

G-20Y
Summit

We design **our world**



G-20Y Summit 2017

Final Perspectives

27 September - 1 October 2017
Evian, France

There are a few places in the world where the future is being built.

The G-20Y Summit is one of them.

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I. ABOUT G-20Y ASSOCIATION AND G-20Y SUMMITS

The 8th G-20Y Summit took place in Evian, France from September 27 to October 1, 2017.

The G-20Y Association is an inspiring, independent and innovative platform for a new generation of business leaders addressing the biggest challenges of our times to shape a better future.

The G-20Y Association organizes a G-20Y Summit each year to bring together a select group of executives from 20 of the major economies worldwide to engage in meaningful dialogue and co-creation, building a strong network of executives across industries and geographies.

The challenges of our time require a new generation of transformational executives that adapt quickly, explore ideas and synergies, who understand broader trends and dive deeper into change. This requires an unprecedented level of interaction, cross-industry exposure and engagement to train brilliant minds to stay open to contextual information, listen and hear other inspirational leaders from different industries and continents, question past beliefs and explore new ways of doing things.

That is why we gather individuals in executive leadership positions from global and national leading companies, for our annual G-20Y Summit.

During the G-20Y Summit, the executives participated in meaningful discussions and exchanged of best practices in the following committees and subsequently develop their perspectives:

- I. The Energy Markets Committee;
- II. Joint Session of the Food Security and Nutrition Committee and the Global Demographic Developments Committee;
- III. The Global Financial Industry Committee – Banking Subcommittee;
- IV. The Global Financial Industry Committee – Insurance Subcommittee;
- V. The Creating Jobs Committee;
- VI. The Digital Innovation and Transformation Committee.

The companies which have participated at G-20Y Summits from 2010 to 2017 are: HSBC Holdings, MasterCard, Statoil, Société Generale Group, PepsiCo, Credit Suisse, McKinsey, London Stock Exchange, Marriott, ORIX Corporation, FedEx, KPMG, Nestle, ING Group, Eni, Rolls-Royce, Insurance Australia Group, Generali Group, Siemens, Prudential Financial, Total, Intesa Sanpaolo, Airbus, Standard Bank Group, E.ON, Bosch, Bayer AG, EDF, Zurich Insurance Group, PwC, Lufthansa, Enel, Philips, Deutsche Bank AG, Royal DSM, Swiss Re, Unilever, Munich Re, Lafarge, Nordea Bank, Daimler, Schneider Electric, Danone, BT Group, Bank of America, Sabic, ANZ, SAP, Bank of Beijing, Generali, Credit Suisse and more. The list of participants also includes senior official representatives of national and regional governmental organisations.

II. G-20Y SUMMIT FINAL PERSPECTIVES 2017

1. We, the young business and financial leaders of the G20 countries, gathered in Evian, France, for the 8th annual meeting of the G-20Y Summit on September 27 – October 1, 2017, with an overall view to strengthen international cooperation between business and financial leaders and to find innovative ideas towards sustainable prosperity on a mid- to long-term perspective.
2. As a result of three days and five formal sessions of discussions, we, the young business and financial leaders of the G20 countries, have assembled a set of perspectives on the the following topics on the G-20Y agenda, namely:
 1. Energy Markets Committee;
 2. Joint Session of the Food Security and Nutrition Committee and the Global Demographic Developments Committee;
 3. Global Financial Industry Committee - Banking Subcommittee;
 4. Global Financial Industry Committee - Insurance Subcommittee;
 5. Creating Jobs Committee;
 6. Digital Innovation and Transformation Committee.
3. The G-20Y business community adds value and contributes by raising fresh thinking and capturing the attention of the relevant leaders to identified questions in order to inspire them to create a better future.

DISCLAIMER: THE PRESENT PERSPECTIVES ONLY REFLECT THE VIEWS AND RECOMMENDATIONS OF THE G-20Y SUMMIT PARTICIPANTS THEMSELVES, NOT THOSE OF THEIR COMPANIES OR EMPLOYERS.

THE VIEWS AND PERSPECTIVES ON THE SEVEN TOPICS ARE THOSE OF THE COMMITTEES WORKING ON EACH OF THESE TOPICS. THEY DO NOT NECESSARILY REFLECT THE POSITION OF ALL OF THE G-20Y SUMMIT PARTICIPANTS.

III. ENERGY MARKETS COMMITTEE

4. We, as a business community aim at capturing the attention of the relevant institutions to identified questions in order to inspire those institutions to the development of relevant solutions and policies on those questions and we aim at staying in constant dialogue and intellectual exchange with them.

5. ***Radical Energy sector transformation is driven by increasingly clear dynamics across different geographies with uncertain timeframes.***

The energy trilemma governs the energy transformation: sustainable, affordable and secure energy. Geographical differences exist emphasizing different dimensions of the trilemma. The Energy sector transformation is driven by decarbonisation, total cost impacts, energy independence/security, individual awareness, and stakeholder scrutiny (e.g. environmental NGOs and financial community). The Size of the economies, institutional context, development stage (mature economies vs. emerging economies vs. developing) have a strong influence on the speed and rate of change in terms of energy sources and technologies. Technological evolution is driving the rate of change.

6. ***Energy sources availability and potential are relatively well mapped. Technological development trends appear to be clear, but the rate of change is unpredictable and disruption may lie around the corner.***

The overall scenario in terms of technological solutions such as wind and solar is shaping up clearly, but uncertainty permeates the rate of deployment. Exceptions in terms of disruption exist for biomass and hydrogen. Technological breakthrough may still disrupt the overall scenario and reveal themselves as game changers. Hydrogen storage is the other potentially disruptive technology. Its impacts on energy transport across the globe could be significant and in such respect majorly alter current geopolitical balances. Other storage technologies will also play an important role in global flows but also in ensuring reliability and facilitating decarbonisation. Surprises should be expected instead from the new technological combinations that are being explored (e.g. solar panels working with batteries, joint exploitation of power from solar and geothermal). During the transition a key role will be played also by technological developments reducing the carbon intensity of fossil fuel technologies, thus minimizing the impact of those fossil uses that will remain necessary. Technological evolution needs to give greater consideration to some of its consequences. Debates over land use and supply chain management require more attention in order to allow biomass to deliver results. Action in such areas needs to build upon potential synergies with efforts to reduce GHG emissions in the agriculture sector. The connection between power and water will become stronger in response to adaptation to climate change, for example through desalination and flood control. The increased unpredictability of water resource availability will make the challenge even greater.

7. ***The contribution of energy efficiency is significant and the non-economic barriers hindering its exploitation need to be addressed with the help of increased information flows coming from digitalisation.***

Energy efficiency policy plays a fundamental role and needs to target fragmented consumption (small energy bills) that often does not react to market forces, support standardization of performance measurement and better quantify the full benefits of action. Market segment

specific approaches need to be adopted. Geographical differences need to be taken into account because they are characterized by differences in awareness levels, education and price levels. A fundamental role will be played by information sharing through energy efficiency networks and newly developed sharing applications which will influence individual behavior through peer to peer comparison. Collecting and organizing evidence with the help of digitalized infrastructure will provide a significant drive in the greater market penetration of energy efficient technologies and behaviors. Special efforts need to be taken to ensure that behavioral changes driven by peer to peer exchanges are permanent. Automation through ITC and telco technologies will support behavioural change in the way energy is managed and consumed. The associated infrastructure digitalization will not only support such a process but also allow to reduce network losses. In time the effectiveness of different charging programs in shaping individual behaviors (e.g pre-paid, time of use tariffs) will increase and support efforts to tap energy efficiency potentials across the globe.

8. ***Transformation of the energy sector requires mindset shift and adequate support from all stakeholders (people and companies).***

Social impacts on society need to be fully explored. Conversion programs towards green jobs need to be developed in partnership with companies and local governments. Connecting to more immediate benefits for individuals and their community, politicians and corporates will help the transition. Keeping the community on board and creating ownership through engagement with NGOs and local action groups will influence the change positively. Impacts that are often perceived are not always real e.g. competition for land with agriculture, landscape issues, water use. Education is a key enabler and needs to be supported by reliable and trustworthy information. This is especially true within the current world of information overflow.

9. ***Markets are reacting in terms of both technological solutions and business models.***

Emerging stakeholder pressure for greater financial disclosure, green finance opportunities, analyst scrutiny is leading to rethinking business models and investment decisions. The rate of change of the context is leading to the blossoming of partnerships along the value chain and across sectors. Such partnerships are creating opportunities in sourcing inputs as well as generating new products and services. Deglobalisation may partly hinder such dynamics. Digitalisation and artificial intelligence are deeply affecting the energy business and increasing interest in collaboration between ICT/Telco and energy players. The retail part of the value chain is characterized by greater action in terms of new entrants and evolving market structure. Uncertainties may also lead to increased demand for risk management strategies including insurance and financial products (e.g. derivatives). As a result measurement and data management will play a key role in supporting risk mitigation activities.

10. ***Regulation plays a fundamental role along multiple dimensions managing market forces, setting environment for change or imposing standards.***

In such respect it requires balance between guidance, market instruments (i.e. incentives, taxes, quota systems) and standards. The choice of instruments will depend on technological maturity with positive signals characterizing the early stages and enforcement of the later ones. It should be supported by thorough cost benefit analysis taking into consideration technological costs, externalities and the social dimension. Multiple public policy areas will be shaping the energy sector transformation including: decarbonisation, security of supply, air quality and employment. Greater horizontal consistency across policy areas and stability in time is an imperative. Enhanced engagement with the private sector in order to gain insights

on evolving technologies and market dynamics could drastically increase the efficiency and effectiveness of policy decisions. The right balance should be found between consultation and leadership, which is critical in ensuring continuity and stability. Monitoring and evaluation of policy and regulation implementation should be strengthened and used within effective enforcement and transparent policy review processes. Digitalisation should offer opportunities by making evidence collection easier. Where uncertainty exists, policy measures should integrate contingency mechanisms to manage unforeseen outcomes.

IV. JOINT SESSION OF THE FOOD SECURITY AND NUTRITION COMMITTEE AND THE GLOBAL DEMOGRAPHIC DEVELOPMENTS COMMITTEE FOOD SECURITY AND NUTRITION

11. In 2017, the G-20Y Food Security and Nutrition Committee and the Global Demographic Developments Committee merged together to consider the connections between demographic changes and food demand and supply.

Global initiatives towards more sustainable and healthy food systems

12. Food supply chains, food environments and consumer behaviours are the three principal elements of the food system that can contribute directly to a sustainable diet according to a [report to be published by the High Level Panel of Experts \(HLPE\)](#) of the Committee on World Food Security (CFS) on 10 October 2017.
13. The report focuses on connecting together diets, food systems and sustainable development. It analyzes how food systems influence dietary patterns and nutritional outcomes. It also highlights effective policies and programs that have the potential to shape food systems, contribute to improved nutrition and ensure food is produced, distributed and consumed sustainably. Global dietary patterns have changed dramatically in the last few decades. Due to globalization, urbanization and income growth, people are expanding their food choices and diversifying dietary patterns and lifestyles in both positive and negative aspects. These changes in dietary patterns and lifestyles can then have adverse affects on food affordability, consumption of animal sourced foods and physical activities.
14. To address these concerns the report considers traditional, mixed and modern food systems. In a traditional food system, policies should focus on availability, affordability and accessibility of healthy diets. In a mixed food system, policies should aim at food safety and improving infrastructure, e.g. price incentives, improved labelling and marketing restrictions. In modern food systems, policies should be focused on availability and accessibility of diverse and healthy diets through limiting the consumption of processed and nutrient-poor foods.
15. In parallel, the business sector, through the World Business Council on Sustainable Development (WBCSD), has joined forces with the Eat Foundation to develop a business-centered approach for transformational change in food systems through the [FReSH initiative](#). FReSH aims at globally transforming the food system to ensure the 8 billion people of 2030 have access to healthy diets within planetary boundaries. FReSH strives to understand consumption drivers and to change consumer behaviour to halve the triple burden of malnutrition (hunger, malnutrition, overweight and obesity), as well as food loss and waste by 2030.

Accelerators and challenges of food systems transformation

16. Whilst drafting these perspectives the following accelerators and challenges, impacting the implementation of the CFS and FReSH initiatives, have been identified.
17. Challenges:
- a. Global solutions might be hindered by political instability and the need for tailoring to local situations



- b. Opposing forces (e.g protectionism) could negatively influence stakeholders, delaying or preventing solutions to come to market
- c. Unhealthy consumer behaviour is deep-rooted and continues to be driven by conflicting priorities (e.g. lifestyle) resulting in the lack of nutritious meals at home

18. Accelerators:

- a. Authorities across geographies implement universally accepted "good nutrition" guidelines through regulation (e.g. standard labelling and declaration, packaging)
- b. Develop and enforce a company- and a product-scoring system to create a level playing field and incentivize sustainable solutions
- c. Capitalize on social trends and leverage social media to foster a healthy food culture that educates consumers and rewards companies' social responsibility
- d. Leverage available technological solutions optimizing food distribution, to accelerate farm to fork opportunities

New business models and enablers

19. A complementary vision of food systems in 2030 including new business models and enablers was identified.

Complementary vision for 2030:	New business models and enablers:
<ul style="list-style-type: none"> • Commonly accepted mechanisms measuring the true economic costs, including externalities • Digital delivery and big data food systems: Creating an integrated world without intermediaries • Substantial decreased number of overweight and people suffering from malnutrition to below the SDGs levels 	<ul style="list-style-type: none"> • Influence opinion leaders on regulations and policies. Engage and develop dialogue with key decision makers and build trust to gain access to disadvantaged peoples in conflict zones. • Develop standard and continuous emergency response systems for catastrophes. • Develop a regulatory framework focused on data and emerging technologies. Include a multistakeholder consultation to develop nutrition regulations. • Develop fruitful partnerships: Including global partnerships, public private partnerships and local partners and solutions. Use these partnerships to limit fragmentation. • Increase public and private investment in food systems.

20. These opportunities recognize and should not be discouraged by the environmental context where we operate: ongoing conflicts, natural disasters, and de-globalization.

V. GLOBAL FINANCIAL INDUSTRY COMMITTEE - BANKING SUBCOMMITTEE

21. Globalization has demonstrably acted as an accelerator for overall prosperity.
22. However, globalization has been cited as contributing to challenges, including geopolitical conflicts, involuntary migration, muted economic growth, widening inequalities and environmental damage. In this context, nationalism and protectionism can appear as attractive policy options.
23. Technological changes such as Industry 4.0 will act as a catalyst for greater global integration. For globalization to be more widely accepted it must benefit a greater cross-section of societies, and critically, these benefits need to be understood.
24. For example, multilateral agreements and regulatory frameworks must achieve greater openness and simplicity to reach the broader public/society. Therefore cross-border negotiations related to trade and financial regulation should not be tainted by other political agendas.
25. Financial Inclusion is not new to banking but actions need to continue and/or accelerate to avoid segments of society being excluded from the benefits provided by banking services.
26. Many participants in the financial services sector have embraced and promoted their social requirements through well-considered initiatives focused on Environmental, Social and Governance (ESG), Corporate Social Responsibility (CSR) and Responsible Investing (RI). A similar perspective needs to be embraced by all financial firms.
27. Demand should also be further developed via a concerted effort in improving financial literacy across society. This requirement for financial education is broad-based, requiring Government support and action. Potentially incentives, such as capital reliefs, should be considered to further incentivize market participants.
28. The Banking regulatory framework needs to reflect the differentiated needs of those who are financially excluded. Digitalization is at the heart of the progress in Financial Inclusion and is expected to lead to a cost effective and accessible delivery of financial services to those previously excluded.
29. New and emerging technology is changing the landscape of financial services. This includes disruption from new fintech players, emerging market participants which has implications to financial service providers, customers and regulators. The technology will enable a more efficient infrastructure and increase affordability of financial services to the mass market. For example contactless payments, digital wallets and digital investment advisory are fast replacing traditional methods, and this change is expected to continue.
30. As examples, blockchain can enhance record keeping and transparency and improve efficiency and security in settlements and remittances. International standards should be established. Other uses of blockchain such as cryptocurrencies require a public debate led by central banks.

31. Retail, commercial and financial industries are changing with the use of big data, enhanced analytics, advanced customer profiling, augmented reality and real-time decision engines. Peer to peer lending and saving platforms are rapidly gaining acceptance and will reduce intermediation costs.
32. Artificial Intelligence and more data driven business models will enable financial service providers to streamline their costs, offer smarter solutions and broaden their reach.
33. Open application programming interface (API) technology will allow third parties to access traditional banking infrastructure. This will improve customer experience, drive customer preference and build trust.
34. In light of the increased frequency and severity of cyberattacks, stakeholders including financial service providers, customers and regulators must work together to build and maintain a secure ecosystem.
35. Technological education together with financial literacy becomes key as financial service providers make increased use of digital channels and devices. This education will benefit financial inclusion, foster trust in the technology, and educate clients about the products, services, providers and the inherent risks.

VI. GLOBAL FINANCIAL INDUSTRY COMMITTEE - INSURANCE SUBCOMMITTEE

36. Executive Summary

- After a period of market consolidation driven by capital management, we expect the next wave of consolidation to be technology driven. In this respect, data driven synergies/scale effects will lead to a different complexity – driven by e.g. partnerships with tech/service providers – from an organizational standpoint
- The widening insurance protection gap in both emerging and mature markets needs to be addressed through innovative re/insurance solutions with the support of public/private partnerships
- Through joint efforts between re/insurance and regulators, the benefits of digitalization can be equitably shared with customers by mitigating the potential impacts of limited mutuality and access to insurance

37. Digitalization

- In the transformational period of digitalization, the focus of the insurance companies should be customer-driven as seen in other industries:
 - Customers will benefit from greater transparency, simplicity, risk mitigation and loss prevention
 - Overall customer experience, via additional touchpoints and value-added services, will improve and mitigate the risk of excessive commoditization
 - Insurers could be in a leading position to provide an ecosystem of additional services built on consumer trust
- Data ownership/access and management is key during this transformational period:
 - Customers have the ultimate choice as to providing their data to insurers
 - The value proposition to customers in exchange for their data should be clear and transparent
 - Customer data ownership and management bring regulatory challenges which will have to be addressed by the industry (e.g. monopoly position, misuse of data, etc.)
- From a market structure perspective the industry may face:
 - An increasing need for partnerships with tech/service providers
 - As to larger players:
 - They may be better positioned in terms of negotiating power to attract partners and to build ecosystems
 - But more challenged in terms of integrating this with their existing processes to provide real time top notch additional services
 - As to mid/smaller players:
 - They may have more challenges, less negotiating power in attracting service partners
 - But may be more agile in the execution and provide a more simple offer

38. Regulation

- An increase of non-harmonized over-regulation can have negative consequences on the insurance industry which is already going through unprecedented technology-driven changes
- Increased protectionist measures through regulation will ultimately lead to less choice and increased costs for the customer

- Insurance regulators seem to be more concerned about access to insurance (e.g. ethical consequences and possible challenge to the risk pooling principle) and less on privacy
- The industry should consider self-regulation regarding the ethical use of customer data to avoid abuses and over-regulation

39. **Protection Gap**

- The vast protection gap remains a key concern for the industry:
 - The insurance industry should heighten its efforts to improve its image in society to be more perceived as a partner in closing the gap
 - Enhanced cooperation between business, government and international institutions such as the World Bank and IMF to close the gap through increased insurance penetration and other means, both in developed and developing countries
 - The key to tackling the protection gap will be through innovative risk management solutions (e.g. indexed products, parametric covers, compulsory pooling of risks, microinsurance, etc.)
 - Limiting regulation and reducing barriers to trade with respect to cross border re/insurance will support the industry's efforts to narrow the protection gap

VII. CREATING JOBS COMMITTEE

“Happiness lies in the joy of achievement and the thrill of the creative effort” Henry Ford

“Peace at home, peace in the world” Mustafa Kemal Ataturk

40. The creation of reliable and sustainable jobs will require nation states and international organisations to provide a baseline infrastructure that can nurture job creation in the 21st century. This basic infrastructure does not only include access to basic necessities such as clean water and quality food but also the basic technological platforms for job creation, including efficient access to the internet. Otherwise society risks leaving behind half of the world’s population simply because they do not have access to the internet. This is an essential requirement for job and opportunity growth and continuous learning.
41. An open economy and society which encourages the efficient allocation of resources, including the movement of people, capital and technology transfers are now and will be critical for job creation since job creation will continue to depend on economic growth.
42. Relevant working experience (i.e. new jobs) cannot be subsidized by governments and with never-ending budget deficits. Ultimately, jobs must be tied to productivity and interact with markets, capital and technology to be sustainable in the long term. Economic growth depends on the ability to produce and deliver goods and services to ever growing markets. However, by all measures large multi-national corporations (as they are today) in a multipolar increasingly decentralised and automated world, will have a limited influence on job creation.
43. Rather the informal economy, particularly emerging and small family owned businesses are likely to play a more important role in job creation. Given the fact there are 1,5 billion vulnerable workers and 200 million people unemployed, the baseline infrastructure discussed above is clearly the top priority for job creation. Finally the governments and local regulatory bodies will need to foster the functioning of an efficient market, urban planning, and if necessary intervene to prevent the creation of oligopolies, which coupled with automation and large economies of scope and scale have the potential of creating great damage to the job market.
44. Job creation will depend on continuous investment in infrastructure as well as education. The current education models, curriculum and methods of teaching are no longer fit for purpose of producing future sustainable jobs. Leading governments, private employers and academic institutions must work together to redefine the functional skills that are required today and that will be required in the medium-term. Such skills will require minimum levels of proficiency in mathematics, language, understanding of customer relations, IT literacy and imaging decoding as well as critical thinking and analytical skills. Many of these skills will be required to interface and interact with an increasing number of smart apps and intelligent supply chain and information networks. Successful adaptation will depend on the employers’ and employees’ ability to reskill on a very frequent basis; i.e. to abandon old tasks while continuously mastering new ones.
45. Mastering of new skills and continuous improvement leading to innovation will require resilience and discipline. **Talent** is how quickly skills improve when effort is invested. **Achievement** is what happens when you take your acquired skills and use them. **Passion** begins with enjoying what you do. Skill development largely depends on the capacity to

practise. This ability to repeat tasks leads to the mastery of these skills, continuous improvement and growth in working experience.

46. On-going working activity and engagement by employees will remain critical. By some estimates only 13% of employees feel currently engaged at work. Current trends strongly suggest that the following attributes will be essential to attract, develop and retain the talent of the future:

- **Purpose** ripens the conviction that your work matters. For most partners interest without purpose will be nearly impossible to sustain for a lifetime. It will be therefore imperative that partners do identify their life with their employers.
- **Motivation** is necessary to support perseverance. It is critically important to learn, to keep going in the face of adversity even when we have doubts. Matching jobs and tasks with the partners' attention and imagination is a good idea. It will not guarantee happiness, activity fulfilment and success but it will greatly improve the chances of sustainable and productive employment.
- **Shared values.**
- **Whole life** ('work well/ be well'). Physical and mind wellness, including organised full life experiences, e.g. organised sports, cultural and artistic events as well as continuous learning including social inclusion.
- **Trust** will be an essential component of all interactions/ relationships the such as employer/ employee relationship.

$$T = \frac{C+R+I}{SO}$$

T = Trust

C = Credibility (reputation, brand, truthful merit based dialog)

R = Reliability (delivering on commitment)

I = Intimacy (more knowledge sharing)

SO = Self Orientation (self vs common benefit)

47. It will be imperative to ensure flexible, agile, continuous lifelong learning, starting with early childhood education. This will help people adapt to different changing roles and positions in a wide range of occupations.

48. Education redesign must include formal academic training, informal and technical/ data information training. In areas such as (in order of priority) information, financial activities, professional and business services, manufacturing, construction, education and health services, trade, transportation and utilities and leisure/ hospitality.

49. All job creators must be attuned to the immediate and changing needs, wants and aspirations of their employees/ associates/ partners. A world of super transparency will provide most employees with an unparalleled number of opportunities to collaborate. This will require the incorporation of continuous feedback and acknowledgement of the employees.

"There is no passion to be found playing small in settling for a life that is less than the one you are capable of living" Nelson Mandela

VIII. DIGITAL INNOVATION AND TRANSFORMATION COMMITTEE

50. Digitization is disrupting our lives as we know today. However, the more significant impacts are still to come. This disruption has been spearheaded by the rapid rise in technological advancements such as Artificial Intelligence and Machine Learning (AI/ML), which continue to disrupt traditional business models.
51. **Speed of Impact:** Over the last centuries, the global workforce has experienced significant disruption, beginning with the Industrial Revolution, the Advent of Computing, Globalization of Workforce and now the Age of Digitization. In the past, society has found a way to successfully adapt to the changes created by these disruptions. However, with the rise of Digitization the pace of change experienced across all geographies and sectors has accelerated exponentially. This extreme pace of change has made it challenging for society to naturally adapt quickly enough to absorb the geo-political, financial and cultural impacts of workforce displacement, which could potentially impact any job, in any sector. We also believe that public and private sector organizations have not had the time to prepare for the speed of this change or are in denial about the significance of its influence. Therefore, some elements of society have pushed back on this transformation due to fear, which we are beginning to see expressed in the rise of protectionist views, rather than understanding the benefits to society of the change.
52. In order to accelerate the adaptation process, we believe it is critical to leverage the power of Education to support the global workforce to make the necessary transitions and take best advantage of the opportunities afforded by the Digital Age.
53. **Adaptation of Workforce** We believe that Digital Transformation will create a skills gap by lack of digital skills and a lack of knowledge depth because knowledge will be ‘googled’ superficially, which is going to make traditional hierarchical workplace structures obsolete. We think companies need to adopt new, agile ways of working, which we already see emerging in some businesses today. As new types of jobs are identified, beginning with the reduction, elimination of manual entry level jobs within the workforce, but we believe there are no boundaries to the types of jobs automation and machine learning can and will replace. These new roles will likely be ability focused, utilizing abilities to adapt, analyze data, create and demonstrate emotional intelligence.
54. **Role of Education, Re-education and Repurposing:** We believe that it is imperative that we focus on the Education of the young generation, as well as the re-training and support of the generation of workers that are being left behind through replacement of their roles through Digitization and Automation.
55. We believe the opportunities that exist to transform the way global youth are educated are:
- Outreach to children in lower income communities to ensure access to connected digital devices
 - Private Sector to re-imagine, formalize and scale the “Apprentice” concept. Companies at the leading edge of digital will have the best understanding of the job skills required in the new Digital Economy and should take an active role in education of their future workforce. We believe that this may replace traditional university for some job roles. We also believe a creative review of funding alternatives exists, including paid internships, public sector grants or student paid experiences.

- Public and private sector must work collaboratively together to identify and understand which will be the most in-demand roles in order to create curriculum future workers.
 - Using information identified regarding the jobs of the future, governments should redevelop public school curriculums to focus less on standardized testing and more on creativity, curiosity and adaptability
56. We believe that the opportunities that exist to support workers who have had their job roles replaced during digital transformation are:
- Proactive outreach to employees in roles identified for high possibility of displacement and development of public/private partnerships for retraining
 - Ability to use experience of displaced workers to validate and inform AI/ML processes
 - Encourage employers to create development plans for “at risk” employees focused on teaching agile mindset, reducing fear of failure and education on other potential roles within the organization (such as “reverse mentorships”).
 - Encourage HR organizations to take a more proactive approach to identifying internal candidates with potential to move from “at-risk” roles to more digitally native roles. Benefits of this approach are lower recruiting and on-boarding costs and ability to leverage company knowledge capital and networks in these new digital roles.
57. **Impact on Traditional Models:** As new business models are created we believe that some of the older generations will need to be informed and encouraged as to the benefits of concepts, such as sharing economy or trading personal information/preferences for value. Because these generations have had less exposure to digital experiences, there is a chance of fear, slower adoption or rejection of digital transformation and its consequences.
58. We also believe that fear of globalization and digital transformation prevents non-digital natives from receiving or experiencing the full positive benefits of this change and they are getting left behind. Wider education and marketing campaigns are needed to inform society of the benefits of digitization they may already be receiving and are unaware of, and provide continuing education around the potential opportunities of Digital Innovation and Transformation, and how it can improve sustainable energy, food production, healthcare and education. The benefits of these innovations will also offset some of the challenges created through job losses - for example, how improvements in healthcare will decrease the cost of these services.