

PROSEGUR RESEARCH

# A TWIST ON THE WORLD IN 2023





| A twist on the world in 2023



This is an **interactive document**

# ↘ REBUILDING THE KEYS FOR THE FUTURE

01






# REBUILDING THE KEYS FOR THE FUTURE

Throughout the year 2023, we are witnessing the moment of change or reconstruction taking place at a global scale. As anticipated in the report **The World in 2023**, released by Prosegur Research at the beginning of the year, the equilibrium between the traditional and the innovative is being conditioned by the impact of disruptive events that often exhibit hybrid characteristics.

This situation has highlighted the volatility of the system and exacerbated the uncertainty, thus necessitating **a broad and deep focus** on the future while reviewing the underlying premises that serve as our anchors becomes more important than ever; by solely relying on lighthouses, we deprive ourselves to venture the **fascinating bioluminescence** of the living world around us.

Following what Johan Hari said about understanding **The Value of Attention**; it is time to talk less and to look more. As an observation exercise, Prosegur Research sets out the following questions as a prelude to the promising future the world is facing, which to every individual will decide how to confront it.

A photograph of a beach at night. The water is dark, but the waves are illuminated with a bright blue bioluminescence, creating a shimmering path along the shore. In the background, there are palm trees and some outdoor furniture like chairs and tables, suggesting a beachside cafe or lounge area. The sky is dark with some stars visible.

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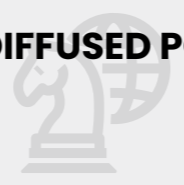


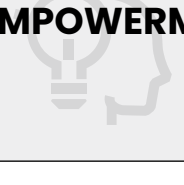


## Elections of the future


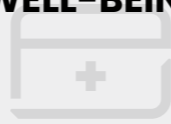

During 2023, electoral processes have been held throughout the world, such as in Greece, Turkey, Benin, and East Timor, among others, which have blurred the boundaries of power. Political fragmentation, legitimacy problems and the rise of non-state actors have configured as the real electoral context of these times.

This situation has transcended beyond the political sphere, increasing social polarization in an environment of **mounting economic pressure** in which the individual is assuming a more prominent role. In this regard, it is compelling to observe how power is granting escalating importance to the individual to the detriment of the traditional power structures, represented by nation-states.

This has generated a debate on the formation of a new world order, although a new global power structure is foreseen in which cultural and identity issues are gaining ground over traditional conceptions. However, this tendency to foster collective identities based on cultural foundations poses a challenge that intellectuals such as **Kodjo-Grandvaux** are already warning about, pointing out the risk of excessive isolation that is being carried out from Western-centric or Pan-Africanist currents, for example, to the detriment of a multicultural and heterogenous thinking.

	2023 TRENDS	EVOLUTION
 <p><b>DIFFUSED POWER</b></p>	<ul style="list-style-type: none"> <li>• Increase in volatility</li> <li>• Global geopolitical competitions</li> <li>• Blurring of the power boundary</li> <li>• Power competition over the supply chain</li> </ul>	<p>Disinformation in the digital realm and in the media is undermining trust in institutions and governments, as noted by the <b>Edelman Trust Barometer</b>. In this regard, the latest <b>Digital News Report</b> indicates an extensive escalation in concern over the ability to discern truth from falsehoods, especially after the rise of deepfakes and generative artificial intelligence, being a cross-cutting issue in all regions of the planet.</p>
 <p><b>SOCIAL POLARIZATION</b></p>	<ul style="list-style-type: none"> <li>• Hatred in the core</li> <li>• "Permacrisis"</li> <li>• Populism and distrust</li> </ul>	<p>Violent extremism and social fragmentation have worsened in different countries coinciding with the celebration of electoral processes and exacerbated by identity and cultural issues that are gradually garnering prominence and importance in societies. Examples of this are the protests in France and Senegal, or the increase in hate crimes reported by <b>TE-SAT</b> associated with the ideological extremisms.</p>
 <p><b>STAKEHOLDER ECONOMY</b></p>	<ul style="list-style-type: none"> <li>• Recession</li> <li>• Reconfiguration of the energy market</li> <li>• Bioeconomy</li> </ul>	<p>Some events that have occurred in recent years, such as the COVID-19 pandemic or the Ukrainian conflict, are reshaping the global economic market causing notable impact across some sectors, particularly the energy sector, while the <b>International Monetary Fund</b> (IMF) maintains its latest economic projections, expecting inflation at around 8.7% for 2022 and 7% for 2023.</p>
 <p><b>INDIVIDUAL EMPOWERMENT</b></p>	<ul style="list-style-type: none"> <li>• Collective clashes and atomization Self-sufficiency</li> <li>• Real vs. invention</li> </ul>	<p><b>Individual empowerment</b> is impacting directly on the new demands that emanate from diverse collectives towards decision-makers in the political and economic sphere throughout the world.</p>

In this context, we must look at other perspectives and reflect on the evolution of the concerns of individuals and organizations.

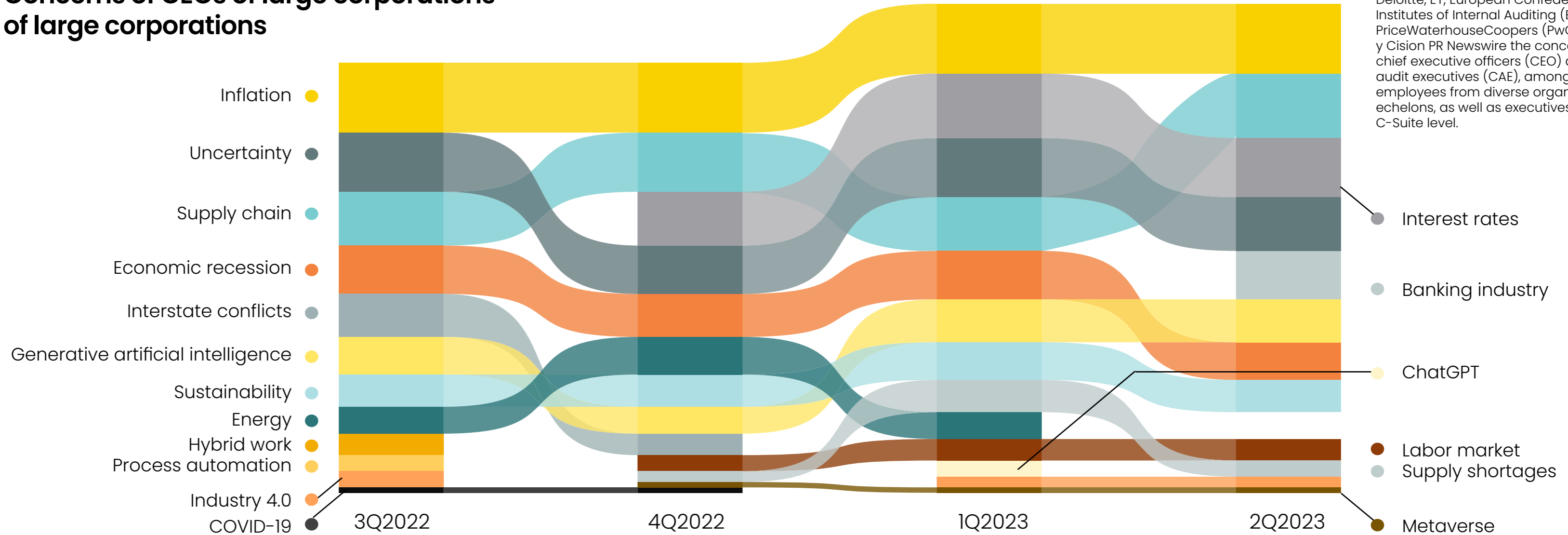
	2023 TRENDS	EVOLUTION
 <p><b>TECHNOLOGICAL CONVERGENCE</b></p>	<ul style="list-style-type: none"> <li>• Big tech transformations</li> <li>• Artificial intelligence</li> <li>• Digital training takeoff</li> <li>• The relevance of data</li> <li>• Human involvement in cyber threats</li> </ul>	<p>Cybercrime maintains a trend of relentless increase, with significant statistics of computer scams in many countries around the world. According to <b>Cybersecurity Ventures and Forbes</b>, the cost of cybercrime could increase in the coming years to more than ten trillion dollars worldwide by 2025, becoming a crucial challenge for the business continuity of organizations and the preservation of power and stability for nation-states.</p>
 <p><b>HEALTH AND WELL-BEING</b></p>	<ul style="list-style-type: none"> <li>• Technologization of healthcare</li> <li>• Rise in medication consumption</li> <li>• Wellness fatigue</li> </ul>	<p>Health and wellness have acquired great relevance, bursting into a multitude of spheres, including domains such as the professional and recreational ones. This circumstance has prompted various governments and corporations to alter their agendas, for example, prioritizing mental health or rest over traditional demands.</p>
 <p><b>ENVIRONMENT AND SUSTAINABILITY</b></p>	<ul style="list-style-type: none"> <li>• Blossoming of sustainability</li> <li>• Nutrition and well-being</li> <li>• Urban reconfiguration</li> </ul>	<p>The environment's relevance is consistently highlighted, prioritizing it over other debates such as <b>food insecurity, which is estimated to have increased</b>, or the productive transformation that future companies will foreseeably face.</p> <p>Furthermore, both demography, with its profound influence on urban reconfiguration, and sustainability are elevated to megatrends given their foreseeable impact on the world in the coming decades.</p>

It would seem to be an ambitious goal to look at trends in trends themselves and to understand the evolution of complex phenomena, which would be difficult to achieve without a systemic perspective that allows **the broadening of the view to include more actors involved.**

Consequently, it becomes of interest to include in the analysis the evolution of the concerns among people and organizations entrusted with the responsibility of making decisions that will change the course of the world.



# Graphic 1 Concerns of CEOs of large corporations of large corporations



**Source:** Prosegur Research 2023, based on the nomenclature of IOT Analytics, from reports of McKinsey, KPMG, Gartner, Deloitte, EY, European Confederation of Institutes of Internal Auditing (ECIIA), AXA, PriceWaterhouseCoopers (PwC), Forbes y Cision PR Newswire the concerns of chief executive officers (CEO) and chief audit executives (CAE), among other employees from diverse organizational echelons, as well as executives at the C-Suite level.

This graph shows the role of variables related to **geoeconomics** as the main concern of CEOs in recent periods, when the economy has been strongly conditioned by changes emanating from the realm of **geopolitics**. Likewise, new technologies, led by the

proliferation of **generative artificial intelligence**, which is been experiencing a growing interest, despite not reaching the highest levels of concern. As for its involvement, **sustainability**, one of the variables that generates the greatest added value for companies given the current

context, remains constant between the different periods, highlighting the change in **business culture** with respect to the role of environmentalism in business activity.

The **comprehensive examination of the analyzed trends** results in diverse conclusions.

Firstly, and with a transcendental role, we are seeing how **technological development** is hatching: after decades of research, generative artificial intelligence together with the irruption of other technological hypes, such as the metaverse or quantum computing, their presence is progressively extending across multiple sectors in the

business sphere, facilitating the familiarization of individuals with new technologies.

For their part, **health and the environment have become blurred**, uniting people, organizations, and settings. Sustainability has acquired great relevance in the field of well-being: it is becoming less comprehensible to enjoy good health in a weak ecosystem that does not integrate **individual and collective requirements** in environmental matters and that does not ensure the adequate safety parameters.

In conclusion, beyond the analysis of infinite variables in today's complex and dynamic environments, it is critical to **seek simplicity**.

Furthermore, to respond to the different approaches to the reconstruction of the world, applying Ockham's razor<sup>1</sup>, Prosegur Research has revised the 7 keys to the future proposed in previous reports and transformed them into 5.

## Graphic 2 The five keys to the future

Source: Prosegur Research, 2023.



<sup>1</sup> Ockham's razor does not mean falling into reductionism or undervaluing aspects; it is rather an aid to decision-making based on the most efficient option, which is usually the simplest.



# ↘ SYSTEMIC RISK HOTSPOTS

02



# ↘ SYSTEMIC RISK HOTSPOTS

This homage to simplicity includes that, after mapping and monitoring risks, a valuable and useful criticality table is implemented, which **provides value in decision** making without overwhelming with noise from alerts and low-impact warnings.

Therefore, at Prosegur Research we highlight **three systemic risk areas** of particular importance in the coming months (if not years). The objective is not solely to monitor but also to reflect and especially **anticipate small waves of change** before they snowball into unmanageable tsunamis where decision-making has no effect: the drivers that undermine **social cohesion**, the **new horizons for venturing the world** and **demographics as a reconfigurator** of the future world.

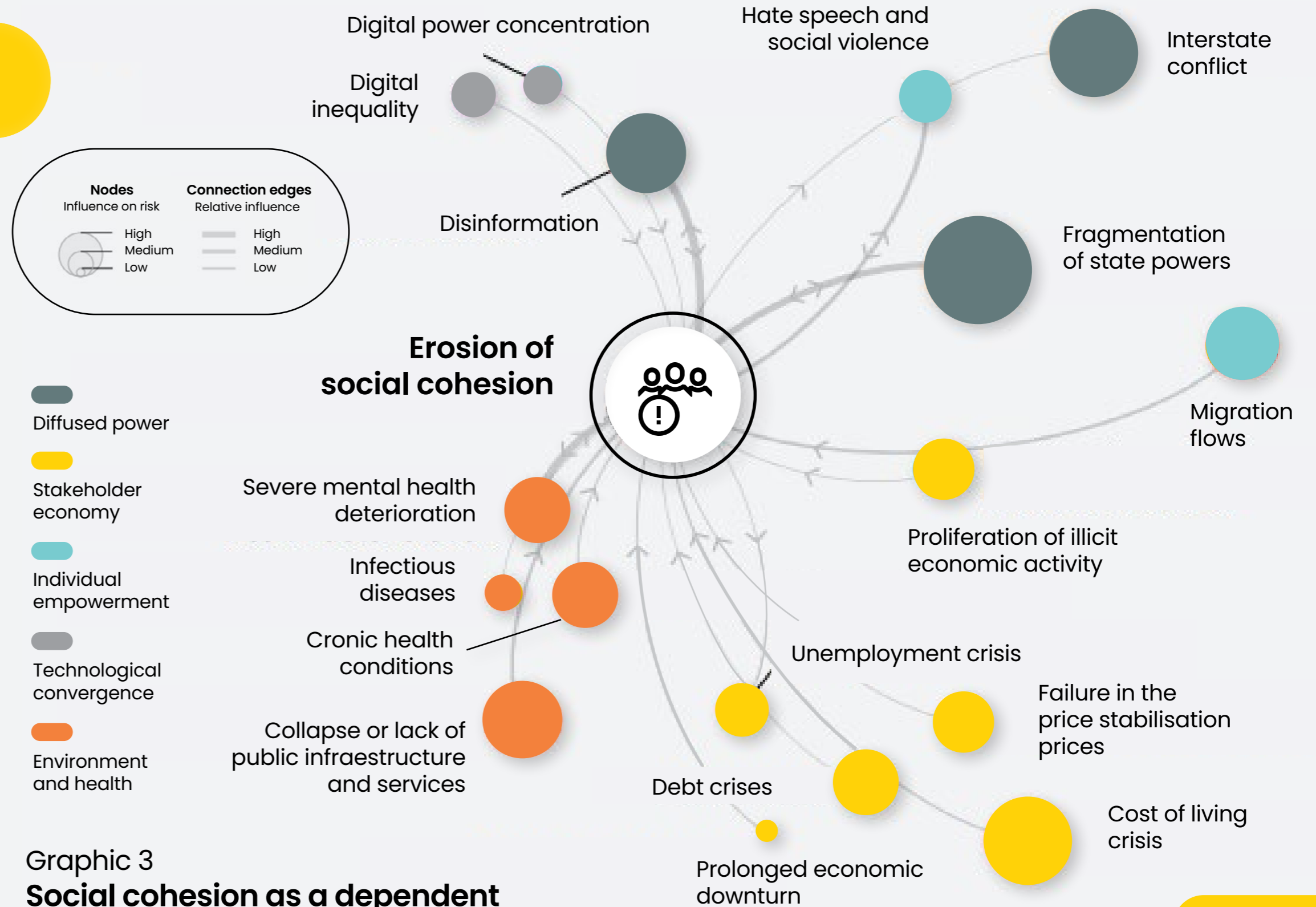


## 2.1 Drivers which erode social cohesion

Social cohesion, understood as the integration between the different social groups that constitute the social structure, with a high degree of inclusion and trust in the different social strata and public institutions. It plays a fundamental role as one of **the key pillars safeguarding the security** of any nation, since the fragmentation of this cohesion can jeopardize the political, economic, and social stability of the system.

The **erosion of social cohesion** is both impacted and shaped by a multitude of economic, political, technological, health, environmental and empowerment variables, which illustrates its **systemic nature**.

Graphic 3 shows the **interaction of a myriad of variables** with social fragmentation, following the proposal of the World Economic Forum (WEF), so that the magnitude of these nodes and the connecting edges are directly related to their impact on social cohesion. Thus, certain facts such as the total fragmentation of the State - the result of coups d'état, for example -, disinformation, the decline of mental health or the crisis in public services have a very significant impact, making social cohesion an eminently dependent variable.



Graphic 3  
**Social cohesion as a dependent element**

Fuente: Prosegur Research, 2023 based on WEF

## 2.2 New areas on land, sea and airspace

Nation-states, individuals, and organizations are increasingly acquiring non-hierarchical power, exacerbating the **diffused power** noted in **previous Prosegur Research reports**.

In this context, **the convergence between the new and the traditional** has acquired great importance in the medium and long-term strategies of the actors acting upon this key to the future. The control and exploitation of traditional elements such as **land, sea and airspace** are incorporating new areas that will hold a crucial position in the geopolitics and geoeconomics of the future. Added to these is the **ether** of the 21st century: **virtual space**.

Technology, from virtual space, acts transversally upon the rest of the areas, facilitating access to areas that until now have been remote and inaccessible and combining the technological race of nation-states, individuals, and organizations with diffused power.

Technology: a driver of change and a tool for exploration



Graphic 4  
Emerging areas on land, sea, and air

Source: Prosegur Research, 2023.

➔  
A  
AIRSPACE:  
**Exploitation  
of Outer Space**

In 1969 the international community regulated outer space exploration through an **International Treaty**. Since then, the use of this domain has been relegated to peaceful purposes, although the acquisition of power around it has been the focus of dispute between the main world powers since the Cold War.

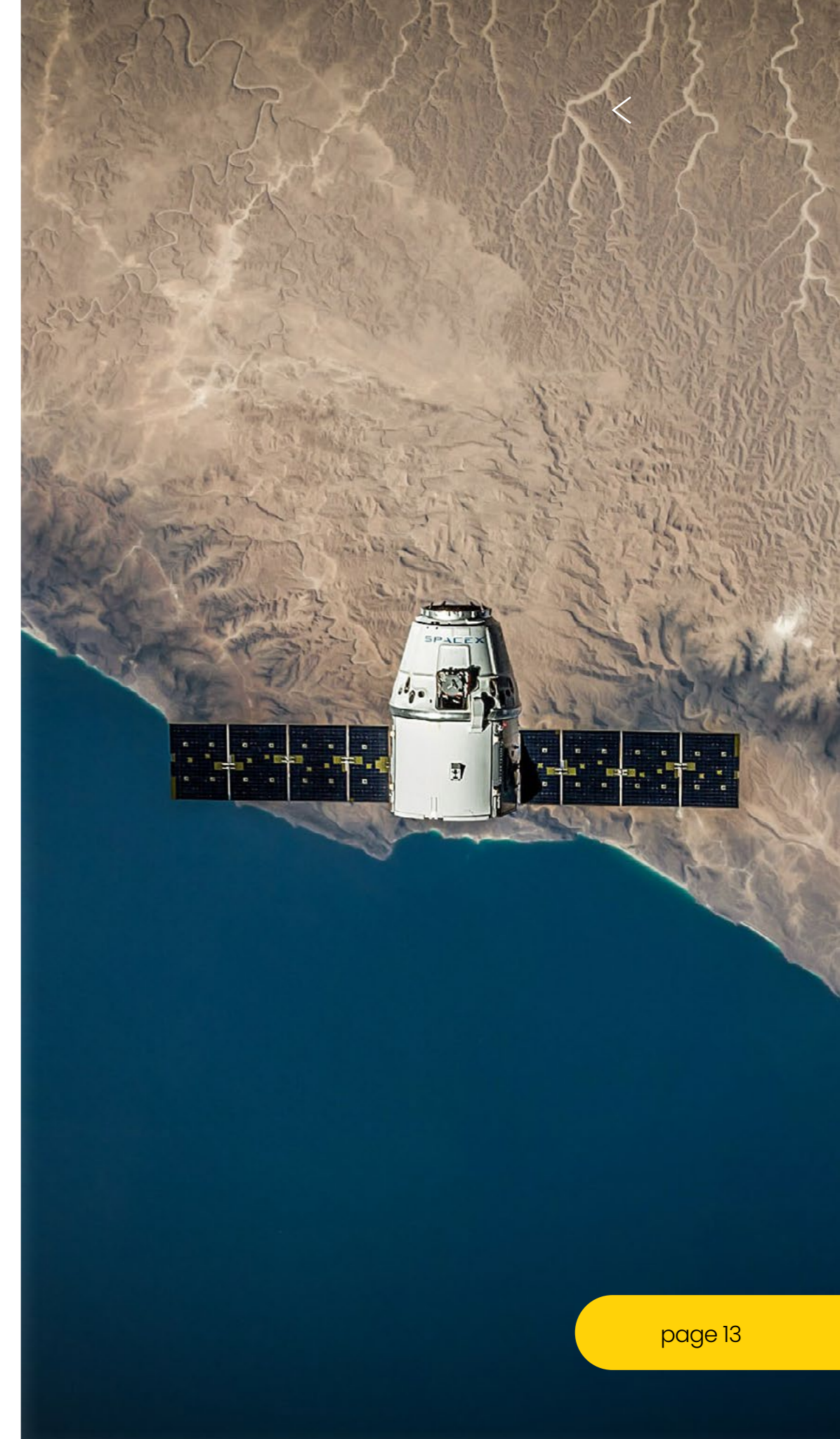
Since 2015, coinciding with the issuance of the Commercial Space Launch Competitiveness Act, promoted by the United States, this struggle for power in space has been joined by private companies and other organizations that through technological advances have discovered a niche in the vastness of the universe.

Likewise, since 2019 armed forces around the world, such as the Spanish one, have integrated the space mission to their air forces highlighting the significance of outer space in the national **interest of many nations-states**.

From the perspective of warfare, the information emitted by military satellites impacts on the development of active conflicts, as for example in Ukraine. These conflicts are utilizing **ultra-terrestrial infrastructures** financed and supported by private individuals and companies, as is the case with Starlink internet connectivity.

Today, connectivity generates a relationship of absolute dependence between the activity carried out by satellites in space and the users who rely on such connection for leisure or economic purposes. Amid the **data era**, the information transmitted and received in outer space generates, for example, different vulnerabilities for nation-states, companies and individuals who require the use of devices in orbit.

Moreover, experts in the field have warned of the direct and indirect effects on governance and sustainability of the existence of **space junk and debris** that remain orbiting in space. In this regard, the United Nations Office for Outer Space Affairs (UNOOSA) has outlined the main risks with respect to space debris, and the European Space Agency (ESA) warns through its **program** of possible disruptions



this may cause to the exploration of new outer space areas, as well as to connectivity and other activities already carried out thanks to satellite devices.

Other outer space challenges are related to **environmental issues** that affect planet Earth and that, in many cases, derive from **space climate**. On the one hand, 50% of the climatic variables considered by global meteorological services require satellite monitoring. On the other hand, extreme solar events, for example, have an impact on the technological field operating from space and generate disruptions in telecommunications, as well as causing extreme radiation which might have repercussions on people's health.

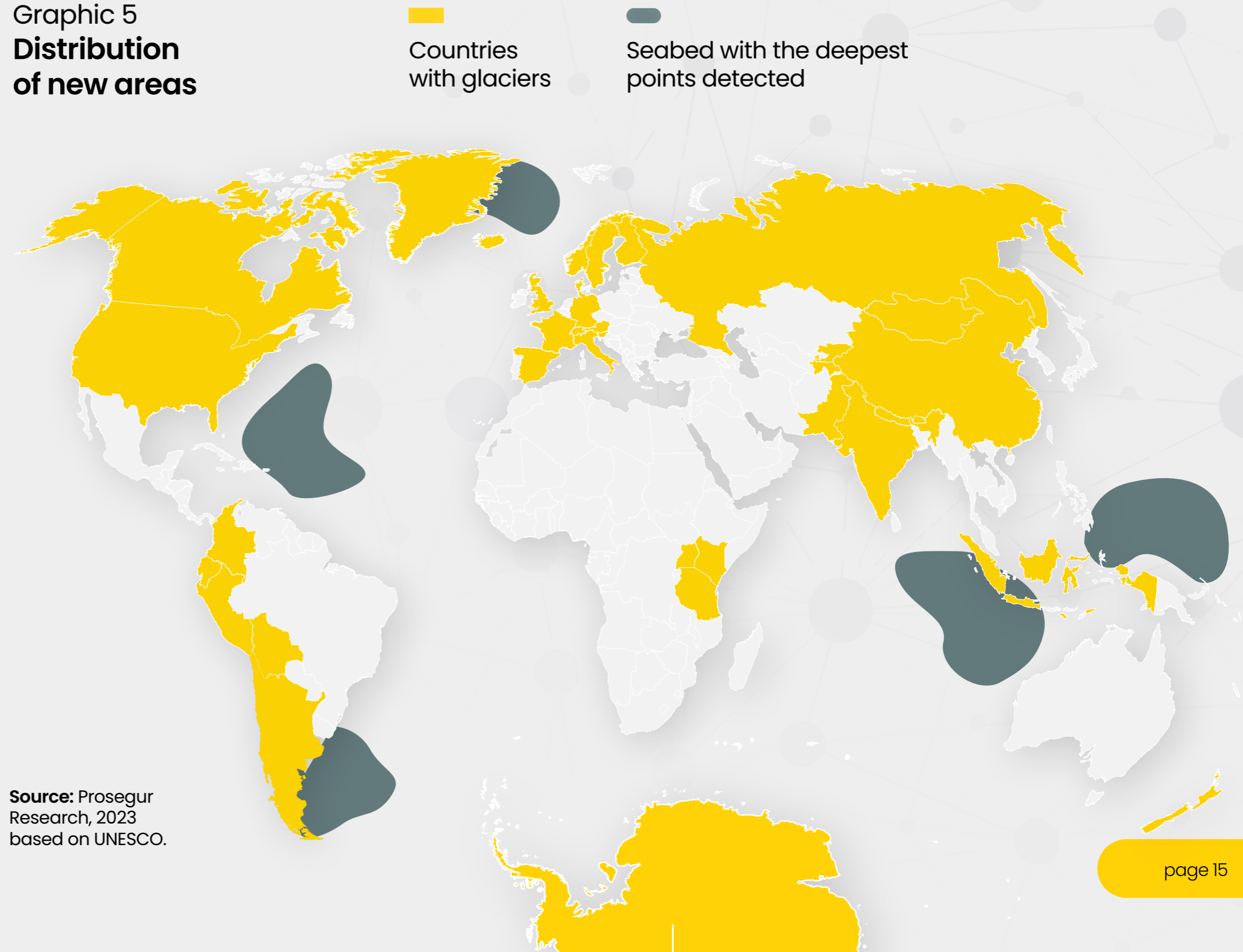


→ SEA:  
B **Conquering the seabed**

Although no official data are available, statistics issued by international oceanographic organizations estimate that although at least **20% of the seabed has been mapped**, with full exploration limited to only 5%.

The seabed is one of the most remote and inaccessible spaces on the planet. However, technological developments are increasingly enabling humans to delve into the abyss of the sea. Currently, The Nippon Foundation, with the support of the United Nations and other organizations, has deployed the **Seabed 2030 project**, which aims to completely map the seabed.

Graphic 5  
**Distribution of new areas**



**Source:** Prosegur Research, 2023 based on UNESCO.



This space represents an area of opportunities for countries and private companies, and therefore it is configured as a focus of research in the coming years and decades, increasingly improving those technological capabilities that enable exploration and increasing companies' investment in the refinement and development of materials designed to meet this need.

One of the objectives of seabed exploration is to allow for the deployment of **infrastructures** that, accompanied by appropriate technology, would facilitate the exploitation of a marine fauna and flora unknown until now, but which is believed to hold an immense reservoir of wealth and resources. In addition, cabling and piping systems that already cross the seabed could achieve higher levels of sophistication in view of the use of this space in its entirety.

As for them, **climatic and environmental issues** that impact the land can be traced back to the seabed. Through geological research of the seabed, the feasibility of predicting tectonic movements and using energy derived from them for other types of human activities could be achieved.

Furthermore, by leveraging the technology developed for the seabed, opportunities arise to enhance traditional practices like maritime trade, fishing, marine agriculture, or mining.





➔ LAND:  
© **The geopolitics  
of the melting ice**

In the last decade there has been a widespread increase of geopolitical discourses framed around the melting of the poles and its impact on the power struggle between the countries located around the Arctic. In this sense, two main topics deserve attention, which are the increase in power that Denmark could exert in the area, as the administrator of Greenland, and the conflicts derived from possible **secessionist attempts in this territory.**

Graphic 6  
**The Arctic Circle in Conflict**

Source: Prosegur  
Research, 2023.

○  
**Arctic Circle**

■  
**Arctic countries**

Russia, the United States, Canada, Denmark, Iceland, Sweden, Norway, and Finland are the countries that have territories in the Arctic region. These countries are members of the Arctic Council, an intergovernmental forum that discusses Arctic issues.

—  
**Countries with territorial disputes**

Denmark, the United States, Canada, Russia, and Norway are the countries that have claimed territories in the Arctic Circle and have active territorial disputes.

■  
**Arctic Council observer States**

China, France, Germany, India, Italy, Japan, Korea, South Korea, Spain, the Netherlands, Poland, Singapore, Switzerland, and the United Kingdom are Arctic Council observer states, given their proximity to the Arctic Council, although they have no territorial claims in the area.



Moreover, **10% of the Earth's surface** corresponds to glaciers which, although mostly located around the poles, also extend to other geographical areas.

Even though the Arctic is the location that dominates the discourse on the power rivalry over global warming, glaciers are configured as a water resource and a natural reserve that will foreseeably be coveted by those who compete for resources. In addition, the foreseeable increase in international relevance and the consequences emanating from Russia's quest for dominance over the Arctic Route within the **global supply chain** and the possible confrontations between the so-called Arctic Five -Canada, the United States, Denmark, Norway, and Russia- for the control of this territory, are also highlighted.

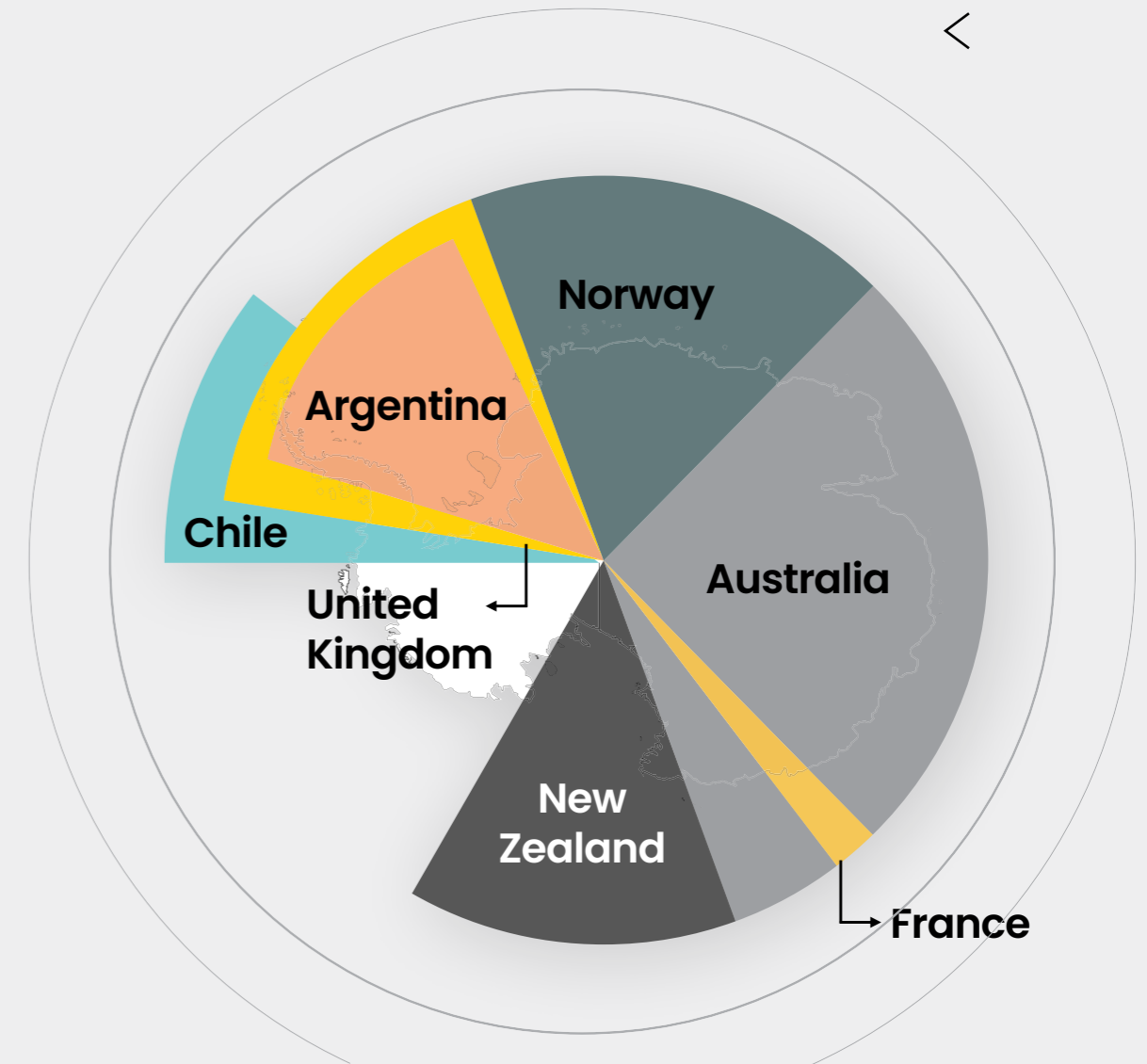
To protect these ecosystems, UNESCO has included numerous glaciers as World Heritage in recent years. Furthermore, countries such as Chile and Argentina, which have dense glacier land areas, are implementing protection laws and safeguarding plans, although in many cases glacial exploitation has preceded such protection.

From a geopolitical and geoeconomic perspective, water derived from the melting of the poles is likely to evolve into a focal point of conflict, as this resource is increasingly in demand, and given the expected rise of lakes and rivers located around the world's glaciers, and the need for **water for technological development**, it is likely that the

## Graphic 7 Territorial claims in Antarctica

The claim-free zone is administered by the countries with territorial claims, plus Belgium, the United States, Japan, South Africa, and Russia, in accordance with the Antarctic Treaty.

**Source:** Prosegur Research, 2023 based on Australian Antarctic Data Centre and BBC.



countries that are home to this resource will become increasingly important internationally and that corporate investment in them will increase.

The thawing of glaciers located in **border areas** could lead to the reactivation of traditional conflicts associated with classic territorial disputes, such as those that occurred in the vicinity of the Himalayas or in Antarctica, as well as generating tensions between countries with no conflicts in this regard, as could occur between Spain and France over Monte Perdido, or between the United States and Canada over the Waterton Peace Glacier.

In addition, this phenomenon, enhanced by global warming, has a direct impact on the **population**, increasing the **displacement** of people who could see how their areas of residence suffer flooding or are negatively affected by the flooding of the water sources already mentioned. Likewise, the proliferation of diseases associated with thawing, which scientists around the world have warned about, is also likely to have an impact on population movements.

## 2.3 Demography as a reshaping the future

The analysis of demographic trends is essential, as it enables the anticipation of certain phenomena that will be gradually integrated into society in the foreseeable future.

Although world population growth has been potential throughout the world, **demographic evolution is heterogeneous** and brings diverse opportunities and challenges upon each geographic area.

According to forecasts made by **international organizations**, demographics will undergo fluctuations that will most likely alter the current global order:



## A | Demographic geopolitics

Demographic geopolitics is configured as a key element for the hegemonic power of international actors. In this sense, a very direct relationship is established between demographic influence on power and the capacity to influence exercised by **identity and culture**, mentioned below.

The support of the population is essential for the maintenance of power structures. In this sense, political agendas around the world are increasingly aligning with social demands, establishing a direct influence between population and power.

At the global level, despite the different velocity at which trends impact throughout the world, the **rise of demands related to welfare, health, and security**, which in Western societies are becoming nation-state needs while in other parts of the world those political and social demands are progressively gaining ascendancy.

Likewise, social demands are directly related to demographic trends. As an example, there is speculation about the exponential demographic growth of countries such as Nigeria, although the incorporation of



women into higher education and the labor market may slow down the current trend of 5.31 children per woman, decelerating the projected population growth in societies undergoing Western behavioral assimilation. To limit this, it is possible that public

policies aimed at halting this trend get implemented, in the same way that policies associated with increasing the birth rate could be encouraged in aging societies.

## B | Urban reconfiguration

Inhabited environments acquire a configuration directly related to the needs of the population residing in them. In this sense, factors such as the **age of the population and population density** have a direct impact on urban planning.

Urban reconfiguration and sustainability evolve in parallel, as evidenced by the COP-27 focus on this issue. The expected aging of the population in some continents, such as Europe and Oceania, is reflected in the need to adapt to the demands of an aging society: from the gradual disappearance of kindergartens in favor of residences for the elderly to the adaptation of sidewalks to the circulation of pedestrians with reduced mobility, as well as the adaptation of the retail sector to the demands of this social group.

In locations where population growth is gradual, such as Asia and Africa, living environments must be adapted to a young population and a densely populated society. Thus, **urban centers** present severe risks of overcrowding and new forms of urban violence, detrimentally affecting the rural environment. In this sense, to address the issue of the over-dimensioning of the cities which are responsible for generating the most employment and welfare opportunities for the population, such as capital cities, co-capitalization strategies are being promoted in various countries.

## C | New consumer demands

Individuals exert influence and pressure on economic and political sectors, modifying strategies and causing disruptions in expected trends.

From the economic perspective, **production and consumption trends** are closely linked to the demographic characteristics of the societies in which they originate and develop. Therefore, drawing lessons from the keys to the future the increasingly influential power of stakeholders in the economy of the future can be anticipated.

Despite the emergence of new consumer demands, these do not represent a total break with the traditional. On the contrary, several paradoxes continue to exist in the present day. For example, despite the emergence of digital technology and innovations, traditional physical stores are expected to grow more than would be expected amidst the virtual shopping boom.

In general, although they are reported at different speeds and have different impacts around the world, demands such as sustainability, good government practices, social inclusion of various groups and welfare will play a decisive role in shaping future strategies.

## D | Identity and culture

Globalization has increased migratory movements around the world. In this sense, a dichotomy arises regarding the opportunities that arise from the arrival of migrants in aging and densely populated areas, but also the challenges that accompany this phenomenon.

Personal empowerment has been enhanced in recent years by the rise of technology. Consequently, a discernible pattern has emerged, fostering collectivization around identities and cultures, enhancing social atomization, and reinforcing the perception of the world as an “us vs. them”. This conception of society increases the competitive relationships between the different organizations in which individuals are grouped, resulting in **communication gaps and social polarization**.

However, in countries such as the United States, the projected population growth is expected to occur in accordance with the booming birth rates associated with the migrant demographic. In these cases, migration appears as an **opportunity to fill** the labor and development **gaps** left by the absence of young population sectors.

In this sense, convergence between identities and cultures will become indispensable for the continuity of aged societies, as well as for the development of younger ones.

# ↘ A CHALLENGING FUTURE FOR ORGANIZATIONS

03

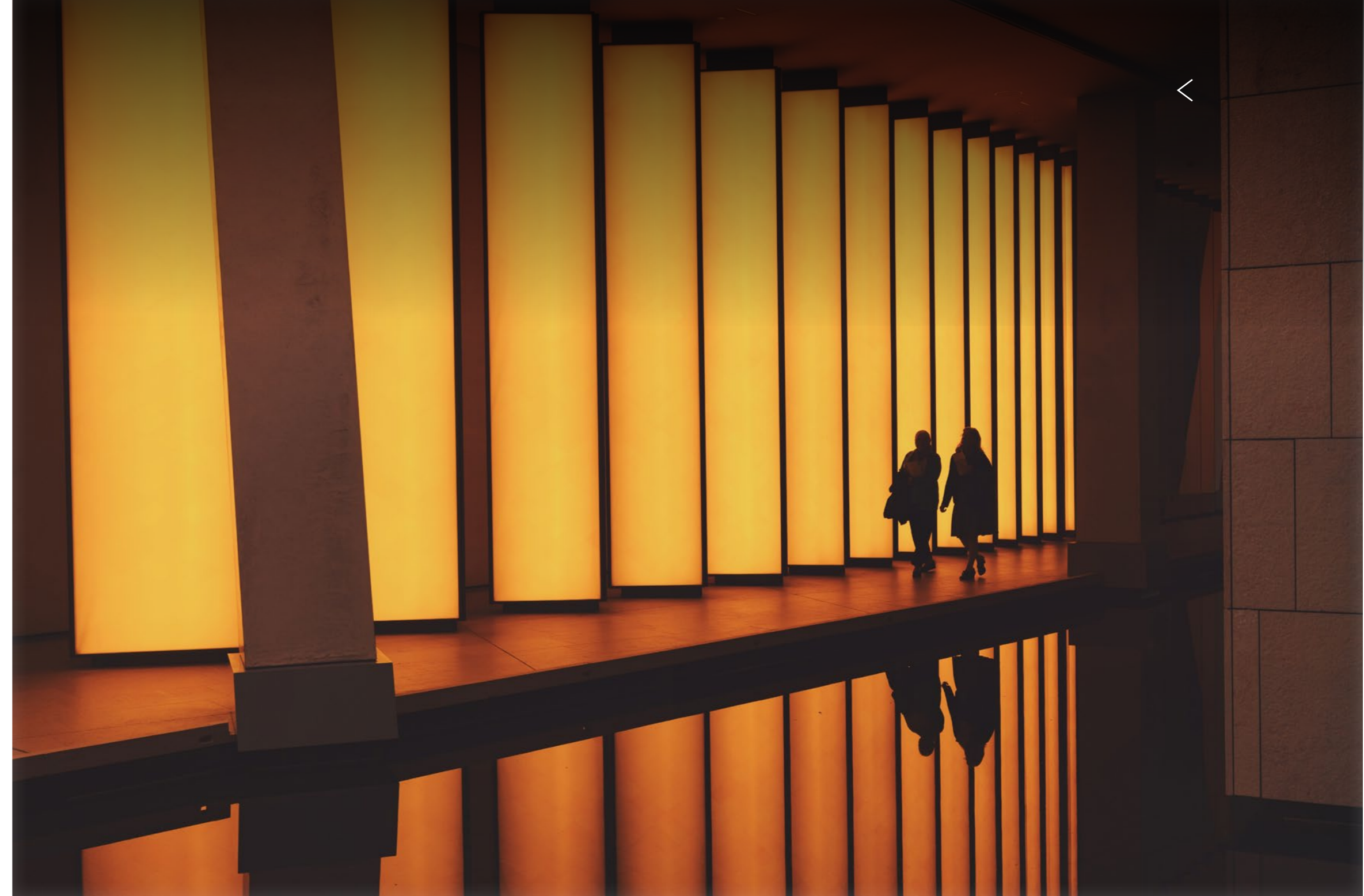


# A CHALLENGING FUTURE FOR ORGANIZATIONS

The disruptive events that shape global changes compel organizations to undergo adaptation. The uncertainty derived from volatile times and the emergence of new technologies, which have accelerated the transformation of business era, underscores the challenges arising from the ongoing reconstruction of the world.

In this context, companies have gained awareness of numerous threats that have compromised their resilience to withstand adversity and adjusting to the challenges presented by the contemporary reconfiguration endeavors of the world.

However, **anticipating** major trends and their impacts bolsters the **antifragility** of organizations, becoming integral participants in the process of changes, **optimizing uncertainty**, and transforming **challenges into opportunities**.



In addition to geopolitical issues and economic events serves as a catalyst, intensifying the volatility of the system. Considering the in-depth analysis conducted by Prosegur Research in recent years, the main challenges

for organizations are **emergence of cutting-edge technologies**, the increase in demands associated with **sustainability, inclusion, and well-being in the workplace**.

## 3.1 Technological emergence

We find ourselves in a fascinating technological moment, in which people and organizations demonstrate a notable **preoccupation** in terms of both threats and opportunities. Correctly identifying the technological challenges, which we will face in the close future will delineate the true capacity for visionary thinking within the design, the implementation, and the use of the most groundbreaking technologies.

### Technologies at stake

As if it were a game, on 2023 we have all consciously experimented with the free and accessible **generative AI**, which provide us with the knowledge to start identifying potential use cases. Something similar is happening with **quantum computing**, although still at a very embryonic level of maturity, the revolution of the impossible is prompting us to **think outside the box** and assess new **risks** and opportunities for a future under construction.



Other novel applications in the technological field that we are seeing in the current year are **robotaxis**, new **superconductors** and **metamaterials**. Also noteworthy is the search for potential applications in sectors such as **luxury** within **virtual reality**, generative artificial intelligence applied to **retail**, **tokenization** of assets in **finance** and biometric systems in the field of **digital identity**. Thus, the **technification of society** has exponentially increased the amount of **data** originating from diverse technological sources, which

has generated challenges pertaining to their storage and processing, as well as debates on the use that can be made of them. As a result, this occurrence has boosted the already emerging trend of the use of the **cloud** in the **industry** sector. All these advancements draw us closer to the ultimate aspiration of technology as a medium: the pursuit of a more promising future.



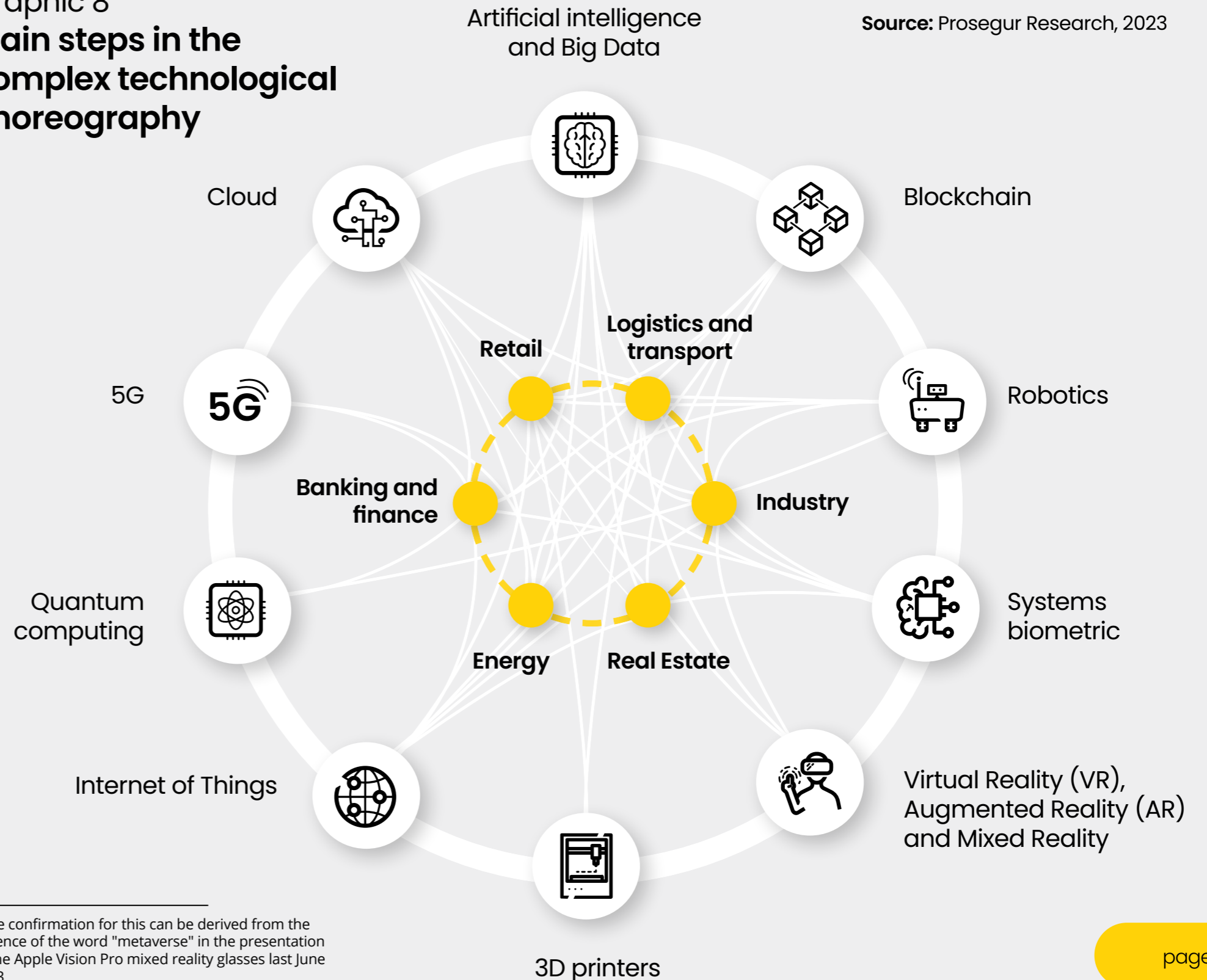
## From coordination to choreography

All these advances, combined with the progression towards 5G and the ongoing testing 6G such as **Enable-6G**, prompts us to **reflect** on the **future of the Internet** towards an industrial metaverse, and although we may not call it that<sup>2</sup>, it appears that there will be a reorientation of these virtual environments **from entertainment purposes to becoming integral tools into people's work and daily routines**. Beyond **technological hypes**, the undeniable reality is that the current stage of maturity positions us in front of the next great challenge for organizations: **technological convergence**.

The increase in Internet speed, greater network capacity and lower latency, as well as the integration of advanced technologies indicate that they will cease to be independent, separate media. Currently they are artificially connected in a coordinated manner, but in the future, they will **converge offering greater interoperability** and stability enhancing their use, which shall ultimately as a **unified whole, the efficiency shall far exceed** the mere aggregation of their separate elements. When we achieve this perfectly synchronized choreography, their potential to provide contributions to the world concerning innovation will be critical: those organizations that orchestrate people and technologies will undoubtedly gain a **significant competitive advantage** due to a significantly greater repertoire in their customizable services, an **empowered workforce with cutting-edge tools** and, above all, a spectacular outlook for the future.

Graphic 8  
Main steps in the complex technological choreography

Source: Prosegur Research, 2023



<sup>2</sup> The confirmation for this can be derived from the absence of the word "metaverse" in the presentation of the Apple Vision Pro mixed reality glasses last June 2023.

## 3.2 Sustainability 3.0

The current period is characterized by social transformation and companies are leading much of it. This does not only refer to economic or financial aspects, but rather focuses on **people, their environment, and their form of organization**. Whereas in the past, social purpose was an added value for companies, today it is their raison d'être, driven by social demands that have sparked profound reflections on the identity of organizations.

An **identifiable progression** can be **distinguished in the impact of sustainability on the business landscape**: on the one hand, since the World Labor Organization spoke of Corporate Social Responsibility (sustainability 1.0), companies have been incorporating into their structure departments specialized in the welfare of their workers. However, the social perception of the companies' activity within this context has led in an increase in the demands from both workers and customers. In this sense, ESG requirements (environmental, social, and corporate governance) have gained importance, which has contributed to the theoretical development of the parameters that companies should adopt in this domain (sustainability 2.0).



Despite the attempts made by corporations to surpass the strategic drawbacks of greenwashing and its derivatives, personal empowerment has increased the demands and requirements for the implementation and compliance to ESG plans within the community (sustainability 3.0). This is the challenge that **companies of the future** must confront: sustainability 3.0 is made up of requirements for environmental care, social inclusion, and labor welfare, in a context where powerful innovation processes can be introduced achieving genuine **results of improvement and sustainable adaptation** to the environment.

have spurred modifications in business practices, with the **glocalization** becoming increasingly relevant.

Globalization has brought the market to a point of no return to which it must now adapt, although in recent years there has been a growing trend towards the intention to relocate companies, boosted by changes in consumer behavior and the vulnerability generated by dependence on third parties, **economic interdependence has decelerated the complete return to the local dynamics.**

Logistics dynamics have evolved, adapting to new requirements: over the past decade, there has been an upsurge in the adoption of the **just-in-case strategy** in stock management. This strategy prioritizes storage compared to the alternative, just-in-time which had prevailed until then in the supply chain<sup>3</sup>.

Another logistics evolution favored by the growth of local demand has been **Last Mile**. This, boosted by the rise of online shopping, has brought the consumer closer to the retail sector and has modified fleet management practices and traditional route planning. However, Last Mile has challenged **local businesses**, directly impacting on the **new urban planning models**, and increasing the debate around **the 15-minute city**.

Amid the current trend of returning to local dynamics, logistics and freight transportation must also adapt to the sustainability requirements that are witnessing a significant increase. Consequently, it is considered that

<sup>3</sup> However, although large companies have recently adopted this strategy, the just-in-case model is widely opposed by environmentalists for promoting overproduction and, according to them, contributing to pollution, areas that are already being addressed.



## Sustainability as a glocal vehicle

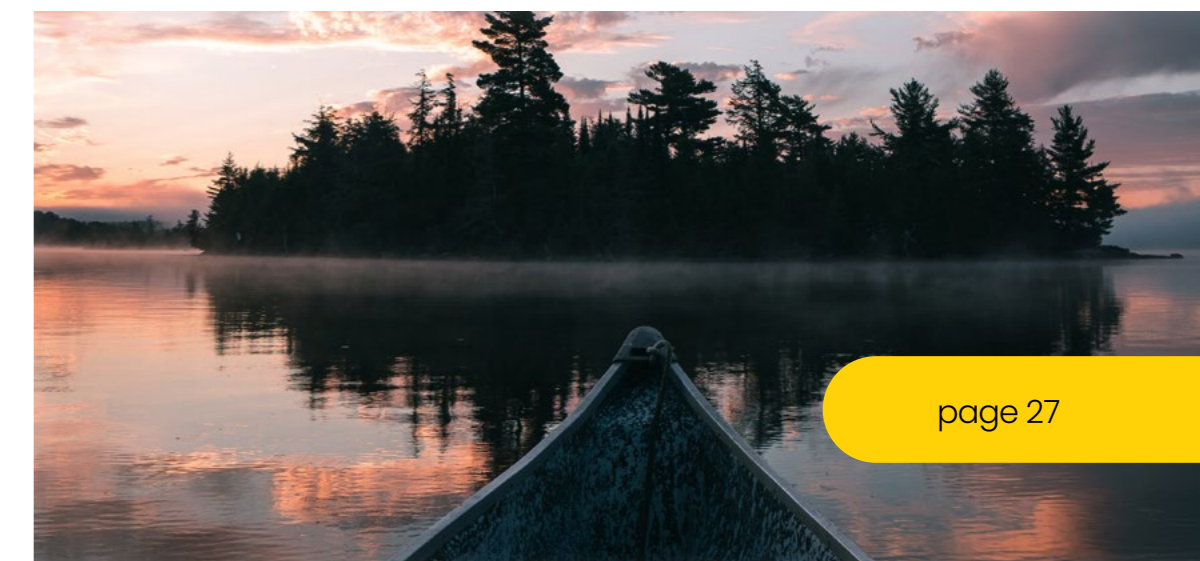
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As a result, the transportation sector has had to adapt to the demands stemming from glocalization, and **multimodal transportation** becoming more important than intermodal or unimodal transportation. One of the most extensive corridors in this modality is **the North-South corridor linking India with Russia**, which has several branches that facilitate the interconnection of the western part of the Asian continent.

To optimize logistics processes and maintain the requirements of sustainability in the supply chain, it is very highly probable that investments in this mode will increase, despite the costs it entails. By way of **example**, by early 2024, the sea-rail connection between Spain and Italy will be operational, operated by two private companies from these countries.

Despite this, the return to local dynamics is gaining momentum. According to **specialized consulting firms**, in the coming years multinational companies will have to adapt their offer to local demands. In addition to the market diversification within businesses and the competition for **share of wallet** (SOW), logistics and freight forwarding must also adapt to the local market.

In recent decades, market globalization has enabled the internationalization of companies and resources. However, the rise of political and social debates on sustainability and the proliferation of laws in this area





**transport in the future** will be strongly aligned with energy efficiency plans promoted by political, social, and economic environments from the logistics perspective, the use of **electronics** for delivery vehicles has already taken up a large percentage of the fleets that large companies are renewing.

However, the convergence of new technologies and means of transport aimed at optimization and sustainability brings with it several **challenges associated with the safety of the sector**. For example, according to the **European Union Cybersecurity Agency**, the transport sector is heavily threatened by ransomware attacks<sup>4</sup> and data-related threats. Currently, **maritime shipping** is the most affected by such attacks, although it is expected that as other means of transportation join the technological sophistication the threat will become more widespread in the whole sector. In addition, the implementation of technological systems on aging infrastructure increases the cybersecurity risks encountered by the industry.

1

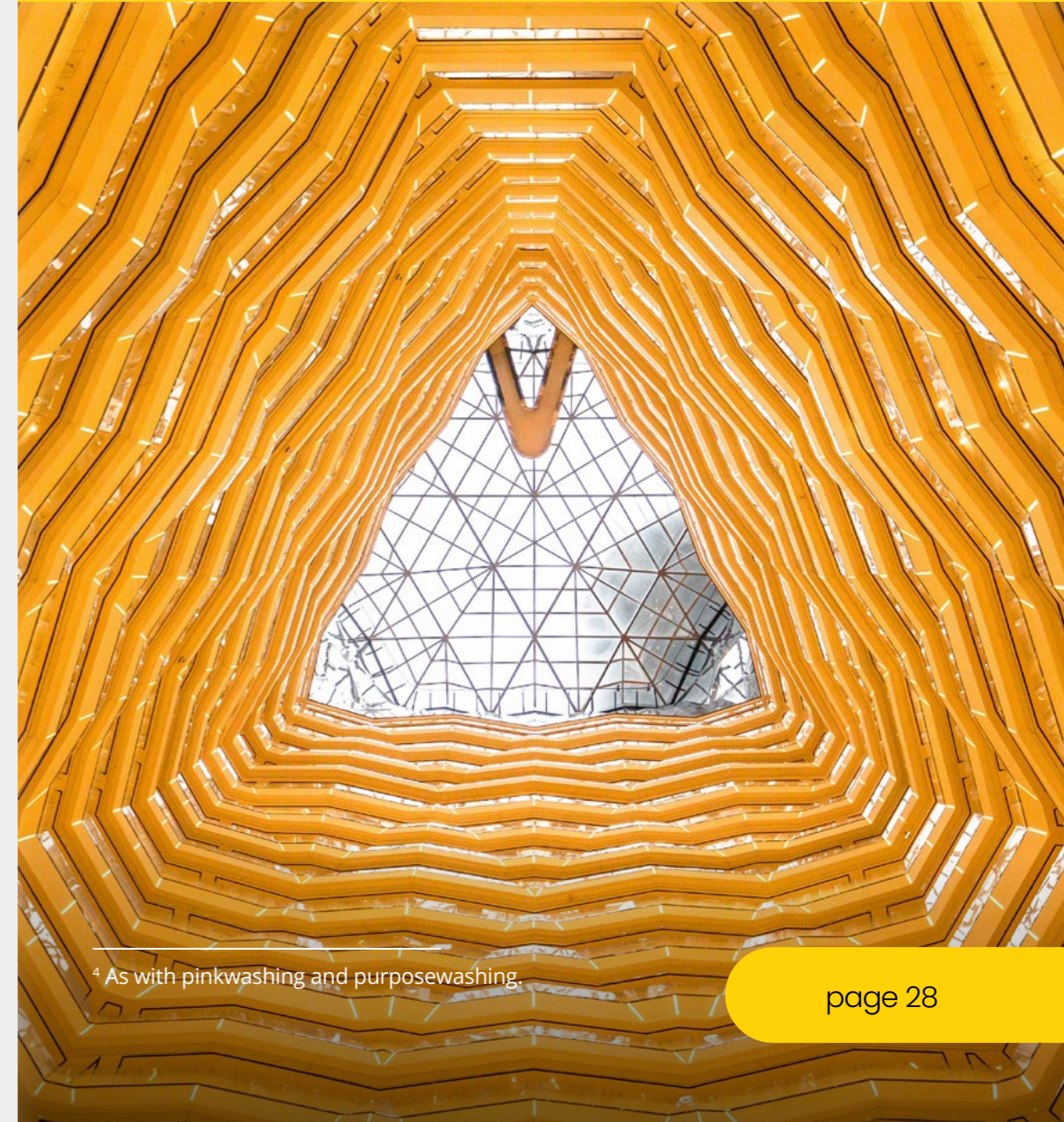
**People as a priority:** taking care of people and companies from a broad and reflective vision of their environment; understanding that **the greatest asset of the company are the employees**, their welfare is a transcendental issue, and their **training and education** are essential to anticipate and mitigate risks from a position of security experts.

**Technologies as a means** of empowering experts through innovation; employing technology to **empower that entire workforce** while freeing employees from stressful or risky tasks. This improves service while fostering the attraction and retention of human talent, while **protecting the environment in which we operate and ensuring its continuation into the future**.

2

3 With the **strategic use of data**, while adding value to the business, we **strengthen compliance** with regulations and improve processes within the company, always with a mindset of responsible change. These **areas of continuous improvement** translate into the expansion of services and the inclusion of new products, and therefore grow as a sustainable company.

At Prosegur we are committed to progressive and exponential improvements, making the most of the convergence of technologies and the talent of people; consequently, this generates an increasingly capable and agile innovation inertia, which allows for a **sustainable ecosystem of growth and continuous improvement** with all stakeholders.



### A model for sustainability

This new way of understanding sustainability requires a genuine model for **organizing its resources, based on a sustainable vision** for a better and safer future; this involves understanding **hybrid security** as an ideal for organizing environmental, social and governance factors from its three axes:

<sup>4</sup> As with pinkwashing and purposewashing.

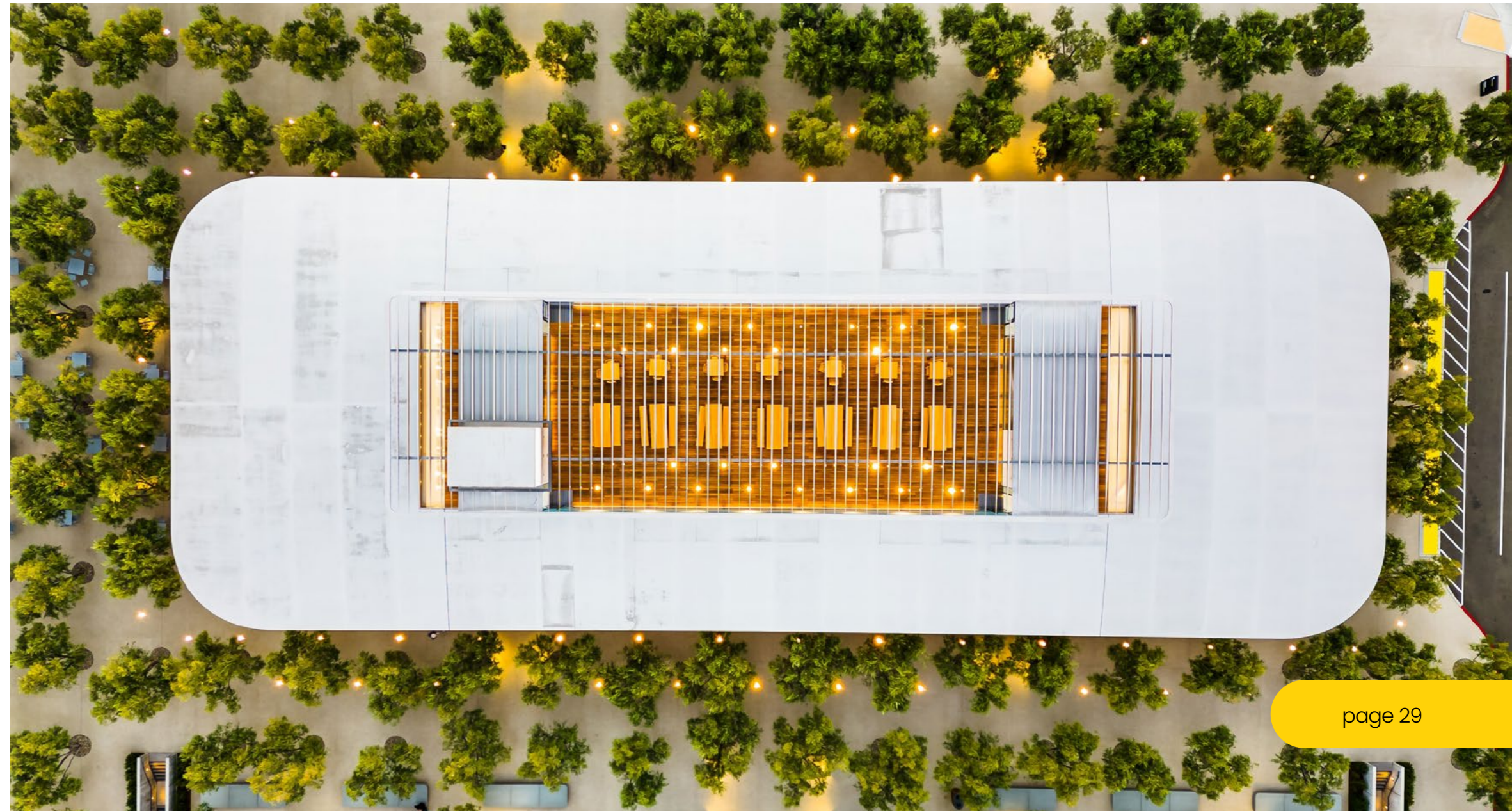
 **Next**  
steps

In this year 2023 our analysis has revealed three pathways of integrating sustainability 3.0, with a distinct emphasis on safety.

- Empowerment of employees and customers, from the **diversity, the training, and the inclusion**, understanding safety by and for people and taking care of their environment.
- Risk reduction through technological innovation aimed at **offering security, trust, and transparency**, which will truly make the world a safer and more sustainable place.
- Anticipating risks through the strategic use of data to **improve the efficiency of resources employed**, thanks to the trust generated by greater compliance and which allows us to expand the environments for improvement and business continuity.

This is where the rationale for existence is clarified: only a company driven by purpose can accomplish **sustainable results**, guided by a clear and well-defined set of objectives. This includes ensuring the safety of organizations and people, the well-being of all employees, increasing the safety culture, and

encouraging the exercise of rights and freedoms of all stakeholders in society. It is not a matter of identifying KPIs following ESG criteria, but rather of **organizing ourselves, perceiving sustainability as an essential part of hybrid security**, aimed at creating a safer world both in the present and the future.





A future vision co-created by the collective efforts of all, it is understood that change is not so much about fighting the old as it does **building the new**; being able to listen to **Rosalía** without ignoring **Bob Dylan** and understanding that opportunity lies in variety at all levels. Moreover, if we want to think ahead and seize opportunities for change, we must remember that without silence there is no music, and that sometimes we must "press the pause button", as **Byung-Chul** explains in his latest book. And continue **fostering reflection from a certain degree of self-reliance and critical evaluation**, as we want our Prosegur Insight&Trends center, Prosegur Research, to be.

However, nothing changes when issues are merely put on the table does not generate momentum for change; it does happen when the essence of people is valued, strengths and opportunities are worked on from all types of organizations. It is understood that, **to promote the collective drive for change**, we must generate spaces of trust, where people can focus on the most important rather than just the urgent.

Finally, and to know where to direct the actions of that drive, it is essential to **start from the legacy towards the purpose**. By thoroughly analyzing our current position, we must move from our identity rooted in our past to comprehend where we are going, because as **Chimamanda Ngozi Adichie** reminded us of last April in her opening remarks at the International Book Fair of Bogotá, "our identities are an integral part of our history".

Let's continue to make history and, in this environment of uncertainty and change, let's direct our endeavors in the upcoming months to transform ourselves, from our diverse, sustainable, and optimistic core, always with a vision of a brighter future.



We guarantee the safety of people,  
companies, and society as a whole.