

Q1 2024

The Strategic Hundred

**A guide to navigating the near-term
strategic landscape for business.**

Welcome to The Strategic Hundred

In an era where change is the only constant, staying ahead in the competitive business landscape demands not just awareness of current trends but a deep understanding of their future trajectory and impact. *The Strategic Hundred* serves as a comprehensive guide for business leaders, strategists, and decision-makers, offering a curated analysis of the 100 most significant trends shaping the near-term strategic landscape in Australia.

This report bridges the gap between fleeting news cycles and long-term trend reports, focusing on the imminent future—a crucial horizon for tactical decision-making. Trends have been identified across various categories that are poised to influence business strategies, operations, and competitive dynamics significantly.

Each trend is accompanied by a detailed exploration of its origin, the opportunities and challenges it might present, and provides readers with a balanced forecast for where the trend might go to help with your strategic planning. The inclusion of a timeline for each trend enables leaders to prioritise initiatives and align their strategies with the pace of change.

The Strategic Hundred is more than a report; it is a strategic tool designed to empower businesses to navigate uncertainty with confidence. By anticipating shifts in the business environment, organisations can not only safeguard against potential threats but also seize opportunities to innovate and grow.

You are invited to leverage this report as a foundation for strategic dialogue within your organisation, a source of inspiration for innovation, and a roadmap for navigating the complexities of the near-term future. In doing so, you will position your business not just to respond to change, but to drive it.

I wish you success in turning these insights into action and overcoming your challenges ahead.



Certified Foresight
Practitioner



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The Strategic Hundred Global Trends

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IMPACT TIMELINE	TREND	DESCRIPTION	INDICATORS	OPPORTUNITIES	CHALLENGES	FORECAST
2012 2025 2050+	Acceleration of clean energy transition	Global shift to clean energy driven by technology, policy and consumer demand to combat climate change and reduce carbon emissions.	Increased investments in clean energy, policy changes in favor of renewables, and rising consumer interest.	Stimulates technological innovation, creates jobs in clean energy sectors, and reduces dependency on fossil fuels.	Displacement of industries and workers reliant on fossil fuels, need for significant investments in infrastructure.	Continued growth in renewables, eventually displacing a significant portion of fossil-fuel energy production.
2015 2025 2040	Strategic Mineral Competition	Competition for critical minerals, crucial for technology and defence industries, is intensifying as countries prioritise securing supplies for advanced technologies.	Increasing reports on China's control over crucial minerals; strategic positioning by countries to secure mineral resources.	Development of new mining technologies; diversification of supply chains; strengthening of international partnerships.	Geopolitical tensions; environmental degradation; mineral scarcity.	Intensification of global competition for critical minerals; possible emergence of new mining regions; increased focus on recycling and sustainability.
2022 2024 2030	Global Food Security Crisis	The global food security crisis is worsening, with disparities in food availability and access increasing, particularly in low-income countries due to high commodity prices and inflation.	World Bank's allocation of \$45 billion for global food security and the WFSO's insights into severe food insecurity.	Increased investments in sustainable agriculture and international collaboration to address global food distribution.	High commodity prices, inflation, and environmental challenges posed by the linear food system.	Without significant global intervention, disparities in food security are expected to widen, with serious implications for global stability.
2018 2023 2035	Escalation in Great Power Competition	Intensifying rivalry among US, China, and Russia, reshaping global security.	Increased military spending, strategic alliances, and conflicts of interest in geopolitically sensitive regions.	Strengthening of global defense industries, advancement in military technology.	Potential for conflict escalation, disruption of international trade, cyber warfare.	Continued competitive positioning, with potential flashpoints in the South China Sea, Eastern Europe.
2023 2024 2030	Evolving International Development Priorities in the Indo-Pacific	Australia's new international development policy focuses on inclusive and sustainable strategies in the Indo-Pacific region, emphasising climate action, gender equality, economic prosperity, and transparent partnerships.	New policy announcements, government investments, consultations, and partnerships focusing on sustainable development goals, climate action, and gender equality.	Opportunities for new sustainable investments, enhanced regional partnerships, and innovative development strategies that prioritise eco-friendly and gender-inclusive projects.	Risk of implementation challenges, potential backlash from traditional development stakeholders, or regions feeling marginalised by the specific focus on the Indo-Pacific.	Increased integration of sustainability and inclusivity in development projects, leading to a more resilient Indo-Pacific region. This will become a model for future global development strategies.
2019 2024 2035	Sustainable Meat and Dairy Production	The increasing global demand for meat emphasises the importance of sustainable practices in livestock farming to mitigate environmental impacts and ensure food security.	Increasing global demand for meat; significant environmental consequences of meat production; shifts in meat consumption patterns.	Adoption of sustainable farming practices; innovation in alternative protein sources; potential for global health improvements.	Resistance to change in consumption patterns; economic implications for traditional farmers; challenges in scaling sustainable practices.	Growth in the market for plant-based and lab-grown meats as sustainable alternatives; gradual decrease in traditional meat consumption.
2020 2025 2040	Nuclear Renaissance for Low-Carbon Energy	Nuclear power is gaining popularity as a low-carbon energy source to meet global energy demands and reduce greenhouse gas emissions.	Increase in nuclear reactor construction and capacity globally, policy shifts in favor of nuclear energy.	Advancements in nuclear technology can lead to safer and more efficient reactors. Potential for significant reduction in carbon emissions.	Safety concerns, nuclear waste disposal, high upfront costs, and public opposition.	Further integration of nuclear power into national energy strategies, coupled with advancements in reactor technology.
2000s 2025 2040+	Climate-Driven Migration	Climate change is causing people to migrate due to extreme weather events and environmental degradation, leading to displacement and international migration.	Projections for future climate-related migration,	Development of new policies to protect environmental migrants, investments in climate resilience and sustainable infrastructure.	Social and political tensions in host areas, strain on resources, need for accurate data and predictive analytics.	Increase in the number of environmental migrants, with significant movements within and between countries, from vulnerable regions.
2016 2021 2030+	Expansion in Cyber Defense Initiatives	Growing emphasis on cyber defense strategies to counter rising cyber threats.	Formation of cyber alliances, increased cybersecurity legislation, high-profile cyber-attacks.	Advancements in cybersecurity technologies, international cyber defense collaborations.	Cybersecurity skill shortages, sophisticated cyber-attacks, digital divide among nations.	Rise in AI-based cyber defense tools, increasing cyber alliances among nations.
2017 2022 2035	Increasing Importance of Space in Global Security	Major powers investing in space defense, highlighting space as a security domain.	Development of anti-satellite capabilities, satellite surveillance initiatives, space force creations.	Advancements in space technology, new domains for defense industries.	Space debris, arms race in space, legal and ethical implications.	Further investments in space defense, potential for global space security treaties.

The Strategic Hundred Cultural & Community Engagement Trends

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2020 2023 2030	Virtual and Micro-Volunteering	The rise of remote, flexible volunteering through technology.	Increased adoption during COVID-19 pandemic.	Broader participation, accessibility, leveraging technology for social good.	Digital divide, managing remote volunteers, ensuring meaningful engagement.	Continued growth in digital volunteerism, more organisations adopting these models.
2020 2023 2030	Remote Workforce Diversity	Global talent pool enhances workplace diversity and fosters multicultural initiatives.	Increased remote work arrangements, hiring from diverse backgrounds.	Enhances innovation, improves understanding of global markets.	Managing cross-cultural communication, ensuring inclusion in remote settings.	Remote workforce diversity will become standard, with technology playing a key role in fostering connections.
2021 2023 2030+	Revitalisation of Local Cultures in Global Markets	Global markets focusing on incorporating and celebrating local cultures.	Multinational corporations adapting to local cultures; increased local cultural representations in global markets.	Enhanced global consumer engagement; preservation and promotion of local cultures.	Risks of cultural appropriation; balancing global standardisation with local customisation.	Greater consumer expectation for cultural adaptation; continued evolution of global-local marketing strategies.
2018 2023 2040	Digital Preservation of Cultural Heritage	Digital techniques preserving cultural heritage against natural disasters.	Studies on digital preservation techniques; integration of digital technology in heritage preservation.	Enhanced preservation of global cultural heritage; increased accessibility to cultural artifacts.	High costs involved; potential for digital obsolescence.	Growing adoption in cities with rich cultural heritage at risk of natural disasters.
2018 2021 2030	Algorithmic Challenges and Opportunities in Digital Activism	Social media algorithms as both boosters and barriers for digital activism, affecting message spread and visibility.	Discussions on the impact of algorithmic biases, research on the role of algorithms in activism.	Enhanced spread of activist messages, greater participation in social causes.	Algorithmic bias, risk of misinformation, challenge of sustaining meaningful engagement.	Increased scrutiny and potential regulation of social media algorithms, evolution of digital activism strategies.
2018 2025 2035	Community Co-Creation in Smart City Development	Involving communities in creating smart sustainable cities.	Studies supporting community engagement's role in urban development.	Social inclusivity and sustainable city planning.	Challenges in maintaining active participation and addressing diverse community needs.	Growing adoption of participatory approaches in urban development projects.
2019 2023 2045	Sustainable Luxury Travel	Luxury travel turning sustainable with a focus on wellness.	Increase in eco-friendly travel options; rise in wellness-focused trips.	Growth in eco-tourism; development of sustainable travel destinations.	Maintaining sustainability in growing tourist populations; adapting luxury offerings to eco-conscious standards.	Expansion of eco-luxury travel options; increased investment in sustainable travel infrastructure.
2023 2025 2035	Socially-Connected Fitness and Nutrition	Shift towards plant-based diets and social fitness activities for community wellness.	Increase in plant-based nutrition interest; group fitness popularity.	Community health improvements; environmental benefits.	Meeting the increased demand for plant-based resources; inclusivity in group activities.	Continued growth in community-based health and wellness programs.
2015 2020 2030+	Meme-Driven Political Discourse	Memes as a critical, shareable medium for political and social commentary.	Increased use of memes in political movements, especially those involving youth	Simplifies complex political ideas, reaches a wider and younger audience	Potential misunderstanding, misappropriation of messages, trivialisation of serious issues	Continued evolution and integration into mainstream political discourse
2020 2023 2030	Corporate-Led Public Policy Initiatives	Corporations influencing public policies for mutual stakeholder benefit.	Increased advocacy in corporate tax policy and sustainability.	Alignment of corporate goals with public policy can spur innovation and sustainable practices.	Misalignment of corporate interests with public welfare, potential for policy capture.	Increasing corporate involvement in policymaking, with heightened scrutiny on corporate motivations.

The Strategic Hundred Economic Trends

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2020 2023 2030	Enhanced Digital Shopping Experiences	The trend towards improved digital shopping experiences includes increased online shopping, personalised interactions, mobile commerce, AI recommendations, and virtual try-on capabilities. Integration of digital and physical channels aims for seamless shopping.	Rise in mobile commerce, adoption of Buy Online, Pick Up In Store (BOPIS), and the increased use of AI for personalised shopping.	Businesses have the opportunity to leverage technology to improve customer satisfaction, increase sales through personalised recommendations, and reduce returns through virtual try-ons.	Maintaining data privacy and security, integrating online and offline experiences seamlessly, and ensuring the digital divide does not exacerbate consumer inequalities.	Continued investment in technology to enhance the digital shopping experience will prevail, with virtual and augmented reality playing a more significant role.
2020 2023 2030	Chronic Affordability Challenges in Housing Markets	The global and Australian housing markets are struggling with affordability due to high prices, interest rates, and stagnant wages.	Stagnant wages, rising interest rates, and reports highlighting increasing difficulties in home purchasing.	Potential for policy intervention to improve affordability and support first-time homebuyers. Innovation in affordable housing solutions.	Widening inequality gap. Potential economic impacts due to decreased homeownership rates.	Affordability issues will likely persist, prompting government interventions and shifts in market dynamics.
2022 2024 2035	Escalation of Infrastructure Investments	Governments are investing more in infrastructure to address population growth and promote sustainable development.	Annual infrastructure expenditure reports and federal government allocations to infrastructure projects.	Increased infrastructure investments offer opportunities for economic growth, job creation, and improved quality of life.	Balancing fiscal responsibility with the growing demand for infrastructure development poses a significant challenge.	Continued growth in infrastructure spending, focusing on sustainable and technologically integrated projects.
2022 2024 2030	Muted Global Economic Growth	Global economic growth is expected to slow down due to strict monetary policies and the diminishing effects of post-pandemic tailwinds, affecting consumer spending, fiscal spending, and housing activity.	Predicted lower real GDP growth, deceleration in consumer spending growth, normalisation of labor markets, and cooling inflation trends.	Businesses and governments can capitalise on this period to reinforce financial and economic structures, focusing on sustainable growth.	Challenges include managing rising unemployment, ensuring consumer confidence, and navigating the shift from fiscal boost to fiscal drag.	Though global economic growth is expected to slow, regions and sectors adopting agile economic policies may recover faster. High inflation rates are likely to persist in the short term.
2021 2024 2030	Emerging Market Vulnerabilities	Emerging markets are at risk of financial instability due to external financing needs, risk repricing, and uneven economic recoveries, impacting the global economy.	Increased financial instability risks; Uneven recovery paces between advanced and emerging markets.	Opportunities for international cooperation in financial stability efforts; Market diversification strategies.	Increased risk to global financial stability; Challenges in accessing emergency funds.	Continued focus on policy support and international collaboration to mitigate risks. Financial systems will evolve to better handle such disparities.
2023 2024 2030	Recovery in M&A Activity	The M&A market is expected to rebound in 2024, fueled by energy, technology, and pharma sectors, due to improved finances and pent-up demand.	Increased activity in energy, technology, and pharma sectors; improved financial outlook; subdued IPO markets.	Businesses can leverage M&A to accelerate technology adoption and gain a competitive edge in emerging sectors.	The changing market landscape and increased competition could make it challenging to secure valuable deals.	M&A will likely focus on technology-driven sectors and innovation, with a continued emphasis on strategic alignment.
2019 2024 2035	Local Economic Resilience amidst Global Uncertainty	Australia's economy remains resilient despite global instability, with low unemployment and recovering housing prices. However, challenges like high inflation and climate shocks require policy adaptation for sustained growth.	Recovery from economic downturns, policy measures addressing inflation and living costs, and strategies for environmental adaptation.	Strengthening economic policy frameworks to manage inflation and support the green economy, enhancing workforce skills and addressing shortages.	The need for structural reforms to address long-term challenges, including climate change adaptation and productivity enhancement.	Economic policies will likely evolve to emphasise sustainability, climate resilience, and structural economic reforms.
2020 2024 2035	Restructuring of Global Supply Chains	Companies are reassessing and restructuring their global supply chains to reduce vulnerabilities and increase resilience in response to trade tensions, the pandemic, and supply chain stabilisation.	Supply chain bottlenecks resolution, ongoing global supply chain restructuring, pressures from trade tensions and geopolitical conflicts.	Innovations in logistics and supply chain management, increased local manufacturing, and growth of trade within economic blocs.	Short-term disruptions in supply and increased costs of shifting to more localised production models.	Long-term strengthening of supply chain resilience with a focus on sustainability and local sourcing. The trend could lead to greater economic independence for regions.
2010 2025 2040	Aging Agricultural Workforce	The agricultural sector is at risk due to an aging workforce and a lack of younger farmers, posing a threat to food systems and rural economies.	Increasing median age of farm owner-operators, steady decline in owner-operators, and a lower proportion of young individuals entering the agricultural workforce.	Technological innovations in agriculture, policies attracting younger workers to farming, and initiatives promoting agricultural education.	Potential food security risks, loss of agricultural knowledge, and challenges in rural community sustainability.	Efforts to modernise agriculture and make it appealing to younger generations may mitigate the trend, but structural changes in education and policy are needed.
2023 2024 2030	Focus on Productivity and Innovation	Productivity growth in advanced economies, including Australia, needs to recover from the pandemic-induced slowdown, emphasising the importance of innovation in overcoming productivity challenges.	Decline in average productivity growth, importance of innovation, and global factors affecting productivity.	Emphasising innovation could help businesses and economies overcome productivity challenges and achieve long-term growth.	Continued weakness in productivity growth poses risks to economic outlooks and may hinder recovery efforts.	Innovation in processes and products will be pivotal in driving productivity increases in the coming years.
2025 2030 2035						



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2015 2023 2035+	Integration of Climate Resilience in Urban Infrastructure	Governments and municipalities are prioritising climate resilience in urban infrastructure planning to withstand extreme weather events.	Recent floods in Queensland and New South Wales, Australia, and the adoption of climate resilience strategies and adaptation plans at local and national levels.	Stimulating innovation in construction and urban planning, creating new business markets for climate-resilient technologies, and enhancing public safety and property protection.	High costs of retrofitting existing infrastructure, lack of expertise in climate-adaptive engineering, and potential displacement of communities during upgrades.	Widespread adoption of climate resilience planning in urban development by 2030, leading to cities that are better equipped to manage climate risks.
2018 2024 2040	Digital Transformation in Environmental Sustainability	The use of digital technologies in environmental sustainability to help businesses and governments achieve their green goals through data analysis, IoT, and AI.	Increased investment in smart technologies for environmental management, growing number of digital initiatives within sustainable industries, heightened consumer demand for sustainable solutions.	Improving resource efficiency, reducing environmental footprints, enhancing decision-making in sustainability initiatives, fostering innovation in green technologies.	Digital divide limiting adoption in developing regions, cybersecurity risks, ensuring data privacy, high initial costs of technology implementation.	Widespread adoption of digital solutions in sustainability practices across industries, with significant improvements in environmental outcomes and resource management.
2020 2025 2040	Integrating Climate Considerations into Public Financial Management	Countries are incorporating climate considerations into their financial management systems to address climate change impacts and promote sustainable development.	Inclusion of climate considerations in national budgets, development of Green Public Financial Management (PFM) frameworks, establishments of national climate funds, and implementation of climate-related fiscal policies.	Enhanced climate resilience, improved allocation of resources for climate mitigation and adaptation, and increased access to international climate finance.	Challenges in quantifying climate risks, political resistance, complexity in integrating climate considerations into existing financial systems, and ensuring equitable adaptation funding.	Expansion of climate-integrated PFM systems globally, increasing alignment with international sustainability standards, and improved climate adaptation outcomes through evidence-based fiscal policy.
2010 2025 2040+	Green Financing Surge	The rapid growth of green and sustainable finance aims to direct investments towards environmentally friendly projects, reflecting a global shift towards sustainability in the financial sector.	Growth in issuance of green bonds, development of green loans market, expansion of ethical equity funds.	Support for climate mitigation projects, attraction of environmentally conscious investors, fostering sustainable development.	Need for standardised definitions, ensuring the liquidity and price competitiveness of green financial instruments.	Continued global growth, with standardisation and increased market share as sustainability becomes integral to finance.
2020 2025 2040+	Increase in Digital Engagement for Sustainability Efforts	Companies are using digital platforms to communicate their CSR and sustainability efforts, creating interactive content to engage a wider audience.	The reliance on digital media to engage with the audience, especially among millennials and Generation Z.	Enhanced consumer engagement, wider reach of CSR efforts, increased transparency, building trust with younger demographics	Digital engagement requires constant innovation to stay relevant, risk of misinformation, ensuring accessibility across diverse demographics	Digital engagement methods will continue to evolve with technology, becoming a primary tool for CSR communication.
2019 2022 2030	Growth of the Second-hand Market	The second-hand market in Australia is booming as consumers prioritise sustainability and cost savings, buying and selling pre-owned items online.	Increased transactions on platforms like eBay, Amazon Marketplace, and Depop; growing consumer preference for sustainable and ethical brands.	Businesses can tap into the circular economy by facilitating second-hand sales or offering certified pre-owned products.	Challenges include ensuring product quality and authenticity, managing logistics for pre-owned items, and avoiding contribution to waste generation.	The second-hand market is predicted to continue growing, with a potential shift towards localised platforms and increased integration of sustainability certifications or guarantees.
2017 2022 2035	Corporate-led Community Sustainability Initiatives	Corporations are increasingly involved in community-based environmental initiatives to meet consumer expectations for corporate social responsibility.	Corporate sustainability reports, increase in CSR initiatives, consumer behavior studies showing preference for socially responsible brands.	This trend presents opportunities for the development of sustainable technologies, fostering community engagement, and promoting environmental awareness.	Challenges include ensuring genuine sustainability efforts rather than greenwashing, scalability of initiatives, and aligning corporate interests with genuine community needs.	Expect to see an increase in partnerships between corporations and local communities for sustainability projects with enhanced transparency.
2023 2024 2035	Mandatory ESG Disclosures	The trend towards mandatory ESG disclosures is changing how companies report their impact on the environment and society, increasing transparency and imposing stricter requirements.	Increased legislation and discussions on ESG reporting; various nations committing to sustainability goals.	Enhanced corporate accountability and transparency; opportunities for innovation in sustainability practices.	Challenges for businesses to adapt to new reporting standards; potential for increased operational costs.	Widespread adaptation and normalisation of ESG disclosures across industries, leading to a new standard in corporate governance.
2010 2025 2040	Electrification of Transportation	The rapid growth of EV adoption is driving the push for clean energy and transforming the global transportation sector.	Booming EV sales; substantial investments in EVs; policy incentives for EV purchases.	Reduction in carbon emissions, decreased reliance on oil, green job creation.	Need for expanded EV charging infrastructure, sustainable battery production.	Continued growth in EV market share, integration with renewable energy sources.
2010 2025 2045	Regenerative Agriculture	Regenerative agriculture focuses on restoring soil health through practices that work with nature, such as crop rotation and composting, to capture carbon, enhance biodiversity, and improve the water cycle.	Increased adoption by farmers, policy incentives, and consumer demand for sustainably produced food.	Enhanced soil fertility, increased yields, and resilience against climate extremes.	High initial transition costs, knowledge barriers, and marketplace competition with conventional agriculture.	Growing market share of regenerative agriculture products and integration into national agricultural policies.



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2022 2024 2030	Comprehensive Workplace Sexual Harassment Reforms	Significant legal and policy changes aim to address workplace sexual harassment, focusing on prevention, accountability, and support for victims, in line with the push for safe and inclusive workplaces.	Introduction of amendments by the Fair Work Legislation Amendment (Secure Jobs, Better Pay) Act 2022 concerning workplace sexual harassment and discrimination.	Fostering a respectful and inclusive work environment, improving company reputation, and reducing legal risks.	Complexity of implementing these reforms effectively across all levels of an organisation and ensuring ongoing compliance.	Normalization of zero-tolerance policies towards sexual harassment, potentially leading to a significant shift in workplace cultures.
2018 2025 2040+	Plastic Packaging Reduction Initiatives	Countries and industries are setting targets and laws to reduce plastic packaging's environmental impact, aiming for sustainable alternatives by specific deadlines, like Australia's 2025 National Packaging Targets.	The adoption of ambitious targets by the Australian Packaging Covenant Organisation and similar initiatives worldwide.	Businesses have the opportunity to innovate in packaging design and materials, potentially leading the market in sustainable packaging solutions.	Meeting these aggressive targets can be challenging, particularly for smaller businesses with limited resources. There is also a risk of increased costs associated with sustainable packaging alternatives.	The focus will likely shift towards developing innovative materials and recycling technologies to meet these targets. Consumer demand for sustainable packaging will continue to rise.
2022 2024 2030	Flexible Work Arrangements as Standard Practice	The trend of normalising flexible work arrangements, such as remote work and customised hours, is responding to the changing dynamics of work-life balance.	Amendments introduced by the Fair Work Legislation Amendment (Secure Jobs, Better Pay) Act 2022, including flexible work arrangements.	Opportunity for businesses to attract and retain talent, enhance employee satisfaction, and increase productivity.	Challenges in managing distributed teams, maintaining company culture, and ensuring equitable opportunities for promotion.	Widespread adoption of flexible work arrangements, becoming a standard expectation in job offers across various sectors.
2022 2025 2035	Supply Chain Transparency	With a focus on reducing scope 3 emissions, companies are pushed towards ensuring transparency, performance, and accountability throughout their supply chains.	Legislation on emissions disclosure; focus on indirect emissions.	Supply chain innovation; enhanced corporate responsibility.	Compliance costs; complexity in tracking indirect emissions	Broader adoption of sustainable supply chain practices; increased stakeholder engagement.
2018 2025 2040	Global Harmonisation of Data Privacy Laws	Countries worldwide are prioritising data protection and privacy laws to manage global digital data flows, aiming to harmonise legal frameworks for international business and consumer data security.	Legislative developments in countries such as Spain, Sri Lanka, Sweden, Switzerland, and others as mentioned in the IAPP Global Legislative Predictions 2024.	Enhanced consumer trust, simplified international data transfer regulations for businesses, and a more unified approach to data privacy.	Complexities in aligning various legal systems, resistance from nations prioritising national security or surveillance capabilities.	Increasing collaboration among countries to establish a common set of data protection principles, leading to more streamlined global commerce.
2021 2025 2030	Consolidation of the Australian Aged Care Sector	The Australian aged care sector is consolidating due to financial pressures and increased demand for home care, leading to fewer but larger providers.	Decrease in the number of providers despite increased demand for Home Care Packages.	Possibilities for operational efficiencies and improved quality of care.	Potential reduction in care options for consumers and job losses.	Major players will emerge stronger, potentially improving sector standards and efficiency.
2015 2023 2040	Renewable Energy Policy Proliferation	International agreements are prioritising renewable energy to combat climate change and enhance energy security, promoting global development of renewable energy technologies.	International Renewable Energy Agency's (IRENA) 15th-anniversary and commitment to tripling renewable energy by 2030, as presented at COP28.	Enhanced energy security, global reduction in carbon emissions, stimulation of green jobs and innovation in renewable technologies.	Need for substantial investment in technology and infrastructure, potential resistance from fossil fuel industries, ensuring equitable access to renewable energy.	Expect significant increases in renewable energy adoption, changes in global energy markets, and stronger international collaborations.
2019 2024 2040+	Mandatory Climate-Related Financial Disclosures	Governments and regulators are requiring companies to disclose climate-related financial information to better understand and address climate risks and opportunities.	Proposals for phased introduction of mandatory climate-related financial disclosure requirements, global alignment with international reporting standards.	Enhancement of investment decisions, increased transparency, fostering sustainable practices.	High compliance costs, regulatory complexities, risk of misinformation.	Widespread adoption by 2025, evolving standards and increased enforcement.
2021 2025 2035	Global Alignment in Care Sector Regulations	Global initiatives to align care service regulations for quality and safety.	Public consultations, roadmap developments, reviews, and reforms in aged care and disability services.	Enhanced service quality, safety, and easier compliance for providers.	Resistance from providers, complex implementation across regions.	Increased global collaboration on care regulation standards.
2020 2023 2035	AI in Regulatory Compliance and Oversight	Artificial intelligence is becoming crucial in regulatory compliance, especially in insurance, enhancing monitoring, analysis, and legal adherence for businesses.	Delving into specific applications of AI for regulatory oversight as presented in the 2024 Insurance Regulatory Outlook by Deloitte.	Increased efficiency in compliance processes, reduction in human errors, more actionable insights for regulatory bodies.	Concerns regarding the transparency and fairness of AI decision-making, potential job displacement.	Broader adoption of AI in various regulatory frameworks, accompanied by developing guidelines on AI use in compliance.

The Strategic Hundred Health & Wellbeing Trends

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2020 2025 2040	Integration of Social Determinants in Elderly Care	There is a growing trend to integrate social determinants of health in elderly care, recognising the impact of factors like economic stability and community support on aging well.	Policy adjustments, inclusion of SDOH in elderly care strategies, and initiatives aimed at reducing health disparities.	Enhanced well-being of older adults through holistic care models, potential for public-private partnerships in providing comprehensive care.	Overcoming systemic inequities, data privacy concerns in SDOH tracking, ensuring equitable access to resources.	Further incorporation of SDOH in geriatric care practices, leading to improved outcomes and reduced health disparities among older adults.
2021 2024 2030	AI-Powered Healthcare Solutions	The integration of AI in healthcare aims to revolutionise patient care and efficiency through diagnostics, automation, analytics, and personalised medicine.	Advancement in AI technologies, increased adoption in healthcare settings, investment in AI-driven health startups.	Improvement in patient outcomes, operational efficiency, and accessibility to healthcare services.	Ethical considerations, data privacy concerns, and the need for significant investment.	Expansion of AI applications within healthcare, leading to widespread changes in healthcare delivery models.
2020 2023 2035	WHS in Remote and Hybrid Work Environments	The rise of remote and hybrid work environments creates challenges and opportunities in WHS, requiring new strategies for addressing isolation, ergonomics, and mental health support.	Shift towards remote and hybrid working models, development of new WHS policies.	Flexibility in work arrangements, potential for increased worker satisfaction and productivity.	Ensuring mental and physical well-being in non-traditional work environments, maintaining workplace culture.	Continued evolution of WHS practices to accommodate remote work, greater focus on mental health.
2022 2024 2030	Mainstreaming Mental Health Resources	The trend of incorporating mental health resources and initiatives, such as 'Wellness Leave', into workplace wellbeing programs is growing, highlighting the increasing awareness and acceptance of mental health support in the workplace.	Implementation of mental health resources, increased use of mental health apps and services by employees, inclusion of mental health education in workplace training.	Improved employee wellness, reduced healthcare costs, enhanced productivity.	Stigma reduction, ensuring access to quality resources, integrating mental health into overall wellness programs.	Becoming a regulatory requirement, with measurable impacts on workforce health.
2000 2030 2040+	Climate-Induced Health Crises	The impact of climate change on global health is causing a rise in climate-induced health crises, resulting in increased deaths by 2030.	Increased frequency of extreme weather events, WHO reports on health and climate change.	Development of climate-resilient health systems, advancements in disease forecasting and early warning systems.	Inequitable impact on vulnerable populations, pressure on global healthcare infrastructure.	Increasing collaboration between health and environmental sectors, emergence of new health threats.
2021 2024 2030	Sustainability in Nutrition and Diet Choices	A growing trend focuses on sustainability in nutrition, emphasising plant-based diets, regenerative agriculture, and reduced food waste, reflecting a wider shift towards eco-conscious eating.	An increase in the availability and consumption of plant-based products, the growing popularity of sustainable agricultural practices, and heightened public discourse around reducing food waste.	Opportunities include innovation in sustainable food production and packaging, the development of plant-based alternatives, and the growth of markets focused on sustainability.	Challenges include ensuring the accessibility and affordability of sustainable food options, overcoming resistance from traditional agricultural sectors, and managing supply chain disruptions.	The trend towards sustainable nutrition is expected to grow, influencing consumer choices, regulatory policies, and business practices across the global food industry.
2021 2024 2035	Virtual Collaboration in Healthcare	Using VR and AR in healthcare improves remote patient care, training, and surgical planning, creating immersive and interactive healthcare experiences.	Increased investment in VR/AR healthcare startups, pilot programs in hospitals for remote surgeries.	Expanding access to specialised medical care, enhancing medical education, improving surgical precision.	High costs of implementation, potential decrease in human interaction, technology adoption barriers.	Broader integration in telemedicine, accelerated by global health events.
2019 2025 2040+	Evolving Workplace Demographics and Policies	The growing number of older workers emphasises the importance of age-friendly workplace policies that address ergonomic concerns, climate adaptation, and mental health support.	Increased number of mature-aged workers, implementation of age-friendly policies.	Improved workplace inclusivity and productivity, better health outcomes for workers.	Adaptation to changing workforce needs, cost of implementing comprehensive policies.	Greater emphasis on flexible working conditions and comprehensive health policies.
2021 2024 2030	Reforms in Private Health Insurance	Australia is making changes to its private health insurance sector to improve accessibility and understanding for consumers, including tier classification, discounts for young people, and increased coverage age.	Implementation of private health insurance reforms by the Australian Government, including policy enhancements and strengthened regulatory powers.	Greater accessibility and clarity for consumers choosing health insurance, potential for increased coverage and reduced out-of-pocket expenses.	Risk of increased premium costs, potential challenges in fully implementing and managing the reforms.	Improved consumer satisfaction and a more stable private health insurance market, with potential challenges in maintaining affordability.
2019 2025 2035	Advancements in Addiction Treatment	Innovative technologies and platforms are revolutionising addiction treatment, with a focus on personalised approaches and reducing stigmas.	Government-backed research, development of treatment technologies, increased awareness and educational efforts.	Improves accessibility and effectiveness of treatment, aids in public health efforts to combat addiction.	Ongoing stigma, funding and resource allocation for treatment programs, ensuring equitable access to treatment.	Expansion of telehealth services for addiction treatment, broader adoption of innovative treatment options.
2025 2030 2035						

The Strategic Hundred Innovation & Entrepreneurship Trends

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2021 2023 2030	Generative AI in Business	Generative AI transforms businesses through innovative content and design automation.	Increased investment and wide-scale adoption in various industries.	Boosts creativity, reduces time-to-market, and opens new avenues for personalised customer engagement.	Ethical concerns, potential for misinformation, and the displacement of jobs.	Widespread integration into business operations, with growing emphasis on ethical guidelines and standards.
2022 2024 2035	Business Model Reinvention	Companies reinventing business models to stay competitive.	CEO survey highlighting focus on business model reinvention; adoption of new tech.	Adaptation to technological and societal shifts, enhanced competitiveness.	Resource reallocation challenges, long-term viability concerns.	Continued strategic reevaluation and adaptation across industries.
2019 2022 2040	Supporting Clean Energy Transformation	Governments funding and policy backing for clean energy.	Significant investment in renewable energy, policies for carbon emission reduction.	Leadership in global renewable energy, economic growth through green technologies.	Technical and infrastructure challenges, international policy alignment.	Increased renewable energy adoption, leading to a greener economy and innovation.
2010 2023 2040	Surge in Green Tech Startups	A global pivot towards Green Tech and sustainable startups.	Growth in Green Tech startups; increased investment in sustainability.	Sustainable development; new tech innovations in clean energy.	High competition; complex regulatory environments.	Green Tech becoming mainstream in startup ecosystems globally.
2021 2023 2030	Proactive Regulatory Agencies	Agencies streamlining regulations to fuel innovation.	Updated regulatory approaches, incentives for clean energy and autonomous vehicles.	Greater innovation in technology sectors, accelerated growth for start-ups.	Balancing innovation with consumer protection, keeping regulations up-to-date.	Continued evolution of regulatory frameworks to support emerging technologies.
2021 2024 2040+	Rise of Female Entrepreneurship	Women increasingly own businesses, leading to more diverse and successful ventures.	Growth in women-owned businesses; VC funding challenges.	Enhanced diversity and business performance; broader market perspectives.	Limited access to capital; systemic biases in funding.	Increased government and private funding support for women-led startups.
2022 2024 2035	Innovation in HR Towards Entrepreneurial Mindsets	HR evolving to promote entrepreneurial mindsets within firms.	Shift in HR roles; focus on work-life fit and role reorganisation.	Increased innovation and agility within firms; more engaging and fulfilling work environments.	Adapting organisational structures and cultures; potential resistance to change.	More dynamic and responsive organisational cultures; emphasis on individual empowerment and adaptability.
2023 2025 2040+	International Alliances Enhancing Technology Innovation	Global alliances fostering tech innovation and tackling global challenges.	Joint statements and strategic agreements between nations.	Collaborative technology development, enhanced economic growth.	Navigating geopolitical tensions, ensuring collaborative success.	Increased cross-border tech innovation fostering economic and security partnerships.
2023 2024 2030	Regional Divergence in VC Investment	VC investment showing significant regional and sector-driven divergence.	Contrasting VC investment trends across UK, China, and India.	Adaptation to regional investment trends can offer strategic advantages.	Risk of market fragmentation and missed opportunities in declining regions.	Increasingly localised investment strategies focused on high-growth sectors.
2023 2024 2030	Strategic Investments Amid Startup Funding Crunch	Corporations become key investors in promising startups.	Increased corporate investments, startup funding patterns.	Access to resources, market expansion, innovation accelerations.	Dependence on corporate agendas, potential stifling of startup independence.	Growth in corporate-startup ecosystems, more focused investment areas.
2025 2030 2035						

Social & Demographic Trends

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2023 2025 2040	Rapid Urbanisation in Australia	Australia's population growth, fuelled by net overseas migration, is causing rapid urbanisation in major cities, leading to increased urban density and changes in housing markets and socio-economic dynamics.	High rates of net overseas migration and internal migration to urban centers, as reported by the Australian Bureau of Statistics.	Opportunities for urban development, infrastructure expansion, and real estate. Growth in urban economies and job markets.	Challenges in managing urban sprawl, housing affordability, and providing adequate public services. Increased environmental pressures.	Ongoing urbanisation will likely peak by 2035, with subsequent efforts focused on sustainable development and tackling urban challenges.
2010 2030 2040+	The Aging Australian Population	Australia's population is aging, with the median age projected to increase to between 43.8 and 47.6 years by 2071.	Increasing median age, declining fertility rates, and rising life expectancy.	Growth in industries catering to older adults, increased demand for healthcare services and age-friendly technologies.	Increased pressure on healthcare systems, pension schemes, and a potential decrease in workforce participation.	Continued growth in age-related markets, adaptation of cities for older populations, and potential policy reforms to address workforce shortages.
2015 2020 2040+	Authentic Representation in Media and Sports	The trend of promoting diversity and inclusivity in media and sports industries is growing, with themed sports rounds and authentic representation of social issues to connect with audiences and drive societal change.	Increased themed rounds in sports, diverse cast in media productions, consumer demand for authenticity.	Enhances brand loyalty among consumers, promotes social unity, opens up new markets.	Risk of performative actions without real change, potential backlash from traditional segments.	The trend will lead to deeper cultural integration and may push for global policy changes around diversity and inclusion.
2018 2024 2040+	Ethical Consumerism	Consumers are increasingly choosing ethically sourced and sustainable products from socially responsible companies, emphasising transparency, environmental consciousness, and fair trade practices.	Growing popularity of sustainable products, ethical brand certifications, and increased consumer spending on ethical products.	Companies can capitalise on this trend by emphasising their commitment to ethical practices, developing sustainable products, and engaging in fair trade.	The challenges include ensuring supply chain transparency, meeting the evolving standards of ethical production, and the higher costs associated with sustainable practices.	The demand for ethically produced goods will continue to grow, influencing more companies to adopt sustainable and responsible production methods.
2005 2025 2040+	Smaller Household Units	The trend towards smaller households, including single-parent families and couples without children, is impacting housing, consumption, and social structures.	Changes in household composition data; increase in housing designed for smaller families; evolving social norms; demographic studies.	Market opportunities for products and services tailored to smaller families; innovations in housing and urban design; policy opportunities for supporting diverse family structures.	Challenges in social welfare systems tailored for traditional family structures; potential for increased social isolation among single individuals.	Continued rise in single-person and couple-only households, with implications for urban planning, social services, and consumer markets.
2019 2023 2040+	Green Skills Demand	Growing demand for green skills as businesses prioritise sustainability and adapt to climate change, highlighting the need for workers with knowledge in environmentally sustainable practices and renewable energy.	LinkedIn's Economic Graph report on green jobs; discussions on sustainability in global forums.	Creation of new jobs in renewable energy sectors; opportunities for workforce upskilling.	Skill gaps in transitioning industries; resistance in traditional sectors.	Expansion of green sectors, leading to a significant workforce shift towards sustainability-focused roles.
2022 2024 2030	The Rise of Social Commerce	Social commerce is revolutionising online shopping by allowing direct product sales on social media platforms, merging commerce and social networks for convenient purchasing.	Growth in platform capabilities allowing for in-app purchases, and increasing user engagement with brands on social media.	Direct sales channels for businesses, improved shopping experience for consumers, and increased engagement and loyalty.	Data privacy and security concerns, potential for increased consumerism.	Continued growth and sophistication, with social platforms becoming major sales channels.
2017 2025 2040+	Intergenerational and Non-traditional Family Structures	The prevalence of non-traditional and intergenerational family structures is increasing, reflecting society's evolving understanding of family beyond traditional nuclear models.	Increase in number of same-sex couple families post-legalisation of same-sex marriage; higher proportions of children living in grandparent or blended families.	Development of supportive policies and community services; business opportunities in products and services tailored for diverse family structures.	Potential socio-economic challenges for non-traditional families; societal acceptance; legal and rights challenges for new family forms.	Continued growth in diversity of family structures; increased focus on policies for support and recognition of these families.
2020 2025 2040	Generation-Driven Sustainability Preferences	Different generations have different preferences for sustainable living and consumer behavior, based on their level of engagement, awareness, and willingness to pay for environmental sustainability.	Divergent purchasing behaviors and sustainability attitudes among different age groups.	Companies can tailor marketing strategies and product offerings to cater to the environmental preferences of different generations.	Failure to understand and address generational differences in sustainability could result in misaligned consumer offerings.	Brands that effectively navigate generational preferences in sustainability will gain a competitive edge.
2020 2024 2035	Leisure Digitalisation	AI and technology are transforming the leisure and entertainment industry, enhancing customer experience through AI-driven recommendations, virtual concierges, and digital booking platforms.	Adoption of AI and technology in hospitality and entertainment, growth of digital platforms for bookings.	Enhanced customer experiences through personalisation, operational efficiencies.	Privacy concerns, potential for digital divide.	Further integration of emerging technologies, potential for AI to generate new forms of entertainment.
2025 2030 2035						





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2020 - 2024 - 2035	Generative AI in Business Innovation	Businesses are embracing generative AI to innovate, personalise customer experiences, and optimise operations, transforming industries with automated decision-making and actionable insights.	Increased investment in AI technologies by businesses, the introduction of AI-powered products and services, and partnerships between tech companies and industry leaders.	Generative AI presents opportunities for enhancing creativity, reducing operational costs, improving customer engagement, and fostering new product development.	Challenges include ethical concerns, data privacy issues, the potential for unemployment due to automation, and the need for significant investment in AI infrastructure.	Generative AI is expected to become a fundamental component of business strategy, leading to the emergence of new business models and the disruption of traditional industries.
2023 - 2024 - 2030	Emergence of Hyper-Personalised Digital Engagement	Hyper-personalisation in digital engagement uses advanced technologies to create customised user experiences, emphasising brands' focus on building meaningful connections with customers.	Significant mentions of Generative AI, AR, VR, and hyper-personalisation in strategies for engaging customers.	Businesses can enhance customer loyalty and drive growth by delivering memorable experiences tailored to individual customer preferences and behaviors.	Complexities in managing data privacy and security while delivering hyper-personalised experiences, along with the technological and infrastructural demands of implementing such strategies.	Continued innovation in AI and immersive technologies will push the boundaries of personalised digital engagement, with growing expectations for brands to deliver unique, context-sensitive interactions.
2018 - 2024 - 2030	Regulatory Evolution for AI Governance	The rise of governance frameworks and policies for ethical and legal AI deployment, addressing unpredictability, privacy, security, and equitable benefits through regulation, stakeholder involvement, and international collaboration.	Development of AI-specific policies, regulatory sandboxes, multi-stakeholder collaborations, national AI strategies.	Creation of a safe and equitable AI ecosystem, fostering innovation while protecting consumer rights and data privacy.	Achieving international consensus on AI governance, balancing innovation with ethical considerations, managing algorithmic bias.	Increasing collaboration between nations on AI regulation, emergence of global AI standards, more effective and dynamic regulatory frameworks.
2019 - 2024 - 2035	Cross-Border E-commerce Expansion	The rise of e-commerce has led to more businesses participating in global trade through digital platforms and efficient logistics, expanding consumer access to international products.	A notable percentage of Australian online purchases are from overseas, with China and the United States being top sources. The global e-commerce market projected to reach \$6.3 trillion by 2023.	Businesses can significantly expand their customer base and scale internationally. Consumers benefit from access to a broader range of products.	Logistical challenges, customs regulations, and the need for effective international marketing strategies pose significant barriers.	Cross-border e-commerce will continue to grow, driven by advancements in logistics, payment technologies, and the normalisation of international online shopping.
2023 - 2025 - 2035	Global Cyber Resilience Initiatives	Countries are prioritising cyber resilience through technology investment, cyber education, and international cooperation to protect digital infrastructure from threats.	Government strategies and investments in cybersecurity, enhanced international partnerships, cyber education programs.	Opportunities for cybersecurity firms, job market expansion, safer digital environments.	Non-cohesive global standards, rapid evolution of cyber threats, disparities in national cybersecurity capabilities.	An increase in global cybersecurity initiatives, more unified international cyber threat response mechanisms.
2018 - 2024 - 2030	Rise of Mobile Commerce	The rise of mobile shopping is expected to make up nearly half of e-commerce sales by 2024, driven by smartphone usage and consumer convenience.	Projections of mobile commerce growth, increased smartphone usage, and current trends in consumer behavior.	Businesses can tap into an expanding market by optimising for mobile, improving user experiences, and leveraging mobile advertising.	Challenges include maintaining high levels of security, ensuring responsive design, and adapting to rapidly changing technology.	Mobile commerce will continue to grow, driving changes in e-commerce strategies, marketing, and consumer engagement.
2023 - 2027 - 2040+	Quantum Computing in Cloud Environments	Integrating quantum computing with cloud to unlock new capabilities.	Investments in quantum technologies, research advancements, and digital strategy shifts.	Breakthroughs in sectors like healthcare, finance, and climate modeling.	Technical complexities, high costs, and security vulnerabilities.	Quantum computing becoming a staple in strategic IT planning and revolutionising data analysis.
2021 - 2023 - 2040+	Human Error as a Cybersecurity Vulnerability	Despite technological advancements, human error remains a major cybersecurity vulnerability. Organisations struggle to mitigate risks from unintentional insider threats like phishing, weak passwords, and mishandling of data.	Incidence of data breaches linked to human error, prevalence of phishing attacks.	Development of more intuitive cybersecurity training and awareness programs, innovation in user authentication methods.	Difficulty in completely eliminating human error, rapid evolution of social engineering tactics.	Continued focus on employee cybersecurity training, advancements in biometric and behavior-based security measures.
2020 - 2023 - 2040+	Sustainable Cloud Computing	The trend towards sustainable cloud computing in Australia involves choosing green data centres and optimising resource usage to reduce carbon footprint and energy consumption.	Investments in green technologies, regulatory push for sustainable practices.	Reduced operational costs, improved corporate image, compliance with environmental regulations.	Upfront costs for green technology adoption, finding reliable partners for sustainable initiatives.	Greater emphasis on energy-efficient cloud solutions, led by both market demand and governmental policies.
2022 - 2025 - 2035	Fostering Ecosystem Collaboration in Telecom	The telecom industry is embracing collaboration to drive innovation, revenue growth, and better customer experiences through partnerships and open platforms.	Telecom companies diversifying into IoT, private 5G networks, and digital services. Increasing collaboration with tech companies.	New business models, improved service delivery, expanded market reach.	Complexity in managing partnerships, integration of diverse technologies.	Ecosystem collaborations will become crucial for staying competitive and fostering innovation in the telecom sector.
2025 - 2030 - 2035						



The Strategic Hundred Workforce Trends

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2023 2025 2040	Rise of Comprehensive Wellness Ecosystems	Businesses are shifting towards holistic wellness ecosystems that incorporate physical, mental, and financial wellbeing, utilising AI and mobile health tracking technologies.	The increasing implementation of all-encompassing wellness programs by corporations and the integration of technology for health assessments.	These ecosystems can provide holistic support for employees, enhance productivity, and create more engaging working environments.	Implementation costs, the complexity of personalisation, and potential data security risks are major challenges.	The boundary between work and personal wellness will blur, as well-being becomes a core part of employee value propositions.
2022 2024 2040+	Skill and Competency-based Hiring	Organisations are prioritising skills and competencies over traditional qualifications when hiring, highlighting the importance of practical and soft skills.	Shift towards skills-based interviews, increased use of skill assessment tools, and rising interest in non-traditional candidates who possess the necessary competencies.	Allows companies to tap into a broader talent pool and reduce biases by focusing on the skills that are directly relevant to the job, thus promoting diversity and driving innovation.	Challenges include the need for HR teams to adapt their processes to accurately assess and verify the skills of candidates, and for organisations to ensure that they have the necessary frameworks in place to support diverse ways of working.	The focus on skill and competency over pedigree is expected to grow, driven by rapid technological advancements that demand adaptability and specialised skill sets.
2021 2025 2035	Skills Transformation for AI Era	The integration of AI in industries is changing the demand for job skills, with a focus on AI management, ethical use, and decision-making. This reflects the shift in workforce skills to adapt to the AI revolution.	Increased conversations on AI on LinkedIn, the Future of Work Report insights, IMF's analysis on job displacement risks.	Enhancement of workforce capabilities, fostering innovation, creating new job roles centered around AI and automation.	Skill gaps leading to unemployment, increased inequality, the challenge of upskilling and reskilling at a large scale.	Organisations and governments will likely invest heavily in education and training programs focusing on AI and digital skills.
2022 2024 2040+	Emphasis on Soft Skills in a Technologically Advanced Workforce	The increasing importance of soft skills like emotional intelligence and effective communication in the digital and remote work environment.	Numerous reports highlight the growing need for soft skills alongside digital literacy.	Fosters a more inclusive, innovative, and adaptable workforce capable of facing future challenges.	Training and development of these skills can be subjective and difficult to measure.	Soft skills training will become an integral part of professional development programs.
2020 2024 2030	Global Stress and Disengagement Crisis	The pandemic has led to increased worker stress and decreased employee engagement globally, impacting well-being, productivity, and loyalty.	Record levels of global worker stress, decreased employee engagement.	Organisations can invest in employee well-being initiatives and engagement programs.	Potential increases in turnover rates, lower productivity, and diminished employee loyalty.	Organisations adapting employee well-being and engagement strategies will see improved productivity and retention.
2021 2024 2035	Predictive Analytics in Succession Planning	The trend of using predictive analytics improves leadership development and succession planning by providing data-driven insights for better candidate selection and development strategies.	The discussion on the use of data-driven selection in succession planning and the mention of predictive analytics as future trends.	Allows for more accurate leadership matching, minimises biases, and can tailor development programs more effectively.	Reliance on data may overlook unique individual qualities not captured by analytics. Privacy concerns and data integrity.	Widespread adoption among large organisations, with emerging standards for analytics in leadership development.
2015 2021 2035	Increasing Retirement Age	The average retirement age in Australia is rising due to economic factors and pension policy changes, leading to more older individuals staying in or looking for work.	Retirement age statistics, policies on pension age.	Experienced workforce retained, mentorship roles.	Age discrimination, adapting workplaces for older employees.	Continued gradual increase in retirement age.
2021 2024 2040+	Shift Towards Meaningful Work and Work-Life Fit	Employees prioritise meaningful work aligned with personal values and work-life fit over balance, leading to HR and cultural changes.	Shift from work-life balance to work-life fit; emphasis on meaningful work.	Organisations that prioritise purposeful roles and flexible working arrangements will attract and retain top talent.	Redefining productivity measures and performance management to align with new work norms.	Further blending of personal and professional lives, leading to enhanced employee satisfaction and organisational loyalty.
2022 2025 2030	Integration of Microcultures in Leadership Development	The trend of recognising and leveraging microcultures within organisations for diverse leadership and innovation is growing, emphasising imagination and experimentation over traditional top-down leadership.	The Deloitte Insights report's focus on microcultures, transparency, and the evolution of HR towards more dynamic leadership models.	Enhances creativity and adaptability within leadership, embraces diverse viewpoints, and fosters a culture of innovation.	Possible fragmentation within organisations, difficulties in maintaining cohesion and unified vision.	Organisations will increasingly recognise microcultures as a strategic advantage, with new frameworks emerging to integrate them.
2023 2025 2035	Talent Access Over Acquisition	Transitioning from traditional talent acquisition to dynamic talent access, emphasising networking and community building to tap into the hidden workforce.	Increased emphasis on employer branding, development of talent communities, and leveraging social media for passive candidate engagement.	Access to a broader talent pool, enhanced employer brand visibility, and reduced time-to-fill for vacancies.	Managing large talent networks, ensuring meaningful engagement, and converting passive interest into actual hires.	Further integration of social and professional platforms in recruitment, rise of talent relationship management systems.

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