

LOOKING
FURTHER
WITH **FORD**



2020 Trends



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Building the Bedrock of Trust

In the eight years that we have published this annual trend book, one theme has been consistent — the role of trust in society. We examined it explicitly in our 2013 inaugural trend report and again in 2017. As we look to 2020, trust remains a dominant theme on the consumer front.

Trust in institutions and brands is declining, and our examination of loneliness suggests that many people feel they lack trusting relationships with peers, too. Without the bedrock of trust, people feel increased anxiety — 65 percent of our respondents globally say they feel overwhelmed by the changes they see taking place in the world.

As people grapple with these feelings, they're wrestling with accountability, too — who they are, how they should behave, and what they expect from peers and brands.

Ford Motor Company is at a pivotal time in our 117-year history. We are taking bold steps forward to serve our customers, communities, and the planet better than ever before. As we move into uncharted territory, we recognize trust is integral if we are to move forward, together.

Enjoy.



Sheryl Connelly
Chief Futurist
Ford Motor Company

ALL ALONE

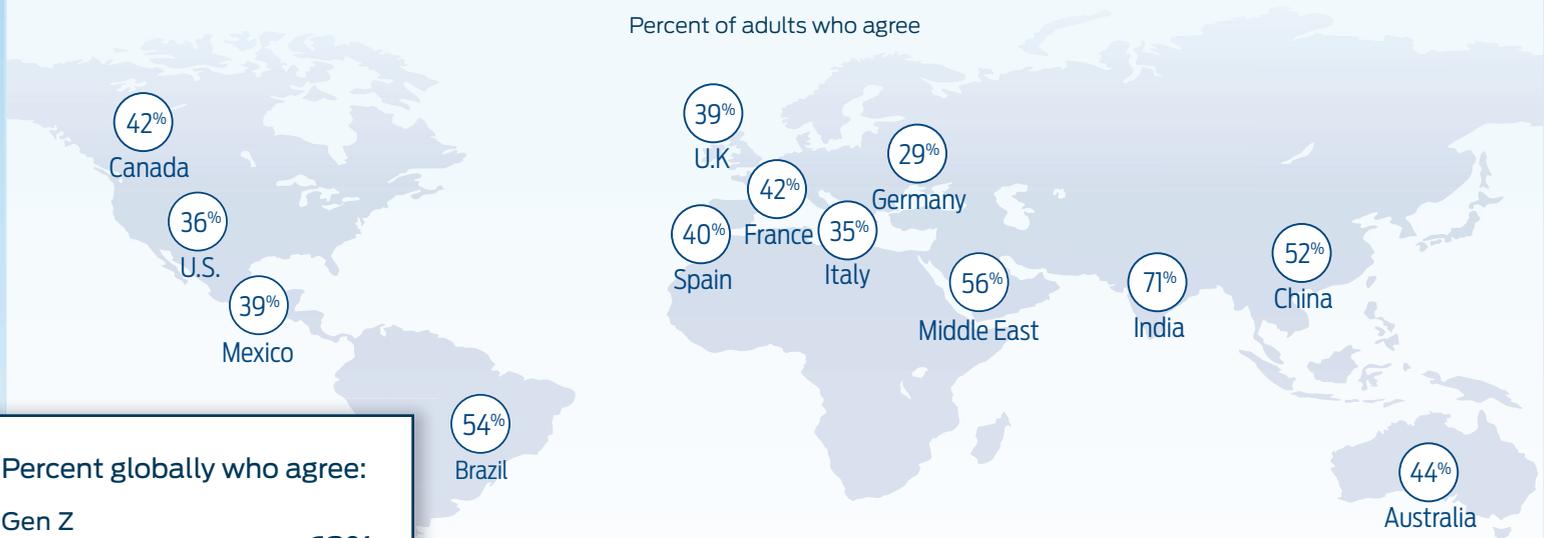
Loneliness has become a global epidemic.

There are lots of theories about why — people are delaying or avoiding marriage, they're more likely to live alone and less inclined to join traditional communities. And, of course, there's the impact of technology on how we socialize and connect. But whatever the root, the reality is that loneliness not only makes us feel bad, it's also bad for our health. The health consequences of loneliness are comparable to obesity or smoking 15 cigarettes per day, according to Vivek Murthy, the former U.S. surgeon general. How, and where, can brands find meaningful ways to help people connect — and combat this growing health crisis of loneliness?

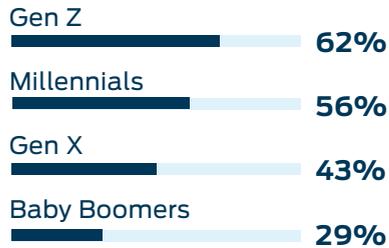


“I feel lonely on a regular basis (at least once a week).”

Percent of adults who agree



Percent globally who agree:

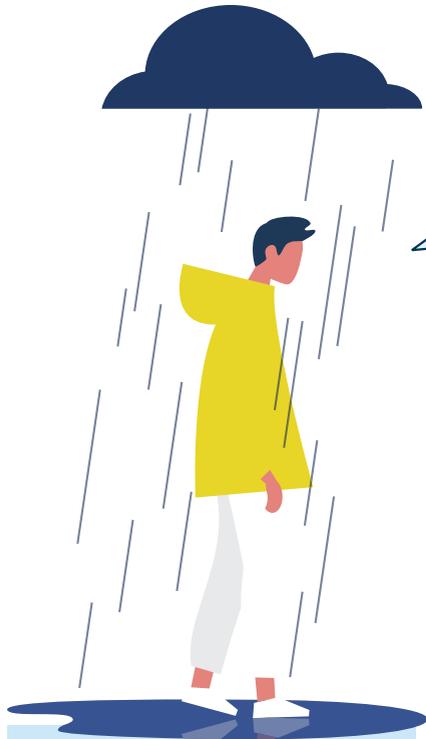


43%

OF GEN Z & MILLENNIALS AGREE

“**Social Media** often
makes me feel lonely.”

According to a study in the American Journal of Preventative Medicine, Americans ages 19 to 32 who spend more than two hours a day on social media are twice as likely to report feeling lonely as people who use it 30 minutes or less.



50%

OF GEN ZERS GLOBALLY AGREE

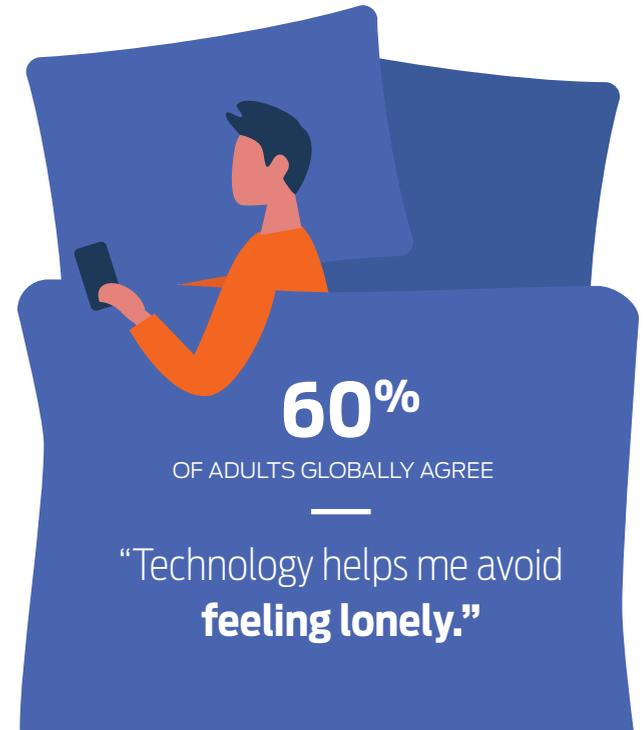
“I often feel lonely when I am around **other people.**”

In Japan, more than half a million people under 40 haven't left their home or interacted with anyone for at least six months. In Tokyo, there's a café that invites solo diners to sit next to human-sized stuffed animals to help them feel less lonely.

More than half of Swedish households are single-person, the highest proportion in the European Union. As a result, there is a growing push for collective housing to bring people together and combat loneliness.

49 percent of Britons over 65 consider the TV or a pet as their main source of company, according to charity organization Age UK. In June, Britain's new minister for loneliness launched a program called “Let's talk loneliness,” encouraging people to talk about their feelings and reach out to others.

The new Beijing-based Torro Loneliness Museum displays more than 1,000 stories of loneliness, with words of encouragement and ways to deal with solitude written on the walls and the stairs.



60%

OF ADULTS GLOBALLY AGREE

“Technology helps me avoid **feeling lonely.**”

ANTIDOTES TO LONELINESS



NATURE

A study by the University of Essex found that 95 percent of participants with poor mental health who volunteered outdoors once a week reported an improvement in their mental health.



SLEEP

A study from the University of California, Berkeley, showed that sleep deprivation makes people feel lonelier. “Without sufficient sleep we become a social turn-off, and loneliness soon kicks in,” said the study’s lead author, Eti Ben Simon.



DANCING

Ballroom dancing has been found to reduce loneliness among the elderly in Brazil — a fun way to provide health benefits and opportunities for socializing.



HUGS

January 21 is National/Global Hugging Day — research shows that hugs reduce heart rate, stress, and the pain of loneliness.

51%

Gen Z

55%

Millennials

44%

Gen X

36%

Baby
Boomers

OF ADULTS GLOBALLY AGREE

“Trying to make new friends feels
harder than dating.”



OUR TAKE

At Ford, we think of the automobile as a gathering place — one of the last strongholds of uninterrupted conversations and bonding. Vehicles bring people together for work, play and companionship — whether they are traveling together, traveling to see one another, or simply finding the time and space to connect with the help of hands-free technology. 52 percent of our respondents say that some of their best conversations take place on road trips or long car rides, and 46 percent say they use their commute time to catch up with friends and family by phone.

GREAT EXPECTATIONS

Even as internet commerce grows, **75 percent** of consumers say they want **more human interaction in the future, not less**, according to PwC, a U.S. consulting firm. Seamless transactions are simply not enough; consumers are hungry for personalized service, meaningful interactions, and a little surprise and delight. As consumer expectations rise, businesses are no longer competing within their category — they're up against the best experience consumers have had anywhere.



“Poor customer service **frustrates me** more today than it did in the past.”

Percent of adults who agree



71%

OF CONSUMERS THINK

A company's employees have a **significant impact** on customer experience...

...yet only **44 percent** believe that employees understand their needs well.



52%

OF ADULTS GLOBALLY AGREE

“I think poor customer service is the norm, rather than the exception.”

36%

OF ADULTS GLOBALLY AGREE

“I no longer get joy from shopping.”

67%

OF ADULTS GLOBALLY AGREE

“I have higher expectations for brands than I did in the past.”



DEFYING CUSTOMER EXPECTATIONS

When a JetBlue passenger tweeted that he couldn't grab his Starbucks coffee before boarding the plane, the airline's customer service team saw it and promptly delivered a Starbucks venti mocha to him in his seat on the plane.

When two employees at a U.S. Dunkin' Donuts noticed that one of their regular customers hadn't been in to the store all week, they went to the elderly person's home — where they found he had fallen days before. They helped him up and got him to the hospital to recover.

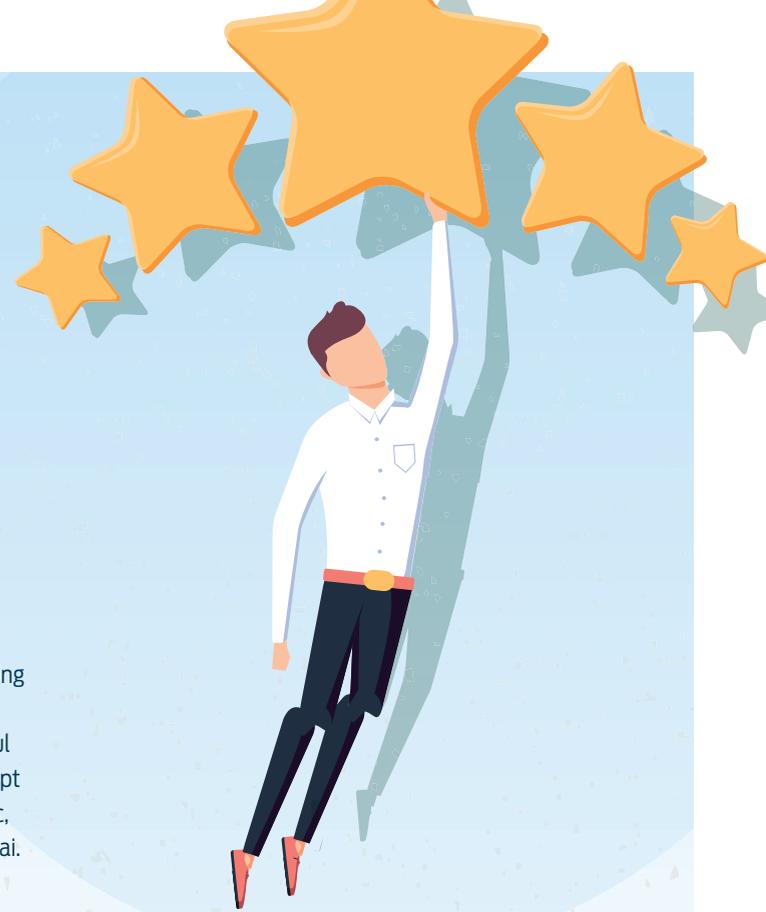
Recognizing the importance of human interaction, some companies are beginning to remove self-checkout kiosks and revert to face-to-face connection at the checkout — including Canadian Tire in Toronto and PCC Community Markets in the U.S.

After a first-class passenger wrote Virgin CEO Richard Branson complaining about a meal he was served on a flight, Branson invited him to personally help revise the airline's in-flight menu.

In Turin, Italy, Ford has launched SmartLab, a new retail concept located in a popular shopping mall where visitors can arrange test drives, explore our vehicles and talk freely with helpful staff — without the pressure to buy. The concept has expanded to other cities, including Quebec, Brussels, Waasland, Oslo, Sydney, and Shanghai.

To resolve critical service issues faster, Ford is leveraging augmented reality technology — including in Latin America, where dealer technicians wear augmented reality glasses to work with remote engineering specialists to tackle diagnostic cases in real time.

Vehicle need maintenance? Ford Transit Vans to the rescue. Currently piloted in the U.K. and select areas in the U.S. and Argentina, this mobile program brings routine service and maintenance straight to customers — wherever they choose.



IDENTITY MATTERS

When it comes to identity, how the world sees us and how we see ourselves don't always align. There is a growing focus on reconciling this disconnect. As such, conversations and language around identity are evolving — understanding that identities are built from both visible attributes and invisible ones, like sexual identity, ancestry, religion and more. As people become more aware of how these constructs are formed, a growing number are creating new avenues for identity and belonging — and looking for brands to follow suit.



27%

OF PEOPLE WHO HAVE USED A MAIL-IN DNA TESTING SERVICE SAY THEY WERE SURPRISED BY WHAT RESULTS INDICATED ABOUT THEIR ANCESTORS' RACIAL OR ETHNIC BACKGROUND.

—

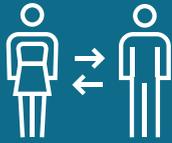
“There was a mandatory census I had to complete in my English class — you had to check one of the boxes to indicate your ethnicity: white, black, Hispanic or Asian. You could only choose one, but that would be to choose one parent over the other — and one half of myself over the other... So, I didn’t tick a box. I left my identity blank — a question mark, an absolute incomplete — much like how I felt.”

— **Meghan Markle**, Duchess of Sussex
and the first mixed-race member of the British royal family

The MIXED REMIXED FESTIVAL in Los Angeles brings people together to celebrate what it means to be mixed-race, multiracial or part of a blended family. The festival also awards the Storyteller’s Prize for artists, scholars, community leaders and activists who celebrate and illuminate the mixed experience in their life’s work.

In 2019, the U.S. Association of National Advertisers created the #SeeALL manifesto to enlist companies to reprioritize multicultural marketing — and see all our preferences and concerns, and all the ways we live, love, and celebrate. Ford is one of many brands to participate in this campaign pledge.





“I use or know someone who **uses a pronoun clarifier** (e.g. adds they/them/their, he/him/his or she/her/hers) in their workplace signature.”

PERCENT GLOBALLY WHO AGREE:



67%

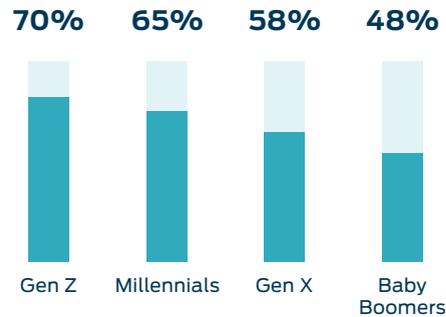
OF ADULTS GLOBALLY SAY

“I understand the concept of **gender fluidity.**”

“We promulgate [the law of gender identity] with a firm belief that we are all born equal in dignity, rights and duties, and deserve to be architects of our lives and live them with freedom. So we move toward a society of human values, love and respect for the diversity.”

— Chilean President **Sebastián Piñera**

“The notion of gender fluidity is making our culture **more empathetic.**”



PERCENT GLOBALLY WHO AGREE

A new program from MasterCard will allow cardholders to swap out birth names that conflict with their gender identity for the name they actually use. In March, United Airlines became the first airline to offer nonbinary gender booking options.

OUR TAKE

As we strive to become the world's most trusted company, we know that great products and services will not be enough to achieve our most ambitious goals. It requires a deep understanding of our customer base. Grouping consumers by traditional marketing segments is a thing of the past — the best marketers today understand the nuanced needs of each individual consumer. Only through understanding, empathy and truth can we build lasting relationships based on trust.

CALL TO STAND

Several global brands have made a point to infuse social issues into their business models — but it's increasingly not a choice. Brands are frequently being called to take a stand on hot-button political, cultural and social issues. The shift in consumer mindset from product-focused to values-focused is putting more brands on the spot to speak up. It's not a spotlight many are always prepared for — but perhaps they should be. Companies need to know where they stand before they are called to stand.



“I have boycotted a brand because their values did not align with my own.”

Percent of adults who agree



40%

OF ADULTS GLOBALLY AGREE

“I have tried to **dissuade my friends and family** from doing business with companies that I don’t like.”



74%

OF ADULTS GLOBALLY SAY

“I think more brands today are trying to **do the right thing.**”

77%

OF ADULTS GLOBALLY SAY

“Consumers are forcing brands to **act more ethically.**”



63%

OF ADULTS GLOBALLY SAY

“**I am more aware** of a brand’s stance on issues of gun control, immigration and issues relating to equality than I was in the past.”

59%

OF ADULTS GLOBALLY SAY

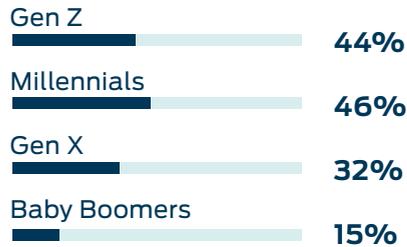
“I care more about **purchase convenience** than I do about brand values.”

COMBATING THE CALL OUT CULTURE

The internet is not known for being gentle or particularly forgiving — it's both loved and loathed as a place for public confrontation, often in the spirit of activism. Known as the callout culture, this confrontation can be well-intentioned, but can often feel like it goes too far.

“I have posted comments online that
I would never say in person.”

PERCENT GLOBALLY WHO AGREE:



70%

OF ADULTS GLOBALLY AGREE

“Social media has become **toxic.**”

79%

OF ADULTS GLOBALLY AGREE

“Public shaming on social media has **gone too far.**”

OUR TAKE

Ford Motor Company Executive Chairman Bill Ford has long maintained that his two great passions are automobiles and the environment. He has spent much of his 40-year career working to reconcile these interests. From the beginning, he has pushed the company to design more fuel-efficient vehicles. Since 2000, Ford has published its sustainability report to track its comprehensive approach to managing issues related to climate change, air quality and conservation. None of this more evident than by Ford Motor Company's continued commitment to the Paris Climate Accord.

BELOW THE SURFACE



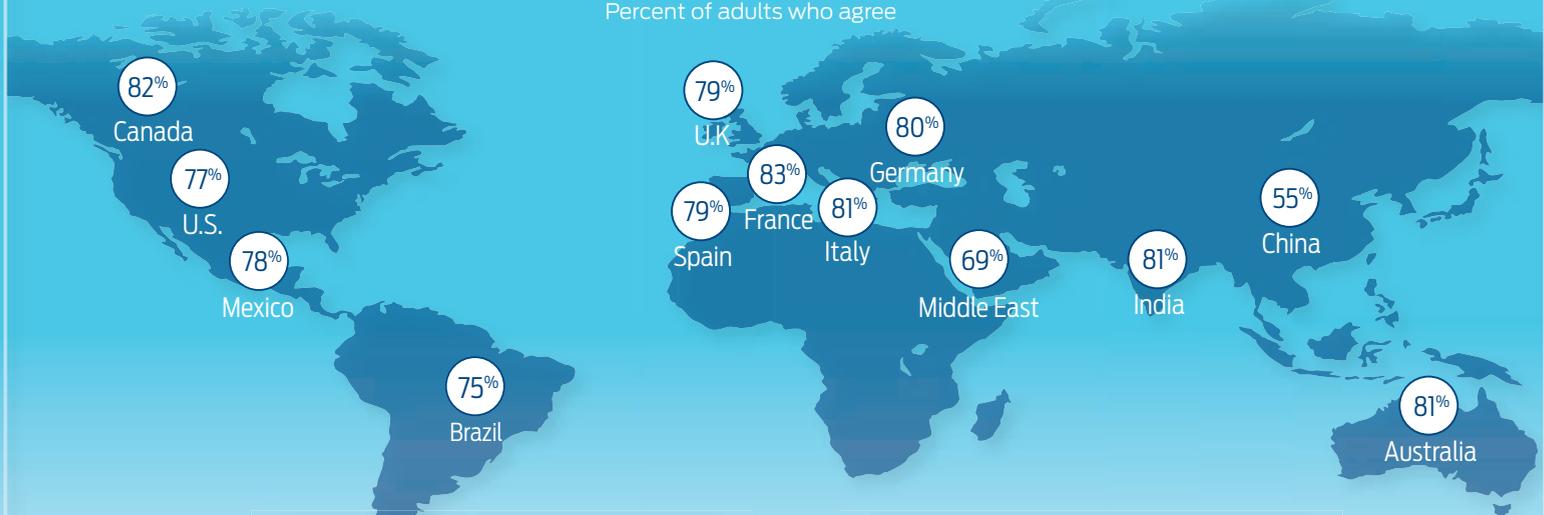
Many details go into building consumer trust.

There are obvious and visible ones — such as the quality of the product or service being sold, the retail experience and, of course, how the customer is serviced.

Yet there's growing interest in the unseen elements. How is the product manufactured? From where are the raw materials sourced? What measures are done to protect the labor force? Consumers want to believe that companies are doing the right thing — but they need to see behind the curtain to believe it.

“In recent years, it has become harder to trust what companies say and do.”

Percent of adults who agree



75%

OF ADULTS GLOBALLY AGREE

“When I buy products, I care about **responsible sourcing of materials.**”

67%

OF ADULTS GLOBALLY AGREE

“Once a brand loses my trust, **there is no getting it back.**”

What attracts you to buy from certain brands over others (beyond price and quality)?

66%

AGREE

—
“The company is transparent — with where it sources its materials, how it treats employees fairly, etc.”

62%

AGREE

—
“The brand has ethical values and demonstrates authenticity in everything it does.”

65%

AGREE

—
“The company treats its employees well.”

52%

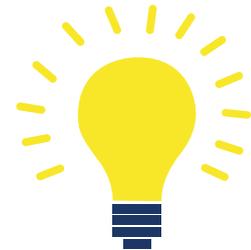
AGREE

—
“The brand stands for something bigger than just the products and services it sells, which aligns with my personal values.”

84%

OF ADULTS GLOBALLY AGREE

—
“If I knew a company was exploiting labor (e.g. forced labor, child labor), **I would stop doing business with them.**”



1999

Ford published its first Corporate Citizenship report, **“Connecting with Society”**

2016

Ford became the first OEM to join the **Responsible Business Alliance**

Ford adopted the **Code of Human Rights/Basic Working Conditions**

2003

Ford conducted its second formal **U.N. human rights** saliency assessment, identifying the areas within Ford’s supply chain in which human rights are most at risk.

2019

According to slaveryfootprint.org, the supply chain enslaves more people than at any other time in our history — and they are likely working for you. The site includes a survey that shows which everyday products involve some form of forced or exploited labor.

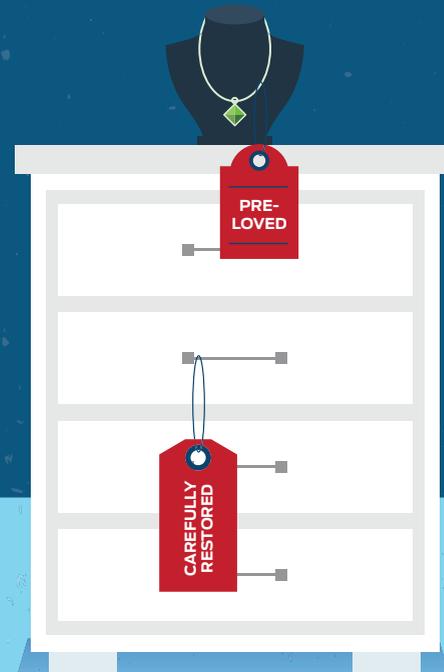
To help educate consumers about the origin of their food, a Slovenian company called OriginTrail has created an app that allows users to scan the product to see the end-to-end supply chain. Today, the OriginTrail ecosystem uses open-source blockchain-based technology to bring data-sharing to global supply chains in multiple sectors.

Dutch chocolate manufacturer Tony’s Chocolonely is pushing the industry “toward 100 percent slave-free chocolate.” The idea came when Dutch journalist Teun van de Keuken investigated the chocolate manufacturing industry and found there wasn’t a single brand that could guarantee no child labor and no exploitation of farmers working well below the absolute poverty line throughout its supply chain.

THE SECOND TIME AROUND

If you think tattered, broken-down or out-of-date when you hear “secondhand goods,” think again.

New upcycle companies around the globe have modernized resale shopping. The so-called re-commerce movement is on the rise for sophisticated and market-savvy shoppers, breathing new life into previously owned fashion pieces, appliances, electronics, household items and other goods — and more and more consumers are opting in.



“There is no stigma to secondhand shopping today.”

Percent of adults who agree



60%

OF ADULTS GLOBALLY AGREE

“I am more open to **buying used goods** than I was five years ago.”

62%

OF ADULTS GLOBALLY AGREE

“If there are good options, I’d rather **buy used than new.**”

53%

OF ADULTS GLOBALLY AGREE

“Buying a great item
secondhand is trendier
than buying a great
item new.”



“I feel guilty about the amount of
products I buy but don’t use.”

67%

Gen Z

58%

Millennials

47%

Gen X

34%

Baby
Boomers

Percent of adults globally who agree



OUR TAKE

At Ford, our vehicles are built to last. We don't just think about the first purchaser — we think about future owners, knowing that many people who drive a Ford vehicle are the second, third and fourth owners. Worldwide, 42 percent of people we surveyed said they only buy pre-owned automobiles, and when Ford offers pre-owned certified vehicles, the company does so with the highest standard — so that no matter where you fall in the history of ownership, that vehicle will feel as good as new. Ford is now equipping vehicles with advanced over-the-air update technology, making it easy to wirelessly upgrade vehicles with quality, capability and convenience updates that help improve vehicles over time.

Globally, people bought on average 60 percent more clothing in 2014 than they did in 2000, but **they kept it for half as long.**

A survey done in Britain found that **one in three young women consider clothes “old” after wearing them once or twice.** One in seven consider it a fashion faux pas to be photographed in an outfit twice.

A recent survey found that 51 percent of urban consumers in China were willing to rent products or buy secondhand to help the environment.

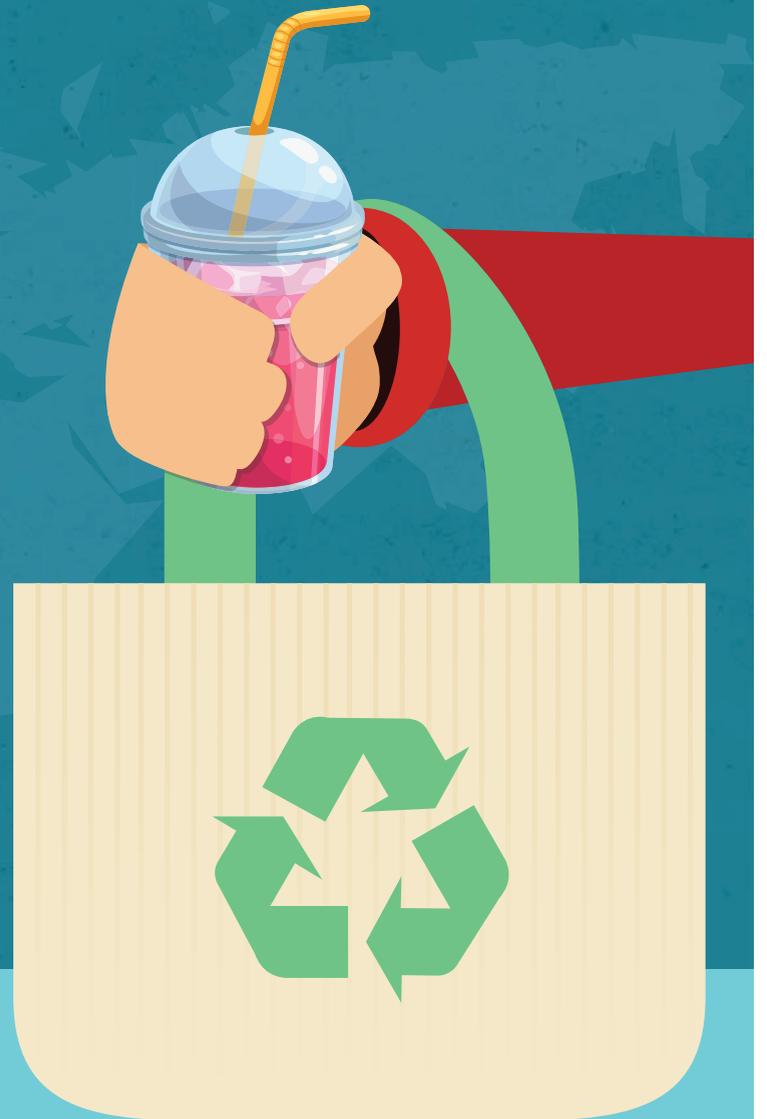
The European Commission recently announced that it would require manufacturers to ensure that electronic goods are easier to repair. In the U.S., **California just introduced Right to Repair legislation**, making it the 20th state to propose such legislation

Australia now has dozens of repair cafes — which bring together volunteers with skills in repairing furniture, bicycles and appliances, as well as sewing and other skills — with more springing up across the country.



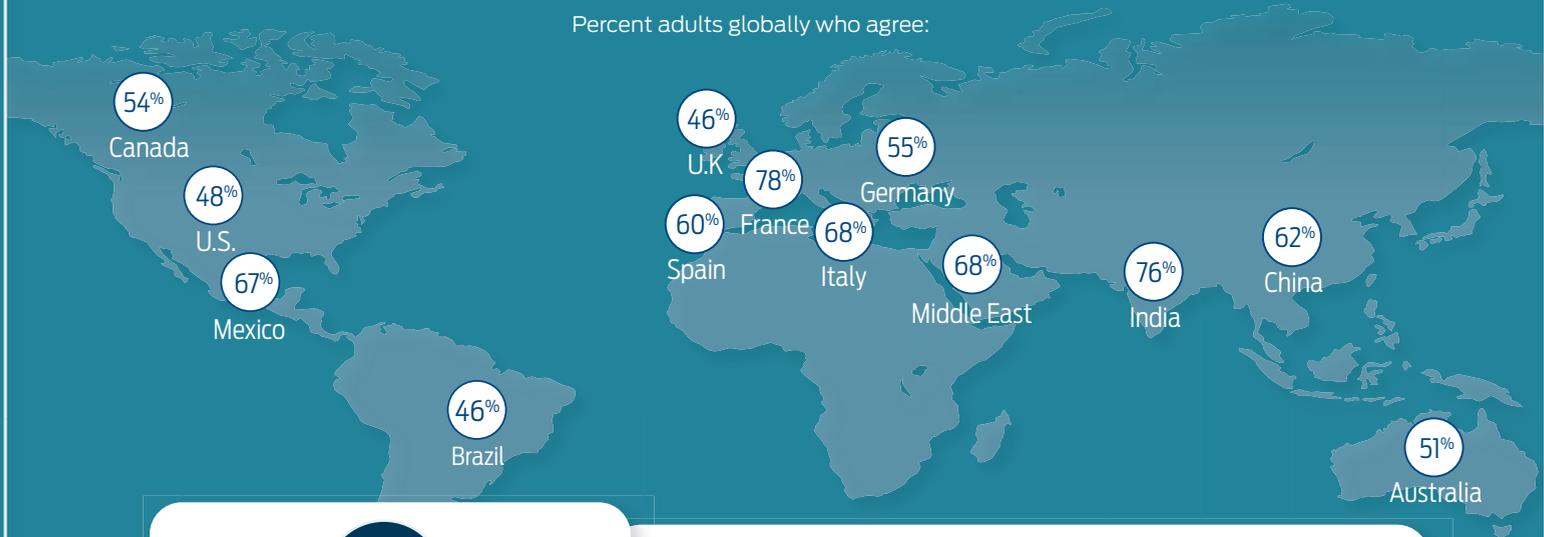
THE GREEN PARADOX

Worldwide, consumers are increasingly worried about climate change — yet all that worry isn't translating into urgency when it comes to taking action. Why? Are the barriers to living green insurmountable? Or does it feel like too much effort for too little payoff? Globally, 58 percent of people worldwide say they feel more despair than hope when it comes to fighting climate change, signaling that governments and change-makers need to address a fundamental question: How do we get consumers to not only care — but also to act?



“I’ll only embrace sustainable initiatives
(e.g. not using plastic straws, carrying reusable bags)
if the inconvenience to me is small or nonexistent.”

Percent adults globally who agree:



78%

OF ADULTS GLOBALLY AGREE

“I am actively changing
my behavior to help in
the **fight against
climate change.**”

Did those changes feel like an inconvenience when
you first made them?

66%

Gen Z

61%

Millennials

47%

Gen X

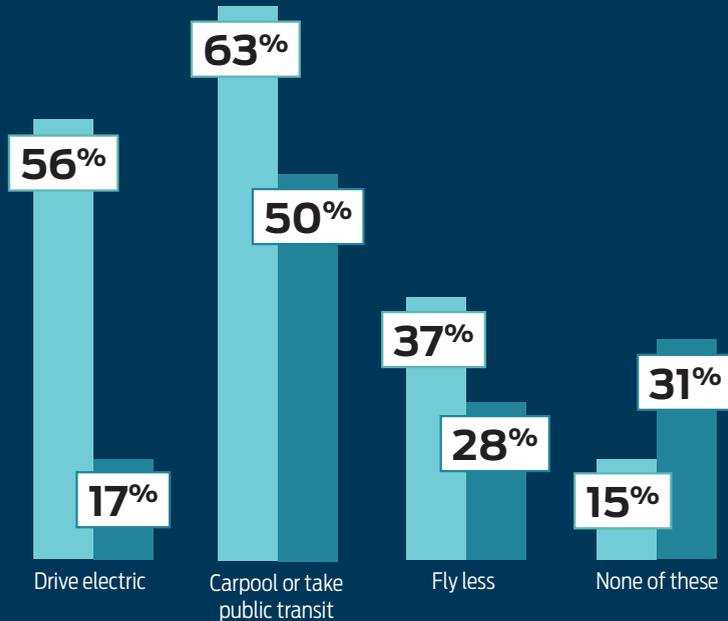
30%

Baby
Boomers

OF ADULTS GLOBALLY AGREE

64% of those who say they are
not changing their behavior to
fight climate change say they don't
think it will make a difference.

■ "Which of the following do you believe people should do?"
 ■ "Which of the following do you do today?"



Percent of adults globally who agree

"I don't fully understand the benefits of electric vehicles."

40%
Men

52%
Women

"I'm not interested in electric vehicles."

36%
Men

44%
Women

PERCENT OF ADULTS GLOBALLY WHO AGREE

72%
OF ADULTS GLOBALLY AGREE

"I worry about not having enough infrastructure (e.g. charging stations) to support electric vehicles."



HOW TO IGNITE ACTION

“Adults keep saying ‘We owe it to the young people to give them hope.’ But I don’t want your hope. I don’t want you to be hopeful. I want you to panic. I want you to feel the fear I feel every day. And then I want you to act. I want you to act as you would in a crisis. I want you to act as if our house is on fire. Because it is.”

— **16-year old Swedish environmental activist Greta Thunberg**



Inspire the “feel-good” factor and tap into empathy. Messaging that makes us feel good is more likely to build empathy and lead to proactive behavior, compared with “doom and gloom” messaging that makes us feel guilty or helpless.



Invoke social pressure. People are more likely to change their behavior when they believe others are making efforts to change, or when they fear they will be judged for poor behavior. When residents of Halifax, Nova Scotia, were required to use clear bags for their household waste — which revealed the contents of their trash to their neighbors, including things that should have been recycled or composted — the amount of garbage sent to landfill decreased by 31 percent.



Make it legacy-oriented. What do you want to be remembered for? Simply asking people to reflect upon how they want to be remembered by future generations can lead them to engage in more “helping behavior” in the present, particularly when it comes to protecting the environment. Studies show that consumers are more likely to reduce their own energy use when they believe their neighbors use less energy than they do.



Make it easy, remove the sacrifice. 60 percent of consumers say they’ll only embrace sustainable initiatives if the inconvenience to them is small or nonexistent. But when environmentally friendly behavior feels easy and natural, consumers are more likely to overcome the perceived barriers to behavior change.

OUR TAKE

The new all-electric Ford Mustang Mach-E SUV isn’t just eco-friendly — it combines sleek, beautiful design with advanced technology and powerful performance, so that zero emissions don’t come at the expense of other desirable features. Technology has finally gotten us to a place where you can actually have both — mileage and muscle. Select models of the Mach-E can achieve 0-60 mph in the mid-3-second range and a targeted EPA-estimated range of 300 miles on a full charge.

FORD TRENDS 2020 SURVEY – METHOD SUMMARY

The results for Ford Trends 2020 are based on 13,003 online interviews across 14 countries, conducted under the direction of Harris insights & Analytics. The survey was conducted among the general population, ages 18 years and older in the following countries: Australia, Brazil, Canada, China, France, Germany, India, Italy, Mexico, Saudi Arabia, Spain, United Arab Emirates, the United Kingdom and the United States. Respondents from Saudi Arabia and United Arab Emirates were required to be nationals of their respective countries; data from these two countries were combined and analyzed in aggregate. All fieldwork took place between November 8 and November 16, 2019.

While the data within countries were weighted to be representative, the overall sample of 13,003 was not weighted across countries. That is, we do not claim that aggregated data is representative based on country population sizes across the participating countries.

Country		Sample Size
Australia		1,000
Brazil		1,000
Canada		1,001
China		1,000
France		1,000
Germany		1,001
India		1,000
Italy		1,001
Mexico		1,000
Spain		1,000
Middle East (nationals only)	Saudi Arabia	500
	UAE	500
United Kingdom		1,000
United States		1,000
Total		13,003

SOURCES

Data referenced in this book is from the 2020 Ford Trends survey, with exceptions noted below.

ALL ALONE

Examples for All Alone were gathered from the following sources:

- “Feeling Lonely? Too Much Time On Social Media May Be Why,” npr.org, Mar. 6, 2017
- “Japan home to 541,000 young recluses, survey finds,” Japan Times, Sept. 7, 2016
- “Moomin, Japan’s ‘anti-loneliness’ cafe, goes viral,” CNN.com, Feb. 21, 2017
- “Loneliness museum tries to soothe lonely hearts of young Chinese,” China Daily, July 1, 2019
- “Evidence Review: Loneliness in Later Life,” Age UK, July 2015
- “Government launches cross-party campaign to tackle stigma of loneliness,” The Independent, June 17, 2019
- “Why so many young Swedes live alone,” BBC.com, Aug. 21, 2019
- “New report links volunteering in nature with better mental health,” wildlifetrusts.org, Oct. 2, 2017
- “A hug is enough to soothe the pain of loneliness,” DailyMail.com, Oct. 18, 2017
- “Sleep loss causes social withdrawal and loneliness,” Nature Communications, Aug. 14, 2018
- “Ballroom dance as therapy for the elderly in Brazil,” American Journal of Dance Therapy, Sept. 2007

GREAT EXPECTATIONS

Examples for Great Expectations were gathered from the following sources:

- The following data points came from “Experience is everything: Here’s how to get it right,” PwC Consumer Intelligence Series, 2018
 - 75 percent of consumers say they want more human interaction in the future, not less, according to PwC, a U.S. consulting firm.
 - 71% of consumers think a company’s employees have a significant impact on customer experience, yet only 44 percent believe that employees understand their needs well.
- “The Time JetBlue Treated Me to Starbucks,” LinkedIn, Oct. 30, 2014
- “10 Examples Of Over-The-Top Experiences In Customer Service,” Forbes.com, Apr. 22, 2019
- “Why some stores have pulled their self-checkout machines,” CBC, Feb. 10, 2019
- “Virgin complaint letter: Author of Virgin letter offered chance as airline’s food tester,” The Telegraph, Jan. 28, 2009

IDENTITY MATTERS

Examples for Identity Matters were gathered from the following sources:

- “Mail-in DNA test results bring surprises about family history for many users,” Pew Research Center, Aug. 6, 2019
- “Meghan Markle: I’m More Than An ‘Other,’” Elle, Dec. 22, 2016
- mixedremixed.org
- “An Open Letter to Brands, Marketers, Advertisers: It’s time to #SEEALL,” Media Village, Sept. 23, 2019
- “Chile enacts landmark gender identity law,” Santiago Times, Nov. 29, 2018
- “Inclusivity comes to credit cards: Mastercard creates ‘True Name’ for transgender, non-binary customers,” Washington Post, June 18, 2019
- “United becomes first U.S. airline to offer non-binary gender booking options — including ‘Mx.’,” Washington Post, Mar. 22, 2019

TRUSTWORTHY

Examples for Trustworthy were gathered from the following sources:

- The data points for the following question came from “From me to we, the rise of the purpose-led brand,” Accenture, 2018: What attracts you to buy from certain brands over others (beyond price and quality)?
 - “The company is transparent — with where it sources its materials, how it treats employees fairly, etc.” — 66% agree
 - “The company treats its employees well.” — 65% agree
 - “The brand has ethical values and demonstrates authenticity in everything it does.” — 62% agree
 - “The brand stands for something bigger than just the products and services it sells, which aligns with my personal values.” — 52% agree
- origintrail.io
- slaveryfootprint.org
- tonyschocolony.com

THE SECOND TIME AROUND

Examples for The Second Time Around were gathered from the following sources:

- The following data point came from “UN Alliance aims to put fashion on path to sustainability,” United Nations Economic Commission for Europe, July 13, 2018
 - Globally, people bought on average 60 percent more clothing in 2014 than they did in 2000, but they kept it for half as long.
- The following data point came from The State of Fashion 2019, McKinsey & Company
 - A survey done in Britain found that one in three young women consider clothes “old” after wearing them once or twice. One in seven consider it a fashion faux pas to be photographed in an outfit twice.
- The following data point came from “Building a sharing economy: 30% of Chinese consumers say that they only want to use brand-new products,” Mintel, Mar. 21, 2019
 - A recent survey found that 51 percent of urban consumers in China were willing to rent products or buy secondhand to help the environment.
- “EU brings in ‘right to repair’ rules for appliances,” BBC, Oct. 1, 2019
- “Here’s one reason the U.S. military can’t fix its own equipment,” New York Times, Nov. 20, 2019
- “Can pop-up ‘repair cafes’ solve growing waste levels?,” ABC News, Mar. 7, 2017

THE GREEN PARADOX

Examples for The Green Paradox were gathered from the following sources:

- “Changing behaviour to improve sustainability,” ReThink, July 5, 2018
- “The Elusive Green Consumer,” Harvard Business Review, July-August 2019
- “Here’s the secret to making people care about climate change,” Washington Post, Jan. 4, 2016
- “Focusing on lasting legacy prompts environmental action,” Psychological Science, Jan. 8, 2015

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