

# Informativo Gerencial

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**Tracking the Trends 2022**

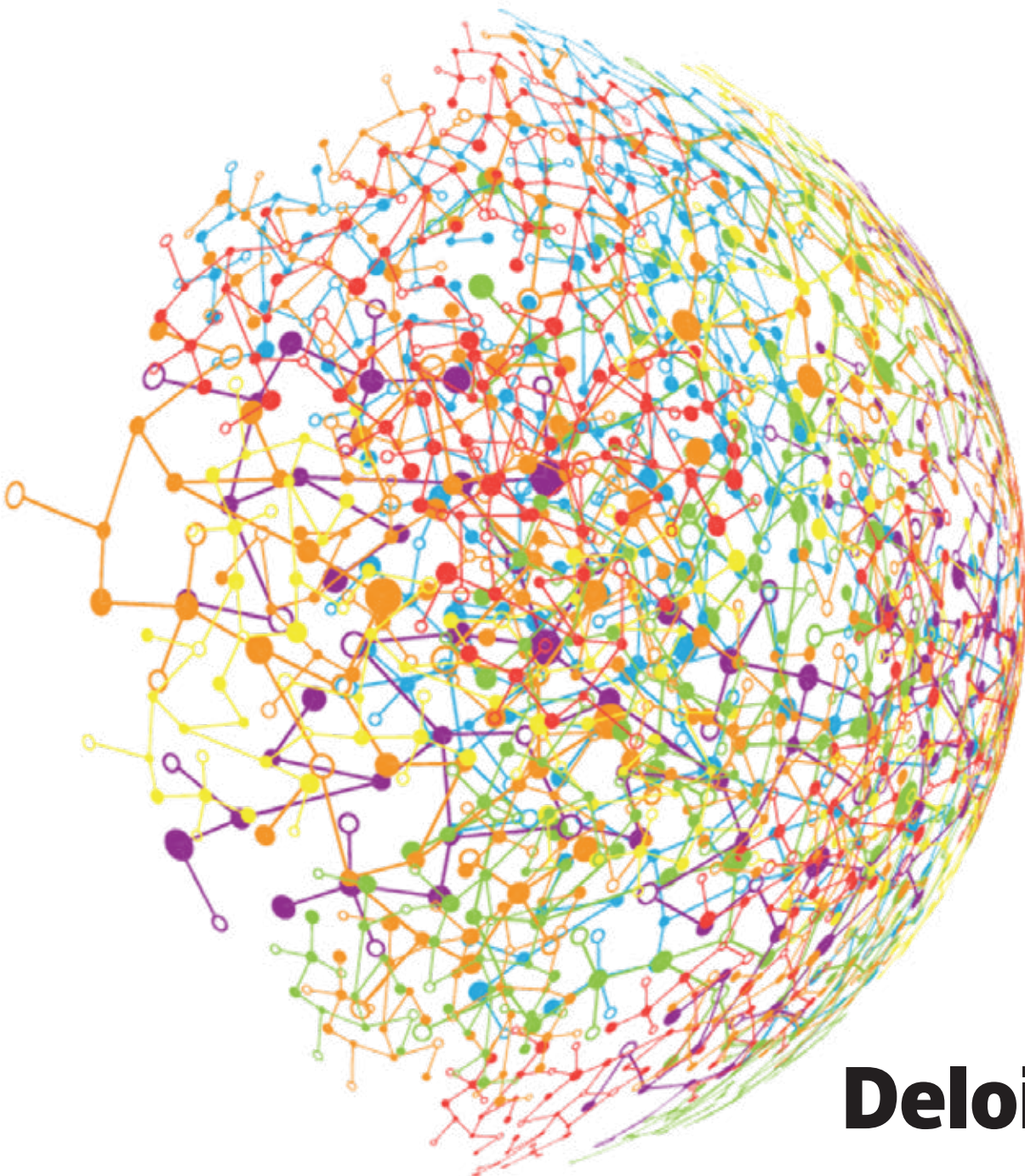
What does the mining industry expect in 2022?

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**2022 Global Automotive Consumer Study**

For over a decade, Deloitte has been exploring automotive consumer trends impacting a rapidly evolving global mobility ecosystem.

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# Tracking the Trends 2022

What awaits the mining industry in 2022? Explore the top 10 trends that will shape the industry in the next 12-18 months.

The next decade will be one of the most exciting and transformative in the mining industry's history. How will mining and metals companies succeed in a low-carbon, low-waste, purpose-driven future?

A convergence of factors has emphasized the need for change. Among them, of course, is the ongoing impact of the COVID-19 pandemic on the world of work, digitization, and the growing need to integrate environmental, social and governance (ESG) commitments with core business functions. But the biggest underlying driver and transformation opportunity lies in the green energy transition.

The 2021 United Nations Climate Change Conference (COP26) held in Glasgow in November, highlighted the mining industry's integral role in supplying the metals and materials critical for a low-carbon future. The way in which mining companies position themselves today in preparation for this change, will determine their

sustainability, and could make or break their competitive advantage over the next decade.

Change on this scale is undoubtedly daunting, which is why Tracking the Trends 2022 has focused on effecting transformation. The following 10 trends provide a toolkit to help mining companies start thinking through, and moving towards, their vision of future success.

In them, our global team of experts share insights and case studies designed to get ideas flowing. We explore how to evolve traditional mining and metals businesses through new business models, capital allocation, agile work practices, and data-driven technologies to create organizations fit for the 21st century; ones that can not only survive but profit from whatever the future might throw at them and leave a positive social impact in their wake.



## Top 10 trends shaping the future of mining

- 1. Aligning capital allocation to ESG**  
Creating an advantage portfolio with an ESG lens
- 2. Reshaping traditional value chains**  
Laying the foundations for a low-carbon future
- 3. Operating in the new super-cycle**  
Navigating the post-COVID regulatory and tax environment
- 4. Embedding ESG into organizations**  
Creating operating models to support ESG commitments
- 5. Envolving mining's world of work**  
Positioning organizations for an increasingly competitive labor market
- 6. Establishing a new paradigm for Indigenous relations**  
Creating partnerships for progress

## 7. Continuing the journey toward innovation-led organizations

Moving to action by embracing the change

## 8. Unlocking value through integrated operations

Using data to drive the long view

## 9. Closing the IT-OT vulnerability gap

The next frontier in cybersecurity

## 10. Preparing operations for climate change

Managing physical risks through digital insights

## Redefining mining

What will successful mining and metals companies look like in a low-carbon, low-waste, purpose-driven future?

The beauty of this question is that there is no definitive answer. While the core objective of the mining industry remains unchanged going forward: to extract and provide metals and minerals to downstream sectors, many of the factors that have influenced how mining companies should look, feel, and act in the past, have shifted in recent years.

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# 2022 Global Automotive Consumer Study

For over a decade, Deloitte has been exploring automotive consumer trends impacting a rapidly evolving global mobility ecosystem.

The Global Automotive Consumer Study informs Deloitte's point of view on the evolution of mobility, smart cities, connectivity, transportation, and other issues surrounding the movement of people and goods.

From September through October 2021, Deloitte surveyed more than 26,000 consumers in 25 countries to explore opinions regarding a variety of critical issues impacting the automotive sector, including the development of advanced technologies. The overall goal of this annual study is to answer important questions that can help companies prioritize and better position their business strategies and investments.

## Willingness to pay for advanced tech remains limited

A majority of consumers are unwilling to pay more for advanced technologies in most global markets as they have been trained to expect new vehicle features as a cost of doing business for brands looking to differentiate themselves from their competitors.

## Interest in EVs driven by lower running costs and better experience

Consumer interest in electrified vehicles (EVs) centers in the perception of lower fuel costs, environmental consciousness, and a better driving experience. However, driving range and lack of available charging infrastructure remain barriers to adoption.





**In-person purchase experience still preferred by many**

Most consumers would still prefer to purchase a vehicle at an authorized dealership. However, a perception of increased convenience and ease of use will likely support continued growth of virtual purchase processes.

**Personal vehicles continue as the preferred mode of transportation**

Shared mobility services like ride-hailing and car sharing have been slow to return to their prepandemic pace of growth as people prefer using personal vehicles to satisfy their transportation requirements.

**Advanced technologies and vehicle connectivity**

Consumer willingness to pay for advanced technologies, including alternative powertrains and vehicle connectivity, is limited in most global markets.

Depending on the market, consumers will share personal data in exchange for less congested and safer routes, and vehicles health reporting/lower maintenance costs.

**Vehicle electrification**

Consumer interest in BEVs is highest in South Korea, China, and Germany while Japanese consumers prefer HEVs. ICE still dominates future intentions in the US.

For the most part, people are drawn to an EV because of an expectation of lower fuel costs, or they are concerned about climate change and want to reduce emissions.

More people in Japan, India, and the US plan to charge their PHEV/BEVs at home, while demand for public charging is high in South Korea and the SEA region.

Among those who plan to charge their PHEV/BEV at home, consumers in India, China, and the SEA region plan to use both regular grid and renewable power.

Consumers not planning to charge a PHEV/BEV at home say they either can't install a charger or the cost of installing a charger is prohibitive.

Potential increases in the price of electricity may sway a significant number of consumers away from a PHEV/BEV purchase in most global markets.

Consumers who said they are not considering an EV as their next vehicle cited range anxiety and a lack of public charging infrastructure as their biggest concerns.

US consumers expect fully charged BEV driving range to be north of 500 miles, while those in China, Japan, and India are content with a range of around 250 miles.

Twice as many consumers in the SEA region see BEVs as having a lower environmental impact than ICE vehicles as compared to South Korea.

**Future vehicle intentions**

COVID-19 has had a relatively higher impact on Indian and SEA consumers. They plan to buy their next vehicle to avoid public transport.

Consumers would most prefer an in-person experience to purchase their next vehicle. Having said that, there is significant potential for virtual sales processes to grow.

In most countries, consumers who plan to purchase virtually would prefer to buy from dealers (except Japan, where consumers would buy direct from the OEM).

Convenience coupled with ease of use and speed are the main reasons for consumers to consider a virtual process for acquiring their next vehicle.

**Mobility services**

Personal vehicles are the preferred mobility choice across markets, particularly in the US. Public transport is the second most preferred mode in South Korea and Japan.

The idea of a vehicle subscription service is significantly more interesting to consumers in China and India as compared to other major global auto markets.

Consumers would most prefer a subscription service that focuses on convenience, flexibility, and availability of vehicles. ●

**About the study**

The 2022 study includes more than 26,000 consumer responses from 25 countries around the world.

**Study methodology**

The study is fielded using an online panel methodology where consumers of driving age are invited to complete the questionnaire (translated into local languages) via email.

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A perception of increased convenience and ease of use will likely support continued growth of virtual purchase processes.

# 2022 Global Health Care Outlook

Are we finally seeing the long-promised transformation?



Is the long-awaited seismic shift in health care finally here? A collision of forces - a global pandemic of historic proportions; exponential consumers; and a movement from disease care to prevention and well-being - proving to be the catalyst for the clinical, financial, and operational transformation that health care has long promised to the world.

2022 marks the second full year of the COVID-19 pandemic, and it continues to dominate health systems' attention and resources:

- Global COVID-19 cases have climbed above 270.9 million as of December 14, 2021, and the death toll has exceeded 5.31 million.
- Low vaccination rates have hampered many countries' ability to contain the pandemic.
- Recognizing the interconnectedness of our global populations, The World Health Organization (WHO) and other aid groups have appealed to leaders of the world's 20 biggest economies to fund a \$23.4 billion plan to bring COVID-19 vaccines, tests, and drugs to poorer countries in the next 12 months.
- Health care workers are experiencing incredible emotional, physical, and professional stress from responding to COVID-19.
- The pandemic has also decreased access to and consumer demand for non-COVID-19-related medical care.

Despite COVID-19's many devastating impacts, it does present the health care sector with a powerful opportunity to accelerate innovation and reinvent itself. As we have been envisioning the Future of Health and what the ecosystem may look like in 2040, we had anticipated many changes that are occurring today. What we hadn't predicted, was that the global pandemic would be the catalyst to kick start and accelerate those changes so quickly.



COVID-19 has accelerated numerous existing and/or emerging health care trends; among them, shifting consumer preferences and behavior, the integration of life sciences and health care, rapidly evolving digital health technologies, new talent and care delivery models, and clinical innovation. As sector stakeholders and the consumers they serve face an unfamiliar world of remote working, virtual doctor visits, and a supply chain marked by shortages of medical supplies, personnel, and services, the sector is transforming to meet the new challenges. This sector is also elevating the human experience of the workforce and reshaping what, how, and where work is performed; swiftly scaling virtual health services for COVID-19 and non-COVID-19 patients alike; and forming new partnerships to produce desperately needed vaccines, and supplies.

Despite continuing challenges on multiple fronts, there is a growing optimism that many nations are now better equipped to manage the impact of COVID-19.

## Analysis

In our Health Care Sector Outlook 2022 study, we analyzed 6 topics that we consider essential to design resilient health systems and, therefore, obtain better results in the care of the population.

- Health equity
- Mental health and wellness
- The future of medical science
- How to reimagine public health
- The environmental, sustainability and governance agenda for the sector
- Digital transformation and health care models

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