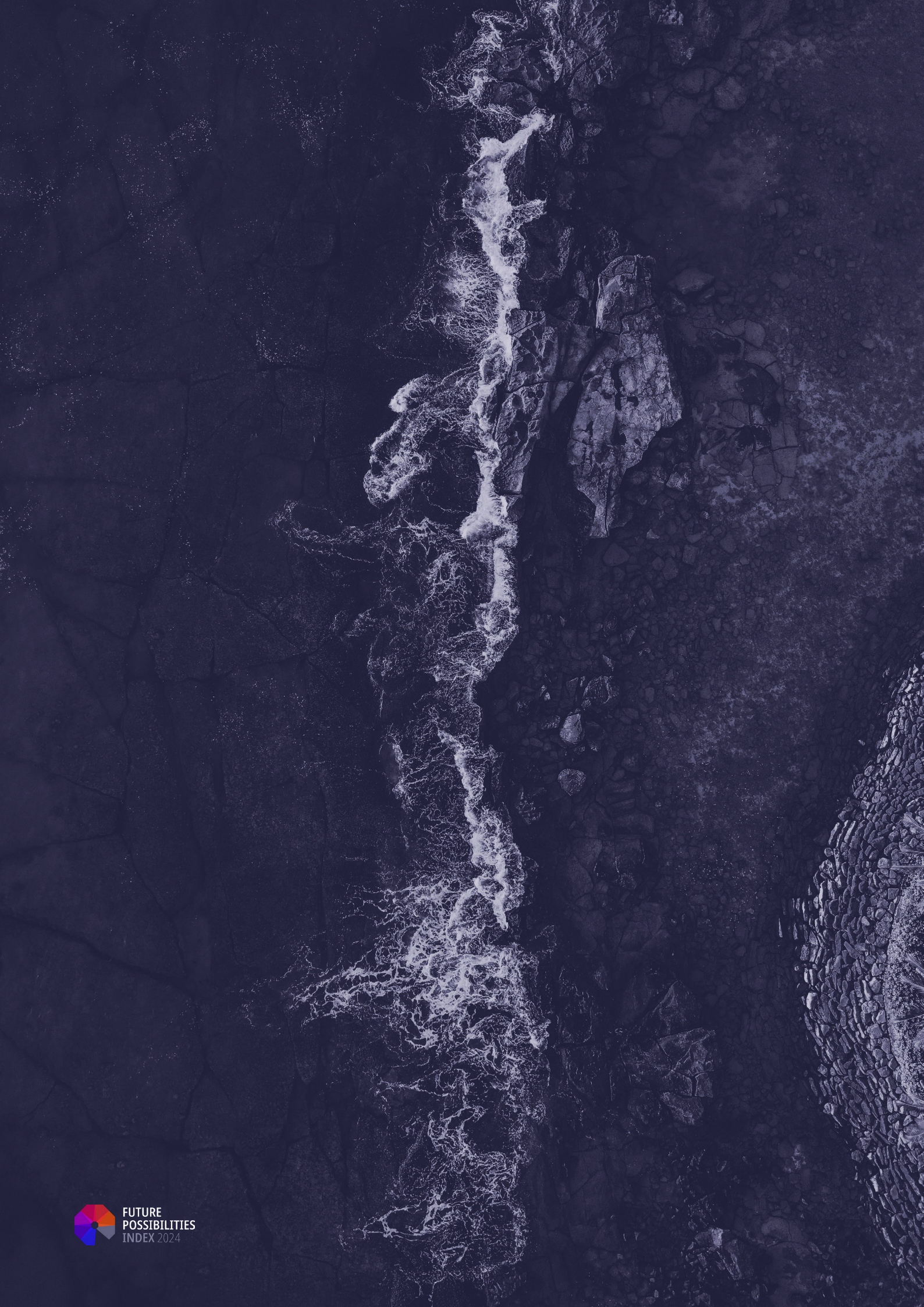




# FUTURE POSSIBILITIES INDEX 2024



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*Explore the country and trend data  
at [futurepossibilitiesindex.com](https://futurepossibilitiesindex.com)  
or scan the QR code here:*



# Foreword

Today's reality is characterized by many transformations that are re-shaping economies, industries, communities and nations. Although they create much uncertainty and risks to which everyone must adjust, they also give rise to countless possibilities for the development of businesses, countries and societies.

Humankind has unprecedented scope to create a better future on the back of these transformations. But we need to create the right conditions in each country if the world is to seize the opportunities to improve growth and wellbeing and advance toward the Sustainable Development Goals. We need to devote more attention to identifying and building the capacities required to grasp opportunities as they emerge.

This is why we created the Future Possibilities Index: to showcase a new way of thinking about business opportunities, economic and social development, and help countries to leverage these ongoing transformations as they create a better future for all. By measuring how 70 countries are leveraging six important transformational trends, we hope to provide a tool to guide businesses in their investment decisions and governments in developing their long-term strategies. This is just the first step in a longer journey and we expect the approach to evolve over time.

We would like to thank the United Arab Emirates Government for initiating the project and their continued support.

**Margareta Drzeniek**, Managing Partner, Horizon Group

**Lucy Hurst**, Research Director, Newsweek Vantage

**Nigel Holloway**, Editorial Director, Newsweek Vantage



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## Knowledge Partner

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## Project Advisors

The following people and organizations have participated in discussion panels over the past year that have been instrumental to the development of the 2024 Future Possibilities Index.

We thank them for their time, expertise and advice. The opinions expressed in this report are those of Horizon Group and Newsweek Vantage.

## Davos, January 18, 2023 Roundtable discussion

**H.E. Ohood Al Roumi**, Minister of State for Government Development and the Future, UAE

**Sara Pantuliano**, Chief Executive, Overseas Development Institute, UK

**Sasha Kapadia**, Director, Global Advisory, Overseas Development Institute, UK

**Simon Winter**, Executive Director, Syngenta Foundation, Switzerland

**Cynthia Hansen**, Executive Director, Innovation Foundation, Switzerland

**Sachin Dev Duggal**, Chief Executive Officer, Builder.ai, UK

**Sergio Mujica**, Secretary General, ISO, Switzerland

**Naoko Ishii**, Director, Center for Global Commons, Institute of Future Initiative, University of Tokyo, Japan

**Erik Berglof**, Chief Economist, Asian Infrastructure Investment Bank, China

## October 4, 2023 Expert Panel discussion

**Cedric Dupont**, Professor, International Relations and Political Science, Graduate Institute, Geneva, Switzerland

**Martin Koehring**, Global Director of Impact, Forum for the Future, UK

**Rachel Kyte**, Director, Private Infrastructure Development Group, USA

**Lynette Lym**, Global Director for Communications and Knowledge, Resilient Cities Network, Singapore

**Gopal Patel**, Director, Bhumi Global, New York, USA

**Atraf Shehab**, CEO, Centennial Lab, UAE

**Lutfey Siddiqi**, Adjunct Professor, Risk Management Institute, National University of Singapore, Singapore

## Regional Partner

Eurasia Competitiveness Institute, Belgium

We would also like to thank the attendees of the FPI workshop held on April 19, 2019 at the Royal Institution, London, who helped design the foundational framework for the study (titles reflect their affiliations at the time of the workshop):

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The 2024 research program for the Future Possibilities Index and report has been developed by the teams at the Horizon Group, Switzerland and Vantage Research (in association with Newsweek Vantage), US.

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## Horizon Group

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Special thanks to Atraf Shehab, CEO, Centennial Lab

# Executive Summary

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## How countries can leverage future possibilities

For the past 20 years, significant changes have transformed our daily lives, altered by a range of factors including technological advancements, the rise of social media platforms, climate change awareness, the convenience of e-commerce, and the growing interconnectedness of the world. These changes are linked and their impact can vary widely based on factors such as geographic location, socio-economic status, and individual preferences.

Going forward, these transformations provide a foundation for future opportunities. The question is, what can countries do to leverage them for their people's social and economic wellbeing?

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## Six transformational trends

Among the many lessons from the pandemic is the value of re-examining fundamentals and the necessity of building back better.

The Future Possibilities Index (FPI) does this by examining six transformational trends that are creating possibilities and the factors that determine a country's readiness and capacity to leverage these trends. The six global trends have been selected due to their systemic nature, global relevance, and likelihood of impact over the next 5-10 years.

All have emerged from a combination of new business models, technologies, and changes in attitudes and behaviors. The six trends are the **Exabyte Economy**, the **Wellbeing Economy**, the **Net Zero Economy**, the **Circular Economy**, the **BioGrowth Economy** and the **Experience Economy**. (See box 1 on page 9 for details).

The FPI covers 70 countries which account for more than 90% of global GDP. The FPI's overall goal is to understand each country's capacity to leverage these six trends.

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### Future Possibilities: Total expected value by 2030

Transformational Trends	Value (USD)
Exabyte Economy	> 8 trillion
Wellbeing Economy	> 7 trillion
Net Zero Economy	> 2.3 trillion
Circular Economy	> 4.5 trillion
BioGrowth Economy	> 1 trillion
Experience Economy	> 6.5 trillion

This is done by considering three main areas of readiness:

- **Government Strategy and Policy** which considers the extent to which the transformation is led by government strategy, policy and implementation.
- **Industry Strength** which considers the level of the country's capacity to leverage the trend by looking at industry-specific measures such as the establishment of the sector, the level of innovation and growth potential.
- **Core capacity** which measures the extent to which a country has the structures – policies, institutions, and other factors – to seize the more advanced opportunities each trend offers.

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## Key findings of the 2024 Future Possibilities Index

### Country results:

- The United Kingdom ranks first on the FPI, owing to a strong, all-round performance, followed very closely by the Denmark, and United States.
- The others in the top 10 are Japan, South Korea, and four European economies.
- Among emerging markets, China (19th) leads, followed by Brazil (30th) and Malaysia (32nd). Ecuador, Nigeria, Bangladesh, Algeria, and Pakistan are among those countries that have room for improvement.
- UAE (23rd) ranks the highest in Middle East and North Africa region. Brazil tops the list in Latin America and the Caribbean. South Africa (50th) leads the Sub-Saharan African region.
- Leaders per trend:
  - Exabyte** – United States
  - Wellbeing** – Singapore
  - Net Zero** – Denmark
  - Circular** – United Kingdom
  - BioGrowth** – Germany
  - Experience** – United States
- Brazil has the highest overall ranking (30th) relative to its core capacity (51st), due to its higher score in the trends category (22st).
- Conversely, Hong Kong (22nd) performs less well overall than its core capacity (4th) would suggest, with a relatively weak score in the trends category (26th).
- High-income countries in the bottom half of the FPI are Saudi Arabia (36th), Slovak Republic (37th), Chile (42nd), Latvia (44th), Uruguay (45th), Bahrain (53rd), Oman (54th), Kuwait (59th) and Panama (62nd).



## 2024 FPI Ranking

FPI Ranking	Country	FPI Score (0-100)	FPI Ranking	Country	FPI Score (0-100)
1	United Kingdom	72.06	36	Saudi Arabia	55.14
2	Denmark	71.28	37	Slovak Republic	54.68
3	United States	71.23	38	Thailand	54.05
4	Netherlands	70.86	39	Turkey	54.02
5	Germany	70.77	40	Mexico	53.98
6	Korea, Rep. of	70.46	41	Colombia	53.46
7	Japan	69.88	42	Chile	53.33
8	Sweden	69.70	43	Indonesia	53.27
9	Switzerland	69.52	44	Latvia	53.24
10	France	69.43	45	Uruguay	52.69
11	Canada	69.42	46	Bulgaria	51.79
12	Singapore	69.40	47	Romania	51.24
13	Finland	68.33	48	Argentina	51.23
14	Belgium	67.49	49	Viet Nam	50.42
15	Norway	66.98	50	South Africa	50.29
16	Italy	66.59	51	Philippines	48.38
17	Australia	66.58	52	Egypt	48.33
18	Spain	66.30	53	Bahrain	47.84
19	China	66.26	54	Oman	47.50
20	Austria	65.94	55	Costa Rica	46.32
21	Ireland	64.16	56	Jordan	46.09
22	Hong Kong SAR	63.08	57	Kazakhstan	46.06
23	United Arab Emirates	62.10	58	Peru	45.95
24	Israel	60.95	59	Kuwait	45.54
25	New Zealand	60.80	60	Kenya	45.41
26	Estonia	60.51	61	Morocco	44.82
27	Portugal	59.70	62	Panama	43.43
28	Czech Republic	59.23	63	Tunisia	42.35
29	Lithuania	58.70	64	Ecuador	42.19
30	Brazil	58.40	65	Nigeria	41.66
31	Poland	58.07	66	Bangladesh	41.01
32	Malaysia	57.43	67	Dominican Republic	40.69
33	Greece	56.66	68	Algeria	39.69
34	Hungary	56.44	69	Guatemala	38.71
35	India	55.69	70	Pakistan	36.84

### Other results:

- **Countries that successfully leverage all six trends need these pre-conditions:** Clear government vision; advanced technology; active R&D, innovation and entrepreneurship; large supplies of talent, especially digital skills/critical business sector skills; a stable and reliable business environment; and domestic market dynamics with adequate size, growth potential, open foreign trade and connectivity.
- **The three top ranking countries—the UK, Denmark, and the US—**have distinct success stories, but one common feature, an active industrial sector. The UK's industrial sector is marked by a strong result in the transformational trend capacity areas; the US leads in advanced technology and innovation; Denmark is strong in talent and the business environment.
- **Three sectors stand to benefit more than others from the six transformational trends: energy & utilities; information & communication technologies; and travel & tourism.** The influence of each trend will differ on a country-by-country basis.
- **The Exabyte Economy is led by the US. This transformational trend shows the highest global average,** reflecting the maturity of the trend, as some opportunities from connected devices and cutting-edge machine learning are consolidated.
- **The Wellbeing Economy has Southeast Asia & Pacific region in the lead, with Singapore, South Korea, and Japan being the top three.** It is important that Government and Industry coordinate efforts in this area to achieve the best results.
- **The Net Zero economy is dominated by Nordic countries.** Climate policies and long-term commitments to carbon neutrality and industry leadership have been significant.
- **The Circular Economy is led by the UK, followed by China and the US.** Country scores are narrowly dispersed in this category, however, suggesting room for capitalizing on potential in the future.
- **The BioGrowth economy is led by Germany, Japan, and France,** reflecting the link they share with achievements in patent innovation in this field.
- **The Experience Economy is led by the US, the UK, and Germany.** All three countries can build on different strengths notably due to their strong industry capacity and policy environment in culture, entertainment and sports.

## Box 1: How much will the six trends be worth by 2030?

The global economic landscape is undergoing transformative change, driven by a convergence of technological advancements, societal shifts, and environmental imperatives.

### 1. Exabyte Economy: Tech surge

At the forefront of this transformative era is the Exabyte economy, encompassing such technologies as Internet of Things (IoT), 5G, Artificial Intelligence (AI), and Big Data. According to McKinsey, Straits Research, Statista, Bloomberg, and Fortune Business Insights, this colossal sector is projected to be worth \$11 trillion to \$17 trillion by 2030. As data becomes the new currency, the Exabyte economy is set to revolutionize industries, drive innovation, and reshape the digital landscape.

### 2. Wellbeing Economy: Nurturing a Healthier Future

The Wellbeing economy, valued at around \$9 trillion by 2030, focuses on preventative health, self-improvement coaching, organizational and educational programs, as well as fitness, diet, and health & beauty. PwC, SkyQuest Technology, FinTech Futures, and Fortune Business Insights predict a thriving sector that prioritizes holistic health and personal development, emphasizing a shift towards proactive wellness measures in the global community.

### 3. Net Zero Economy: The Pursuit of Sustainable Prosperity

With a worth of \$4 trillion, the Net Zero economy emerges as a beacon of hope in the fight against climate change. As identified by Statista, Vantage Research Market, Precedence Research, Fortune Business Insights, and Global Newswire, this economy is driven by a commitment to carbon neutrality, sustainable practices, and environmental stewardship. Companies and nations are aligning their strategies to harmonize economic growth and ecological sustainability.

### 4. Circular Economy: Closing the Loop on Sustainability

Valued at \$4.5 trillion by 2030, the Circular economy, according to Accenture, is built on the principles of reducing, reusing, and recycling. This economic model challenges the traditional linear approach, aiming to minimize waste and maximize resource efficiency. As businesses increasingly adopt circular practices, this economy represents the symbiotic relationship between economic prosperity and environmental responsibility.

### 5. BioGrowth Economy: Nurturing Nature for Progress

The BioGrowth economy, forecast to be worth \$1.7 trillion by 2030, encompasses new-generation biorefinery, biomaterials, plant tissue culture, synthetic biology, and plant-based foods. Precedence

Research, Verified Market Research®, Polaris Market Research, Bloomberg Intelligence, and Vantage Research Market recognize the transformative potential of harnessing nature's capabilities for sustainable industrial and agricultural practices.

### 6. Experience Economy: Beyond the Tangible

Projected to reach \$17 trillion by 2030, the Experience economy, as highlighted by Fortune Business Insights, Yahoo Finance, Business Wire, and The Brainy Insights, thrives on virtual reality (VR), 3D printing, and tourism. This economy transcends traditional notions of consumption, offering individuals immersive and memorable experiences that redefine the value of products and services.

These emerging economies promise to redefine the global economic order. The Exabyte economy's digital revolution, the Wellbeing economy's focus on holistic health, the Net Zero economy's commitment to sustainability, the Circular economy's resource efficiency, the BioGrowth economy's fusion of biology and industry, and the Experience economy's immersive offerings collectively shape a future where economic prosperity coexists with social, environmental, and technological advancement. The interplay of these economies forms a tapestry that reflects the interconnected and dynamic nature of our evolving world.

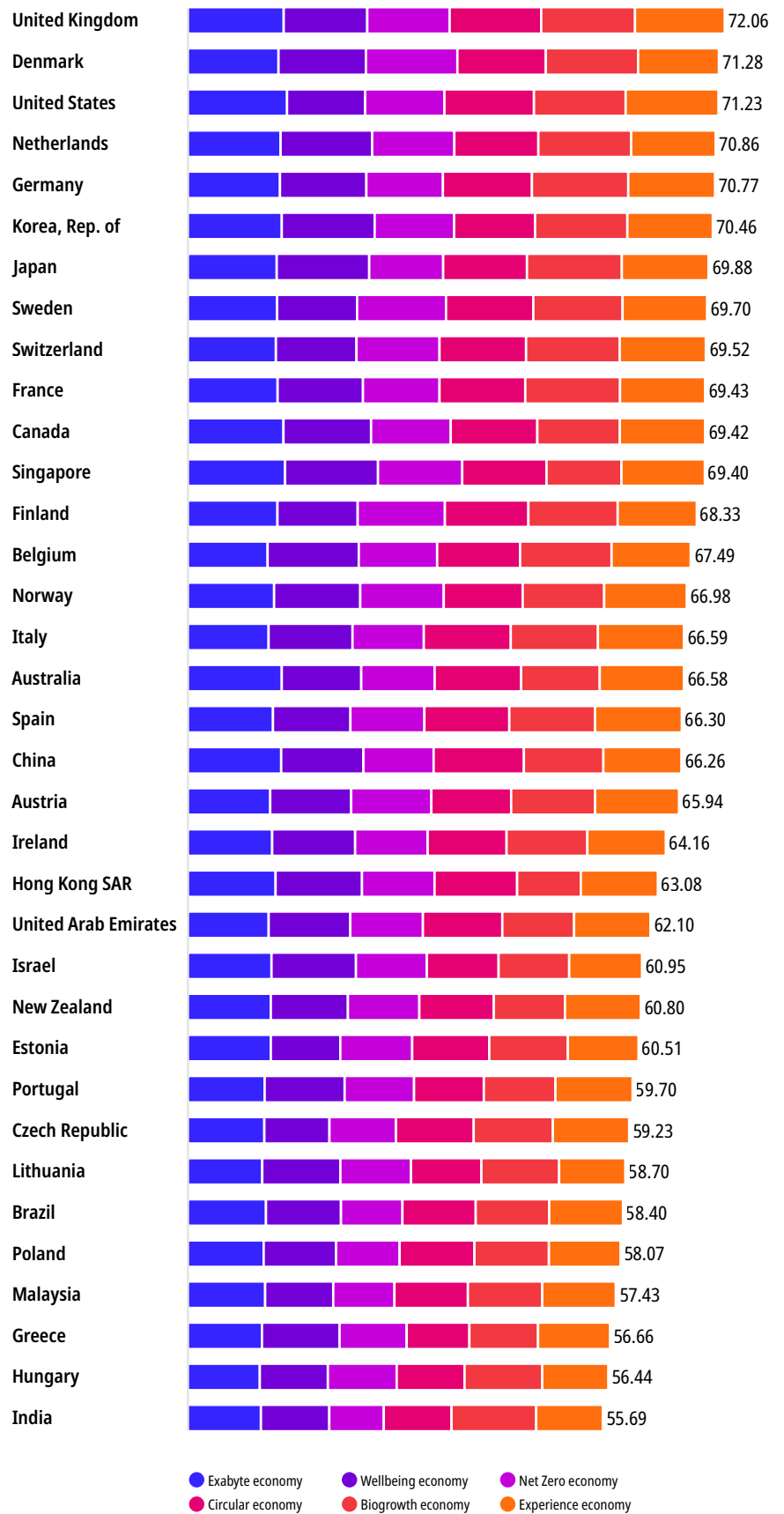
# 1. Future Possibilities Index Results

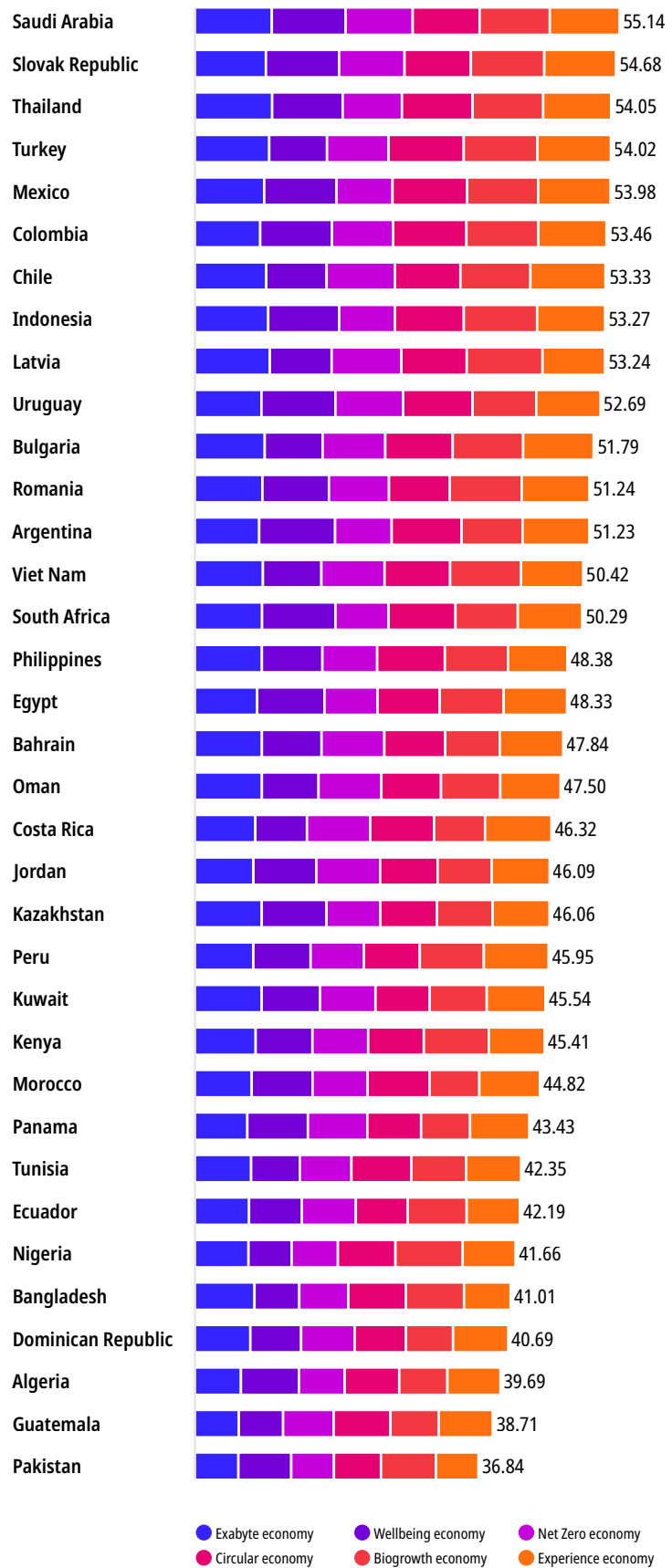
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The FPI 2024 – country results in brief

- The **United Kingdom** ranks first on the FPI list owing to a strong all-round performance, followed by **Denmark** and the **United States**.
- The top 10 segment is completed by **Japan, South Korea**, and **five European economies**.
- Among the large emerging markets, **China** (19th) leads, followed by **Brazil** (30th) and **Malaysia** (32st). **Nigeria, Philippines, Bangladesh** and **Pakistan** are among countries with room for improvement.
- **UAE** (23th) ranks the highest in Middle East and North Africa region. **Brazil** tops the list in Latin America and the Caribbean. **South Africa** (50th) leads the Sub-Saharan African region.
- Leaders per trend: Exabyte – **United States**, Wellbeing – **Singapore**, Net Zero – **Denmark**, Circular – **United Kingdom**, BioGrowth – **Germany**, and Experience – **United States**.
- **Brazil** has the highest overall ranking (30th) relative to that based on core capacity (51st) due to its stronger trends capacity (22nd).
- Conversely, **Hong Kong** (22nd) performs less well overall than its core capacity (4th) would suggest, with a relatively weak trends capacity (26th).
- High-income countries in the bottom half of the FPI are **Saudi Arabia** (36th), **Slovak Republic** (37th), **Chile** (42nd), **Latvia** (44th), **Uruguay** (45th), **Bahrain** (53rd), **Oman** (54th), **Kuwait** (59th) and **Panama** (62nd).

Figure 1.1: Future Possibilities Scores (0-100, where 100 is the best possible score)

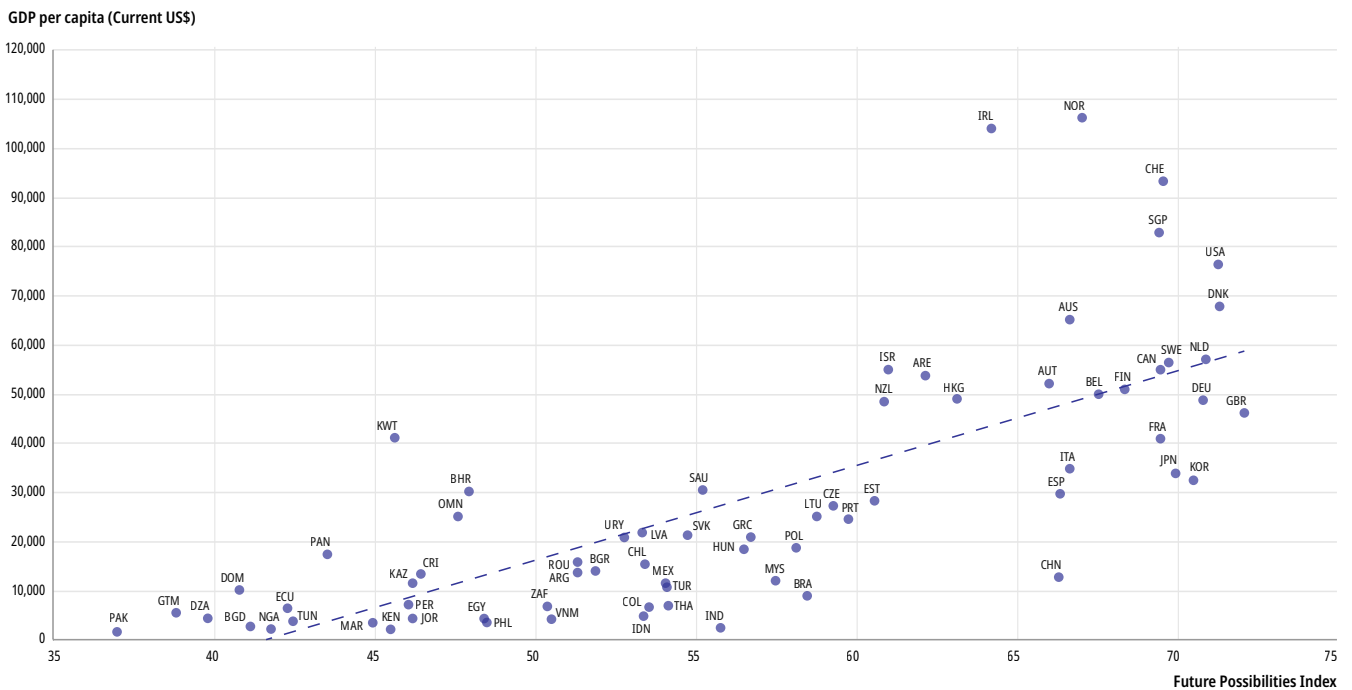




**Findings from the FPI results**

The overall results are shown in Figure 1.1. Overall, countries with a higher GDP per capita perform better in the FPI than poorer economies (see Figure 1.2). Yet national income alone cannot fully explain the findings. Some high-income economies fare quite poorly in the FPI relative to their income level while others significantly outperform.

**Figure 1.2: Correlation between FPI and GDP per capita (current USD)**



Source: Authors' analysis and World Bank

Several emerging markets, such as China (19th), Brazil (30th), and India (35th), do well despite a lower GDP per head than the leaders. Overall, resource-based economies seem less likely to have a future-oriented strategy to leverage possibilities created by global trends. For these countries, the approach to development embodied in the FPI carries the possibility of leapfrogging by selecting one or two trends to leverage. The ways in which countries can use the FPI for developing their economic strategy is described below.

Importantly, using the FPI model for development goes hand in hand with creating more equal societies. The FPI captures key elements of societal wellbeing, which is an important objective for many countries today alongside traditional economic objectives such as GDP. This is shown in the negative correlation of the FPI with the equality of income distribution (as measured





Box 2: The UK tops the index

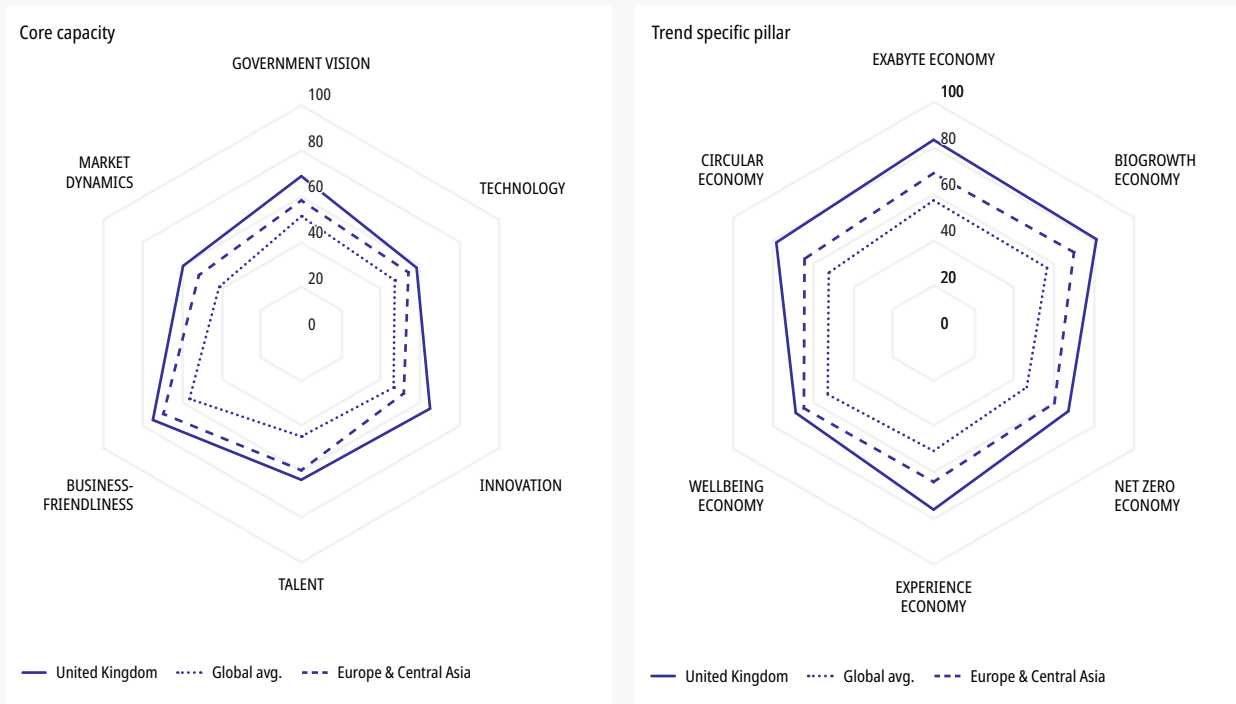


Figure 1.4: UK's performance on Core Capacity and transformational trends in comparison to other countries

The UK occupies first place in the Future Possibilities Index due to the country's many structural strengths that ensure it is well positioned to leverage the six transformational trends. These strengths are notable in innovation (where it ranks 8th on the related dimension of the FPI) and entrepreneurial activity (5th), as well as the ability to implement farsighted policies.

The UK's high performance in innovation stems from a world-leading research and development performance (5th in terms of R&D outputs). One example is the strategic delivery plan 2022-2025 developed by UK Research and Innovation, a government-sponsored body, that aims to strengthen innovation by focusing on three dimensions closely related to the transformational trends of the FPI: net zero, healthy living & agriculture, and digital technologies. The plan builds on the UK's highly effective research capacity and intends to enable innovative businesses to thrive. The strategic plan focuses on people, places, ideas, and innovation, but also the impact on society as a

whole. The program invests up to £25 million (\$32 million) in selected game-changing, world-leading ideas which promise rapid commercial success. A network of Catapults (technology and innovation centers) to accelerate the application of research in practice has been active for almost a decade.

Contributing to the UK's top position in the FPI is the research success of its world-leading universities and related technology ecosystems. The Cambridge University Ecosystem is recognized as a top technology hub, notably in Biotech, due to the high degree of public-private collaboration. Oxford University's innovation ecosystem was recently recognized for the role its researchers played in the development of a leading COVID vaccine in collaboration with Astra Zeneca.

Other systemic factors that underpin the UK's ability to leverage transformational trends are the country's ability to use novel technologies early in development. One example is Generative Artificial Intelligence, as when the UK government hosted a

global summit on the regulation of AI, in November 2023.

Furthermore, the UK ranks second worldwide behind the US as an exporter of services, led by the role of London as a global financial center, notwithstanding the effects of Britain's departure from the EU in January 2020. The London region comprises almost a quarter of the UK's GDP, which underlies the importance of mega hubs as centers of innovation and resilience. The city offers a lesson for other major conurbations in the UK, such as Manchester, Birmingham and Glasgow, which could become more powerful engines of economic growth by strengthening their infrastructure and developing regional policies that knit together other cities nearby.

It is noteworthy that the UK's productivity growth has lagged behind the US, France and Germany since the early 2000s, but the FPI points to the possibility of an improvement in the future. Harnessing the six transformational trends would enable the UK to build on its structural advantages and realize its potential.

Denmark performs consistently well across the six trends and in core capacity. The United States, by contrast, dominates the Exabyte and Experience economies, but significantly lags in other trends, such as the Wellbeing economy and can attribute a significant part of its high score to its strong core capacities.

These results show there is not a singular route but many paths to seize emerging opportunities. The FPI emphasizes a spectrum of equally valuable pathways to capture forthcoming possibilities. The key lies in formulating and implementing a strategy tailored by each country, leveraging its unique strengths.

The three top countries do have one common feature, though, an active industrial sector. British industry consistently overperforms in the six trends. Industry in the United States is also boosted by excellent underlying capacities in technology and innovation. The same goes for Denmark whose strong industrial sector is based on a talented workforce and a business-friendly environment. While there is room for improvement in the Government Strategy & Policy areas related to each of the six trends, all three countries do have forward-looking policies, as indicated by their position in the top 15 for government vision in the “Core Capacity”. This underscores the importance of cultivating a collaborative, long-term vision shared between industry and government to capitalize on forthcoming opportunities.

It is worth noting that, while the three countries are positioned well to grasp future possibilities, they also have a strong need to do so. Their low scores for market dynamics, as measured by the share of working age population and age-dependency ratio, point to looming structural challenges as

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## Country leaders show how to make the most of the six trends

Who is best positioned in the individual trends? Table 1.1 shows the best performing economies by trend. What stands out is that the top economies are also among the top performers on the trends, suggesting that core elements such as forward looking government strategy, public private collaboration, advanced technology and skills play a significant role in how countries will be able to leverage global trends for their future development. Also visible is the overlap between related trends – Nordic countries tend to focus on environmental possibilities and perform well in both Net Zero and Circular economies. Countries that perform well in the Exabyte Economy often also perform well in the Experience Economy, which is to a certain extent also driven

by digital technologies. The full rankings for each trend are available in the Data Summary at the end of the report.

Table 1.1: Rankings by trend

Exabyte Economy		Wellbeing Economy		Net Zero Economy	
Country	Score (0-100)	Country	Score (0-100)	Country	Score (0-100)
United States	79.88	Singapore	74.90	1 Denmark	73.67
Singapore	78.21	Korea, Rep. of	74.82	2 Sweden	71.66
United Kingdom	77.16	Japan	74.52	3 Finland	70.28
Canada	76.99	Netherlands	73.81	4 Singapore	67.86
Korea, Rep. of	75.59	Belgium	73.44	5 Norway	67.25
Australia	75.57	Canada	70.53	6 Switzerland	66.87

Circular Economy		Biogrowth Economy		Experience Economy	
Country	Score (0-100)	Country	Score (0-100)	Country	Score (0-100)
United Kingdom	73.74	Germany	77.60	United States	74.73
China	72.73	Japan	76.46	United Kingdom	72.21
United States	72.12	France	76.40	Germany	69.91
Germany	71.70	United Kingdom	75.61	Spain	69.88
Denmark	71.23	Switzerland	75.45	Japan	69.75
Sweden	70.32	Netherlands	74.79	Switzerland	69.32

The United States occupies top place in the Exabyte Economy. It is number one in the trend-specific pillar of Policy and Industry Strength, but it ranks third in Government Strategy and Policy, where China takes the lead. Despite topping Government Strategy and Policy, China sits at the 7th place overall in the Exabyte Economy rankings. Across all countries, the Exabyte Economy shows the highest global average, reflecting the observation that some opportunities under this trend, such as connected devices or cutting-edge machine learning, have already been seized. Latin America & the Caribbean lag behind other regions in this trend.

The Wellbeing Economy is led by the Asia-Pacific region with Singapore, South Korea and Japan being the top three countries. Trend-specific pillars show that Government and Industry are out of sync in this trend: when one is performing well, the other is lagging. To take full advantage of the opportunities emerging from this trend, government and industry should move in the same direction by supporting each other's efforts. Latin America

### Box 3: Connecting the planet

Two thirds of the world's population, or 5.3 billion people, use the internet, which lies at the heart of the exabyte economy. This means that one third, about 2.6 billion, do not, usually because they are in places that lack the infrastructure to access the internet.

The addition of 2.6 billion users, mainly in Africa and South Asia, would add considerably more value to the internet than a simple 49 percent addition would imply, due to the so-called network effect. It works like a multiplier: The greater the number of buyers, sellers, and users of products, services and digital platforms, the greater the value created by the expansion of numbers of people that are using the internet.

A world in which everybody is connected to the internet will create much more value than a globe on which many are unable to access it. In addition, it will enable the 2.6 billion currently not using the internet to catch up with everybody else. This may seem impossibly daunting, considering how advanced some countries are in digital economic maturity. Yet there are plenty of examples of leapfrogging, such as China, Indonesia and Brazil.

The expansion of the internet will therefore lead to massive social, as well as economic, benefits. Government agencies and non-profit organizations, as well as corporations, will be able to reach a wider

audience and deliver services more efficiently.

Reaching the last one or two billion people that do not have internet access is going to be hard and expensive. The International Telecommunication Union, a UN body, estimates it will cost more than \$425 billion by 2030 to connect the people who are currently off the grid.

Companies, governments and non-profits will have to collaborate to deploy the needed infrastructure, reaching areas of the world where traditional internet providers don't operate. They must work together to develop local technical skills. But the benefits of complete, global coverage far outweigh the costs. The exabyte economy is predicted to be worth \$11 trillion to \$17 trillion by 2030.

& Caribbean countries perform well in Government Strategy and Policy while Industry Strength is lagging.

Nordic countries dominate the Net Zero economy. In fact, Denmark, Sweden, Finland, and Norway rank in the top 5. They have been prioritizing climate policy by making long-term commitments to achieve carbon neutrality, and their industries are taking a leadership role in this area. Other European countries and Canada complete the top 10. Overall, countries' scores in this trend average slightly more than 50, the lowest average among all trends. This reflects the fact that countries are slow in taking advantage of the opportunities emerging from the Net Zero trend. Furthermore, middle-income countries are not focusing much on the opportunities emerging from the Net Zero Economy; in fact, only China makes it into the top 30. Jordan and Brazil perform very well in trend-specific pillars, while oil-rich countries are lagging in this trend.

In the Circular Economy, the United Kingdom is leading, followed by China and the United States. Overall, countries' scores are narrowly dispersed in this trend, signalling collective efforts toward harnessing the emerging opportunities in the Circular Economy. None, though, have fully capitalized on its potential. Indeed, there are not yet clear leaders and laggards in this trend, probably because few government policies are legally binding currently. Nonetheless, countries should continue preparing for this trend, as there is still plenty of room for improvement. Industry actions in the coming years will be a clear differentiating factor. Italy, Canada, Colombia and Mexico perform very well in trend-specific pillars, driven by a comparatively strong performance in Government Strategy and Policy. The Middle East & North Africa is lagging other regions.

Germany, Japan, and France lead the BioGrowth economy, highlighting the clear link with patent innovation in this field. India ranks 15th and is the best performing middle-income country, driven by a high level of industry strength. Japan, India, and Turkey perform very well in trend-specific pillars, suggesting a healthy potential to innovate in biomaterials, plant science and synthetic biology. It is interesting to note that middle-income countries perform on average better in the BioGrowth trend than in other transformational trends, as governments see the opportunity to use their flourishing agricultural

## Box 4: Nature-based solutions

Nature-based solutions are an innovative approach to addressing environmental challenges by harnessing the power of ecosystems. In contrast to traditional solutions that are often engineered, nature-based solutions leverage the inherent resilience and efficiency of natural systems.

One example is reforestation, where large-scale tree planting contributes to carbon sequestration, biodiversity conservation, and ecosystem restoration. By harnessing the natural ability of trees to absorb carbon dioxide, reforestation not only mitigates the impacts of climate change, but also promotes sustainable land management practices. Protecting and restoring wetlands represent another impactful nature-based

solution. These ecosystems act as carbon sinks, filter water, and serve as vital habitats for various species.

Sustainable agricultural practices, such as agroforestry, are another nature-based solution. Agroforestry systems integrate trees with crops and livestock, providing benefits such as improved soil health, increased biodiversity, and enhanced carbon sequestration in agricultural landscapes. Furthermore, the promotion of green urban infrastructure is a practical way to combat climate change in urban areas. Incorporating green spaces, green roofs, and permeable surfaces into city planning beautifies urban environments, while helping to regulate temperatures, reduce energy consumption,

and mitigate the urban heat-island effect. This showcases the potential of nature-based solutions in fostering resilient and sustainable cities.

The adoption of nature-based solutions becomes increasingly urgent, as global environmental challenges intensify. Policymakers, communities, and businesses are recognizing the value of working with nature, forging a path towards sustainable development that harmonizes human activities with the resilience and regenerative capacities of the natural world. Nature-based solutions are crucial to achieving the Net Zero targets for 2030 and beyond, with the Net Zero transition potentially yielding \$4 trillion in annual revenue by 2030, according to estimates by McKinsey.

sectors to spur innovation in high-tech areas. The Middle East & North Africa lag other regions in this trend.

The United States, the United Kingdom, and Germany lead the Experience Economy. These countries have strong capacity to develop the experience economy because of their strong cultural sectors and wealthy and sophisticated consumers. Developing the experience economy requires talent and creativity and can build on resources such as natural or cultural assets. This explains why some large developing economies are better performing than many wealthier countries. China ranks 21st and is the best performing middle-income country. Brazil also performs well (27th) driven by a strong performance in Government Strategy and Policy. Eastern European & Central Asian countries are lagging in this trend.

## Box 5: Next innovations in alternative proteins

by **Emma Ignaszewski**,  
The Good Food Institute

Alternative proteins—meat made from plants, cultivated from cells, or fermentation-derived—are essential for meeting global climate, biodiversity, public health, and food security goals. Governments around the world have increased their support for alternative proteins in the past few years, but still-greater help is needed to realize alternative proteins’ benefits as part of the BioGrowth economy, which is forecast to be worth \$1.7 trillion by 2030.

The past decade has seen a rise in next-gen plant-based products, thanks to innovations that enable plant-based meat to look, cook, and taste more like conventional meat. But there is a long way to go: The global plant-based meat market totaled \$6.4 billion in 2023, sizeable but less than 1% of global meat sales.

Surveys show that the taste of alternative proteins is the main barrier to more

widespread adoption, but in the next five years, innovations are expected to greatly improve their prospects in this regard. These innovations include:

- **Alt-protein-focused crop development.** Further exploration and commercialization of the world’s crops could unlock new ingredients for plant-based meat products.
- **Processing technologies.** There are a variety of manufacturing processes for producing plant-based meat products, but many are underexplored.
- **Alternative fats.** The Good Food Institute has funded a suite of research projects to enable research into fats with optimized properties for plant-based meat products. The aim is to improve texture and create a mohtfeel akin to conventional meat.

Cultivated meat—meat produced directly from cells, without the animal—is identical to conventional meat at the cellular level and has enormous potential to enable alternative protein products that deliver on

taste. Promising areas of research include combining cultivated fat and plant-based meat.

Fermentation offers another opportunity to innovate. Traditional fermentation can be applied to alternative protein production to improve the flavor and functionality of plant ingredients. Precision fermentation uses microbes like yeast as mini “cell factories” that can be used to produce specific ingredients, such as proteins, vitamins, flavors, and fats. Furthermore, biomass fermentation uses the rapid growth of microorganisms to produce protein-rich ingredients like mycoprotein for alternative protein products.

By making food products in ways that are better for people and the planet, alternative protein companies can chart a path to long-term growth.

*Emma Ignaszewski is associate director at The Good Food Institute, a nonprofit think tank working alongside scientists, businesses, and policymakers to make alternative proteins like plant-based and cultivated meat delicious, affordable, and accessible.*

Figure 1.5: Trends’ impact on talent demand in the next five years

Sectors	Exabyte	Biogrowth	Wellbeing	Net-Zero	Experience	Circular
Advanced Materials & Biotechnology	↗	↑	↗	↗	↗	↗
Automotive, Aerospace, Distribution & Transport Aviation	↗			↗		
Chemicals/ Petrochemicals		↗				
Consumer Goods	↗	↗	↗	↗	↗	↗
Energy, Utilities & Technologies	↑	↑	↗	↑	↗	↗
Financial Services & Investors	↗			↗	↗	
Health & Healthcare	↗	↗	↑	↗	↗	↗
Information & Communication Technologies	↑	↗	↗	↗	↑	↑
Infrastructure & Construction				↗		↗
Media & Entertainment					↗	
Professional Services			↑		↑	
Travel & Tourism	↑	↗	↑	↗	↑	↗

strongly increasing demand for talent

increasing demand for talent

Source: Author analysis based on a survey of 1,274 responses across the 70 countries covered by the FPI. Boxes without a symbol suggest that the evidence is not clear enough.

## The sectoral impact of the six trends

The influence of each trend may differ on a country-by-country basis globally, but we can identify certain sectors that stand to benefit more than others from the six trends. These sectors are likely to experience amplified investments and a surge in employment opportunities. Figure 1.5 depicts the potential impact of these trends on employment over the next five years. Among these trends, three pivotal sectors emerge as prime beneficiaries: energy & utilities; information & communication technologies; and travel & tourism.

## Regional role models: Reflecting regional differences

We have already discussed European role models, but what can we learn from other regions? A look at the regional best performers allows us to identify role models in each of the regions (see Table 1.2). In the Middle East, the UAE comes in ahead of Israel and Turkey, while South Africa leads the (small) sample of Sub-Saharan African countries. In Latin America & Caribbean, Brazil leads ahead of Mexico and Colombia.

Table 1.2: Top performers across regions

Rank	Europe & Central Asia	Score (0-100)
1	United Kingdom	72.06
2	Denmark	71.28
3	Netherlands	70.86

Rank	Latin America & Caribbean	Score (0-100)
1	Brazil	58.40
2	Mexico	53.98
3	Colombia	53.46

Rank	Middle East & North Africa	Score (0-100)
1	United Arab Emirates	62.10
2	Israel	60.95
3	Saudi Arabia	55.14

Rank	North America	Score (0-100)
1	United States	71.24
2	Canada	69.42

Rank	South East Asia & Pacific	Score (0-100)
1	South Korea	70.46
2	Japan	69.88
3	Singapore	69.40

Rank	Sub-Saharan Africa	Score (0-100)
1	South Africa	50.29
2	Kenya	45.41
3	Nigeria	41.66

### North America: United States – 2nd overall

The United States has the largest entertainment market in the world, accounting for a significant portion of its economic activity. Its dominance in the Experience Economy is evident: it is number one and more than two points above the second-best performer. This is driven by a very high level of industry

strength in areas such as tourism receipts (1st), household consumption (1st), and joint ventures in the Experience Economy (1st).

The United States is also the largest technology market in the world, which is reflected by its top performance in the Exabyte Economy. This can be attributed to a high level of cybersecurity (1st), 5G coverage (1st), gig economy (1st), and the number of start-up companies with a value of more than \$1 billion, also known as unicorns (1st). It also performs quite well in the other trends, but it slips down to 25th in the Wellbeing Economy. In all trends but the Net Zero Economy, a high level of industry strength is driving the United States capacity to leverage possibilities emerging from transformational trends.

The United States performs very well in core capacities where it ranks third overall. Core strengths of the United States point towards its leadership in the Experience and Exabyte economies. It is ranked highest on advanced technology, performing particularly well in digital capacity and usage (1st) and digital skills (1st). It is also ranked number one in innovation where its capacity in terms of R&D is unparalleled (1st) and the entrepreneurship environment (3rd) is thriving, owing to the highest scores in R&D outputs, collaboration, and private equity deals.

It could, however, benefit from a stronger legal framework and stability (25th), as well as government leadership in the Wellbeing economy. Improvements in health would also benefit the future workforce (60th).

#### **Asia-Pacific: South Korea – 6th overall**

South Korea excels in the Wellbeing Economy, placing it 2nd globally, due to a robust healthcare industry and effective healthcare regulations. The country's digital advancement in cybersecurity, supported by a strong government strategy and favourable tax incentives, contributes to its 5th place in the Exabyte Economy. In the BioGrowth Economy (7th), South Korea stands out for its impressive policy environment, strategic approach, and industrial strength.

The high scores in these trends and in the Experience Economy (8th) could be due to vigorous innovation, attributed to top-notch research and development resources (1st) and outputs (2nd), along with collaborative efforts (10th). Technology advancement is evident with a 4th-place ranking, highlighting well-established ICT connectivity (5th) and proficiency in digital skills (5th).

To further enhance its global standing, South Korea could bolster Government Vision (20th), Talent (20th), and Business-Friendliness (19th) within its core capacities. A strategic focus on advancing Circular Economy (19th) practices could propel the country toward an even more sustainable future.



## Box 6: UAE Future Readiness: Government's proactive approach to shaping the future

The UAE government is leading the way in leveraging future possibilities by providing a world class future-oriented strategic and policy environment that enables the change needed for leveraging future possibilities (eg. Future Roadmaps). Indeed, future readiness has been on the forefront of the UAE's economic strategy for a while, with long term projects such as the Centennial Lab leading the way. Recent investments in innovation capacity (e.g. the innovation hub G42, green hydrogen) bode well for the future and will be pivotal in further developing related industry capacity.

In the FPI, the UAE's focus on leveraging future possibilities is reflected in Core Capacities assessment (9th). The assessment of the six transformational trends is mixed reflecting the government's priorities and strategic direction. This is notably the case for the Exabyte Economy (10th on strategy and policy, reflecting among other things,

one of the first AI strategies globally), BioGrowth (9th on government strategy), Experience Economy (13th on government strategy), Wellbeing Economy (5th on government strategy), Circular Economy (8th on government strategy, notably the Circular Economy Strategy), but also for the Net Zero Economy (19th).

Government commitment focusing around these transformations creates favorable enabling conditions for the - rather organic - development of strong industries that will be capable of leveraging the transformational trends for future growth and development of the UAE.

One transformational trend where the UAE has made rapid progress based on available data is the Net Zero economy. The UAE leads the Arab World by a wide margin and government strategy is assessed at 12th in the overall sample. Energy capacity is growing rapidly but remains below other

countries. Recent investments in R&D of green hydrogen and investments in solar and nuclear capacity bode well for the future, but are not yet reflected in the data.

A number of recommendations can be made for the UAE based on the FPI results:

- Focus on implementation of existing strategies to ensure that the industry sector has the long-term certainty needed for rapid development.
- Attract not only talent, but also new types of companies, such as social entrepreneurs and purpose-driven companies.
- Leverage the important and flexible talent pool, future growth potential and the growing consumer market for attracting investment into areas of future possibility.
- Build export capacity in the relevant industries and sectors to leverage global developments, especially in fast-growing emerging markets.

### Middle East and North Africa: United Arab Emirates – 23rd overall

The United Arab Emirates (UAE) ranks first in the MENA region and stands out for its high capacity to leverage the Wellbeing Economy (17th), likely reflecting the country's commitment to wellbeing as highlighted by its National Programme for Happiness and Positivity. In fact, it performs very well in government strategy and policy for the Wellbeing economy (5th).

The UAE has a range of core strengths. The country ranks ninth overall, scoring particularly high on talent (3rd) by providing flexible employment conditions (1st) and being capable of attracting and retaining talent (1st). It also performs well on advanced technology (8th) including ICT connectivity (1st), mobile broadband (1st) and internet usage (1st). Finally, the country boasts strong government vision (2nd) which is long-term (3rd) and capable of effective change management (2nd). Government rapidly responds to change (1st) and its regulations are seen as easy-to-follow (2nd) (see box 5 for more details on how the UAE is taking a proactive approach to benefit from emerging opportunities).

The UAE can improve on innovation, with better allocation of R&D resources and improving collaboration between universities and industry. It

could also benefit from a stronger industry in the Wellbeing economy given its ambitious government strategy and policy in this area.

#### **Latin America and Caribbean: Brazil – 30th overall**

Brazil performs comparatively well in the Exabyte (27th) and Experience (27th) economies. Brazil's key strengths are a strong governmental strategy and policy in Experience (3rd) and Exabyte (6th). Overall, Brazil performs better on trend-specific pillars than in core capacity. Brazil's relative strengths in core capacity are in innovation (40th), where it scores high on R&D outputs (12th) and joint ventures (15th).

While Brazil has many policy challenges, the country's vast and unique geography enhances its capacity to leverage specific trends such as the Experience or Net Zero economies, notably due to its potential for biofuel production and use.

Room for improvement in Brazil remains related to the country's capacity to nurture talent. The country would benefit from additional graduates in STEM, greater creativity and critical thinking in teaching. Higher government efficiency and effectiveness as well as ease of regulations are other factors that would support higher levels of growth.

#### **Sub-Saharan Africa: South Africa – 49th overall**

South Africa has a comparatively solid capacity to leverage the Wellbeing (34th) and Circular (45th) economies. The country has a comprehensive government policy and strategy for the Wellbeing Economy building on the country's pharmaceutical sector. Its strengths in core capacities lie in innovation capabilities, supported by a relatively high innovation environment (28th), university-industry research collaboration (29th) and joint venture deals (29th).

Currently, South Africa does not have a high capacity to leverage the Net Zero economy, which could benefit from additional regulatory and economic instruments for renewable energy. In addition, long term benefits could be gained by improving workforce talent and skills, by investing in education, especially STEM, vocational training and promoting critical thinking in teaching.

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## Agenda for the future

This report provides decision makers in government and the private sector with a tool to help prioritize their future long-term strategy, derived from estimates of the biggest economic and social opportunities over the next 10 years. These are predictions, of course, but they are based on historical data

primarily. The FPI shows which countries have grasped opportunities in the past by designing policies that have enabled the private and public sectors to move ahead.

For the future, governments and companies need to assess the risk of not taking the opportunities presented in the report. If they allow these chances to pass them by, other governments and companies will take their place. Start planning ahead now.

There is also a risk that, due to these transformations, less developed countries further fall behind. But their fates are not cast in stone. Leapfrogging opportunities abound for these countries.

This report has so far outlined the main findings of the FPI; the rest of the report details the design of the framework and how the numbers are obtained. This background will help governments and companies to plan with

## Box 7: Tackling plastic's environmental impact

The annual global production of plastic is 430 million metric tons, with almost 90% escaping recycling or reuse. Plastic pollution can harm habitats and natural processes, reducing ecosystems' ability to adapt to climate change, hurting millions of people's livelihoods, food production capabilities and social well-being. According to the UN Environment Programme, the impact could be reduced by 80% by 2040 if countries and companies make big policy and market shifts using existing technologies. Furthermore, several organizations have been calling for a global treaty to regulate plastics. Such a treaty would make a significant contribution

to the Circular Economy trend, which is estimated to be worth about \$4.5 trillion a year by 2030.

The EU is leading global efforts against plastic pollution by backing the establishment of the High Ambition Coalition to End Plastic Pollution, pledging to negotiate the eradication of plastic pollution by 2040. Elsewhere, The Ellen MacArthur Foundation advocates for a legally binding global treaty, as well as comprehensive circular economy measures, and an initial focus on plastic packaging, which contributes around 40% of total plastic waste.

In March 2022, the UN Environment

Assembly adopted a groundbreaking resolution to formulate a global plastics treaty. The objective is to reduce plastic pollution, encompassing ocean pollution and microplastics, throughout the entire plastic lifecycle. Negotiations have gone on since then, with a strong focus on resolving differences around treaty provisions covering operational changes at all stages of the plastic value chain, from primary plastic polymers to waste management. Member states unanimously acknowledge the need for a comprehensive approach to the plastics life cycle, but they differ on where the life cycle commences. The goal is to draft the treaty by the end of 2024, aiming for treaty adoption by mid-2025.

# 2. How countries leverage global trends

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## Introduction

Countries' long-term success depends on their capacity to strategically leverage transformational global trends in the same way that businesses leverage market trends. Novel technologies, new business models, and the smarter use of resources are transforming industries, economies and societies and give rise to countless possibilities for improved growth and societal wellbeing.

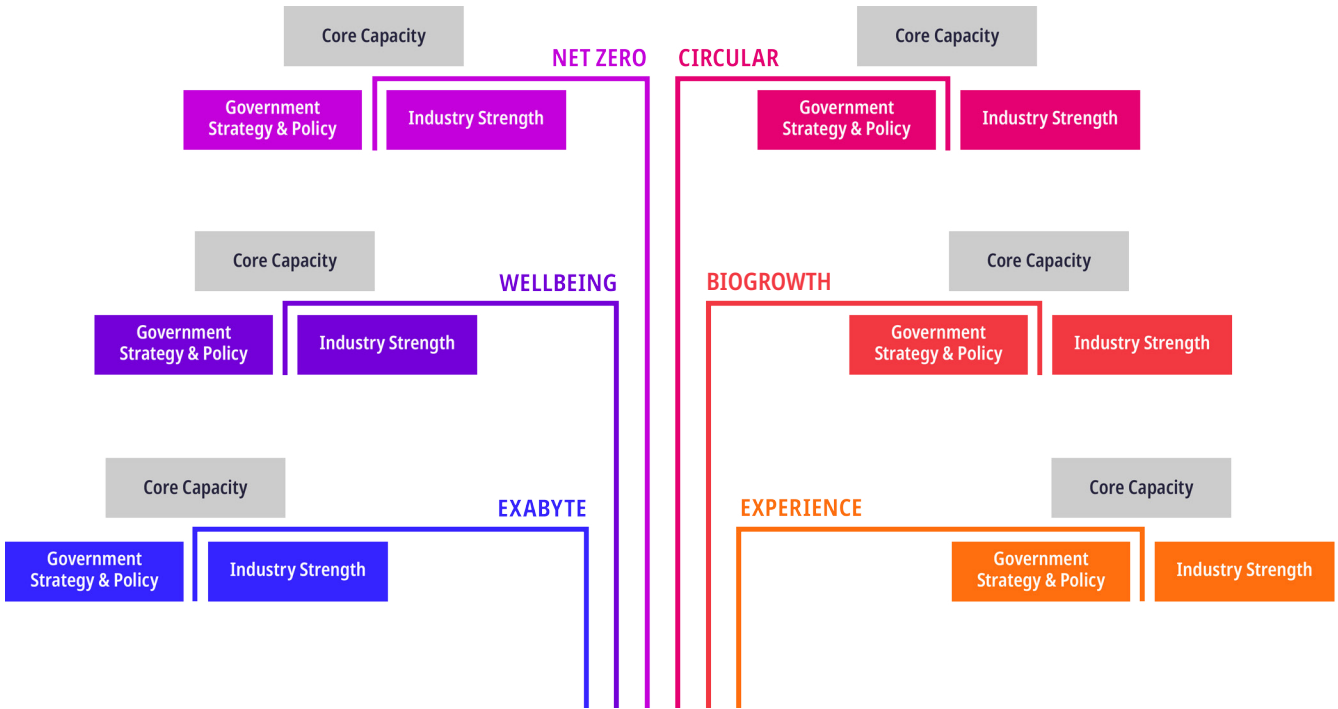
Realizing the possibilities associated with global trends could accelerate progress at scale, but only if the right conditions are in place. Government policymakers and business leaders can build the capacity to leverage trends by identifying them, investing in them, and implementing transformational policies that enable everybody to take advantage of their potential.

By assessing countries' ability to capitalize on new growth possibilities, the Report aims to improve people's understanding of what elements of transformational policies are needed and how to create the capacity to leverage trends. It aims to shift the global conversation from a risk-based view of transformational trends toward a possibility-focused perspective that recognizes global megatrends as an engine for advancing socioeconomic development.

### **The FPI framework and methodology**

The Future Possibilities Index (FPI) measures the capacity of countries to leverage possibilities emerging from six transformational trends for their future economic growth and societal wellbeing. The structure of the index is presented in Figure 2.1.

Figure 2.1: FPI structure



### Six global transformations of the FPI

The six transformational trends emerge from a combination of new business models, technologies and changes in attitudes and behaviors. Each of the six trends presents distinct types of opportunities for governments, the business sector and society to improve lives and livelihoods. Our criteria for selecting trends as transformational include their systemic nature, global relevance and scale of impact over the coming 5–10 years. These trends are not isolated from each other, but instead interact with one another. The six trends of the FPI and the opportunities they create are described in detail in chapter 2 and in the appendix.

#### What is meant by “transformational trend”

Transformational trends are defined as trajectories and patterns arising from sustained socioeconomic, environmental or technological changes that are likely to transform economic possibilities over the next 5–10 years.

1. The Exabyte Economy: As computing power and storage become more efficient, and AI technology is rolled out, future rises in connectivity will be driven more by devices than people. The resulting flow of data will further improve the capacity of systems to optimize processes and services and disrupt business models across a range of sectors.

2. The Wellbeing Economy: People's interest in physical and mental wellbeing is huge and growing, as new approaches to wellbeing are embedded at individual, organizational and community levels. There will be multiple opportunities in this sector for countries at different stages of development.
3. The Net Zero Economy: Growing markets are increasing demand for energy, while a rising number of countries are setting targets to reduce carbon emissions. Innovation in technologies, investment

## Box 8: Blue Economy Opportunity

by **Anita Parlow**

The oceans encompass 97% of the world's water resources, constituting the largest and most bio-diverse ecosystem on the planet. The oceans are transforming into a powerful economic force known as the "blue economy", involving an intricate interplay of commercial and scientific activities. It is a very significant part of the BioGrowth Economy, a transformational trend, forecast to be worth \$1.7 trillion by 2030. The blue economy could create multiple economic and social opportunities, but it is threatened by the negative effect of some human activities on marine ecosystems, degrading their health, undermining biodiversity, hastening global warming, and disrupting global fisheries.

Governments, corporations, and organizations are responding with an increasing number of regulations, laws and practices aimed at protecting the oceans

and promoting sustainability. To address the mounting pressures of the accelerating "blue economy," 50 nations have committed to safeguard 30% of the planet's land and sea by 2030. Additionally, the UN Decade of Ocean Research for Sustainable Development (to 2030) and the UN Sustainable Development Goals aim to ensure the protection of the world's seas.

In September 2023, the UN High Seas Treaty, also known as the agreement on Biodiversity Beyond National Jurisdiction, was signed in New York by 84 countries. The legally binding instrument marks a potentially historic stage in oceans governance, but it does not include activities that are already regulated, however minimally, leaving questions about its effectiveness.

One controversial area is deep-sea mining. Many scientists, companies and governments assert that deep sea-bed mining of critical minerals—polymetallic

nodules composed of nickel, cobalt, copper and manganese—is vital for manufacturing electric vehicles and other products that will reduce carbon emissions. Yet in a report, "Harmful Marine Extractives: Deep-Sea Mining", the UN emphasizes the potential environmental harm of deep-sea mining and asserts that significant challenges must be addressed before the sector can be recognized as economically viable or environmentally responsible.

To leverage opportunities successfully and sustainably in the blue economy, investors and governments must create new commercial models that align with the imperative for environmental and ecosystems protection. This is crucial not only to ensure the longevity of the resources being developed, but also to safeguard biodiversity.

*Anita Parlow is an attorney, author and advisor focused on climate change, energy and indigenous issues, particularly in the Arctic region.*

models and markets can be expected to accelerate the development of new sources of energy, battery technologies, electric vehicles, energy-efficient buildings and hydrogen-powered fuel cells.

4. The Circular Economy: Growing public awareness of the need to reduce environmental impact will continue to open new possibilities across value chains based on optimizing the use of resources and reducing waste. The circular economy will become a more mainstream set of activities, as new technological solutions enable more recycling and re-use.
5. The BioGrowth Economy: Rapid progress in biomaterials, plant science and synthetic biology will lead to breakthroughs in areas such as new food types, biodegradable materials, resilient crops, fuel refined from

- agricultural waste and animal protein substitutes.
6. The Experience Economy: The desire to “experience”, not just to consume, is expanding from high-end markets to a mass clientele. AI-powered chatbots will increasingly enable service personalization, and 3D printing will expand opportunities to customize products. “Experience tourism” accounts for a growing share of the global travel market, and virtual reality is becoming more sophisticated and affordable.

### Box 9: The impact of AI on the global economy

Scientists began developing artificial intelligence (AI) technology in the 1950s, but it didn't become a preoccupation of governments and boardrooms until 2023, especially concerning one aspect of the technology known as Generative AI. This is defined as deep-learning models that can generate high-quality text, images, and other content, based on the data they were trained on. The impact of various types of AI is likely to be felt across all six transformational trends, in particular the Exabyte economy and the Experience economy.

According to 2023 data from Goldman Sachs, Generative AI has the potential to boost global GDP by 7%, equivalent to nearly \$7 trillion and elevate productivity growth by 1.5 percentage points over a decade. Bank of America suggests that AI is

experiencing an “iPhone moment,” predicting a \$900 billion enhancement to the global economy by 2026 and \$15.7 trillion by 2030. Additionally, McKinsey Global Institute's 2023 report indicates that Generative AI could contribute up to \$4.4 trillion annually to the global economy in the long term, extending up to 2060.

A forthcoming wave of new AI systems will significantly affect global employment markets. McKinsey Global Institute data suggests that half of all work could be automated between 2030 and 2060. Despite the anticipated impact on the labor market, most jobs and industries are expected to be only partially exposed to automation, suggesting a more complementary relationship with AI rather than complete substitution.

A study by PwC reveals regional variations in the impact of AI on the global economy. China and the US are projected to be the largest beneficiaries, with respective GDP increases of 26% and 14% by 2030, accounting for 70% of the global economic impact. This is attributed to North America's advanced technological environment and consumer readiness for AI, enabling swift adoption and widespread effects on productivity. In the case of China, the greater impact on GDP stems from improvements in productivity, products, and services compared to other regions worldwide.

As AI advances, a critical challenge lies in ensuring that its benefits are equitably distributed and shared. Workers may resist AI implementation unless organizations help create a mutually beneficial relationship between humans and intelligent machines.

The FPI assesses each country on each of these trends through three elements. Of these, two categories that capture elements of capacity specific to each trend:

- A. Government Strategy and Policy which measures the degree to which government is leading the transformation through policy and implementation.
- B. Industry Strength which assesses the degree to which the country has the industrial capacity to take advantage of the trend. In addition:
- C. A set of core capacities which measures the transformational policies that countries need to consider if they are to create opportunities out of societal shifts.

The FPI trend scores are calculated as a simple average of the three elements as shown on Figure 2.2. Table 2.1. provides additional insights into how each of these three elements is assessed for each of the six identified trends.

**Table 2.1: Conceptual Framework of the FPI**

	Exabyte	Wellbeing	Net Zero	Circular	Biotech	Experience
<b>Government Strategy &amp; Policy</b>	For each trend key indicators for this pillar include Government strategy, Regulatory environment and Supportive tax & incentives which are derived from the FPI Business Executives Survey. Trend specific indicators from external sources complement this data to answer the following trend specific questions:					
	Is the government using online tools? Is it setting a framework for new technologies?	Is the government fostering digital health and well-being including mental health?	Is the government implementing measures to decrease carbon consumption at the (inter)national level?	Is the government encouraging the use of sustainable resources in consumption and production?	Is the government increasing or limiting market access to new agritech and biomaterial products?	Is the government promoting and facilitating visits from abroad? How strong is the country brand for tourism?
<b>Industry Strength</b>	A strong incumbent industry is more often than not the starting point for taking advantage of opportunities. This pillar measures how well established and dynamic the current industry in the country is; for most trends key indicators for this pillar include patents and joint ventures.					
	How important and cutting edge is the digital sector and related tech companies? How big is the growth potential for companies?	How established and cutting edge is the healthcare and wellbeing industry? How important is the potential demand for health services?	How much innovation is happening in biotechnology, food chemistry and organic fine chemistry? How big is the country's output and capacity?	Are companies taking part in ESG reporting and/or environmental certifications? How dynamic is the environmental tech sector?	How much innovation is happening in biotechnology, food chemistry and organic fine chemistry? How big is the country's output and capacity?	Does the country have a well-established tourism industry? Do individuals have the time and spending power? Are there recreational experiences?
<b>Core Capacity</b>	Core capacity is what a country needs to have in place to prepare for the future. Certain factors, institutions and policies are fundamental if a country is to be able to seize the more advanced opportunities. Core capacity matter for all the trends and are thus, the same for all transformational trends.					
	<b>Government Vision</b> How strategic and forward looking are business and government? Does the Government implement a future-oriented strategy and drive investment?	<b>Advanced Technology</b> Does the country leverage latest technologies? How connected is the country? Are individuals able to access and use information technology?	<b>Innovation</b> Is there the knowledge capacity necessary to create innovative products and services? How quickly and broadly can new inventions be commercialized? Is there collaboration across stakeholders?	<b>Talent</b> Is creative talent available? Is the country attractive to the best talent globally? Does the labour market allow business to obtain the resources needed to develop the opportunities?	<b>Business Friendliness</b> Does the country provide a dynamic business environment? Is the financial system / venture capital market able to deploy funds to the most promising opportunities?	<b>Market Dynamics</b> Are markets agile? Do culture and rules and regulations enable the flow of ideas, capital, trade and people? Is there potential market demand for new products?

### Six dimensions of core capacity

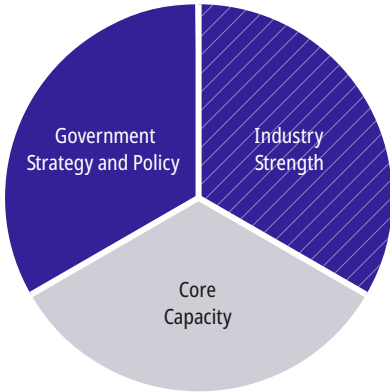
Countries that successfully leverage transformational trends for their growth and wellbeing have a number of pre-conditions in place that matter for all transformational trends. These are cross-cutting institutions and policies that create a favorable environment for business and society to thrive and that



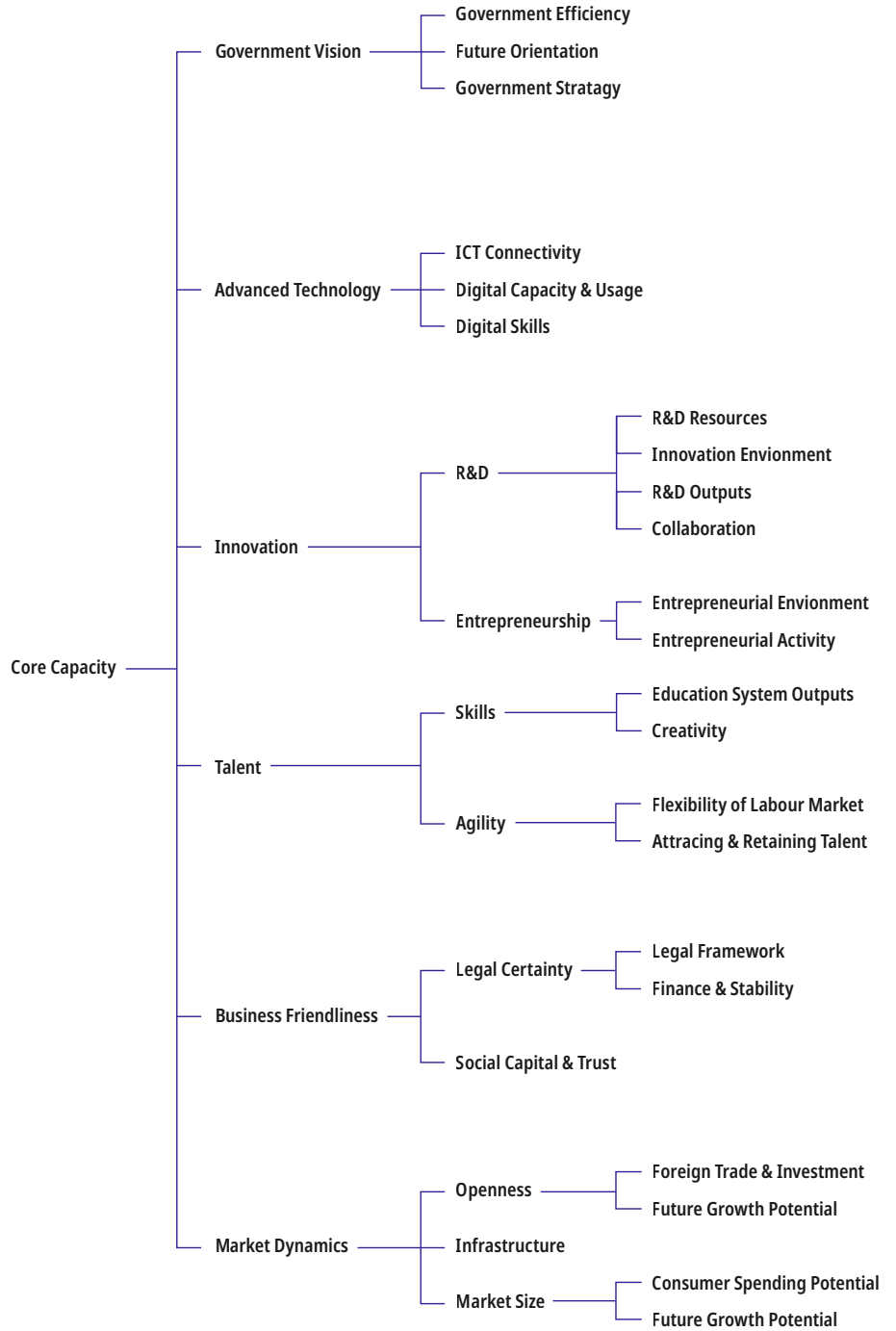
support initiatives and policies related to individual trends.

Based on case studies, expert consultations and desk research, we identified six core capacities that cut across all trends and that reflect the ability of each country to implement transformational policies.

**Figure 2.2: FPI: Structure of trend assessment**



**Figure 2.3: Structure of core capacity element**



As shown on Figure 2.3. the, elements of core capacity are as follows:

### 1. Government vision

Governments need to develop and implement a long-term strategy, based on a vision shared by societal and economic stakeholders, that provides a clear direction to actors to align their efforts and help them to innovate collaboratively and solve systemic problems. A clear, credible, and consistent vision is critical to providing stability for investors.

The strategy must also adapt to changes in the economic environment. When countries face barriers to structural change because their public policies support sectors struggling to change with the times, they need to be able to redirect resources towards new, more promising sectors.

Scenario planning can help governments anticipate trends and agile regulation can support the ability of economic and social structures to adjust to change. Open data can generate a shared understanding of the future path and enable individual stakeholders to identify opportunities.

*In the FPI, we capture this aspect by measuring, for example, whether a government has a long-term vision it is implementing, whether it has efficient institutions, as well as the degree of red tape and the ability to adapt to change.*

### 2. Advanced technology

Advanced technology is an important driver of progress and future economic performance. For countries to be able to develop and adopt state-of-the-art technologies, they need widespread access to these technologies, as well as the infrastructure that supports their use and widespread digital skills.

Digital technologies remain critical not only for accessing new ideas, but also for developing new solutions in areas such as AI, IoT, and quantum computing. For example, 5G networks will open new possibilities to harness much greater quantities of data by connecting organizations in diverse ways.

*Examples of dimensions assessed in the FPI: ICT connectivity, digital capacity and usage, and digital skills*

### 3. R&D, innovation and entrepreneurship

Countries need businesses to be able to innovate in products, services, processes or business models. This requires a mixture of elements, including:

- Sufficient investment in basic and applied sciences, both publicly and privately funded
- Protection of intellectual property

- Incentives for collaboration among businesses and other stakeholders, such as research institutions and universities
- Public procurement policies that reward innovation
- A culture of creativity and critical thinking
- An enabling environment for entrepreneurship, including access to finance, business services and inputs.

Policy innovation is also important, since countries are more likely to be future-ready if they can identify new solutions to social or environmental challenges that cannot be solved through market mechanisms.

*Examples of dimensions assessed in this category of the FPI: Patent activity, collaboration between stakeholders, resources spent on R&D, number of researchers, entrepreneurship environment and activity.*

#### 4. Talent

All countries will face labor market transitions amid changes in technologies, demographics and work attitudes. Some skills will no longer be needed, while demand for new skills will increase. Future-readiness demands that a country's population develops a solid base of skills required by the business sector.

Digital skills and soft skills, such as critical thinking and creativity, are frequently cited as important for future employment.

The skills base can be built by local education systems or by attracting talent from elsewhere. Recent research findings indicate that by having the right talent in an organization, it can dramatically increase productivity. Thus, businesses' ability to attract and manage talent is crucial to a country's future wellbeing.

*Examples of dimensions assessed in this category of the FPI: Skills, including education system outputs (number of tertiary graduates, STEM graduates, quality of education), creativity (critical thinking in teaching, creative outputs), labor market agility (ability to hire foreign labor, flexibility of labor market regulations, skills gap).*

#### 5. Business friendliness

Businesses are more likely to thrive in a stable and reliable regulatory environment. The rule of law, the absence of corruption and minimal red tape help to reduce frictions and keep transaction costs low. Coupled with access to finance, they enable investments in high-return projects.

Trust and social capital—the networks of relationships among people—are critical to the effective functioning of both societies and economies.

*Examples of dimensions assessed in this category of the FPI: legal certainty*

*(access to finance, financial stability, quality of the legal framework) and social capital and trust (gender equality, social capital).*

## 6. Market dynamics

Domestic market dynamics—market size, growth rate, trade and connectivity—are important for driving investment. A large market size creates scope for economies of scale, as well as for improving efficiency and speeding up the deployment of new technologies and solutions.

*Examples of dimensions assessed in this category of the FPI: expected growth and market size, including consumer spending potential, barriers to foreign trade and investment as well as the degree of international engagement (e.g. innovation funded from abroad and cultural exports).*

The FPI uses statistical data, big data indicators and the Future Possibilities Survey that captures the views of more than 5,000 business executives in 70 countries. The full list of indicators used in the FPI is available at [www.horizon-group.ch/insights/future-possibilities-index-2024-framework](http://www.horizon-group.ch/insights/future-possibilities-index-2024-framework).

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## FPI Calculation, sources of data and country coverage

The overall FPI score is aggregated as an unweighted average of the six trend scores. Each trend score, in turn, is calculated based on the three elements discussed above.

The indicators used in the FPI are derived from (1) publicly available data from renowned sources such as International Telecommunications Union, World Intellectual Property Organization, World Economic Forum, World Bank, etc.; (2) novel indicators developed for the purpose of this project, such as policy indicators to assess mental health policy frameworks or patent data per research area; (3) qualitative indicators derived from the Future Possibilities Survey that captured the views of more than 5,000 business executives on governmental policy and the potential of countries to leverage trends.

The FPI covers 70 economies which account for more than 90% of global GDP. Countries were selected based on their level of development, the availability of high-quality data, and the feasibility of ensuring comparable and sufficiently high-quality survey results. Furthermore, expert consultations indicated that the future possibilities approach is likely to be more relevant to higher and middle-income countries than to low-income countries, which usually face more fundamental challenges in their development. Thus, low-income countries were not included in the analysis.

# Appendix: How the FPI was developed

The development of the FPI combined three steps:

1. Research and selection of the transformational trend set,
2. Development of index methodology and related metrics
3. Design and deployment of the Future Possibilities Survey of business executives.

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## Transformational trends

In the first step we identified a set of global trends with the potential to shape growth possibilities internationally, regionally and across multiple industries.

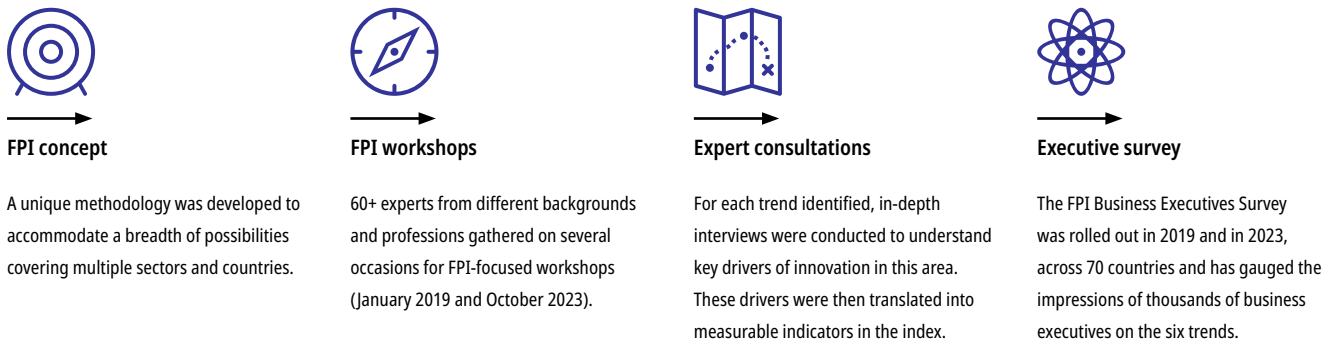
For the FPI framework, a trend is defined as a sustained change, movement or phenomenon in the socioeconomic, environmental or technological sphere, the emergence, influence, and physical or financial impact of which can be observed and measured as rising/intensifying over many years.

The following criteria were applied to select the trends most likely to be relevant for growth and societal wellbeing:

- **Impact:** the trend will have significant positive impact on possibilities available to countries and/or industries, in terms of business growth and job creation, and improved living standards and societal wellbeing.  
*N.B. Some trends could also have a potential negative impact, but are included if mitigation and action can reduce risk and drive innovation.*
- **Likelihood:** the trend is either current or emerging and highly likely to mature.
- **Scope:** the trend will affect a large majority of countries and several industry sectors.
- **Time horizon:** the impact of the trend is already measurable, or will be in the near-term, and is expected to continue to grow for at least 5 to 10 years.
- **Relevance:** The trend is, or will be, particularly relevant to businesses and governments, and by extension society at large.

- **Exclusion:** We excluded trends that might give an advantage to individual countries but be harmful at the global level.

Figure A1.1: Key milestones of the FPI research process



## Trend identification and analysis

As shown in Figure A1.1 the transformational and structural trends used as a base for the Future Possibilities Index and the Report were identified, reviewed and validated through:

- Desk research: A review of over 100 publicly available reports and articles from business, scientific and mainstream media and international organizations.
- Consultations with 60+ subject matter experts through:
  1. A series of structured interviews with experts in various fields to refine and/or validate selected trends (so-called Delphi method), the metrics selected for the index and the final index shape.
  2. Expert workshops:
    - An initial one-day workshop in London on April 11, 2019 to validate and review the initial trend set and provide inputs on metrics and index methodology.
    - A second workshop in Davos on January 17, 2023 to update the concept behind the FPI and validate the trend set.
    - A one-day online workshop on October 4, 2023 to discuss the most recent opportunities under each trend.
  3. Consultation with the FPI Advisory Board to validate the results.
- The Future Possibilities Survey provided insight into business executives' perceptions of the implications of the transformational trends.

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## Structural and transformational trends

Using this method, a long list of trends was narrowed down and segregated into two sets: structural and transformational trends.

Structural trends refer to socio-economic trends of at least 10 years, such as shifts in demographics and urbanization patterns. The full impact of structural trends on behaviors, innovation and possibilities is not always observable in the near- to mid-term. Rather these trends drive nearer-term transformations that will have a direct impact on business, society, and governments. These are captured in the transformational trends.

Transformational trends refer to trends that are likely to have an obvious impact over the next 5 to 10 years on businesses, society, and governments. These trends often result in, or emerge from, structural changes that alter business models, regulations, attitudes, and behaviors. Many, though not all, transformational trends are technology-centric, emerging from the convergence of technological or scientific advances. Transformational trends can also emerge from tipping points, due to new information, insights or events that spark widespread changes in attitudes or behaviors.

The following structural trends were taken into account:

### Reshaping societies

#### 1. Aging population

The global population is ageing as fertility rates are declining and life expectancy is increasing. The global spending power of the 50-plus population accounted for half of global consumer spending (\$35 trillion) in 2020. By 2050, this number is likely to reach 60% (\$96 trillion), when average life expectancy will be above 80 years in 59 countries. By 2050, over-65s will number 1.5 billion—an almost three-fold increase on 2010.

As lifespan extends, individuals' life phases and choices will shift, with a growth in life-long learning and portfolio career patterns. Intergenerational wealth transfers will also become more important. Changing lifestyles and tastes among older consumers will give companies new opportunities to innovate and grow in order to meet the needs of this growing age segment. Many of these opportunities will be found in the Wellbeing Economy and the Experience Economy.

#### 2. Reengineering cities

The rethinking and reengineering of urban life will be one of this century's biggest projects. Already just 50 cities account for over a fifth of global GDP.

By 2050, two-thirds of the world's population will be urbanites, 80% of whom will reside in Asia and Africa.

Cities will be centers of innovation in areas such as smart buildings, waste management, culture, access to services, and transportation, with a growing market for more integrated and “greener” solutions. “Superstar” cities will increasingly compete with one another to attract business, investment and talent. Their search for innovative solutions to problems related to overcrowding, pollution and sustainability of resources will create possibilities, especially in the Net Zero Economy and the Experience Economy.

### **3. A world on the move**

Global mobility is rising. Global passenger air traffic is expected to double by 2040, with particularly strong growth in the Middle East and Asia-Pacific. Also, more people are migrating, either temporarily or permanently. This is particularly true for the highly skilled, who account for 70% of recent immigration to OECD countries.

Greater ease of mobility and more ethnically mixed communities will change the way people interact with each other, both professionally and personally. New values and expectations that emerge from changing dynamics in workplaces, families and societies will give rise to Wellbeing and Experience opportunities in particular.

### **4. Generational influences**

Young people from all economic and cultural backgrounds increasingly interact within the same online world, thus influencing, and being influenced by, opinions and events beyond the countries in which they live. They engage less with traditional politics and more with issues and causes, wielding influence as consumers, employees and activists. They quickly shift which services and information sources they trust, based on the influence of their peers. Leaders will have to find new ways to reach young people.

Businesses will need to cater to new consumers who grew up with ubiquitous marketing, making them more sophisticated than previous generations. Employers and governments will be shaped by the attitudes of educated and tech-savvy young people on issues such as digital identity and data privacy, as well as environmental and social causes.

## **Remapping economies**

### **1. Trading partners**

Global trade is being reshaped by new relationships and types of products and services. Trade in information-technology products has tripled in the past two decades, cross-border data flows have increased 50-fold in the last



decade, and around an eighth of trade in consumer goods is now executed via e-commerce. Overall, global flows of goods and services are expected to grow by 30 percent in the next 15 years, with services accounting for a higher share.

The reconfiguration of supply chains will create new possibilities for growth. So will the rising purchasing power of emerging markets, particularly India and China. In the next decade, India is set to be the fastest-growing exporter of services, followed by Indonesia and China. The strong growth in digitally mediated trade will create possibilities especially in the Exabyte Economy.

## **2. Emerging global middle class**

Though declining in advanced economies, the middle class is rising globally to an estimated 4 billion people in 2023 (half the world's population) with a combined spending power of more than \$45 trillion. In emerging economies, the new middle class is driving growth for many businesses and is changing the fabric of economies and societies around the world.

Businesses will increasingly need to respond to the demands of these consumers in markets such as India and China. Innovations in business models, products and services will generate competition with incumbent global brands, such as in cars. The emerging middle classes will become increasingly interested in Experience and Wellbeing purchases and their engagement in sustainability will create economic possibilities in Circular and Net Zero.

## **3. Investment flows**

Global investment flows are diversifying in terms of the type of investments, investor profiles, and the directions they take. For example, developing markets are fueling growth in assets under management. Asia, and particularly China, is driving a rise in M&A deals. By 2050, the BRICS members will hold more than 40% of all external assets, a four-fold increase from the current 10%. Meanwhile the alternative investment industry, including socially responsible investments, is projected to grow by 50% to \$25 trillion by 2028.

Far-sighted policymakers and executives will be able to leverage the possibilities offered by new investment flows, whether generated by institutional investors moving more money into sectors such as real estate, or new and more diverse generations of investors seeking returns from socially responsible portfolios—with obvious possibilities in Circular and Net Zero.

## **4. Reassessing value**

GDP growth figures can paint a distorted picture of the global economy, as fragile developing economies post high growth rates and advanced economies struggle with anaemic rates. Many are questioning whether GDP is the best measure of economic and social progress and what values to measure instead.

Wellbeing is quickly becoming an important metric.

Technology is opening new possibilities, such as using real-time sentiment analysis and anonymized health tracking data to assess the national quality of life. Companies are gaining more ability to track their environmental, social and governance (ESG) performance. Already more than 80% of institutional investors apply ESG criteria to their portfolios. Insurers and lenders will increasingly demand information about ESG risks.

Companies and governments will move to find more efficient means to measure—and tax—the value generated by new digital and data-driven business models in the Exabyte Economy.

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## The FPI transformational trends

Our research highlights the six transformational trends that form the base of the FPI:

- The Exabyte Economy
- The Wellbeing Economy
- The Net Zero Economy
- The Circular Economy
- The BioGrowth Economy
- The Experience Economy

### FPI structure

Once the trends were selected, the index structure was developed, indicators identified, and data collected.

The definition of the FPI is as follows: The Future Possibilities Index (FPI) measures the capacity of countries to leverage possibilities emerging from six transformational trends for their future economic growth and societal wellbeing. The index's structure was developed, based on the definition.

The FPI assesses each country on each trend through two categories that capture elements of capacity specific to each trend:

**Government Strategy and Policy** which measures the degree to which government is leading the transformation through policy and strategy.

**Industry Strength** which assesses the degree to which the country has the industry capacity to take advantage of the trend.

Examples of trend-specific indicators are presented in Figure A1.2.

In addition, a set of fundamental elements of a future-proof, dynamic economy

Figure A1.2: examples of Trend specific indicators

The Exabyte Economy	The Wellbeing Economy	The Net Zero Economy	The Circular Economy	The Biotech Economy	The Experience Economy
Is the government using online tools? Is it setting a framework for new technologies?	Is the government fostering digital health and wellbeing including mental health?	Is the government setting standards, policies and regulatory measures to decrease carbon consumption both at the national and international level?	Is the government encouraging the use of sustainable resources in consumption and production?	Is the government increasing or limiting market access to new agritech and biomaterial products?	Is the government promoting and facilitating visits from abroad? How strong is the country brand for tourism?

Source: Author's analysis

have capacities have been identified in a third pillar, Core Capacity. It is common to all trends and measures the transformational policies countries need to consider in order to turn societal shifts into opportunities. The FPI trend scores are calculated as a simple average of the three elements.

Based on case studies, expert consultations, and desk research we identified six core capacities that cut across all trends and that reflect a country's ability to implement cross-cutting transformational policies. The overall FPI score is calculated as an arithmetical mean of the six transformational trend scores. In total the FPI covers 178 indicators, of which 73 are qualitative and 105 are quantitative.

#### Data collection and calculation

The indicators used in the FPI are derived from: (1) publicly available data from highly regarded sources such as ITU, WIPO, World Economic Forum, World Bank, and so on; (2) novel indicators developed for the purpose of this project, such as policy indicators to assess mental health policy frameworks, or patent data per research areas; (3) the Future Possibilities Survey, conducted in 2019 and again in November 2023, which captures views of more than 5,000 business executives in the countries covered, about the qualitative aspects of government policy and the potential ability of countries to leverage trends.

All publicly available statistical data was collected between November and December 2023. We used the process outlined below for data cleaning and calculation.

Distribution Data was checked for normal distribution. For indicators where normal distribution did not apply, we scaled the indicator either by population or GDP—depending on which was most appropriate—and/or conducted a log transformation. Data was then checked for outliers, assessing whether a data point lay 1.5× outside (i.e. above the third quartile or below the first quartile) the distance between the first and the third quartile.

For scoring, the mean and standard deviations were calculated, with

the latter excluding outliers from the sample. Data pertaining to individual countries was then converted into Z-scores (expressed in standard deviations from the mean). Standard deviations were converted to a 0–100 scale, whereby a standard deviation of -2.5 or lower corresponded to 0 points, and a standard deviation of 2.5 or higher scored 100 points.

The data was checked for missing values, and estimates were produced based on the indicator scores of the seven closest countries on the UNDP's Human Development Index.

Indicators were aggregated according to the FPI structure, i.e., sub-indicators were aggregated into indicators, indicators into categories, categories into sub-pillars and sub-pillars into pillars.

All aggregations were based on simple arithmetic averages, with the exception of: categories into sub-pillars and sub-pillars into the core capacity pillar. In these cases, we used a geometric aggregation to ensure that poor performance in one area cannot be counteracted by better scores in another. In other words, to perform well in the Core Capacity pillar, a country must perform well across all six core capacity sub-pillars.

For each trend the three pillars—Government Strategy & Policy, Industry Strength and Core Capacity—were equally weighted and an arithmetic aggregation was applied. To calculate the overall FPI score, an arithmetic aggregation of all six transformation trends was used. This approach was deemed fair, as governments are likely to prioritize one or more trends over others, depending on their national goals and circumstances.

### Future Possibilities Survey

The Future Possibilities Survey of business executives in 70 countries is a central element of the Future Possibilities Index. It gauges business leaders' perceptions of their countries' readiness to leverage trends and preparedness for the future. The survey is critical to enable comparisons in areas for which hard data is lacking. The survey was addressed to business executives, as they are directly affected by the policies and strategies implemented in their respective countries.

The 2024 Future Possibilities Index is based on a combination of two surveys: the 2019 survey (weighted at 30%) and the 2023 survey (weighted at 70%). Below we describe each survey.

2023 Survey composition and sample size: The Future Possibilities 2023 Survey comprised two sets: the full survey containing 16 questions and completed by 1,274 business executives, and an omnibus survey containing 11 questions and completed by 3,829 business executives. In total, the 2023 survey was completed by 5,103 business executives.

Pakistan replaced Russia, a 2019 country, among the 70 countries

surveyed. Regionally, 37% are based in Europe, 29% in Asia-Pacific, 20% in the Americas and 14% in the Middle East and Africa.

Fourteen percent of respondents are chief executive officers and an additional 19% are other C-level executives. The remainder are senior managers and heads of functional units. Some 34% work regularly in innovation.

There was a wide distribution of company sizes, with 18% working in companies with more than 1,000 employees, 22% between 501 and 1,000, 26% between 151 and 500, and the remainder between 50 and 150.

Most questions were broken down by transformational trend. Respondents were asked to evaluate the country in which they work using a five-point Likert-type scale requiring the respondent to select one of the following options 1 = "Not at all", 2 = "To a small extent", 3 = "To a moderate extent", 4 = "To a considerable extent", and 5 = "To a great extent".

The 2019 survey differed in some respects from the 2023 one.

2019 Survey composition and sample size: The Future Possibilities 2019 Survey comprised 23 questions, including information about the respondent. The survey was completed by 4,735 business executives across 74 countries between July and September 2019. Following the data editing process described below, 3,639 responses were retained, reflecting feedback on 70 countries. Survey respondents who were equally familiar with two countries had the option to complete the survey for both and 651 did so.

The survey was distributed online in all countries except for India and was made available in 15 languages: Arabic, Bulgarian, Chinese, Czech, English, French, German, Hungarian, Italian, Japanese, Portuguese, Polish, Russian, Spanish and Turkish.

### **Survey scores contribution to FPI results**

The indicators derived from the Future Possibilities Survey principally cover governance aspects and account for approximately 20% of a country's score.

### **Data cleaning**

Survey responses were discarded if fewer than 50% of questions were completed, or respondents spent less than five minutes answering the survey or less than five seconds on the page defining the transformational trends. Answers to individual questions were discarded if responses were given within five seconds.

### **Survey score calculation**

Survey scores were calculated by aggregating individual answers per country based on respondents' self-evaluation of their level of knowledge for each

transformational trend. We asked respondents to rate their knowledge of each transformational trend as “no knowledge”, “some knowledge” or “solid knowledge”. We discarded answers from respondents who declared “no knowledge” on the trend, and double-counted answers from respondents who claimed to possess “solid knowledge”.

We then checked for individual outlier responses per country for all countries meeting our minimum sample size requirements. For this purpose, we computed the standardized score of each individual answer from the country’s average, discarded any that deviated by more than two standard deviations, and recomputed the country averages using the remaining data.

Once country-level responses had been aggregated by question, we tested for country outliers by measuring the Cook’s distance of the linear regression between the country’s average survey score and average hard data score for core capacity among countries reaching our minimum sample size requirements. Cook’s distance is a measure of an observation influence on a linear regression. Countries for which Cook’s distance exceeded the mean by more than threefold were considered outliers, and question scores were corrected by a factor corresponding to the distance between the observed average survey score and the predicted average survey score based on the average hard data score at the limit of the 90% confidence interval.

Indicators from the Future Possibilities Survey used for the core capacity are simple arithmetic averages of country scores for each of the transformational trends. Regional scores were calculated by averaging the scores of all countries in the region covered by the survey, whereby each country was assigned the same weight. We used the World Bank categorization of regions, except for South Asia and East Asia & Pacific, which were combined to form the “South and East Asia & Pacific” region, as only two countries in South Asia were covered by the Survey.

# Data Summary

The following tables summarize the country results for the key components of the Future Possibilities Index. These include the overall FPI score, scores across the six trends and details of the components of each of the trends: Government Strategy & Policy, Industry Strength and Core Capacity. For ease of readability, given that the Core Capacity score is the same across the six trends we have split the trends components into two tables: Core Capacity and Trends. To obtain the final FPI score from these tables the Core Capacity is given a weight of one-third while the Trends score is assigned a weight of two-thirds.

Table A2.1: Future Possibilities Index Ranking Table

FPI Ranking	ISO	Country	FPI Score (0-100)	Geographic Region	Income Group
1	GBR	United Kingdom	72.06	Europe & Central Asia	High income
2	DNK	Denmark	71.28	Europe & Central Asia	High income
3	USA	United States	71.23	North America	High income
4	NLD	Netherlands	70.86	Europe & Central Asia	High income
5	DEU	Germany	70.77	Europe & Central Asia	High income
6	KOR	Korea, Rep. of	70.46	Asia-Pacific	High income
7	JPN	Japan	69.88	Asia-Pacific	High income
8	SWE	Sweden	69.70	Europe & Central Asia	High income
9	CHE	Switzerland	69.52	Europe & Central Asia	High income
10	FRA	France	69.43	Europe & Central Asia	High income
11	CAN	Canada	69.42	North America	High income
12	SGP	Singapore	69.40	Asia-Pacific	High income
13	FIN	Finland	68.33	Europe & Central Asia	High income
14	BEL	Belgium	67.49	Europe & Central Asia	High income
15	NOR	Norway	66.98	Europe & Central Asia	High income
16	ITA	Italy	66.59	Europe & Central Asia	High income
17	AUS	Australia	66.58	Asia-Pacific	High income
18	ESP	Spain	66.30	Europe & Central Asia	High income
19	CHN	China	66.26	Asia-Pacific	Upper middle income
20	AUT	Austria	65.94	Europe & Central Asia	High income
21	IRL	Ireland	64.16	Europe & Central Asia	High income
22	HKG	Hong Kong SAR	63.08	Asia-Pacific	High income
23	ARE	United Arab Emirates	62.10	Middle East & North Africa	High income
24	ISR	Israel	60.95	Middle East & North Africa	High income
25	NZL	New Zealand	60.80	Asia-Pacific	High income
26	EST	Estonia	60.51	Europe & Central Asia	High income
27	PRT	Portugal	59.70	Europe & Central Asia	High income
28	CZE	Czech Republic	59.23	Europe & Central Asia	High income
29	LTU	Lithuania	58.70	Europe & Central Asia	High income
30	BRA	Brazil	58.40	Latin America & Caribbean	Upper middle income
31	POL	Poland	58.07	Europe & Central Asia	High income
32	MYS	Malaysia	57.43	Asia-Pacific	Upper middle income
33	GRC	Greece	56.66	Europe & Central Asia	High income
34	HUN	Hungary	56.44	Europe & Central Asia	High income
35	IND	India	55.69	Asia-Pacific	Lower middle income
36	SAU	Saudi Arabia	55.14	Middle East & North Africa	High income
37	SVK	Slovak Republic	54.68	Europe & Central Asia	High income
38	THA	Thailand	54.05	Asia-Pacific	Upper middle income



FPI Ranking	ISO	Country	FPI Score (0-100)	Geographic Region	Income Group
39	TUR	Turkey	54.02	Middle East & North Africa	Upper middle income
40	MEX	Mexico	53.98	Latin America & Caribbean	Upper middle income
41	COL	Colombia	53.46	Latin America & Caribbean	Upper middle income
42	CHL	Chile	53.33	Latin America & Caribbean	High income
43	IDN	Indonesia	53.27	Asia-Pacific	Upper middle income
44	LVA	Latvia	53.24	Europe & Central Asia	High income
45	URY	Uruguay	52.69	Latin America & Caribbean	High income
46	BGR	Bulgaria	51.79	Europe & Central Asia	Upper middle income
47	ROU	Romania	51.24	Europe & Central Asia	High income
48	ARG	Argentina	51.23	Latin America & Caribbean	Upper middle income
49	VNM	Viet Nam	50.42	Asia-Pacific	Lower middle income
50	ZAF	South Africa	50.29	Sub-Saharan Africa	Upper middle income
51	PHL	Philippines	48.38	Asia-Pacific	Lower middle income
52	EGY	Egypt	48.33	Middle East & North Africa	Lower middle income
53	BHR	Bahrain	47.84	Middle East & North Africa	High income
54	OMN	Oman	47.50	Middle East & North Africa	High income
55	CRI	Costa Rica	46.32	Latin America & Caribbean	Upper middle income
56	JOR	Jordan	46.09	Middle East & North Africa	Lower middle income
57	KAZ	Kazakhstan	46.06	Europe & Central Asia	Upper middle income
58	PER	Peru	45.95	Latin America & Caribbean	Upper middle income
59	KWT	Kuwait	45.54	Middle East & North Africa	High income
60	KEN	Kenya	45.41	Sub-Saharan Africa	Lower middle income
61	MAR	Morocco	44.82	Middle East & North Africa	Lower middle income
62	PAN	Panama	43.43	Latin America & Caribbean	High income
63	TUN	Tunisia	42.35	Middle East & North Africa	Lower middle income
64	ECU	Ecuador	42.19	Latin America & Caribbean	Upper middle income
65	NGA	Nigeria	41.66	Sub-Saharan Africa	Lower middle income
66	BGD	Bangladesh	41.01	Asia-Pacific	Lower middle income
67	DOM	Dominican Republic	40.69	Latin America & Caribbean	Upper middle income
68	DZA	Algeria	39.69	Middle East & North Africa	Lower middle income
69	GTM	Guatemala	38.71	Latin America & Caribbean	Upper middle income
70	PAK	Pakistan	36.84	Asia-Pacific	Lower middle income

Table A2.2: Future Possibilities Index – Scores per trend

	Exabyte		Wellbeing		Net Zero		Circular		Biogrowth		Experience	
Country	Score (0-100)	Rank	Score (0-100)	Rank	Score (0-100)	Rank	Score (0-100)	Rank	Score (0-100)	Rank	Score (0-100)	Rank
Algeria	36.16	68	45.16	57	35.59	69	42.45	65	37.47	69	41.28	67
Argentina	50.38	55	59.07	30	44.03	51	54.40	39	47.45	55	52.01	46
Australia	75.57	6	64.01	23	59.15	18	69.64	10	63.32	22	67.80	13
Austria	66.29	23	65.21	18	64.58	9	64.32	20	67.64	16	67.58	14
Bahrain	52.51	48	46.45	54	48.89	44	47.37	54	42.49	63	49.32	51
Bangladesh	46.73	59	34.84	68	38.20	67	44.74	60	45.31	58	36.23	69
Belgium	64.17	26	73.44	5	63.11	13	66.86	17	73.65	10	63.70	19
Brazil	62.85	27	60.41	29	49.49	39	59.06	29	59.21	29	59.40	27
Bulgaria	54.72	43	45.07	58	48.79	45	52.50	43	54.82	44	54.82	37
Canada	76.99	4	70.53	6	64.21	10	69.70	8	66.45	17	68.65	9
Chile	55.93	41	47.00	53	53.19	33	50.94	48	54.46	46	58.45	30
China	75.12	7	66.22	16	56.55	27	72.73	2	64.04	20	62.87	21
Colombia	51.20	54	55.90	38	47.66	47	57.01	33	56.04	38	52.95	42
Costa Rica	47.40	58	40.21	65	49.27	41	49.67	51	39.69	65	51.64	47
Czech Republic	61.54	30	52.42	44	53.56	32	62.65	24	63.75	21	61.44	25
Denmark	72.97	10	70.41	7	73.67	1	71.23	5	74.35	7	65.07	17
Dominican Republic	43.48	64	39.53	66	41.67	61	39.92	69	36.63	70	42.94	63
Ecuador	42.45	65	41.13	64	41.97	59	40.35	68	45.87	57	41.38	66
Egypt	48.84	56	52.37	45	41.32	64	48.44	52	49.72	51	49.31	52
Estonia	66.78	21	56.00	37	57.92	22	62.09	25	63.29	23	56.96	34
Finland	72.13	12	64.63	20	70.28	3	67.26	16	71.96	11	63.71	18
France	72.24	11	68.77	11	61.69	14	69.06	11	76.40	3	68.44	10
Germany	74.16	9	69.59	9	61.68	15	71.70	4	77.60	1	69.91	3
Greece	59.64	35	62.53	26	54.06	31	50.49	50	55.30	40	57.96	31
Guatemala	34.57	69	34.42	69	39.34	66	44.30	61	37.57	68	42.01	65
Hong Kong SAR	70.61	16	69.61	8	58.42	21	66.52	18	51.29	48	62.01	23
Hungary	57.88	39	54.85	42	55.46	29	54.63	37	62.56	25	53.24	41
India	58.77	36	55.09	40	43.92	52	54.54	38	68.21	15	53.62	39
Indonesia	57.41	40	55.27	39	43.39	54	53.65	41	57.04	36	52.87	43
Ireland	67.84	19	66.85	15	58.45	20	63.51	23	65.12	19	63.18	20
Israel	67.29	20	68.03	12	57.09	25	57.75	32	56.87	37	58.67	29
Italy	64.98	25	67.60	13	57.41	24	70.09	7	70.21	13	69.25	7
Japan	71.50	14	74.52	3	59.55	17	67.48	15	76.46	2	69.75	5
Jordan	45.87	60	48.97	48	49.70	38	44.76	59	42.12	64	45.11	60
Kazakhstan	52.38	51	50.47	47	41.87	60	44.08	62	43.29	60	44.28	61
Kenya	47.65	57	44.19	61	43.36	55	43.33	64	50.55	49	43.35	62

	Exabyte		Wellbeing		Net Zero		Circular		Biogrowth		Experience	
Country	Score (0-100)	Rank	Score (0-100)	Rank	Score (0-100)	Rank	Score (0-100)	Rank	Score (0-100)	Rank	Score (0-100)	Rank
Korea, Rep. of	75.59	5	74.82	2	63.99	11	65.23	19	74.35	7	68.79	8
Kuwait	52.33	52	45.50	56	43.14	56	42.15	66	44.47	59	45.65	59
Latvia	58.70	37	48.10	49	54.29	30	50.90	49	58.95	30	48.51	53
Lithuania	59.85	34	62.94	24	56.85	26	56.67	34	62.61	24	53.30	40
Malaysia	62.20	28	54.81	43	49.31	40	59.17	28	59.88	28	59.19	28
Mexico	54.31	44	56.27	36	43.59	53	58.15	31	55.28	41	56.26	35
Morocco	44.58	62	47.32	50	42.92	57	48.23	53	38.71	66	47.17	55
Netherlands	74.64	8	73.81	4	66.20	8	67.69	14	74.79	6	68.00	12
New Zealand	66.76	22	62.10	28	57.55	23	60.00	27	57.30	34	61.10	26
Nigeria	42.06	66	33.64	70	35.94	68	44.81	58	52.34	47	41.18	68
Norway	69.43	17	69.41	10	67.25	5	63.61	22	65.66	18	66.49	16
Oman	52.51	48	44.09	62	48.96	43	46.36	57	46.15	56	46.91	56
Pakistan	34.18	70	41.18	63	33.26	70	36.57	70	42.81	61	33.04	70
Panama	41.13	67	47.18	51	46.23	49	41.87	67	38.09	67	46.10	58
Peru	45.82	61	44.56	60	41.54	62	43.50	63	49.87	50	50.38	48
Philippines	52.50	50	47.10	52	42.67	58	52.65	42	49.14	53	46.22	57
Poland	61.01	31	58.29	31	51.19	36	60.29	26	60.01	27	57.65	32
Portugal	61.82	29	64.43	22	55.94	28	56.19	35	57.72	32	62.10	22
Romania	52.92	46	51.80	46	46.73	48	47.33	55	56.02	39	52.64	45
Saudi Arabia	60.25	33	57.45	33	52.18	35	52.08	44	54.63	45	54.25	38
Singapore	78.21	2	74.90	1	67.86	4	67.90	13	60.38	26	67.11	15
Slovak Republic	55.64	42	57.00	35	50.96	37	51.64	46	57.14	35	55.72	36
South Africa	52.60	47	57.18	34	41.39	63	52.02	45	48.53	54	50.04	49
Spain	68.52	18	62.40	27	59.58	16	68.37	12	69.05	14	69.88	4
Sweden	71.82	13	64.45	21	71.66	2	70.32	6	71.91	12	68.02	11
Switzerland	70.86	15	64.92	19	66.87	6	69.70	8	75.45	5	69.32	6
Thailand	60.47	32	54.87	41	46.15	50	55.06	36	54.90	43	52.85	44
Tunisia	44.09	63	37.89	67	40.19	65	46.62	56	42.63	62	42.72	64
Turkey	58.22	38	45.01	59	48.00	46	58.41	30	57.42	33	57.09	33
United Arab Emirates	65.03	24	65.76	17	58.52	19	63.94	21	57.86	31	61.48	24
United Kingdom	77.16	3	67.30	14	66.34	7	73.74	1	75.61	4	72.21	2
United States	79.88	1	62.87	25	63.92	12	72.12	3	73.85	9	74.73	1
Uruguay	52.15	53	57.62	32	52.73	34	54.04	40	49.57	52	50.03	50
Viet Nam	53.25	45	45.52	55	49.18	42	50.97	47	55.24	42	48.37	54

Table A2.3: Future Possibilities Index - Core Capacity sub-pillars scores (0-100)

Country	Core Capacity	Government Vision	Technology	Innovation	Talent	Business-Friendliness	Market Dynamics
Algeria	34.41	52.80	23.09	33.00	45.21	35.28	25.88
Argentina	41.43	41.03	34.49	35.74	52.45	51.15	37.29
Australia	61.73	69.13	59.60	62.72	61.23	78.07	44.78
Austria	60.61	56.52	53.78	56.64	65.74	72.83	60.12
Bahrain	50.05	68.16	41.86	35.54	57.25	56.52	47.87
Bangladesh	35.46	50.62	24.39	36.12	35.06	35.15	36.14
Belgium	61.60	64.38	53.27	58.57	58.83	74.20	62.28
Brazil	44.31	49.77	38.69	44.34	43.75	51.00	39.74
Bulgaria	46.01	52.26	48.13	34.07	52.59	55.10	38.22
Canada	63.18	71.27	60.52	69.77	59.35	76.27	46.68
Chile	51.31	55.70	45.93	49.49	51.80	61.73	45.10
China	60.71	73.36	61.32	66.89	48.27	57.30	60.14
Colombia	44.67	55.37	32.99	44.21	49.79	45.90	43.02
Costa Rica	43.71	47.31	32.80	36.97	53.36	57.52	39.62
Czech Republic	56.10	55.20	53.22	48.20	59.63	67.47	54.74
Denmark	65.92	68.80	63.60	60.72	68.13	82.84	54.70
Dominican Republic	38.95	54.46	22.42	32.27	52.39	43.11	39.21
Ecuador	36.53	41.98	24.78	32.52	47.83	45.20	32.46
Egypt	40.98	62.38	28.43	43.14	44.29	36.20	38.60
Estonia	56.13	59.45	55.12	51.44	63.78	70.45	41.29
Finland	61.74	67.85	61.06	61.07	63.97	79.47	43.05
France	61.94	62.56	58.20	64.11	61.18	71.42	55.35
Germany	63.47	61.79	57.67	65.56	59.90	75.68	61.75
Greece	50.92	55.58	46.40	42.29	62.69	59.57	42.79
Guatemala	32.71	43.88	17.81	31.49	39.26	35.46	35.78
Hong Kong SAR	66.66	70.50	69.17	57.29	67.04	75.32	62.21
Hungary	50.42	50.82	47.62	40.71	48.68	60.18	56.92
India	44.89	56.95	29.21	62.51	40.10	42.04	46.69
Indonesia	47.71	68.85	35.15	51.53	48.68	45.51	42.69
Ireland	61.01	64.47	52.81	56.46	61.76	74.81	58.05
Israel	60.42	59.67	60.18	65.02	61.09	63.20	53.98
Italy	56.35	60.02	50.01	54.77	58.16	65.78	50.88
Japan	59.64	61.55	64.95	65.98	50.60	73.93	45.61
Jordan	42.13	62.78	28.94	38.22	55.58	38.59	37.52
Kazakhstan	43.72	53.27	36.37	37.56	50.45	49.62	38.34
Kenya	37.07	54.74	21.65	39.41	43.44	43.50	29.40
Korea, Rep. of	65.38	64.85	66.13	68.38	59.93	71.78	61.90

Country	Core Capacity	Government Vision	Technology	Innovation	Talent	Business-Friendliness	Market Dynamics
Kuwait	45.73	59.33	38.70	34.01	51.50	51.49	44.18
Latvia	49.53	49.51	51.76	40.02	58.61	64.11	38.31
Lithuania	53.56	55.57	54.84	47.95	59.15	63.78	42.83
Malaysia	55.84	68.03	44.53	54.41	60.09	59.18	51.73
Mexico	44.01	48.95	31.67	44.51	45.80	49.02	46.91
Morocco	41.13	55.10	29.16	37.63	48.91	42.49	38.51
Netherlands	64.58	61.21	60.21	59.10	64.05	80.44	64.63
New Zealand	58.99	64.86	53.22	53.53	65.01	77.79	45.09
Nigeria	30.55	46.47	16.59	39.43	34.38	27.39	28.40
Norway	60.04	66.77	62.35	54.82	57.55	79.27	45.01
Oman	47.37	68.12	37.79	38.76	53.67	52.07	40.55
Pakistan	33.02	39.18	19.27	37.56	41.00	30.24	36.85
Panama	39.10	43.76	26.10	32.67	47.77	50.54	39.68
Peru	40.41	43.47	27.80	36.20	52.28	46.31	41.10
Philippines	46.12	60.20	34.69	46.92	47.47	46.94	44.04
Poland	52.56	52.67	53.17	41.23	51.71	66.23	53.29
Portugal	54.21	50.38	51.26	46.67	62.01	70.92	47.90
Romania	46.62	44.65	47.49	41.10	48.02	53.19	46.15
Saudi Arabia	54.88	72.48	53.83	52.86	54.98	52.44	45.95
Singapore	72.87	84.22	72.33	63.23	66.94	79.66	72.91
Slovak Republic	49.56	46.57	48.53	38.42	52.14	63.02	51.90
South Africa	42.02	50.94	32.73	46.29	40.53	42.08	41.80
Spain	58.17	55.52	56.75	52.82	59.34	71.82	54.63
Sweden	62.71	66.01	59.47	61.13	60.34	81.61	51.48
Switzerland	68.25	67.64	62.97	62.40	71.14	79.55	67.23
Thailand	50.37	57.07	43.25	48.82	52.63	55.58	46.33
Tunisia	39.27	46.65	31.18	37.52	49.59	40.83	33.17
Turkey	48.70	53.53	38.03	46.61	58.63	46.01	52.12
United Arab Emirates	64.29	76.10	62.89	58.01	67.77	66.27	56.62
United Kingdom	64.72	69.04	58.06	64.87	63.46	74.78	59.57
United States	67.74	72.02	73.17	74.36	58.90	71.71	58.40
Uruguay	46.52	58.20	39.79	40.37	49.98	63.22	34.31
Viet Nam	50.75	58.30	44.42	44.28	51.07	55.62	52.42

Table A2.4: Future Possibilities Index - Trend-specific sub-pillars scores (0-100)

Country	Trends Scores	Exabyte Economy		Wellbeing Economy		Net Zero Economy		Circular Economy		BioGrowth Economy		Experience Economy	
		Government Strategy & Policy	Industry Strength	Government Strategy & Policy	Industry Strength	Government Strategy & Policy	Industry Strength	Government Strategy & Policy	Industry Strength	Government Strategy & Policy	Industry Strength	Government Strategy & Policy	Industry Strength
Algeria	42.32	45.68	28.39	66.83	34.26	44.17	28.20	69.50	23.45	48.04	29.96	57.30	32.12
Argentina	56.12	61.83	47.89	78.45	57.35	48.26	42.39	72.70	49.08	54.94	46.00	64.22	50.38
Australia	69.01	80.77	84.21	59.45	70.85	57.10	58.63	79.02	68.16	69.66	58.58	75.41	66.27
Austria	68.60	72.43	65.84	56.95	78.07	64.15	68.98	67.19	65.18	83.06	59.24	71.22	70.91
Bahrain	46.73	61.89	45.58	53.44	35.85	47.41	49.21	63.44	28.63	55.15	22.27	52.92	44.99
Bangladesh	43.78	66.03	38.71	37.90	31.16	41.64	37.51	65.23	33.51	68.78	31.71	46.44	26.77
Belgium	70.43	65.42	65.50	79.40	79.32	63.44	64.30	76.93	62.04	85.78	73.58	65.90	63.62
Brazil	65.45	80.03	64.22	81.86	55.06	48.32	55.83	74.13	58.74	74.24	59.08	78.09	55.79
Bulgaria	54.67	60.01	58.13	34.87	54.33	52.85	47.51	66.27	45.21	80.83	37.61	70.14	48.30
Canada	72.54	79.30	88.48	73.07	75.35	56.37	73.07	81.02	64.91	65.00	71.16	75.69	67.09
Chile	54.33	65.61	50.87	35.77	53.90	54.65	53.60	52.53	48.97	59.64	52.43	78.27	45.76
China	69.03	87.19	77.46	88.90	49.06	54.36	54.58	92.25	65.23	64.06	67.35	66.23	61.68
Colombia	57.86	66.12	42.82	77.93	45.10	52.82	45.49	77.84	48.51	77.26	46.20	65.67	48.50
Costa Rica	47.62	55.51	42.99	32.46	44.47	54.21	49.87	68.61	36.70	41.16	34.21	70.71	40.49
Czech Republic	60.79	61.91	66.61	35.74	65.43	54.93	49.66	71.97	59.89	82.71	52.43	72.61	55.61
Denmark	73.96	75.80	77.19	71.60	73.71	78.97	76.11	75.80	71.96	85.49	71.62	66.38	62.90
Dominican Republic	41.57	53.91	37.57	46.15	33.48	44.57	41.50	48.05	32.77	41.07	29.87	50.27	39.60
Ecuador	45.02	53.10	37.73	48.20	38.67	46.59	42.79	41.35	43.16	65.94	35.13	45.60	42.02
Egypt	52.01	71.62	33.92	78.89	37.25	47.29	35.70	66.58	37.75	63.06	45.11	64.47	42.48
Estonia	62.70	76.54	67.67	53.12	58.75	61.28	56.35	70.94	59.21	82.49	51.24	64.31	50.45
Finland	71.62	78.84	75.81	57.52	74.64	75.56	73.55	69.70	70.33	85.00	69.12	75.14	54.24
France	73.18	72.61	82.17	60.21	84.15	56.66	66.48	67.88	77.35	84.59	82.69	67.22	76.16
Germany	74.42	73.38	85.61	59.72	85.57	53.27	68.30	75.99	75.64	85.83	83.50	73.18	73.08
Greece	59.53	65.36	62.63	78.37	58.29	58.52	52.73	51.85	48.71	68.75	46.22	63.36	59.60
Guatemala	41.70	39.90	31.11	33.70	36.85	45.01	40.30	64.19	36.02	42.90	37.09	59.88	33.46
Hong Kong SAR	61.28	73.39	71.78	82.08	60.08	50.16	58.45	80.95	51.94	53.99	33.22	72.24	47.13
Hungary	59.44	64.53	58.68	52.03	62.10	58.75	57.21	63.02	50.43	82.67	54.59	59.81	49.48
India	61.10	71.52	59.89	77.63	42.75	42.51	44.37	63.90	54.84	84.47	75.27	62.46	53.53
Indonesia	56.06	77.46	47.07	84.94	33.16	50.09	32.38	71.04	42.21	73.32	50.08	65.94	44.97
Ireland	65.73	68.15	74.36	69.58	69.98	63.97	50.38	75.83	53.68	87.17	47.17	64.46	64.08
Israel	61.22	71.78	69.67	74.56	69.11	49.04	61.83	65.43	47.39	43.38	66.82	64.74	50.85
Italy	71.71	73.57	65.02	78.56	67.89	55.44	60.46	73.85	80.07	84.62	69.67	75.87	75.53

Country	Exabyte Economy			Wellbeing Economy		Net Zero Economy		Circular Economy		BioGrowth Economy		Experience Economy	
	Trends Scores	Government Strategy & Policy	Industry Strength	Government Strategy & Policy	Industry Strength	Government Strategy & Policy	Industry Strength	Government Strategy & Policy	Industry Strength	Government Strategy & Policy	Industry Strength	Government Strategy & Policy	Industry Strength
Japan	75.00	77.39	77.48	81.71	82.21	52.34	66.69	71.59	71.19	84.16	85.59	74.74	74.88
Jordan	48.07	64.43	31.06	61.68	43.11	58.31	48.66	61.07	31.07	55.21	29.03	58.87	34.34
Kazakhstan	47.23	72.05	41.36	65.10	42.60	44.88	37.02	56.97	31.54	53.03	33.12	49.24	39.87
Kenya	49.58	63.92	41.97	60.92	34.59	50.16	42.86	52.68	40.24	73.01	41.57	60.69	32.30
Korea, Rep. of	73.01	79.79	81.61	79.58	79.50	53.63	72.97	72.73	57.59	72.60	85.08	77.27	63.72
Kuwait	45.44	65.95	45.32	48.67	42.09	43.70	39.98	47.88	32.83	65.36	22.33	57.04	34.18
Latvia	55.10	67.83	58.75	42.28	52.49	61.97	51.36	62.43	40.74	81.90	45.43	61.47	34.52
Lithuania	61.28	65.72	60.28	73.39	61.86	62.99	54.00	64.50	51.96	83.23	51.04	60.08	46.26
Malaysia	58.22	76.36	54.39	65.38	43.22	52.27	39.80	72.34	49.35	71.90	51.90	75.86	45.88
Mexico	58.96	71.22	47.68	81.11	43.69	43.93	42.84	77.02	53.41	71.52	50.32	62.98	61.78
Morocco	46.67	59.97	32.63	66.09	34.73	50.75	36.89	70.45	33.12	39.68	35.31	55.71	44.67
Netherlands	73.99	75.93	83.40	79.15	77.71	60.51	73.51	70.02	68.49	82.11	77.69	74.95	64.47
New Zealand	61.71	75.50	65.77	58.38	68.94	58.63	55.03	77.28	43.74	53.81	59.09	73.78	50.53
Nigeria	47.22	59.29	36.34	40.70	29.69	45.12	32.16	69.55	34.33	87.33	39.15	62.59	30.39
Norway	70.44	72.82	75.43	80.82	67.36	64.55	77.15	74.09	56.71	85.23	51.72	79.91	59.53
Oman	47.56	70.92	39.26	50.34	34.57	54.18	45.34	60.48	31.23	68.94	22.15	54.55	38.79
Pakistan	38.75	41.01	28.52	62.47	28.03	30.27	36.51	41.72	34.96	53.70	41.71	36.24	29.87
Panama	45.60	48.66	35.63	50.53	51.90	48.90	50.68	51.62	34.89	44.68	30.50	54.94	44.25
Peru	48.72	58.44	38.62	52.39	40.89	42.65	41.56	47.81	42.29	71.76	37.45	65.01	45.73
Philippines	49.51	65.25	46.12	60.13	35.06	49.39	32.51	70.58	41.25	58.88	42.40	55.02	37.51
Poland	60.83	69.35	61.12	58.32	63.99	48.73	52.29	72.90	55.42	71.88	55.60	67.04	53.36
Portugal	62.45	69.14	62.10	73.34	65.75	61.05	52.58	62.29	52.06	67.47	51.47	71.09	61.01
Romania	53.55	61.03	51.12	53.61	55.19	51.37	42.20	53.49	41.87	79.30	42.13	61.69	49.60
Saudi Arabia	55.27	75.61	50.27	73.30	44.15	47.64	54.00	63.74	37.63	73.21	35.79	61.12	46.75
Singapore	67.66	85.36	76.39	82.90	68.94	64.08	66.64	72.09	58.75	50.92	57.34	72.71	55.76
Slovak Republic	57.24	61.36	56.00	67.15	54.27	59.88	43.43	59.24	46.11	83.72	38.13	71.25	46.34
South Africa	54.43	68.07	47.70	83.47	46.05	46.89	35.24	67.08	46.97	57.83	45.73	67.85	40.25
Spain	70.36	73.78	73.59	61.51	67.52	57.61	62.95	72.89	74.06	84.55	64.42	73.74	77.75
Sweden	73.19	74.61	78.13	54.71	75.93	72.82	79.44	73.27	74.97	85.16	67.87	76.77	64.57
Switzerland	70.15	68.31	76.01	38.65	87.85	62.97	69.38	68.37	72.48	86.19	71.92	72.27	67.43
Thailand	55.89	73.75	57.30	69.94	44.29	49.85	38.22	69.11	45.69	64.53	49.80	59.11	49.08
Tunisia	43.90	64.03	28.96	36.70	37.69	49.71	31.58	66.57	34.01	53.34	35.29	47.68	41.21

		Exabyte Economy		Wellbeing Economy		Net Zero Economy		Circular Economy		BioGrowth Economy		Experience Economy	
Country	Trends Scores	Government Strategy & Policy	Industry Strength	Government Strategy & Policy	Industry Strength	Government Strategy & Policy	Industry Strength	Government Strategy & Policy	Industry Strength	Government Strategy & Policy	Industry Strength	Government Strategy & Policy	Industry Strength
Turkey	56.69	73.41	52.55	39.98	46.34	45.79	49.51	75.79	50.73	71.60	51.97	68.05	54.51
United Arab Emirates	61.00	77.83	52.97	82.37	50.63	53.21	58.06	77.27	50.26	80.01	29.28	69.78	50.38
United Kingdom	75.73	82.33	84.43	63.53	73.65	70.76	63.53	78.84	77.67	87.65	74.46	77.05	74.86
United States	72.97	82.46	89.42	42.74	78.12	53.44	70.57	76.71	71.91	73.95	79.86	77.28	79.17
Uruguay	55.77	65.46	44.46	73.50	52.83	60.67	51.00	66.82	48.79	64.50	37.69	58.60	44.96
Viet Nam	50.26	68.28	40.71	46.23	39.57	47.97	48.80	63.19	38.96	71.69	43.29	54.14	40.23



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