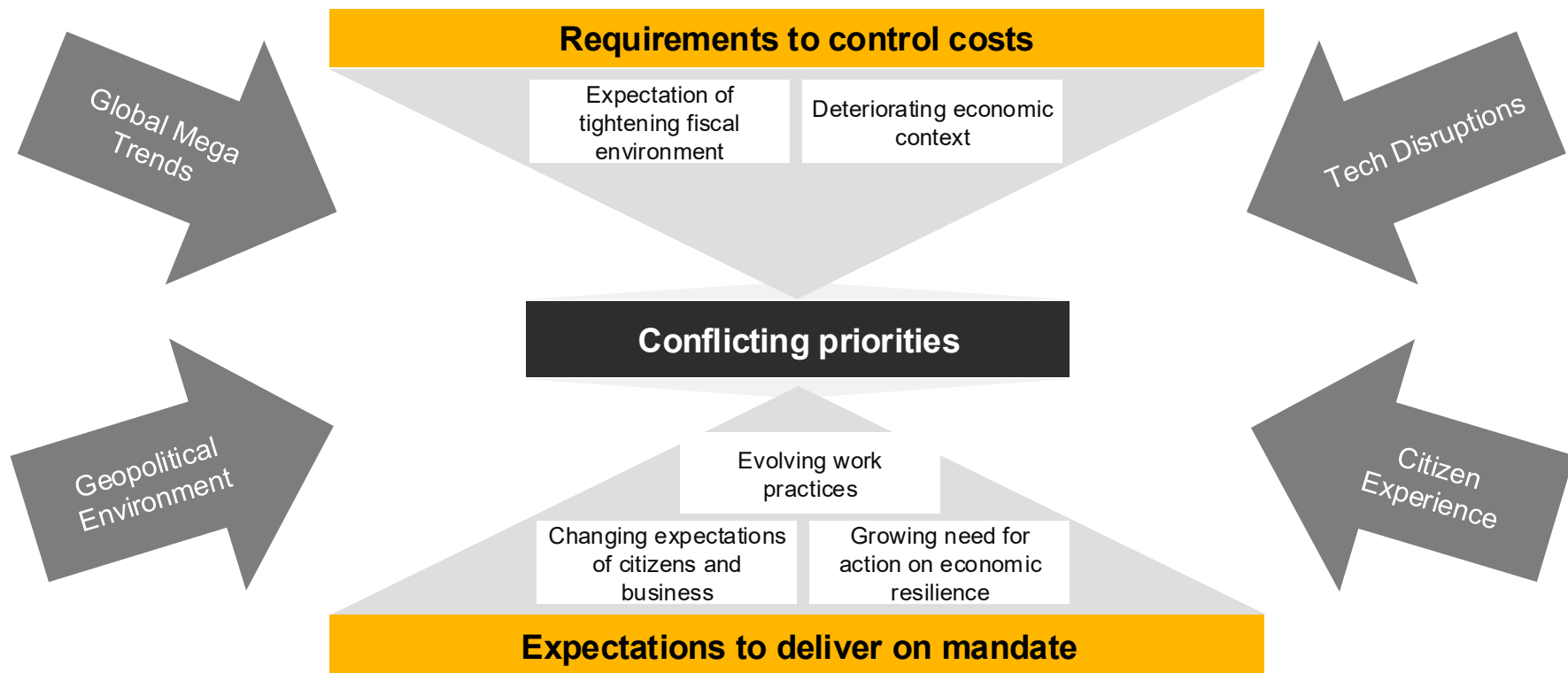
A new study finds that Canadians prefer to buy local groceries, even at a higher price.



# The tariff 'crisis' presents an opportunity for Government and Political Leaders to accelerate long term planning for our economy



# An unfavourable macro environment will create pressures to deliver on our mandate with less resources



# A 'Fit-for-Service' government provides an opportunity for **Finance Leaders** to be **strategic partners in our cost management and investments** to build a **stronger foundation** for the future

## Today...

Program 1

Program 2

Program 3

Program 4

Program 5

Government led challenge to balance value and fiscal efficiency requires **changes to funding and resourcing**

## Traditional approach "Everyone cut by 20%"

Program 1

Program 2

Program 3

Program 4

Program 5



## Fit for Service approach

Align funding to service by priority

Program 1

Program 2

Program 3

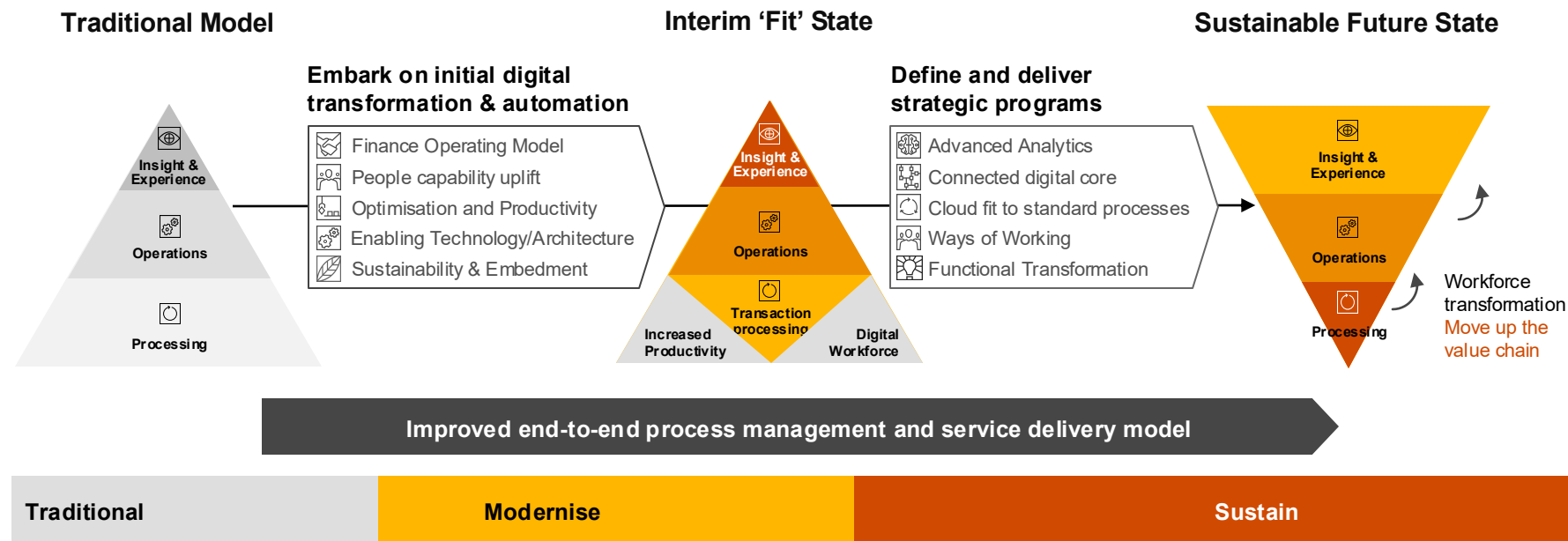
Program 4

Program 5



# Future of Finance 'Fit-for-Service' priorities will drive efficiency, effectiveness and value creation...

## The 3 horizons of high-level enterprise maturity



# The Takeaway: Strategic Partners in Transformation

With the ever-evolving environment around us, we have an opportunity to take a proactive approach in addressing the challenges we're facing and to set the stage for the Future Finance Workforce



Define your  
transformational  
ambition



Build organizational  
capability to transform



Understand your  
workforce and build a  
future-fit  
people strategy



Embrace transformative  
leadership as a catalyst  
for fiscal change

# Thank you



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