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Global events over the past year have raised considerable concern about our future. The weakening of multiple systems has eroded confidence at the national, regional and global levels. And, in the absence of credible steps towards their renewal, protectionism, populism and nativism are increasing. What is clear is the irrefutable need for more agile, inclusive and innovative solutions to the global concerns raised by societies worldwide that have been neglected for too long.

Recognizing this need, in 2004 I founded the foremost platform for next-generation leaders to engage in earnest multicultural dialogue and collaborative action. Today, I am proud of their initiatives to improve the state of the world, and am hopeful that their continued efforts will ensure that the Fourth Industrial Revolution serves as a positive catalyst for change.

The Forum of Young Global Leaders (YGLs) is a community of over 800 leaders from all walks of life, who operate as a force for good to overcome barriers that stand in the way of progress. They capitalize on diverse talents, experiences and networks to achieve more together than they could separately, to catalyse inclusive development and equitable growth. This year, new efforts like Apolitical, AeroFarms, Druid Collective, Hive, IamtheCODE, Maverick Collective and Scholarships for Syria, amid others, are advancing innovations for greater social, economic and environmental impact.

In recent years, I have not only challenged YGLs to do more, but to be more, too. Community members undergo a transformative leadership journey. From being challenged at the world’s leading universities to engaging with diverse peers and top influencers on global, regional and industry agendas, YGLs are inspired to move from individual success to systems-change catalysts taking on leadership roles in policy-making and governance.

In this respect, YGL alumni experienced unparalleled success. Kate Hampton became Chief Executive Officer of the Children’s Investment Fund Foundation, Scott Brison was nominated President of Canada’s Treasury Board, Leslie Maasdorp was appointed Vice-President and Chief Financial Officer of BRICS New Development Bank, and Fernando Zavala was elected Prime Minister of Peru. YGLs are proving their deep commitment to transformative leadership, acting credibly and responsibly to empower all actors.

As you review this report, I am sure you will agree that the work undertaken by YGLs is crucial to addressing many of the world’s challenges, including the responsive leadership deficit.

I would like to thank the many collaborators who sustain the success of this community – especially the YGLs and alumni who take action every day to combat the complexity and uncertainty of our world. I also thank John Dutton, Head of the Young Global Leaders Community, for his continued leadership under Adrian Monck, Head of Public Engagement and Foundations and Member of the Managing Board, as well as the entire Foundations Team, who not only support Young Global Leaders, but also the Global Shapers Community and the Schwab Foundation for Social Entrepreneurship.
Introduction

In 2015-2016, the Forum of Young Global Leaders focused on strengthening the power of the community to effect change, by enabling reflection on the complexities of the world and inspiring responsibility to act. This was assessed through an inaugural impact review, which captured nearly 300 partnerships, projects, businesses, initiatives and task forces, driving inclusive development and equitable growth this year – a number that reflects the highest level of activity in the community’s history.

For more information on the initiatives of the community, see page 8.

This was achieved through a new membership structure and methods of community engagement co-designed with the YGL Advisory Group, which resulted in the onboarding of 96% of new community members before the end of June – an unprecedented level of confirmations. This enhanced process allowed more time to work one-on-one with community members to identify real ways to effect change.

The new membership structure also strengthened the financial sustainability of the community, allowing it to focus new funding efforts on exploring alternative long-term models in the form of an Endowment Fund. For YGLs, the programme is often life-altering and they voice a desire to give back to ensure others the same transformative experience. Philanthropy will be crucial to continue forging collaborations, synergies and learning moments for future YGLs and to operating in a way that is self-sustaining and autonomous in 2016-2017 and beyond.

Other highlights included our Executive Education modules at the Harvard Kennedy School of Government and the Said Business School at Oxford University, which challenged 180 community members to question the status quo and enhance their leadership abilities for greater impact. Another was our second annual YGL Impact Lab in New York City, co-created with community members to incubate new ideas and transform them into mature, scalable and sustainable initiatives. Fourteen new innovation models were stress-tested and many have now been developed into new YGL initiatives, including IamtheCODE, one of the winners of the community competition. To learn more about the Impact Lab, see page 13.

Lastly, the Forum of Young Global Leaders Annual Summit in Geneva also inspired 600 YGLs to not only take credible actions towards change with their peers, but also to do so in partnership with other World Economic Forum constituents, including the Global Shapers, social entrepreneurs of the Schwab Foundation for Social Entrepreneurship and Tech Pioneers. The Summit was held in parallel to the Global Shapers Annual Curators Meeting, and it was invaluable to see the two communities come together for the public good. Joint projects and partnerships were formed and are continuing.

Overall, the progress achieved over the past year was made possible thanks to the inspired work of Young Global Leaders around the world and the generous support of our Partners and collaborators at all levels. Thank you to everyone who supports this continued success.
The community’s mission is built on three objectives:

**Action and Impact**

To operate as a force for good, scaling individual and collective solutions to global and local challenges.

**Collaboration and Community**

To build a global community of peers who capitalize on diverse talents, experiences and networks to achieve more together than they could separately.

**Leadership and Learning**

To transform leaders through personal and collective experiences that build knowledge and engender better understandings of global, regional and industry issues.

The Forum of Young Global Leaders includes over 850 leaders from all walks of life, from every region of the world and from every stakeholder group in society. This year the YGL Advisory Group worked with over 400 community members to develop the YGL Guiding Principles – the values that shape the activities, ethos and structure of the Forum of Young Global Leaders.

These Guiding Principles are:

**Generosity**

We take the time to listen and support one another at a deep, human level. We go out of our way to make a difference to one another’s work. We’re inclusive. We challenge one another, and make diversity a source of strength.

**Authenticity**

We bring our real selves to the community. We open up. We seek humility and acknowledge what we don’t know, so we can learn from others. We value YGLs as individuals, beyond whatever roles we currently occupy.

**Respect**

We communicate respect for one another, including when we deeply disagree. We earn each other’s trust and honour the commitments we make to one another. We strive for transparency in the way we operate as a community. We hold one another accountable.

**Impact**

We operate as a force for good. We stand for something larger than ourselves. We imagine how the world could be better, and take personal responsibility to act. We capitalize on diverse talents and networks to achieve more together than we could separately. As a network, we overcome barriers that stand in the way of progress.
Global Footprint

The Forum of Young Global Leaders is a community of over 850 enterprising, socially-minded men and women under the age of 40, who operate as a force for good to overcome barriers that stand in the way of progress. The community is made up of leaders from all walks of life, from every region of the world and from every stakeholder group in society.

This report covers the activities of the Forum of Young Global Leaders in the pursuit of this mission, from July 2015 to June 2016. Overall, it marks the start of its 12th year of activity.
Class of 2016

Each year, the Forum of Young Global Leaders selects around 120 of the world’s most outstanding next-generation leaders. At the time of nomination, they already have a proven track record of extraordinary achievement and two distinct characteristics: they have achieved their success young (under the age of 40) and have demonstrated a deep commitment to positive social impact. Upon selection, they are fully integrated into the World Economic Forum’s global meetings and multistakeholder initiatives.

The Class of 2016 comprises 121 pioneers, disruptors and innovators who are accelerating the opportunities of the Fourth Industrial Revolution – including a scientist sharing her data with the world, an entrepreneur redefining nuclear energy production, a human rights activist fighting for inclusive governance, and an actor who gives a damn and puts his money behind it.

The new class is evenly split between business and non-profits, the latter including science and technology, arts and culture, government and policy, media and social entrepreneurs. Women are a majority in this year’s group and over half of the cohort come from emerging economies – showing that the world’s future leaders are becoming more representative in terms of both gender and geography. This year, 15 YGLs were selected from Asia Pacific, 4 YGLs from Eurasia, 23 YGLs from Europe, 13 YGLs from Greater China, 7 YGLs from Latin America, 10 YGLs from the Middle East and North Africa, 27 YGLs from North America, 11 YGLs from South Asia, and 11 YGLs from Sub-Saharan Africa – a truly global force.

New community members include top Ghanaian software engineer Farida Bedwei; Harvard University professor of Economics Roland Fryer, renowned for his work on education, inequality and race; world class artificial intelligence researcher Chih-Han Yu from Taiwan, China; French Minister of the Economy, Industry and Digital Affairs Emmanuel Macron; biomedical engineer Nina Tandon, who founded the world’s first company growing living human bones for skeletal reconstruction; 2015 Nobel Peace Prize nominee Victor Ochen, respected for his work to promote youth leadership; and actor and investor Ashton Kutcher, who is combating technology’s role in the sexual exploitation of children.

The launch of the Class of 2016 generated unprecedented media coverage. The YGL widget received over 37,000 views in just one month and the Chinese video announcement obtained nearly 90,000 views in the first 24 hours. Since the launch, 96% of new community members have been onboarded and have signed their membership contracts, a 10% increase over previous years.

The World Economic Forum is confident that these newly recognized Young Global Leaders, like those before them, will find their membership in the community to be invigorating and inspiring, enhancing their world views and strengthening their transformative impact in both their current and future leadership roles.
YGLs formed new partnerships

Dave Hanley and Shalini Puchalapalli launched an Indian-led movement to prevent female infanticide and empower women and girls with tools to overcome systemic gender-based discrimination.

Shamina Singh and Marcela Escobari conducted groundbreaking research with the Harvard Center for International Development to advance a global understanding of the complex dynamics of poverty.

Toshihiro Nakamura and Dispanadda Diskul collaborated in Myanmar to bring simple, life-changing technologies to rural communities to reduce poverty and expand access to clean energy products.

Vandana Goyal and Carlos Fernandes teamed up during the South Asia Bridge Initiative Meeting in Sri Lanka to launch an educational exchange programme between young people in India and in western countries.

Brooke Ellison and Alison Loat united a global network of disability NGOs to support the data analysis and communications necessary globally to ensure the Sustainable Development Goals (SDGs) are inclusive of those with disabilities.

YGLs and Global Shapers across Africa reached 160 million social media impressions through #Internet4All – a campaign to raise awareness of the 50% of the world’s population who are missing out on the life-changing benefits of internet connectivity – from financial services, to health and education.

YGLs created new businesses

Lisa Witter and Robyn Scott founded Apolitical, a for-profit entity driving new solutions in government, such as pioneering impact bonds in South Africa and anti-corruption programmes in Sri Lanka.

Kate Roberts and HRH Mette-Merit of Norway founded the Maverick Collective, a community of philanthropists who use their intellectual and financial resources to create change. They have already mobilized $30 million to help more than 300,000 girls live healthier lives through pilot projects in 13 countries.

With support from many YGLs, David Rosenberg created AeroFarms to revolutionize agriculture and its impacts on our planet. Operating vertical indoor farms, it uses 1% of the land required by field farming, while reducing 98% of harmful transportation emissions and using 95% less water.

“

The YGL programme provided me with a rare opportunity to connect with professionals who share common ideals. The convening power of the World Economic Forum has allowed us to collaborate and bring novel approaches of peace-building to policy-maker’s attention worldwide.

Saleem Ali, Chair and Professor, Sustainable Minerals Institute, University of Queensland, Australia
YGLs served as strategic advisors

Over 100 YGLs supported the Global Teacher Prize, an initiative of YGL Vikas Pota of the Varkey Foundation, to transform the status of teachers globally and improve the quality of education worldwide.

YGL Niko Canner served as a board member to Tau Investment Management, a collective effort of YGLs who are passionate about reinventing traditional approaches to business.

YGLs steered community taskforces

Alberto Alemanno, Leandro Machado and Aaron Maniam led the Public Leadership Task Force – a campaign to change public narratives around politics and support elected or aspiring politicians in the YGL community.

Caroline Watson, Yvonne Li, Nicole Schwab and Ali Ibrahim led the Spirituality and Transformative Leadership Task Force, which seeks to encourage debate on how spirituality inspires leadership and creates the higher order leaders of tomorrow through an innovative blogs series on The Huffington Post.

Katarzyna Pisarska led the Foreign Policy Task Force, which aims to build knowledge of foreign policy issues across the globe and raise the visibility of YGLs shaping foreign policy in their countries.

"When the World Economic Forum selected me to join its Young Global Leaders community, I didn’t realize at the time the impact it was going to have on my life. Becoming a YGL wasn’t an award for past accomplishments, but an invitation to start a new journey committed to helping make the world a better place."

Rajiv Pant, Chief Executive Officer, Solutions at Scale, USA
YGLs led official community initiatives

**To advance quality education and skills**

**Beyond Tomorrow:** A scholarship and leadership programme working with over 100 young survivors and orphans in disaster-hit areas to obtain degrees to become Japan’s next-generation of innovators.

**IamtheCODE:** An African-led, global movement to mobilize business leaders and policy-makers to ensure 1 million women and girls learn to code, find jobs and become digital leaders by 2030.

**Learn Money:** A global action week, arming over 50,000 youth with the financial skills, knowledge and confidence to budget, borrow and save for the future.

**Scholarships for Syria:** A global initiative to identify talented young refugees and enable them to receive a top university education to, in turn, find future opportunities to rebuild their country.

**Nepal Earthquake Relief Effort – Let’s Build Schools Campaign:** A campaign to build a sustainable model school for over 600 students in Kathmandu, Nepal, that also serves as a community centre in case of natural disaster and showcases ways to improve educational standards in government institutions.

**To drive economic growth and inclusive development**

**Global Dignity:** An annual action day inspiring multicultural and intergenerational conversations about dignity through in-school leadership programmes engaging over 1.5 million youth worldwide.

**Hive:** A digital platform to help development finance institutions, investors and philanthropists to work together to close the funding gap needed to achieve the UN’s Sustainable Development Goals by 2030.

**New Champions 5050:** A global initiative for gender equality to inspire, educate and empower 1 billion women and girls by 2030.

**SDG Initiative:** A project to mobilize the YGL network to accelerate the achievement of the Sustainable Development Goals and to achieve a world without poverty or hunger, to realize growth with equity and to protect our planet.

**Druid Collective:** An initiative to support young science and research and development companies, with potentially transformative social impact, to connect with the right expertise, contacts, and capital to scale their efforts.

**Social Credits:** A public-policy initiative seeking to develop a framework mechanism to incentivize private capital for sustainable economic growth and development. The concept received endorsement at major international forums this year, including adoption by both the G20 and B20 Energy Forum.

**To protect our planet and promote sustainable energy**

**Decarbonathon:** A series of challenge prizes to generate new solutions to climate change, where winning ideas are accelerated through incubation funding to reduce the carbon footprint of cities.

**South Asia Bridge Initiative-ROSHNI:** An initiative to provide cost-effective, green and sustainable solar-energy solutions to help electricity-deprived South Asian families live healthier, safer lives by reducing the use of hazardous lighting and introducing clean solutions into communities.

**The Circulars:** An annual awards programme to celebrate, showcase and promote circular economy innovation, which has received over 400 applications from 36 countries in just two years.

**Thirst:** Mina Guli’s effort to raise awareness for global water scarcity by being the first person to run 40 marathons across seven deserts over seven continents in seven weeks, and to educate and engage over 100,000 youth between the ages of 10 and 15 to become responsible water citizens.

**To transform health and healthcare worldwide**

**Deworm the World:** An initiative to scale school-based deworming programmes to improve children’s health, education and long-term development. It supports deworming for 200 million children annually.

**MUrgency:** A mobile app that connects people who need emergency response with qualified medical, safety and rescue teams. MUrgency has responded to over 300,000 emergencies worldwide, connecting over 1,500 medical responders and 70 medical institutions to individuals in need of help.

**Table for Two:** By partnering with over 700 corporations, universities, restaurants and participating organizations, Table for Two has served nearly 38,000 meals to people on both sides of the table — those in need of healthier meals and children in need of more nutritious meals in school.
Collaboration and Community

To build a global community of peers that sets common goals and drives collective impact, the Forum of Young Global Leaders engages YGLs in a variety of activities around the world. YGLs are fully integrated into the World Economic Forum’s global meetings and multistakeholder initiatives, and they also participate in unique community-led events. A selection and synopses of these events follows.

**Young Global Leaders and Alumni Annual Summit**

Geneva, Switzerland 10-14 August 2015

The Forum of Young Global Leaders Annual Summit 2015 was the largest to date. Over 590 YGLs, alumni, spouses and family attended and connected with old friends and new. YGLs and alumni engaged in peer-to-peer workshops to identify and drive impact-oriented initiatives, and engaged with the Forum’s wider multistakeholder community – including Global Shapers, Social Entrepreneurs and Tech Pioneers – to accelerate the scale and scope of their social innovations. A joint workshop was held in parallel with the Global Shapers’ Annual Curators Meeting, in which 10 YGL initiatives and 10 Global Shapers’ Hub projects were showcased. Other highlights included inspiring talks from YGLs Enric Sala, Shamima Singh and Maickel Melamed that focused on their personal and professional purposes in life; a performance by YGLs Dana Leong and Olivier Oullier; and the sharing of many examples of the power of the community to effect real change when YGLs unite and take action around their passions.

**Annual Meeting of the New Champions**

Dalian, People’s Republic of China 9-11 September 2015

At the World Economic Forum’s flagship event on science, technology and innovation, 85 YGLs helped in “Charting a New Course for Growth”, following the theme of the Meeting. YGL voices could be heard across a range of diverse topics, from the frontiers of emerging markets and technology, to disrupting mobility and retail banking. For example, Zulfikar Ali Bader delivered a talk on the new age of consumption and Ron Cao contributed to the conversation on digital innovations disrupting the status quo. Overall, 27 YGLs had speaking roles and the YGL community programme included an in-depth conversation with YGL alumnus and event Co-Chair Li Ruigang, Founding Chairman of China Media Capital. In this session, YGLs explored soft power development in Greater China.
At the World Economic Forum Annual Meeting 2016, 102 YGLs participated from all walks of life. Focused on “Mastering the Fourth Industrial Revolution”, 25 YGLs helped shape the global agenda through speaking roles, including Danah Boyd, who spoke about how to secure our digital future; Valerie Casey and Soraya Darabi, who talked about the new frontiers of innovation; and Michelle Dipp and Brooke Ellison, who discussed new medical breakthroughs. The YGL community programme focused on strengthening the community’s impact, through two collaborative sessions focused on 1) identifying our ecosystem of impact, and 2) exploring spaces for new innovations to emerge. YGLs also participated in Meet the Leader sessions with Jack Ma, Executive Chairman of Alibaba Group, and US Secretary of State John Kerry.

At the 2016 Engadin Ski Marathon, 25 YGLs pushed themselves to their limits in an unforgettable community-building exercise. Facing the elements of wind and snow in one of the most beautiful landscapes in Europe, community members from around the world (including from Kenya, Mongolia, Sweden and Switzerland) participated in the annual ski marathon. The YGL group included both beginners and experienced skiers and, regardless of ability, participants left with lifelong friendships and a sense of comradery and invincibility with regard to what they could achieve together in the future.
At the Forum of Young Global Leaders’ foremost event for catalysing positive impact, 28 YGLs presented 14 new social innovation models to address some of the world’s most pressing challenges. The Impact Lab hosted a three-day intensive and interactive workshop, where peer-identified experts led sessions on branding, fundraising and scaling innovations for systems-level impact. The event culminated in a community competition in which the YGLs applied the lessons learned and pitched their impact ideas (both new and established projects) to a panel of judges who selected the most promising models.

The winners for new ideas included Caroline Freire and Mokena Makeka’s project to design a model classroom, Ready Set Grow; Anoop Ratnaker Rao and Mosharraf Zaidi’s campaign to provide cost-effective, green and sustainable solar-energy solutions to electricity-deprived families, Roshni; and Zunaid Ahmed Palak’s digital tool to better connect policy-makers with their constituents, Voice.

The winners for established projects included Mariéme Jamme’s campaign to empower Africa’s next generation of female digital leaders, IamtheCODE; Mustapha Mokass’ efforts to equip decision-makers in emerging economies with the technical skills to implement the Global Climate Agreement, the Climate Skills Initiative; and David Lubell and Dave Hanley’s place-based movement to ensure all communities become culturally and institutionally welcoming of refugees, Global Welcome.

My dream is to sit down in 2030 and see on the cover of Time magazine, Africa’s Top 100 Female Chief Information Officers and Chief Technology Officers. But how do we get there if the African continent has not invested in STEM [science, technology, engineering and mathematics] subjects? Or when we haven’t provided girls the chance to even think about science, technology, creativity or coding?”

Thus YGL Mariéme Jamme launched the #IamtheCODE movement, an Africa-led global initiative to close the digital divide and skills gap by developing Africa’s next generation of female digital leaders and entrepreneurs.

Over 1,000 women and girls have participated in the #IamtheCODE movement, which aims to empower over 1 million digital leaders by 2030 through its coding academy. To achieve this, however, Mariéme knows that she cannot do it alone. Instead, wider change at the systems level is needed to empower women to “break the code” and become digital leaders. “We must mobilize the private sector, investors and the government to start thinking about STEM subjects.” This is not only important for women, but also for the African content.

Reflecting on the YGL community, Mariéme thanks her fellow YGLs for their intellectual generosity during the design and implementation of the movement and the 2016 Impact Lab, especially Rina Kupferschmid-Rojas and Belinda Parmar. As Mariéme explained to the YGL Team, “#IamtheCODE is not about me. It’s about the community coming together to support young women and girls around the world to learn to code, get jobs and become entrepreneurs. I want to use the community and my influence as a YGL from Senegal to showcase what the community can do. We can, and we are, changing the lives of women and girls across Africa.

Impact Testimonial: The 2016 Impact Lab Winner, Mariéme Jamme
Focused on “Connecting Africa’s Resources through Digital Transformation”, 77 YGLs contributed to the theme of the 26th World Economic Forum on Africa. From Ally Angula’s talk on the future of production, to Rosebell Kagumire’s insights on managing migration, and James Mwangi’s ideas on new agricultural innovations, YGLs positively shaped the regional and industry agendas. The YGL community programme included a dynamic discussion on resilient leadership moderated by 2016 YGL Nima Elmi and featuring YGLs Busingye Johnston, Eric Kacou and Clare Akamanzi. Other highlights included the Meet the Leader session with Paul Kagame, President of Rwanda; a moving visit to the Rwanda Genocide Memorial; and the community’s participation in the influential #Internet4All campaign, which raised awareness of the 50% of the world’s population who are missing out on the life-changing benefits of internet connectivity. The campaign reached over 160 million social media impressions.

Thirty-six YGLs participated in the World Economic Forum on ASEAN, which focused on regional challenges of the Fourth Industrial Revolution. YGL alumnus Anthony Fernandes led a public debate on what innovation may look like over the next 30 years, and YGL Anies Baswedan discussed how, although this Revolution could cause job losses, citizens will find new ones as advancing technologies take hold. The YGL community programme included a Meet the Leader session with the Prime Minister of Timor-Leste, Rui Maria de Araújo, who provided insight into his personal journey to the top of politics.
Forty-two YGLs participated in the World Economic Forum on Latin America, which focused on reigniting inclusive growth in the region. Throughout the meeting, YGLs provided thought-leadership in 15 sessions, including YGLs Patricia Mendendez-Cambo, who discussed transformations in the region’s energy landscape; Ilona Szabó de Carvalho, who contributed to the conversation on ending the narcotic cycle, and Esteban Bulrich and Arturo Condo, who examined ways to create innovative ecosystems for education. In the YGL community programme, YGLs met with Juan Manuel Santos, President of Colombia, and YGL alumnus Lorenzo A. Mendoza, Chief Executive Officer of Empresas Polar, in two Meet the Leader sessions.

Over 100 (105) YGLs participated in the Annual Meeting of the New Champions, actively influencing the global agenda on the Fourth Industrial Revolution. From Nina Tandon’s powerful talk on genetic engineering to Lee Xiaodong’s insight on technology tipping points, the YGLs pushed participants to consider disruptive insights and ideas when considering the challenges and opportunities of technological innovation. The YGL community programme included two Meet the Leader sessions, with digital powerhouse Ya-Qin Zhang, President of Baidu, and public influencer Navdeep Bains, Minister of Innovation, Science and Economic Development of Canada. The community also celebrated the selection of YGL Yonatan Adiri as a World Economic Forum Technology Pioneer for his start-up Healthy.io, which is leveraging cloud technology to offer access to the benefits of medical imaging.
Executive education modules are important learning engines for the Forum of Young Global Leaders’ development programme. Through custom curriculum co-designed and delivered by the faculties of leading universities, modules provide opportunities for both personal and professional transformation. They enable the community to reflect on the complexities of the world and take responsibility to act in the global public interest. This section provides an overview of the modules held in 2015-2016.

At the second module held at the University of Oxford’s Saïd Business School, 40 YGLs participated in an intensive four-day programme to explore “Leadership at the Edge”. Through a mix of sessions ranging from macroeconomic theories, to esteemed Oxford Union debates, and an experiential mythodrama on Shakespeare’s Henry V, YGLs gained news insights into their own individual motivations, strengths and weaknesses. Pushed beyond their personal and professional boundaries, they were encouraged and equipped with the skills to drive transformative impact in their current and future leadership roles.

At the 10th Annual Executive Education module at the Harvard Kennedy School of Government, 69 YGLs came together to explore “Global Leadership and Public Policy for the 21st Century”. Community members were encouraged to think deeply about the major issues facing future generations, and through classroom lectures, debates and discussions balanced with interactive group workshops, the YGLS acquired the skills necessary to effect systems-level change. This year’s class represented tremendous diversity across industries, gender and geography. Half of the participants were women and the delegation included leaders from business, politics, media and civil society from 35 countries.

At the 11th Annual Executive Education module at the Harvard Kennedy School of Government, 66 YGLs participated in the 10-day programme focused on “Global Leadership and Public Policy for the 21st Century”. To keep with the tradition of improving offerings each year, new classes and innovative formats were introduced to cover pressing policy issues like inequality, racism, gender and healthcare, and to equip YGLs with the skills needed for leadership, such as negotiation, strategy, social behaviour and body language. YGLs also co-designed peer-led talks on personal well-being, hypnosis and running for public office, among other topics.

My first interaction as a YGL was at the ‘Global Leadership and Public Policy’ education module at the Harvard Kennedy School of Government. What I took away from the course – the mentoring, the ideas, the collaboration in career planning – helped me to plan my next career step, which ultimately resulted in my current role. It helped me become a better person and pursue what I am most passionate about.

Geraldine Chin Moody, Group Executive, People, Culture and Sustainability, Virgin Australia, Australia
Established in 2011, the World Economic Forum’s partnership with the Dangote Foundation of the Dangote Group continues to play a special role in developing Africa’s next generation of leaders. This year, 11 YGLs were selected from the Class of 2016 to join the Fellowship Programme, which in total supported 52 African YGLs to attend World Economic Forum and community-led meetings around the world. Overall, the contributions of the Dangote Group significantly enhanced the capacity of African YGLs to accelerate their impact and influence not only on the continent, but also around the world.

If I were to point out one thing that the African continent needs and deserves, it would be capable and visionary leadership. The Dangote Fellowship has provided us with an invaluable opportunity to develop our leadership skills by taking full advantage of the exposure and network provided by the YGL community. I have been inspired by dozens of leaders to take action, for example, engaging with US Secretary of State John Kerry on Africa’s geopolitics and exploring how we can develop e-commerce in East Africa after hearing from Jack Ma. This platform is made possible by the Dangote Fellowship.

Clare Akamanzi, Mason Fellow, Harvard Kennedy School of Government, USA

The Forum of Young Global Leaders continues to encourage dialogue between Dangote Fellows and the Dangote Foundation. In November 2015, 20 YGLs shared their ideas with the director of the Foundation, to find innovative solutions for increased collaboration. The initiative was highly valued by members of the YGL community and is one that will continue to be strengthened in 2016-2017.

The Dangote Fellowship has afforded me the opportunity to participate in YGL and World Economic Forum events around the world, and to grow as a leader alongside the other fellows from across the African continent. Through this, I have been able to make an impact through projects ranging from water conservation to social enterprise innovation. This is why the Dangote Fellowship is so important, because if there’s one thing more powerful than a leader committed to individual change, it’s a connected group of global leaders who are committed to improving the state of the world.

Dave Duarte, Chief Executive Officer, Treeshake, South Africa
Alumni Community

All YGLs are eligible to join the alumni community – thus continuing their leadership journey with the Forum of Young Global Leaders and maintaining their engagement in all World Economic Forum activities, through their intellectual and financial contributions to improve the state of the world.

Alumni serve as stewards of the Forum of Young Global Leaders community, vetting nominees and serving as mentors, both formally and informally, to new members. Their leadership, especially in preserving the ethos and impact-oriented mindset of the community, is crucial to our ongoing success.

In 2015-2016, the YGL alumni community made significant strides, which resulted in the highest level of activity on record. Two-thirds (64%) of the Class of 2010 registered to the community (up from 38% last year). This was accomplished through new methods of communication and engagement, including increased activities at all major World Economic Forum meetings to reintegrate alumni into the community.

Overall, the alumni community now features 400 active members from six YGL classes (from 2005 to 2010), among whom many have moved to significant leadership roles this year, including:

Scott Brison, President of the Treasury Board of Canada
Michelle Guthrie, Managing Director, Australian Broadcasting Corporation-ABC, Australia
Kate Hampton, Chief Executive Officer, Children’s Investment Fund Foundation (CIFF), United Kingdom
Leslie Maasdorp, Vice-President and Chief Financial Officer, New Development Bank, Shanghai
Christian Mumenthaler, Group Chief Executive Officer, Swiss Re Group, Switzerland
Jayne Plunkett, Chief Executive Officer, Reinsurance Asia, Swiss Re Group, Singapore
Fernando Zavala, Prime Minister of Peru

Increased membership allowed the alumni community to reach financial sustainability for the first time, with annual fees covering the costs of all activities and staff. Priorities for 2016-2017 include facilitating regional alumni-led events and an alumni-led webinar series, and increasing the interactions of the alumni community with other constituents of the World Economic Forum.

"The YGL experience opened up new horizons that I could have never imagined, from a learning journey in Myanmar to choir conducting at the University of Oxford. The personal connections from people from varied backgrounds have enriched my life for the last seven years. Continuing as an alumnus has been a blessing. Now I can continue to thrive personally and professionally within the community, while continuing to build lifelong friendships and learn from some of the most brilliant minds in the world."

Mina Al-Oraibi, Senior Fellow, Institute for State Effectiveness, United Kingdom

"The YGL experience has been pivotal to the last 10 years of my life. Not only did I meet some of my best friends through the programme, but also the co-founder of my business. It has enriched my outlook on the world, and helped me to give back through many YGL impact projects. I love being part of the alumni network as it gives me a chance to keep in touch with some of the most amazing people I know, and to also participate in World Economic Forum events and learning opportunities."

James Chin Moody, Chief Executive Officer, Sendle, Australia
Following last year’s decision to implement a new membership structure, in 2015-2016 the Forum of Young Global Leaders reached financial sustainability for the first time, with the revenues from annual membership fees surpassing all costs. This is a significant achievement that validates our current financial model and offers room to explore additional revenue streams to further enhance the resources available to support the impact and initiatives of the YGL community. Our revenues and expenses are outlined in this section.

**Financial Statements**

**Revenues**

- 2,498,622 YGL Memberships & YGL Participation Fund
- 243,853 YGL Community Partnerships (including the Dangote Fellowship)
- 38,249 Other Income

**Expenses**

- 1,319,355 Activity Costs
- 1,290,729 Staff costs
- 119,292 Office costs
Strategic Outlook

In 2016-2017, the Forum of Young Global Leaders will continue to strengthen the power of the community to effect change, particularly by increasing collaboration with other constituents of the World Economic Forum, strengthening selection and endowing the community’s financial future.

Increasing collaboration

One of the lessons learned over the past 12 years is that large-scale social change comes from cross-sector coordination and multistakeholder collaboration, rather than from the isolated interventions of individual actors. Next year, the Forum of Young Global Leaders will thus make greater collaboration with the Forum’s Global Shapers and the entrepreneurs of the Schwab Foundation for Social Entrepreneurship a priority to better address such complex, systems-level issues as education, employment and the environment. A shared vision for change will be proposed and new offerings created to accelerate our impact, including official YGL Impact initiatives, Global Shaper’s Hub projects, and the most promising innovation models of the social entrepreneurs.

Strengthening selection

In 2017, the selection process for the Forum of Young Global Leaders will concentrate on the top 100 pioneers, disruptors and innovators. In 2016, the decision was made to reduce the annual intake and we witnessed an unprecedented rate of engagement – 116 of 121 2016 YGLs actively engaged in the community. Next year, this number will be reduced again to ensure the highest quality of nominees, onboarding processes, and engagement in YGL and World Economic Forum activities, including such events as the Executive Education modules. All selection moving forward will be completed with this target and with a deep commitment to achieving diversity according to gender, geography and industry.

Endowing the future

Until now, funding for the Forum of Young Global Leaders has come from membership fees and sponsored partnerships, as well as support from the World Economic Forum. However, as the community’s programmes expand and the aim is to catalyse greater impact globally, the need for a long-term sustainable funding model is clear. With this in mind, the Forum of Young Global Leaders will launch an Endowment Fund to incubate and accelerate our impact. Community members have stated that their experience has been life-changing and they have voiced a desire to help ensure all leaders can experience this journey. Philanthropy will be critical to continue forging collaborations, synergies and learning moments for future YGLs and to operating in a way that is self-sustaining and autonomous.
2016-2017 Agenda

18-21 October 2016
YGL Annual Summit, Tokyo, Japan

20-22 October 2016
World Forum on Sport and Culture, Tokyo, Japan

9-16 November 2016
YGL-led Amazon Resilience Journey, Lima, Peru

13-14 November 2016
Annual Meeting for Shaping the Future, Dubai, United Arab Emirates

17-20 January 2017
World Economic Forum Annual Meeting 2017, Davos-Klosters, Switzerland

21-31 March 2017
YGL Harvard Kennedy School Education Module, Cambridge, USA

2-5 April 2017
YGL Annual Summit, Buenos Aires, Argentina

5-7 April 2017
World Economic Forum on Latin America, Buenos Aires, Argentina

3-5 May 2017
World Economic Forum on Africa, Durban, South Africa

10-12 May 2017
World Economic Forum on ASEAN, Phnom Penh, Cambodia

19-21 May 2017
World Economic Forum on the Middle East & North Africa, Dead Sea, Jordan

25-29 July 2017
YGL Stanford University Education Module

14-18 August 2017
YGL Oxford University Education Module

12-14 September 2017
Annual Meeting of the New Champions 2017
Governance

Set up as an independent, not-for-profit Foundation, the Forum of Young Global Leaders is guided by a Foundation Board of exceptional individuals who act as guardians of its mission and values, and who oversee the Foundation’s work in advancing its strategic objectives.

The Foundation Board is comprised of leaders from business, politics, media and civil society from around the world, and includes several YGL and alumni members. In their work for the community, Foundation Board members do not represent any personal or professional interests.

**Foundation Board**

*Klaus Schwab*, Chairman of the Board, Forum of Young Global Leaders; Founder and Executive Chairman, World Economic Forum

*H.M. Queen Rania Al Abdullah of the Hashemite Kingdom of Jordan*

*H.R.H Haakon of Norway, Crown Prince of Norway*

*Howard Cox*, Director, Brown Advisory, USA

*Katherine Garrett-Cox*, Member of the Supervisory Board, Deutsche Bank, United Kingdom

*Ellana Lee*, Senior Vice-President and Managing Editor, CNN International, Hong Kong SAR

*Marissa Mayer*, President and Chief Executive Officer, Yahoo, USA

*Lorenzo A. Mendoza*, Chief Executive Officer, Empresas Polar, Venezuela

*Ngozi Okonjo-Iweala*, Chair, Gavi the Vaccine Alliance, USA

*David Rubenstein*, Co-Founder and Co-Chief Executive Officer, Carlyle Group, USA

*Jimmy Wales*, Founder and Chair Emeritus, Board of Trustees, Wikimedia Foundation, USA

*Zhang Yichen*, Chairman and Chief Executive Officer, CITIC Capital, Hong Kong SAR
Advisory Group

The Advisory Group is comprised of 20-30 Young Global Leaders, who reflect the diversity of the community (in terms of gender, geography and industry) and who have complementary expertise and commitment to the YGL community’s Guiding Principles. The group acts as strategic advisers, a sounding board, ambassadors and custodians between the YGL Foundation and the YGL community. Advisers are selected at the discretion of the Head of the Forum of Young Global Leaders.

YGL Advisory Group Members include:

Anu Acharya, Founder and Chief Executive Officer, mapmygenome.in, India
Yonatan Adiri, Founder and Chief Executive Officer, Healthy.io, Israel
Biola Alabi, Founder and Chief Executive Officer, Media Consulting, Nigeria
Marisol Argueta de Barillas, Head of Latin America, Member of the Executive Committee, World Economic Forum USA
Martin Aspillaga, Managing Director, Salkantay Partners, Peru
Gina Badenoch, Founder and Chief Executive Officer, Ojos que Sienten AC, Mexico
Katinka Barysch, Director, Political Relations, Allianz SE, Germany
Georgie Benardete, Co-Founder and Head, Orchard Mile, USA
Martin Bruncko, Chief Strategy Officer and Chief Financial Officer, AeroMobil, United Kingdom
Esteban Bullrich, Minister of Education, Ministry of Education of Argentina
Niko Canner, Founder, Incandescent, USA
Geraldine Chin Moody, Group Executive, People, Culture and Sustainability, Virgin Australia
Francesca Colombo, General Director, MAST Foundation, Italy
Michael Drexler, Head of Investors Industries, Member of the Executive Committee, World Economic Forum USA
Dave Duarte, Chief Executive Officer, Treeshake, South Africa
Sam Gregory, Programme Director, WITNESS, USA
Christel Heydemann, Senior Vice-President, Corporate Strategy, Alliances and Development, Schneider Electric, France
Amadou Hott, Chief Executive Officer, Sovereign Fund for Strategic Investments (FONSIS), Senegal

Tom Hulme, General Partner, Google Ventures, United Kingdom
Ali Adnan Ibrahim, First Vice-President, Al Baraka Banking Group, Bahrain
Elsie S. Kanza, Head of Africa, Member of the Executive Committee, World Economic Forum Geneva, Switzerland
Hisham Khazindar, Co-Founder and Managing Director, Qalaa Holdings S.A.E., Egypt
Lin Kobayashi, Chair of the Board, International School of Asia, Karuizawa (ISAK), Japan
Annabelle Yu Long, Chief Executive Officer, Bertelsmann China Corporate Center, People’s Republic of China
Lisa MacCallum, Principal Adviser, Inspired Companies, Australia
Edwin Macharia, Partner, Dalberg Global Development Advisors, Kenya
Gemma Mortensen, Chief Global Officer, Change.org, USA
Jacqueline Musiitwa, Founder, Hoja Law Group, Kenya
Vish Narain, Partner, TPG Growth, India
Yana Peel, Chief Executive Officer, Serpentine Gallery, United Kingdom
Jacques-Philippe Pilverger, Founder and Chief Executive Officer, The Soleil Group, USA
Jonathan Rake, Head of Southeast Asia, Swiss Re Group, Singapore
Elaine Smith, Community Lead, Banking and Capital Markets, World Economic Forum USA
Diego Sola, President, Glasswing International, El Salvador
Lorna Solis, Founder and Chief Executive Officer, Blue Rose Compass, USA
Alexander Torrenegra, Co-Founder and Chief Executive Officer, Torre, USA
Renée Maria Tremblay, Visiting Professional, International Criminal Court, Canada
Diana Verde Nieto, Founder and Chief Executive Officer, PositiveLuxury.com, United Kingdom
Pooja Warier Hamilton, Co-Founder and Chief Executive Officer, UnLtd India
Yan E. Yanovskiy, Member of the Management Board, VERA Foundation, Russian Federation
Jennifer Zhu Scott, Principal, Radian Partners, Hong Kong SAR
The following organizations have selected the Forum of Young Global Leaders as an area they would like to engage in through their Strategic Partnership with the World Economic Forum.

A.T. Kearney Inc.
Bain & Company Inc.
Barclays
Bill & Melinda Gates Foundation
Clayton, Dubilier & Rice LLC
Deutsche Bank AG
General Motors Company
The Goldman Sachs Group Inc.
Google Inc.
HSBC Holdings Plc
Hanwha Energy
Heidrick & Struggles
Lazard
McKinsey & Company
Morgan Stanley
PepsiCo Inc.
Publicis Groupe SA
Renault-Nissan BV
Standard Chartered Bank
Swiss Reinsurance Company Ltd
UBS AG
WPP Plc
Zurich Insurance Group

The global enthusiasm and support for the Forum of Young Global Leaders continue to inspire and amaze us. We thank all Young Global Leaders, community Partners, Foundation Board members and other friends of the Foundation. It’s an honour and a privilege to work alongside you.

Sincerely,

The Young Global Leaders Team

Adrian Monck, Head of Public Engagement and Foundations, Member of the Managing Board
John Dutton, Head of Young Global Leaders Community
Joanna Sparber, Deputy Head and Community Lead, Europe and Eurasia
Merid Berhe, Community Lead, North America
Gwendoline De Ganay, Community Lead, Latin America
Ravi Kaneriya, Community Lead, Middle East, Africa and South Asia
Spring Fu, Community Lead, Greater China and Asia-Pacific
Shareena Hatta, Community Lead, Alumni
Erica Viegas, Development Lead, Foundations
Nashenga Popper, Community Specialist, Foundations
Silje Ditlefsen, Community Specialist, Foundations
Natalie Pierce, Community Specialist, Foundations

Ways to Get Involved

Nominate a Young Global Leader today: www.weforum.org/pages/nominate-a-young-global-leader/

Read more about the Forum of Young Global Leaders: www.weforum.org/communities/forum-young-global-leaders/

Follow us on Twitter: @YGLvoices

Become a Facebook fan: www.facebook.com/YoungGlobalLeaders/
The World Economic Forum, committed to improving the state of the world, is the International Organization for Public-Private Cooperation.

The Forum engages the foremost political, business and other leaders of society to shape global, regional and industry agendas.
The Forum of Young Global Leaders
Annual Report 2016-2017
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2016-2017 was a year of great achievement. The Forum of Young Global Leaders (YGLs) and its members continued to be at the forefront of solution building on major societal challenges. This year brought over 180 YGL collaborations across a wide spectrum of issues, including education for refugees, sustainable business practices and smart solutions to save our planet.

More than 150 YGLs and Alumni members also took part in transformative YGL education modules at Harvard, Stanford and Oxford universities, and over 600 YGLs and Alumni convened during the Young Global Leaders and Alumni Annual Summits in Japan and Argentina. YGLs leveraged these opportunities to start new impact-oriented ventures, prepare for leaps into the public sector and re-energize their organizations with lessons learned and new perspectives.

YGLs continued a long tradition of transforming how leadership is defined and inspiring greater social good.

This Annual Report highlights the remarkable achievements and activities of YGLs this year.

In 2004, I founded the Forum of Young Global Leaders to provide a platform for next-generation leaders to take collective action. More than 10 years later, I am struck by the unique community spirit we’ve been able to create – one that values social responsibility, integrity and personal and professional growth.

To learn more, visit weforum.org/communities/young-global-leaders/.
To nominate a YGL, visit weforum.org/pages/nominate-a-young-global-leader.
Mission

The Forum of Young Global Leaders is a community of enterprising, next-generation leaders working as a force for social good.

Our goal is to create experiences and programmes for young leaders that enhance their skills, broaden their world views and lead to solutions to pressing local and global challenges.

Young Global Leaders have achieved individual success and now want to build and leverage their talents, experiences and networks to improve the state of the world.

From being challenged at leading universities to engaging with innovative peers and influencers, YGLs are transforming how leadership is defined and inspiring greater social good.

YGLs connect through technology and face-to-face events to transform ideas into action. In the last decade, the Forum of Young Global Leaders has been a catalyst for global initiatives, political movements, on-the-ground projects and collaborations fuelling social good. By giving YGLs opportunities to expand their networks and ideas, they are challenged to not only do more – but to be more.

The Forum identifies exceptional next-generation leaders from around the world through a comprehensive selection process. Each year, thousands of candidates are nominated through a qualification process and assessed according to rigorous selection criteria.
Global Footprint

825
YOUNG GLOBAL LEADERS

470
ALUMNI LEADERS

105
NATIONALITIES

Industry Breakdown

- Business: 52%
- Civil Society and NGOs: 14%
- Media: 4%
- Social Entrepreneurs: 4%
- Academia and Think-Tanks: 9%
- Public Figures: 14%
- Arts, Culture and Sports: 3%
- North America: 27%
- Europe, Russia and the CIS: 22%
- Latin America: 6%
- Middle East and North Africa: 7%
- Sub-Saharan Africa: 10%
- East Asia: 13%
- Greater China: 7%
- South Asia: 8%
- East Asia: 13%
- Middle East and North Africa: 7%
- Sub-Saharan Africa: 10%
- Greater China: 7%
- South Asia: 8%
Impact

By maximizing the diversity, expertise and networks of the community, YGLs are often able to achieve more together than they could separately. Over the last year, over 180 inspiring YGL collaborations made a difference in the world.

The following stories highlight a selection of inspiring YGL impact collaborations.

1. Speedo Diplomacy: Protecting the world’s largest marine area

   Initiative: After five years of protracted negotiations and tireless “speedo diplomacy” from YGL Lewis Pugh, Antarctica’s Ross Sea was declared a marine protected area. With valuable support from fellow YGLs Brian Herlihy, Founder and Chief Executive Officer of Black Rhino Group, South Africa, Dave Duarte, Chief Executive Officer of Treeshake, South Africa, and Enric Sala, Explorer-in-Residence at National Geographic Society, USA, ocean advocate and swimmer Pugh campaigned tirelessly to protect the region, helped negotiate an agreement between two dozen nations and undertook three long-distance swims in freezing waters to raise awareness.

   Impact: The agreement represents the largest protected area in history – bigger than France, Germany, Italy and the United Kingdom combined. The Ross Sea, one of the most pristine marine ecosystems left on earth, will now be protected for the next 35 years from industrial fishing, which has devastated so many other oceans around the world.

2. Maverick Collective: Big bets for women and girls

   Initiative: Eager to redefine what it means to be a philanthropist, YGLs Kate Roberts, Founder of YouthAIDS and Five & Alive, USA, and H.R.H. Mette-Marit of Norway founded Maverick Collective, a community of strategic philanthropists working to end extreme poverty by investing in women and girls. Members commit a minimum of $1 million over three years to pilot innovative health solutions. The Collective believes that catalytic seed funding is needed to test new approaches, provide evidence of effectiveness and unlock additional resources to bring them to scale.

   Impact: To date, the Maverick Collective has mobilized $60 million to help more than 800,000 women and girls live healthier lives through pilot projects in 15 countries.

3. Irada: Access to education for Syrian refugees

   Initiative: Irada, Arabic for “strong will”, was created by YGLs from, or working in, the Middle East and North Africa region to identify talented Syrian refugees and provide university scholarships. In return, students are encouraged to commit to finding future opportunities to rebuild Syria.

   Impact: At the World Economic Forum on Latin America in 2017, the Minister of Education and Sports of Argentina and YGL, Esteban Bullrich, announced 1,000 Argentinean scholarships to Syrian refugees over the next five years. “These scholarships come at a very poignant time. This is an incredible gift and true leadership from Argentina,” said YGL Lorna Solis, Founder and Chief Executive Officer of Blue Rose Compass, USA, who leads Irada in partnership with non-profit Blue Rose Compass.
Druid Collective: R&D start-ups and cutting-edge science

Initiative: YGLs joined forces to create the Druid Collective, which helps transformational science and R&D-based start-ups to become successful companies. Harnessing the power of the YGL network and World Economic Forum community, its goal is to connect companies with industry expertise and access to capital.

Impact: In 2016-2017, the Druid Collective helped fast-track funding for a cure for paralysis. Partnering with YGL Mark Pollock, the Collective supported NeuroRecovery Technologies and coordinated $2.5 million in funding for an innovative implantable neuromodulation system to help restore movement in patients with paralysis.

#IamtheCode: 1 million female coders by 2030

Initiative: Mariéme Jamme, Founder and Chief Executive Officer of SpotOne Global Solutions, United Kingdom, with the support of fellow YGLs Belinda Parmar, Founder of the Empathy Business, United Kingdom, and Rina Kupferschmid-Rojas, Head of Sustainable Finance at UBS Switzerland, established the first Africa-led global movement to advance STEAMED education (science, technology, engineering, arts, math, entrepreneurship and design) for women and girls. Through digital clubs, hackathons, teaching curricula and mentorship, #IamtheCode is creating a generation of female digital leaders.

Impact: In 2016-2017, #IamtheCode engaged 100 digital leaders in 34 African countries to promote women and girls in STEAMED. They also set up over 300 tech hubs and supported 400 existing hubs to expand digital training for women and girls. At the Young Global Leaders and Alumni Annual Summit in Buenos Aires, #IamtheCode secured a $1 million contract to bring digital literacy to young people across Argentina.

Apolitical: Transforming the public sector

Initiative: Apolitical helps public servants tackle urgent challenges by connecting them to the most innovative policies and people worldwide. Founded in 2015 after YGLs Lisa Witter and Robyn Scott met on the tarmac of Nay Pyi Taw Airport in Myanmar (during the YGL Annual Summit 2013), Apolitical connects ideas with people in government. Now with five YGLs as advisers, Apolitical is finding transferrable solutions to today's most pressing problems — from impact bonds for early childhood development in South Africa, to a de-radicalization programme in Denmark.

Impact: Apolitical has already helped public servants in more than 30 countries find viable solutions to address local challenges. Thanks to Apolitical’s global platform, Sri Lankan anti-corruption champion Asanga Abeyagoonasekera is now connected to Zubair Bhatta, a Pakistani official who set out to prevent bureaucrats from demanding bribes for providing basic services.

AeroFarms: The Third Green Revolution

Initiative: Inspired during his experience at the YGL Harvard Kennedy School education module, YGL David Rosenberg founded AeroFarms with the goal of transforming agriculture by operating environmentally responsible farms near population centres. Just seven years after its founding, in 2016-2017 AeroFarms is now home to the world’s largest indoor vertical farm. It provides produce from its nine farms to major grocers, such as Whole Foods, ShopRite and Fresh Direct.

Impact: AeroFarms’ growing method is 130 times more productive per square foot than a traditional field farm, and uses 95% less water, 40% less fertilizer and no pesticides. Crops that usually take 30 to 45 days to grow, such as the leafy greens that make up most of the company’s output, take as little as 12 days.
Rising Tide Capital: Growing small-business

Initiative: YGL Afia Demmellash co-founded Rising Tide Capital (RTC) to empower underserved urban entrepreneurs in New Jersey to start and develop successful businesses. Rising Tide’s signature initiative is an intensive business training programme coupled with year-round consulting and management support. With the help of the Blackstone Charitable Foundation and fellow YGL Sean Klimczak, Senior Managing Director of Blackstone Group, USA, RTC’s Start Something Challenge encourages small-business owners to expand their market through social media, craft the perfect pitch and network with fellow entrepreneurs. Entrants compete for cash awards, technology and expert feedback from business professionals.

Impact: Rising Tide Capital’s Start Something Challenge has taught entrepreneurs vital marketing skills, enabling them to reach a wider audience; 394 New Jersey businesses across five sectors have generated 200 million media impressions.

Greener Cities Challenge: New, digital and smart solutions

Initiative: YGLs Jane Burston, Head of Climate and Environment at National Physical Laboratory, United Kingdom, and Raphael Schoentgen, Director of Research and Technologies at ENGIE Group, France, founded a global challenge to find new solutions that use IT innovations to reduce the environmental footprint of cities. Finalists have access to coaching and the opportunity to pitch their idea in front of experts and a range of European companies and stakeholders, including the European Union and the World Economic Forum.

Impact: Now in its second year, the Decarbonathon Challenge included 230 teams from all over the world competing for prizes and the chance to present at ENGIE Innovation Week. Winners included a smart water sensor that checks water quality and consumption, an internet-of-things solution for fuse boxes monitoring energy usage, and a data-driven device to help drivers offset their carbon emissions.

Circular Economy Initiative: Cutting-edge innovations that could save our planet

Initiative: Inspired to do more, YGLs Peter Lacy, Global Managing Director of Strategy and Sustainability at Accenture, United Kingdom, Ida Auken, Member of Parliament (Folketinget) of Denmark, David Rosenberg, Co-Founder and Chief Executive Officer of AeroFarms, USA, and Rain Newton-Smith, Chief Economist at the Confederation of British Industry (CBI), United Kingdom, founded The Circulars, the world’s premier circular economy awards programme. What began as a monthly YGL webinar series now provides annual awards to individuals and organizations making significant contributions to the circular economy. The vision is to create a socially and environmentally prosperous world where businesses provide smart goods and services, and leaders value the circular economy as a viable response to the global resource challenge.

Impact: In 2016-2017, The Circulars received an impressive 235 entries from across 37 countries and seven awards were granted. Winners included pioneers in plastic upcycling, tech entrepreneurs using big data to connect customers and waste haulers, and big corporations like Nike and Patagonia that are leading the way for wider systems change.
The Forum of Young Global Leaders offers tuition-free educational opportunities for YGLs to continue their leadership journeys at leading institutions around the world. Education modules are designed to challenge perspectives about leadership and provide the necessary skills to effect change. This year, 174 YGLs participated in four education modules.

“Our goal is to create programmes and experiences for young leaders that enhance their skills and lead to solutions for local and global challenges. The cumulative effect of our Young Global Leaders Education Modules is invaluable and has led to career transitions to the public sector, impact-oriented businesses and changes in corporate culture.”

Adrian Monck, Head of Public and Social Engagement, Member of the Managing Board, World Economic Forum

Stanford University Education Module
Transformative Leadership for Sustainability and Resilience
July 2016 Stanford, USA
For the first time, 43 YGLs participated in an education module at Stanford University that pushed them to accelerate sustainability through systems change. In lectures led by top academics, YGLs explored the complex roots of disruptive shocks and set objectives for their own leadership journeys.

Oxford Said Business School Education Module
Leadership at the Edge
August 2016 Oxford, United Kingdom
Choral conducting and debates in the Oxford Union were just a few of the experiential sessions in which the YGLs and alumni participated during the third annual Oxford education module. In total, 40 YGLs explored their own motivations, strengths and weaknesses as leaders, which pushed community members beyond their personal and professional boundaries to take credible action to improve the state of the world.

Wits Business School Education Module
Leading for Transformation
December 2016 Johannesburg, South Africa
A total of 21 YGLs came together for a four-day programme that balanced academic content with cultural immersion. YGLs visited the Cradle of Humankind, the Wits Origins Centre, Maboneng Precinct and Kliptown to learn about local policies, networks and culture. For the first time, a module also included leaders from across the World Economic Forum, including the Global Shapers Community and the Schwab Foundation for Social Entrepreneurship.

Harvard Education Module
Global Leadership and Public Policy in the 21st Century
March 2017 Cambridge, USA
Building on best practices and lessons learned from more than a decade of YGL education modules at Harvard, this programme focused on key global policy areas, including energy and environmental policy, development, health, sustainability, economics and trade, and security. Leading faculty taught practical leadership skills and tools – from multiparty negotiation to strategy and decision-making – which enabled participants to become stronger, more informed leaders who can take steps towards impacting the future.

“The YGL Harvard experience was a true learning journey in every sense of the word. It helped me connect all the pieces of my life puzzle and has provided clarity of direction for my life and leadership going forward. What made the experience particularly unique was spending almost two weeks with some of the most brilliant people I have ever met and making new friends for life.”

Nina Jensen, Chief Executive Officer, WWF Norway, Norway
The World Economic Forum partnership with the Dangote Foundation, now in its seventh year, continues to play a significant role in developing Africa's next generation of leaders.

In 2016-2017:
– 7 YGLs were selected as Dangote Fellows from the Class of 2017.
– 53 African YGLs were sponsored through the fellowship to participate in eight World Economic Forum meetings around the world, including 38 fellows who participated in the Young Global Leaders and Alumni Annual Summits in Japan and Argentina.
– 20 African YGLs were sponsored to participate in the World Economic Forum on Africa in South Africa.

“The Dangote Fellowship has been truly life-changing, giving me access to the knowledge, network and training needed to scale up a business that is saving lives across Africa.”

Ola Orekunrin, Managing Director, The Flying Doctors, Nigeria
Activities

YGL, Alumni and World Economic Forum gatherings provide a unique opportunity for community members to enhance their skills, broaden their perspectives and find collective solutions. This year, more than 1,100 YGLs and alumni participated in events.

Young Global Leaders and Alumni Annual Summit 2016

**October 2016 Tokyo, Japan**

With Tokyo as the backdrop, 550 YGLs from over 70 countries participated in the summit. Through a series of immersive experiences, YGLs explored Japan’s past and present to help inform ideas and innovations for the future. From virtual reality demos at Google and Sony to testing the internet of things at the University of Tokyo and participating in a traditional tea ceremony, 55 groups undertook 37 learning journeys throughout Tokyo.

Using data analytics, the most user-driven YGL summit experience to date was created by personalizing each constituent’s participation, from the sessions they attended to the peers they met. This made the largest summit to date feel intimate and personal, and laid the groundwork for community relationships with the potential for lasting impact. As many as 87% of YGLs stated they made meaningful connections critical to accelerating their work.

Overall, 97% of YGLs indicated that they would recommend fellow YGLs participate in the next Young Global Leaders and Alumni Annual Summit.

Young Global Leaders and Alumni Annual Summit 2017

**April 2017 Buenos Aires, Argentina**

This is a time of unprecedented polarization. As people grow more entrenched in their beliefs, politics and opinions, the summit in Argentina explored the YGL community’s biases and the need for empathic leadership globally. The Summit focused on building alliances across differences and equipped YGLs with new tools for collaboration.

YGLs went on 15 expeditions throughout the city to support and accelerate the efforts of local organizations, such as a lab printing 3-D prosthetic arms and hands for children. Site visits also included Buenos Aires’ largest urban slum, and the National Congress to discuss digital tools to foster public dialogue. YGLs made peer connections and envisioned the next generation of community initiatives, including projects to harness the power of virtual reality, promote gastronomy for solidarity, leverage big data to support farmers, and develop a citizen confidence index.

Overall, 92% of YGLs indicated that they made meaningful connections at this summit and 98% stated they would recommend fellow YGLs participate in the next annual summit.
World Economic Forum Annual Meeting 2017
January 2017 Davos-Klosters, Switzerland

A total of 180 YGLs from 50 countries participated in the World Economic Forum Annual Meeting 2017, interacting with 1,500 leaders from across business, government, international organizations, academia and civil society. Under the theme, Responsive and Responsible Leadership, YGLs contributed to the large-scale agenda to improve global governance. Lindiwe Mazibuko, Leader of the Opposition in the Parliament of South Africa (2011-2014), proposed strategies to strengthen democracy, Amal Clooney, Barrister at Doughty Street Chambers, United Kingdom, offered ideas on disrupting gender roles, and Brendan Cox, Director of More in Common, United Kingdom, provided insights on the rise of populism, all pushing participants to react credibly to concerns that have been neglected for too long. YGLs met with US Secretary of State John Kerry, NATO Secretary-General Jens Stoltenberg and Canadian Minister of International Trade François-Philippe Champagne in off-the-record working sessions.

World Economic Forum on Latin America
April 2017 Buenos Aires, Argentina

The 140 YGLs from 40 countries who participated in the World Economic Forum on Latin America focused on the meeting theme of Fostering Development and Entrepreneurship in the Fourth Industrial Revolution. YGLs made commitments to shape a more inclusive future in Latin America. For instance, Pia Mancini, Chair of the Democracy Earth Foundation, USA, and Brian Forde, Senior Lecturer, Massachusetts Institute of Technology (MIT), USA, offered ideas on how to expand the frontiers of technological innovation. Gina Badenoch, Founder and Chief Executive Officer of Ojos que Sienten, Mexico, and Facundo Garreton, Member of Congress of Argentina, outlined a roadmap for accelerating entrepreneurship in the region. And Lorna Solis, Founder and Chief Executive Officer of Blue Rose Compass, USA, and Esteban Bullrich, Minister of Education of the City of Buenos Aires, pledged 1,000 Argentinian scholarships for Syrian refugees.

World Economic Forum on Africa
May 2017 Durban, South Africa

In all, 71 YGLs from 14 countries participated in the World Economic Forum on Africa, which focused on inclusive growth through responsive and responsible leadership. YGLs shared insights in a private session with South Africa’s Minister of Finance, which aimed to identify new solutions to combat the country’s rising unemployment and economic instability. They also contributed to the launch of the Durban Agreement on Open Africa, which advocates for an open and border-free continent.
World Economic Forum on ASEAN
May 2017 Phnom Penh, Cambodia

Focused on the theme, Youth, Technology and Growth, 39 YGLs participated in the World Economic Forum on ASEAN. They met with Global Shapers and Schwab Foundation social entrepreneurs in a unique community programme to catalyse new solutions that leverage the region’s digital and demographic advantages. YGL Maria Antonia Arroyo, Chief Executive Officer of Hybridigm Consulting, Philippines, facilitated a $50,000 investment in a Global Shaper’s agricultural project, and the communities committed to working together to launch a financial literacy project across ASEAN.

World Economic Forum on the Middle East and North Africa
May 2017 Dead Sea, Jordan

At the World Economic Forum on the Middle East and North Africa, 47 YGLs contributed to the theme of Enabling a Generational Transformation. Notably, YGLs Khadija Idrissi Janati, Founder and Chief Executive Officer of KMK Groupe, Morocco, and Majid Jafar, Chief Executive Officer of Crescent Petroleum, United Arab Emirates, co-chaired the meeting, providing a vision for peace and prosperity in the region. Eyad Alkassar, Chief Executive Officer of Rocket Internet ME, United Arab Emirates, explored how to lead businesses into the future. In addition, Mincush Abdel-Meguid, Co-Founder and Managing Director of Union Capital, Egypt, spoke about trailblazing female entrepreneurs, from leaders in the fashion industry to the founder of MENA’s first bitcoin platform, in a session that explored how start-up cultures are being transformed across the region. YGLs also met with leading start-ups from the area to explore collaboration.

World Economic Forum Annual Meeting of the New Champions 2017
June 2017 Dalian, People’s Republic of China

The 85 YGLs who participated in the Annual Meeting of the New Champions, the foremost global gathering on science, technology and innovation, held under the theme of Achieving Inclusive Growth in the Fourth Industrial Revolution, examined new ways to enable emerging technologies to work for the global good. Calvin Chin, Founder of Transist, People’s Republic of China, and Claudia Olsson, Chief Executive Officer of Exponential, Sweden, focused on the building blocks of inclusive innovation. Lee Xiaodong, President and Chief Executive Officer of China Internet Network Information Center (CNNIC), People’s Republic of China, contributed to the conversation on decoding national digital strategies; and Zachary Bogue, Managing Partner at Data Collective, USA, discussed how the internet of things can drive human-centred design and development. YGLs also pledged with Global Shapers and Schwab Foundation social entrepreneurs to scale YGL initiative #IamtheCode in new regions to reach 1 million women and girls with science, technology, engineering and mathematics training by 2030.
Exceptional next-generation leaders are identified worldwide through a comprehensive selection process. In March 2017, 100 new leaders joined the Young Global Leaders community.

The Class of 2017 included a space archaeologist, the youngest female politician in Israeli history, a scientist leveraging technology to detect emotions, the strongest advocate for disability rights in Nigeria and a former White House chef who promotes international diplomacy through gastronomy.

The new class was evenly split between business and non-profits and, for the fourth year in a row, women outnumbered men. Candidate selection represented our community’s values: authenticity, generosity, respect and impact. Candidates were celebrated in a successful media launch, which reached a global audience of over 1.5 million viewers.

“...The Forum of Young Global Leader continues its strong tradition of investing in leaders who take personal and collective responsibility for a more sustainable future. One hundred new YGLs from the Class of 2017 have an unparalleled opportunity to strengthen their impact, grow as leaders and contribute to World Economic Forum projects over the next five years. We will continue to expand our network and innovate and accelerate our efforts to support young leaders.”

John Dutton, Head of Social Engagement and Head of the Young Global Leaders Community, World Economic Forum
In 2016-2017, our alumni community grew to over 470 members, including seven classes of Young Global Leaders.

All YGLs are eligible to join the Alumni community to continue their leadership journey and maintain their engagement in all World Economic Forum activities. Alumni serve as stewards of the Forum of Young Global Leaders, vetting nominees and serving as mentors to new members. Alumni leadership, especially in preserving the ethos and impact-oriented mindset of the community, is crucial to our ongoing success.

In 2016-2017, many Alumni moved to significant leadership roles, including:

- François-Philippe Champagne, Minister of International Trade of Canada
- Georges Kern, Chief Executive Officer, Breitling, Switzerland
- Raju Narisetti, Chief Executive Officer, Gizmodo Media, USA
- Mina Oraibi, Editor-in-Chief, National Newspaper, United Arab Emirates
- Rajiv Shah, President, The Rockefeller Foundation, USA

In our 2016-2017 Annual Survey, 63% of alumni indicated that they experienced positive career transitions during their membership, which many attributed to inspiration gained through YGL experiences.

This year, 100 alumni participated in the Young Global Leaders and Alumni Annual Summit 2016 in Japan, which included a graduation ceremony for 44 members of the Class of 2011. More than 80 alumni contributed to the Young Global Leaders and Alumni Annual Summit 2017 in Argentina, where they launched the Board Service Initiative, a campaign to further integrate YGLs into diverse boards to influence systems change.

The highest membership rate to date, 65% of the Class of 2011 joined the Alumni community.
Governance

Foundation Board

The Forum of Young Global Leaders is led by a board of extraordinary global leaders from around the world.

- **Klaus Schwab**, Chairman of the Board, Forum of Young Global Leaders; Founder and Executive Chairman, World Economic Forum
- **H.M. Queen Rania Al Abdullah of the Hashemite Kingdom of Jordan**
- **H.R.H. Haakon of Norway, Crown Prince of Norway**
- **Howard Cox**, Director, Brown Advisory, USA
- **Katherine Garrett-Cox**, Member of the Supervisory Board, Deutsche Bank, United Kingdom
- **Ellana Lee**, Senior Vice-President and Managing Editor, CNN International, Hong Kong SAR
- **Marissa Mayer**, Former, Chief Executive Officer, Yahoo! Inc., USA
- **Lorenzo A. Mendoza**, Chief Executive Officer, Empresas Polar, Venezuela
- **Ngozi Okonjo-Iweala**, Chair, Gavi the Vaccine Alliance, USA
- **David Rubenstein**, Co-Founder and Co-Chief Executive Officer, Carlyle Group, USA
- **Jimmy Wales**, Founder and Chair Emeritus, Board of Trustees, Wikimedia Foundation, USA
- **Zhang Yichen**, Chairman and Chief Executive Officer, CITIC Capital, Hong Kong SAR

Advisory Group

A total of 48 YGLs serve as strategic advisers to the Forum of Young Global Leaders. The Advisory Group reflects the diversity and spirit of the community and provides mission-critical expertise. Together its members challenge our team to innovate, accelerate and refocus our daily work.

Financial Statements

Actual 2016-2017

Revenues
Total Revenues 4,387

- 2,633 YGL Memberships
- 147 YGL Dangote Fellowship
- 1,495 Contribution from the World Economic Forum
- 112 Other Income

Expenses
Total Costs -4,387

- 1,412 Payroll Costs
- 118 Office Costs
- 2,857 Activity Costs

Budget 2017-2018

Revenues
Total Revenues 3,654

- 2,600 YGL Memberships
- 180 YGL Dangote Fellowship
- 300 Contribution from the World Economic Forum
- 574 Other Income

Expenses
Total Costs -3,654

- 1,815 Payroll Costs
- 75 Office Costs
- 1,764 Activity Costs
Endowment Fund

In 2016, the Forum of Young Global Leaders launched an endowment fund to raise capital to innovate and improve our programmes. Donations to this fund support new leadership development opportunities and scholarships, as well as seed funding to selected, tested and proven impact initiatives.

The Forum of Young Global Leaders thanks the following contributors who are helping to empower the next generation of leaders working as a force for social good.

- Andrew Cohen, Chief Executive Officer, JPMorgan Private Bank, Hong Kong SAR
- Andrew Wales, Visiting Fellow, Smith School for Enterprise and Environment, United Kingdom
- Arsjad Rasjid P. Mangkuningrat, President and Group Chief Executive Officer, Indika Energy, Indonesia
- Benjamin Goldsmith, Chief Executive Officer, Menhaden Capital, United Kingdom
- Calvin Choi, Chairman of the Board of Directors, AMTD Group, Hong Kong SAR
- Dave Novak, Partner, Clayton, Dubilier & Rice, United Kingdom
- Georges Kern, Chief Executive Officer, Breitling, Switzerland
- Yana Peel, Chief Executive Officer, Serpentine Gallery, United Kingdom
- Thor Björgolfsson, Chairman, Novator Partners, Iceland

Strategic Partners

Through their Strategic Partnership with the World Economic Forum, the following organizations support the Forum of Young Global Leaders.

- A.T. Kearney Inc.
- Bain & Company Inc.
- Barclays
- Bill & Melinda Gates Foundation
- Clayton, Dubilier & Rice LLC
- Deutsche Bank AG
- General Motors Company
- The Goldman Sachs Group Inc.
- Google Inc.
- HSBC Holdings Plc
- Hanwha Energy
- Heidrick & Struggles
- Lazard
- McKinsey & Company
- Morgan Stanley
- PepsiCo Inc.
- Publicis Groupe SA
- Renault-Nissan BV
- Standard Chartered Bank
- Swiss Reinsurance Company Ltd
- UBS AG
- WPP Plc
- Zurich Insurance Group
Upcoming Activities

Forum of Young Global Leaders
Oxford Said Business School
Education Module
13-16 August 2017
Oxford, United Kingdom

Sustainable Development Impact Summit
18-19 September 2017
New York, USA

India Economic Summit
4-6 October 2017
New Delhi, India

Young Global Leaders Impact Lab
16-18 October 2017
New York, USA

World Economic Forum Annual Meeting 2018
23-26 January 2018
Davos-Klosters, Switzerland

Forum of Young Global Leaders
Harvard Education Module
27 February-9 March 2018
Cambridge, USA

World Economic Forum on Latin America
14-15 March 2018
São Paulo, Brazil

World Economic Forum on the Middle East and North Africa
27-29 April 2018
TBC

World Economic Forum on Africa
9-11 May 2018
TBC

Annual Meeting of the New Champions 2018
26-28 June 2018
TBC, People’s Republic of China

World Economic Forum on ASEAN
11-13 September 2018
TBC, Vietnam

Forum of Young Global Leaders and Alumni Annual Summit 2018
7-10 October 2018
San Francisco, USA
The World Economic Forum, committed to improving the state of the world, is the International Organization for Public-Private Cooperation.

The Forum engages the foremost political, business and other leaders of society to shape global, regional and industry agendas.
The Forum of Young Global Leaders
Annual Report 2017-2018
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6 Class of 2018
7 Leadership
8 Action
9 Acceleration
10 Dangote Fellowship
11 Activities and events
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Introduction

In the age of the Fourth Industrial Revolution, economies, businesses, societies and politics are not just changing – they are being fundamentally transformed. Reforming our existing processes and institutions will not be enough – leadership matters more than ever as society strives to manage the shifts occurring in industries, cities and systems.

The Forum of Young Global Leaders was established by the World Economic Forum in 2004 to foster leaders in public-private cooperation and forge a new model of global governance. For more than 13 years, the Forum of Young Global Leaders has provided extraordinary leaders from around the world with key skills, immersive experiences and platforms to challenge their spheres of influence and build a sustainable future.

I continue to be inspired by reading about the individual and collective actions of the Young Global Leaders, particularly over the last 12 months. As its Founder, I am proud to see that the dream envisaged for this community in 2004 has truly become a reality.

The YGL programme provides a holistic approach to leadership development, and a cornerstone of the experience is its executive education modules. Over the last decade, more than 1,000 Young Global Leaders have taken part in these modules at leading universities to hone their leadership and management skills, explore global challenges and examine the changing geopolitical landscape.

More than ever, I believe in integrating the voice of influential young leaders into the Forum’s approach to shaping the global, regional and industry agendas. In October, we will gather Young Global Leaders, past and present, for our Young Global Leaders and Alumni Annual Summit in San Francisco. With 600 leaders participating, this year’s summit will examine ways to harness the Fourth Industrial Revolution as a positive force while mitigating its unintended consequences.

I am confident this generation of leaders has the skills and mindset to create a sustainable future where we thrive as individuals and technology-enabled communities.
The Forum of Young Global Leaders (YGL) has a mission to cultivate experiences, learning and connections for leaders that enhance their skills, broaden their world view and mobilize efforts to address pressing local and global challenges. We do this through programme offerings that enhance leadership, inspire action and accelerate impact.

Over the course of their five-year journey, the exceptional leaders that the World Economic Forum honours draw motivation from one another to take on new professional feats in ways they individually could not have imagined. For example, several members of the 2012 cohort, who finished the programme in 2017, have made the jump into public office.

There’s the story of Facundo Garreton, an Argentinian who, in 2012, was the chief executive officer of a leading technology investment platform, InvertirOnline.com. With a passion for civic duty, Garreton participated in a YGL Public Leadership Boot Camp, a workshop that encourages community members to reflect on the possibility of running for public office. Garreton translated this experience into action, and decided to run for congress in Argentina with the support of other YGLs. He was elected in 2014 and has since played a major role in opening up the Argentinean economy to the world following President Mauricio Macri’s election.

Our five-year programme also helps accelerate initiatives to scale up. YGLs David Hertz and Devry Boughner Vorwerk shared an ambitious vision to eliminate food waste and improve nutrition in economically depressed areas. Leveraging each of their organizations and networks, they forged an unusual partnership between a multinational corporation and a Brazilian non-profit to advance the Social Gastronomy Movement, which uses the power of food to address social inequality.

Boughner Vorwerk, a vice-president at Cargill, and Hertz, the founder and president of Brazil-based Gastromotiva, worked together to establish a three-year, $1.5 million commitment to scale up a community-based approach to increase food security and create employment opportunities in the food and agricultural sector. Their shared action offers an exemplary path towards transforming the global food system with the aim of providing adequate nutrition to the world’s growing population.

These examples bring to life what this community is all about – fostering action among enterprising, next-generation leaders seeking to accelerate their influence and efforts for social good.

The community and our programme have expanded significantly in recent years thanks to the ideas, passion and efforts of the YGL Foundation Board, Advisory Group, the institutional platform and support of the World Economic Forum and every Young Global Leader and Alumnus.
Global footprint

115 Nationalities

792 Young Global Leaders

543 Alumni Leaders

Industry Breakdown

- Business: 57%
- Public Figure: 11%
- Media: 3%
- Social Entrepreneur: 2%
- Civil Society: 15%
- Academia/Think-tank: 9%
- Arts, Culture & Sports: 3%
The Forum of Young Global Leaders takes seriously its role in promoting global leadership with high moral integrity and a commitment to action. This year’s cohort of 100 individuals comprises an equal number of business and not-for-profit leaders, more than half of whom come from emerging economies. In line with previous years’ cohorts, the majority are women. They include the world’s most accomplished under-40-year-olds, including a head of state, a Formula One champion and a decorated human rights lawyer.

In the public sector, we have identified pioneering leaders from around the world. From Leo Varadkar, the youngest and first openly gay Prime Minister of Ireland, to Kaila Murnain, the youngest and first female General Secretary of Australia’s New South Wales party, these leaders are ushering in fresh political ideas and promoting dynamic societies.

Our business leaders represent the world’s largest corporations, as well as start-ups. They take nothing for granted and pursue big ambitions. One example in the technology space is Mustafa Suleyman, who, at 19, helped set up one of the largest telephone counselling services for mental health in the United Kingdom and now oversees integrating AI technology across a range of Google products. Another is Rhea Mazumdar Singhal, who is tackling the issue of plastic waste in India, where 25,000 tons are produced daily. One of our notable nominees in the creative industries is Hao Jingfang, the first Chinese woman to win the Hugo Award for science fiction.

These enterprising young leaders stir our ambitions for the future and we are proud to invest in their continued and significant successes.
Over the course of 2018, the community came together at educational modules and during impact expeditions to pause, gather contextual intelligence, and share experiences and viewpoints on leadership challenges.

**Executive Education Programme**

In 2017-2018, nearly 200 YGLs participated in executive education courses at the Harvard Kennedy School, Oxford’s Said Business School, Princeton University’s Andlinger Center for Energy and the Environment and the Lee Kuan Yew School of Public Policy. The courses covered subjects such as public policy, transformational leadership, energy and the environment, and geopolitics in Asia Pacific.

The purpose of our executive education programme is not only to provide rare and invaluable space for community members to reflect on the latest trends and research, but also to connect to and gain insight from others’ experiences. YGLs share projects they are working on – books, business plans, non-profit scaling ideas, philanthropy – and obtain feedback on ways to grow their impact.

**Public Leadership**

The Forum of Young Global Leaders encourages its members to positively influence public policy from within their sectors, and has supported more than a dozen YGLs to run for office. Approximately one-third of respondents of the YGL annual survey anticipate becoming involved in politics over the next five years to serve constituencies and improve government.

Our team works with the community to develop a deeper appreciation for critical governance questions and international issues. This year, a committed group of European YGLs invited others from around the world to investigate the future of the European Union and the evolving challenges of effective political leadership in the Fourth Industrial Revolution.

Kalin Anev Janse, Secretary-General of the European Stability Mechanism, and Marietje Schaake, Member of the European Parliament for the Dutch Democratic Party, were at the forefront of exposing fellow YGLs to the complexities and trials of the European project. The gathering, which featured meetings with high-level European government officials and renowned commentators, underscored the emergence of a new generation of leaders influencing the aspirations of the European Union through innovative ideas, new philosophies for collaboration and a commitment to European unity.
The YGL journey aims to spur action that exceeds any one individual’s capacity. In 2018, YGLs came together to find solutions to complex problems that obstruct progress for specific populations and the global commons.

Safeguarding oceans

While only 5% of the ocean has been explored, evidence suggests its entire ecosystem is seriously under threat. In response, a collective of YGLs is building a movement to restore and protect the Earth’s marine life.

These YGLs are working to galvanize contributions across the community to ensure our oceans remain sources of life for generations to come.

Nina Jensen, for example, is the Chief Executive Officer of REV Ocean, which is constructing the world’s largest research and expedition vessel. This vessel will house 60 researchers at any given time and promises to uncover sustainable and environmentally responsible solutions for the world’s oceans.

Lara Setrakian, as Co-Founder and Chief Executive Officer of News Deeply, has created a platform for oceans-related news coverage, Oceans Deeply. Oceans Deeply goes beyond reporting on hot topics like the coral reef crisis, plastics pollution and the establishment of marine protected areas and aims to raise awareness of under-represented issues such as high-seas governance and deep-sea mining.

In Latin America, Kerstin Fosberg mobilizes volunteers to empower and educate coastal communities in Peru about their marine environments through Planeta Ocean. The driving force behind the campaign to acquire legal protection for giant manta rays, Fosberg marshalled citizen scientists to collect data to advocate for the species. Her vision prompted the government to legally protect the manta ray, and Fosberg now has her sights set on achieving broader conservation efforts through strategic tourism and the activation of local communities.

To strengthen the community’s capacity for collective action, a group of ocean-passionate YGLs gathered in June for a workshop in Stockholm to share insights, seed collaborations and develop a plan to mobilize YGL action on Sustainable Development Goal 14: Life Below Water. In collaboration with the World Economic Forum’s Friends of Ocean Action initiative, the YGL Community will continue to drive change.
YGLs are passionate and informed leaders who are keen to address global issues that require accelerated and collective mobilization. From climate change to education systems, YGLs took advantage of opportunities throughout 2018 to shape and advance globally shared agendas.

#StepUpClimateAction

YGLs participated in environment-related expeditions, educational modules and gatherings to witness climate change first-hand, more deeply understand the policy, science and business levers that affect ecosystems, and spur action to preserve our planet.

A community delegation travelled to Greenland to assess the social and economic effects of melting glaciers. The group also gained a deeper scientific appreciation for the role of the Arctic in geopolitics and the existential threat it faces.

A pointed sense of urgency about climate change arose and, through diverse channels, the delegation was inspired to take action across its spheres of influence. YGLs from India and Israel integrated climate-friendlier approaches into their mobility and energy companies and community members from the financial industry investigated how to link CO2 emissions to investment strategies and green bonds. YGLs from across sectors were moved to write blogs sharpening their positions on climate change and preparing for concerted action for COP24: the 24th Session of the Conference of the Parties in December.

Collaboration

The YGL journey offers in-person and virtual touchpoints for community members to learn about and support each other’s work. One example includes the work of Welcoming International, a programme of Welcoming America, founded by YGL David Lubell, a recipient of the United Nations Alliance of Civilizations and BMW Group’s Intercultural Innovation Award. After meeting with YGLs, Lubell decided to expand his work to advance local-level welcoming of immigrants and refugees in other countries. Lubell has seen the integration efforts of partners grow in Australia, Germany, New Zealand and the United Kingdom and is working with community members to expand efforts for over 250 million international migrants.

Meanwhile, entrepreneur and philanthropist Sandro Salsano has been inspired by fellow YGL Vikas Pota, the initiator of the Global Teacher Prize, to promote improved education and teaching across Central America. After taking part in various sessions and interactions at the World Economic Forum on Latin America in March 2018, he has established the Salsano Shahani Foundation and is preparing investments into Latin American education systems.
Created in collaboration with Aliko Dangote, President and Chief Executive Officer of the Dangote Group, the Dangote Foundation Fellowship helps ensure that leaders from across Africa can play an active role in our programming. This year, Dangote Fellows participated in 25 key events and impact expeditions including:

- Annual Meeting of the New Champions
- Roundtable with the South African Government
- Sustainable Development Impact Summit
- World Economic Forum Annual Meeting
- Young Global Leader Advisory Group Retreats
- Young Global Leader Greenland Impact Expedition
- Young Global Leader Harvard Education Module

“Without the Dangote Fellowship, I would not have been able to participate actively as a YGL. I have grown immensely as a leader and take pride in representing Africa and driving meaningful interactions globally.”

– Zukie Siyotula, Chairperson, Revere Group, South Africa; Dangote Fellow
Activities and events

Through events run by the World Economic Forum, community members encounter leaders who can help to expand their impact and scale up their ideas. In addition, the team works with members to co-design events that cultivate action on specific topic areas. Programmatic offerings in 2017-2018 include:

<table>
<thead>
<tr>
<th>Year</th>
<th>Event</th>
<th>Date</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>Public Leadership Masterclass</td>
<td>12-14 July 2017</td>
<td>Ottawa and Toronto, Canada</td>
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<tr>
<td></td>
<td>Insight Expedition: Mongolia</td>
<td>27 July–1 August 2017</td>
<td>Ulaanbaatar, Mongolia</td>
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<tr>
<td></td>
<td>Executive Education: University of Oxford</td>
<td>13-16 August 2017</td>
<td>Oxford, United Kingdom</td>
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<td></td>
<td>Sustainable Development Impact Summit</td>
<td>18-19 September 2017</td>
<td>New York, USA</td>
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<td></td>
<td>India Economic Summit</td>
<td>4-6 October 2017</td>
<td>New Delhi, India</td>
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<td></td>
<td>YGL Impact Lab</td>
<td>16-18 October 2017</td>
<td>New York, USA</td>
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<td></td>
<td>Oceania Forum on Diversity and Inclusion</td>
<td>20-21 October 2017</td>
<td>Sydney, Australia</td>
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<td>YGL Graduation and Alumni Weekend</td>
<td>17-19 November 2017</td>
<td>San Francisco, USA</td>
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<td></td>
<td>Insight Expedition: Jeddah</td>
<td>26-28 October 2017</td>
<td>Jeddah, Saudi Arabia</td>
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<tr>
<td>2018</td>
<td>World Economic Forum Annual Meeting 2018</td>
<td>23-26 January</td>
<td>Davos-Klosters, Switzerland</td>
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<tr>
<td></td>
<td>Executive Education: Harvard Kennedy School</td>
<td>27 February–9 March 2018</td>
<td>Cambridge, USA</td>
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<td></td>
<td>Engadin Skimarathon</td>
<td>6-11 March 2018</td>
<td>Engadin Valley, Switzerland</td>
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<td></td>
<td>World Economic Forum on Latin America</td>
<td>13-15 March 2018</td>
<td>São Paulo, Brazil</td>
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<td></td>
<td>Insight Expedition: European Union</td>
<td>11-13 April 2018</td>
<td>Brussels, Belgium</td>
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<td></td>
<td>Impact Expedition: Greenland</td>
<td>25-28 May 2018</td>
<td>Greenland</td>
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<td></td>
<td>YGL Ocean Collaboration Workshop</td>
<td>12-13 June 2018</td>
<td>Stockholm, Sweden</td>
</tr>
<tr>
<td></td>
<td>Insight Expedition: Leadership Reflection at the Vatican</td>
<td>18-20 June 2018</td>
<td>Rome, Italy</td>
</tr>
</tbody>
</table>
Foundation Board

The Forum of Young Global Leaders is led by a board of extraordinary global leaders.

Klaus Schwab, Chairman of the Board, Forum of Young Global Leaders; Founder and Executive Chairman, World Economic Forum

Thor Björgolfsson, Chairman, Novator Partners

Tejpreet Singh Chopra, President and Chief Executive Officer, Bharat Light and Power

Katherine Garrett-Cox, Chief Executive Officer, Gulf International Bank (UK)

Ellana Lee, Senior Vice-President and Managing Editor, CNN International

Marissa Mayer, Co-Founder, Lumi Labs

Lorenzo A. Mendoza, Chief Executive Officer, Empresas Polar

Amina Mohammed, Deputy Secretary-General, United Nations

Nicole Schwab, Co-Founder, EDGE Certified Foundation

Jimmy Wales, Founder and Trustee, Wikimedia Foundation

Zhang Yi-Chen, Chairman and Chief Executive Officer, CITIC Capital Holdings

In addition to our Foundation Board, the Forum of Young Global Leaders is guided by an advisory group of more than 40 YGLs. The advisory group reflects the diversity of the community and provides critical expertise for our long-term strategic planning.
Supporters

Through partnerships with the World Economic Forum, the following organizations support the Forum of Young Global Leaders.

Accenture
Airport Authority Hong Kong
AMTD Group
Bain & Company
Barclays
Bill & Melinda Gates Foundation
CF Capital
Dangote Foundation
Deutsche Bank
Google
Heidrick & Struggles
HSBC Holdings
Inner Mongolia Yili Industrial Group
JPMorgan Chase & Co.
Khazanah Nasional
Lazard
McKinsey & Company
Morgan Stanley
Publicis Groupe
Saudi Aramco
Schneider Electric
Swiss Re
UBS
Welltower
WPP
Yara International

Endowment Fund

The YGL Endowment Fund provides an opportunity for YGLs to give back and support the long-term viability of the foundation. We would like to thank the following YGLs for their donations.

Eric and Inessa Anderson
Thor Björgolfsson
Calvin Choi
Andrew Cohen
Katherine Garrett-Cox
Benjamin Goldsmith
Georges Kern
Corinna E. Lathan
M. Arsjad Rasjid P. Mangkuningrat
David Novak
Yana Peel
Alejandro Ramirez Magaña
Sandro Salsano
Andrew Wales

Executive Education

Our world-class education modules are made possible thanks to generous contributions from the following individuals, companies and organizations.

Howard Cox
Bill and Penny George
Marilyn Carlson Nelson and Glen Nelson
Lee Kuan Yew School of Public Policy, National University of Singapore
David Rubenstein
Singapore Economic Development Board
Willis Towers Watson
Financials results

Actual 2017-2018
Revenues kCHF

Total Revenues 3,564

- 2,510 YGL Membership dues
- 124 Grants & Sponsorship
- 918 Participation Fees
- 12 World Economic Forum In-kind contribution

Costs

Total Costs -3,564

- 1,786 Payroll Costs
- 53 Office Costs
- 834 Activity Costs
- 891 In-kind Overhead Costs
The World Economic Forum, committed to improving the state of the world, is the International Organization for Public-Private Cooperation.

The Forum engages the foremost political, business and other leaders of society to shape global, regional and industry agendas.
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Preface

As the YGL Community approaches its 15th anniversary, we look back on the remarkable difference this foundation has made in the lives of individuals and the world. Our members have prototyped new business models with positive ripple effects across entire industries, such as the circular production practices and the sharing economy. They have taken up the responsibility of leading their companies and countries through challenging times, violence and political uncertainty with grace and composure. And they have bravely stood up for the practices and policies they feel will help the world prepare for and embrace Globalization 4.0, driven by the worldwide spread of digital technologies, which has the potential to realize more inclusive and sustainable opportunity.

Much has changed in the world. But the core belief that underpins our theory of change at the Forum of Young Global Leaders (YGLs) remains the same: relationships matter. Screens and hardware increasingly mediate human interaction, but our organization holds firm the conviction that the greatest value we can offer is deep human connection. We know that the people in our lives, whether family, friends, neighbours, colleagues, strangers or competitors, not only affect what we do but who we are. How we interact and with whom we spend our time determines our quality of life, our ability to realize our potential and our contributions to the rest of the world.

Our focus on relationships flows to three programmatic objectives:

1. **To inspire:** Our activities expand perspectives by challenging YGLs to think differently, exchange ideas and mobilize the world to act in the public interest. At the World Economic Forum Annual Meeting 2019 in Davos-Klosters, YGL Alumni Caroline Casey, Founder of Binc, and Gina Badenoch, Founder of Capaxia, came together to share stories and evidence to inspire companies to join The Valuable 500, a global effort to put inclusion on the business agenda and unlock the business, social and economic value of people living with disabilities around the world. Their collaboration with the World Economic Forum on this topic exposed thousands of influential business leaders to important approaches to disability inclusion.

2. **To connect:** Dedicated opportunities for members to form deep bonds result in unimaginable action. When YGL Mina Guli, who was running 100 marathons in 100 days, got injured on day 62, the YGL Community took up her cause to draw attention and action to the water crisis unfolding worldwide. Dozens of YGLs came together to create the global movement #RunningDry, to educate and activate companies and the public to push policies that preserve water sources.

3. **To transform:** By providing unique opportunities to be immersed in and experience global complexity first-hand, our programme helps leaders transform their approaches to key issues. This year, the YGL Community undertook a social media campaign to promote nature conservation that reached over 25 million people in the month of May alone. A group of YGLs visited Greenland communities in the Arctic to highlight the people’s stories and bring messages about the populations in peril back to their organizations and governments to encourage a sea change of nature-friendly policies. Individual YGLs have committed to changing policies at their organizations and governments in 2019 and 2020 to increase the protection of nature.

The Forum of Young Global Leaders exposes these accomplished individuals to new insights through transformational experiences and encounters with one another. To generate and cultivate these insights, our programme nurtures spaces in which humility thrives. We identify and bring exceptional YGLs together to reignite progress where complexity stagnates it. After all, it is only once we discover our shared humanity that our actions will contribute to a common good.
Global Footprint

114 Countries
712 Young Global Leaders
616 Alumni

Regional Breakdown

- North America: 28%
- Latin America: 7%
- Sub-Saharan Africa: 8%
- Europe, Russia, and the CIS: 26%
- Greater China: 6%
- Asia-Pacific: 11%
- Middle East and North Africa: 7%
- South Asia: 7%

Industry Breakdown

- Business Executive: 56%
- Civil Society Representative: 15%
- Public Figure: 11%
- Academic / Think Tank Expert: 9%
- Arts, Culture and Sports Personality: 3%
- Media Leader: 3%
- Social Entrepreneur: 3%
Class of 2019

The Forum of Young Global Leaders was founded to fuel new models of leadership. Every year, we seek out change-makers with the grit, foresight and potential to improve the state of the world. We look for individuals who reflect global diversity, innovate to promote public interest and value authentic exchanges towards public-private cooperation.

This year’s class of 127 new members comprises an equal number of business and not-for-profit leaders, more than half of whom are from emerging economies. In line with previous years’ classes, the majority are women. The class features three heads of state and nine ministers from every continent. It highlights artists with the courage to spotlight unseen issues worthy of global attention. It also acknowledges leaders changing the future of work, both at established Fortune 500 companies and organizations upending their industries.

The class includes, among many other notable leaders, Kristy Coventry, the most decorated Olympian female swimmer of all time; Ivy Russell, the founder of the first app providing advice on contraception in Bangladesh; Priyanka Bakaya, the managing director of a leading supermarket chain looking to ban plastic packaging; and Christine Ho, a scientist whose work is revolutionizing batteries.

Our expectations of them are high, and we know they have the resolve and ability to foster the new leadership our future requires.
Graduating Class

Over the five-year programme, YGLs encounter opportunities to exchange leadership experiences with one another and to reimagine their role in the world. Each programme element is designed to bring these exceptional leaders into contact with new ideas, people and environments that expand their perspectives and capabilities. Ultimately, they confront new possibilities that often change the course of their careers. As many as 80% of YGLs affirm that their professional and personal development have been enriched over the course of the programme, which inspires them to be more driven, globally aware, empathetic and sensitive to challenges around the world. In December 2018, the YGL Class of 2013 joined the Alumni Community. A few examples of their exceptional leadership are highlighted below.

In an era of polarization and quick reaction, YGLs are at the forefront of reinforcing civil and measured dialogue in the geopolitical realm. Renée Maria Tremblay, Senior Counsel to the Supreme Court of Canada, drew support from the YGL Community to help advise the International Criminal Court on the world’s first trial against the use of child soldiers, which will serve as a precedent to courts globally.

Lindiwe Mazibuko, meanwhile, transitioned from her role as a political leader in South Africa (Democratic Alliance) to become the Founding Director of Apolitical Academy, whose mission is to train and mentor young people entering public service. Initial programmes have begun in Southern Africa and will be expanded to Eastern Europe, and a global curriculum supporting YGLs and Global Shapers will be introduced later this year.
The members of the Class of 2013 have also influenced the Sustainable Development Goals (SDGs) in a powerful way. Ali Adnan Ibrahim, Global Head of Sustainability and Social Responsibility at Al Baraka Banking Group, became deeply involved in the SDGs following his first YGL Annual Summit in 2015. Following the launch of the SDGs later that year, Adnan Ibrahim encouraged Al Baraka to pledge to support the financing of the SDGs. To date, thanks to his leadership, Al Baraka has committed to $832 million to help finance the SDGs to provide more than 50,000 new jobs.

Another member of the Class of 2013, Marcela Escobari committed to influencing development programmes around the world throughout her time as a YGL. Having started her YGL journey as the Executive Director of the Center for International Development at Harvard University before becoming an Assistant Administrator of the U.S. Agency for International Development’s (USAID), Escobari is now leading a formidable project at the Brookings Institute – supported by YGL Alumnus Shamima Singh and the Mastercard Centre for Inclusive Growth – focused on the Workforce of the Future. This initiative provides cities and regions with key recommendations for establishing an inclusive economic development model.

From her first moments as a YGL, Jane Burston pursued opportunities to influence global leaders to act to protect the planet and support the environmentally relevant SDGs. In her final year as a YGL, Burston launched the Clean Air Fund, a philanthropic initiative to tackle air pollution, accelerate decarbonization and improve human health. Incubated alongside YGL leadership at the Children’s Investment Fund Foundation (CIFF) Kate Hampton and Sonia Medina, the $20 million Clean Air Fund is innovating the type of support that can stimulate urban projects that reduce air pollution, trigger improvements in health and decrease the effects of climate change.

Oscar-winning filmmaker Sharmeen Obaid-Chinoy has never been afraid to take on challenging social issues; her documentaries highlight gender inequality, particularly in Pakistan. Obaid-Chinoy has been instrumental in leveraging the Forum’s platform to share stories that drive change in society. In 2015, she won the Academy Award for Best Documentary (Short Subject) for A Girl in the River: The Price of Forgiveness and, in 2017, she served as Co-Chair of the World Economic Forum Annual Meeting, where she argued that “business and economics must go hand in hand with culture and arts for society to move forward”.

We celebrate all those in the Class of 2013 who completed the programme and boldly contributed to global leadership. They now move to a new phase in their leadership development. Their contributions to the world will continue, as will their affiliation with the YGLs through the Alumni Community.
Impact Expeditions

Our increasingly complex world faces intractable and severe challenges: climate change, inequality, drugs and violence, and ongoing strife in too many countries worldwide. Too many leaders are making decisions about issues originating hundreds, if not thousands, of miles away that they have never experienced or witnessed up close. It is more important than ever for our leaders to confront these challenges and take the necessary actions. But how do we transition from learning and understanding to doing and resolving problems?

To accelerate progress on these challenges, people’s level of knowledge and understanding must also increase. The members of the Forum of Young Global Leaders have developed a series of Impact Expeditions that incite them to confront, contextualize and assess how they, and the institutions they represent, can make a tangible difference and nudge the world in positive directions. Vivid experiences, such as those experienced during these Impact Expeditions, have been proven to dramatically affect an individual’s mindset. They increase engagement levels; they are felt personally and influence emotions as well as enhance knowledge and skills. The participants immediately take ownership of the issue at hand. The Impact Expeditions are linked to the five commitments around which the YGL Community mobilized at the YGL Annual Summit 2018: food security, migration, political entrepreneurship, sanitation and the environment. The YGL Community is well positioned to tackle and help resolve these matters, with the help of a committed partner organization that organizes the expeditions.

Greenland 2018 and 2019

Greenland has the second largest ice sheet in the world, covering 81% of the island. This sheet is the keeper of roughly 8% of the Earth’s freshwater and contains enough ice to raise global sea levels by 7.3 metres (almost 24 feet) were it to melt, which would inundate many of the world’s biggest coastal cities. Today, this ice sheet is melting six times faster than four decades ago. In June 2019, over 40% of Greenland experienced melting, with a total estimated ice loss of more than 2 billion tons in just one day alone. Despite these alarming facts, many global leaders have yet to acknowledge the climate crisis and agree on what needs to be done to mitigate its effects. Strong-willed individuals interested in taking the lead must be championed, to make a difference in this push for human survival. With strong support from the Community, the YGLs have decided it is time to move environmental challenges to the top of the agenda and have transformed the YGL programme and activities to stimulate this shift.

In 2018 and 2019, in partnership with Three Squares Inc. and Active Philanthropy, the Forum of Young Global Leaders organized two YGL Impact Expeditions to Greenland, to understand the effects of climate change first-hand. YGLs visited the city of Ilulissat, where the Jakobshavn glacier is located. The glacier is one of Greenland’s 12 protected areas and one of four key glaciers contributing to the loss of freshwater of the overall ice sheet. The YGLs met with Inuit leaders to discuss the consequences of climate change on Greenland’s inhabitants. They were challenged to connect what they saw to potential actions in their own sphere of influence at the industry, regional or even global level. The YGL Greenland Exhibition 2019 report highlights aspects of the most recent trip, outlining the commitments made and its outcomes, while mentioning the over 25 million people that were touched through the trip’s social media outreach.

Kakuma 2018 and 2019

Migration and rising rates of forced displacement are contributing to global urbanization trends in a manner that local and global leaders need to better understand. Approximately 60% of the world’s refugees and 80% of internally displaced persons now live in urban areas rather than in traditional, confined camps.

In July 2018, YGLs travelled to northern Kenya to promote a pioneering, market-based approach to enhancing livelihoods in Kakuma and Kalobeyei refugee settlements. They witnessed entrepreneurship, creativity and talent in a vibrant refugee community of approximately 185,000 people (from...
19 countries), most of whom are refugees from the civil war in South Sudan. Engaging in peer learning and relationship building with local actors, the YGLs devised approaches to complex issues related to adapting urban spaces to integrate refugees, and gained insight into the challenges of increasing desertification and changes in pastoralism, which affect community integration. This YGL Impact Expedition prompted personal as well as collective commitments from the YGLs to make Kakuma the most entrepreneurial refugee camp or settlement in the world.

Since the trip, YGLs have given time, knowledge, expertise and financial support to make a positive difference in the lives of nearly 200,000 refugees. This ongoing YGL commitment focuses on three core workstreams, divided into three “Cs”: connecting, coaching and capital.

As a vehicle to achieve the objective of expanding economic and social opportunities for refugees and host community members, the Forum of Young Global Leaders has partnered with the United Nation High Commissioner for Refugees (UNHCR), the Aliko Dangote Foundation and Oxford University’s Refugee Studies Centre to deliver a YGL-led Executive Leadership Educational Programme in Kakuma Refugee Camp from 28 July to 4 August 2019. This programme aims to connect refugees to the global economy through an Oxford-certified educational module on entrepreneurship for 30 exceptional refugee and host community leaders. Through this module, YGLs seek to exchange knowledge and lessons learned with the course participants, humanitarian workers, and others. In Kakuma, the YGLs also plan to determine ways they can individually help refugees connect to the global economy, through their networks, organizations, resources and innovative ideas.

“I wish to express my deepest gratitude for the opportunity to have this experience. It has left me reflective, empowered and energized to do more for the greater good.”

- Billy Mawasha, Member of the Board and Independent Non-Executive Director, Metair Investments, South Africa (YGL 2017)

Education

The Forum of Young Global Leaders offers tuition-free educational opportunities to YGLs so they can continue their leadership journeys at leading institutions around the world. The education programmes aim to challenge perspectives about leadership and provide the necessary skills to effect change. This year, 160 YGLs participated in four of these programmes. Additional offerings are planned with the Nanyang Technological University (NTU) Institute of Science and Technology for Humanity in Singapore on Smart Cities.

Princeton University Andlinger Center for Energy and the Environment, 15-18 July 2018

During Princeton University’s first ever Executive Education Programme, 30 YGLs from 22 countries took part in a unique programme developed by Lynn Loo (YGL 2012) and other Princeton professors on the complexities of the science, engineering, economics and politics that underlie the challenges of environmental and energy insecurities. Given the gravity of the climate crisis, the goal was to showcase the complexities of the issue and through experiential laboratory settings to provide the group with a hands-on opportunity to think about what they can individually and collectively do to change the situation noticeably.

Oxford University Said Business School, 12-15 August 2018

Co-directed by Valerie Keller, Founder of Imagine (YGL 2012) and Andrew White, Associate Dean for Executive Education and Corporate Relations at Said Business School, the programme provided space and inspiration for 40 YGLs from 26 countries to reflect and grow beyond boundaries. Drawing on the humanities, sciences and thought leadership, the course featured experiential learning moments across Oxford’s historic campus, real-life simulations and debrief sessions on how the lessons can be applied to everyday leadership roles.

University of Cape Town Graduate School of Business, 18-21 November 2018

This “Leading through Change” module, directed by Martyn Davies, Managing Director for Emerging Markets and Africa at Deloitte (YGL 2010), sought to provide insight into how ethical leadership can build organizations for success. Using the City of Cape Town’s spatial disparities as a case study, a cohort of 20 YGLs from 15 countries reflected on how building inclusive societies can directly benefit society and the economy and is paramount to achieving sustainable development.

Harvard Kennedy School, 26 March - 5 April 2019

This year’s “Global Leadership and Public Policy for the 21st Century” course was co-chaired by Dan Levy, Senior Lecturer in Public Policy, and Iris Bohnet, Director of the Women and Public Policy Program, from the Harvard Kennedy School of Government. It provided 70 YGLs from 32 countries with a deeper understanding of public policy issues in conjunction with leadership skills. Integrating theory and practice, YGLs learned to think more deeply about the major issues facing future generations, and acquired leadership skills to effect significant change.
YGL Annual Summits

2018
Under the theme “Co Creating a Sustainable Future”, more than 600 YGLs and Alumni came together in October 2018 to explore how to achieve a human- and planet-centred model of the Fourth Industrial Revolution. Over a four-day journey, with leadership from the Summit’s Co-Hosts, Mark Benioff, Chairman and Co-Chief Executive Officer of Salesforce, Marissa Mayer, Co-Founder of Lumi Labs, and Zachary Bogue, Managing Partner of Data Collective, the YGLs took part in more than 100 interactive sessions, workshops and expeditions that helped them to expand their thinking, find opportunities to collaborate and identify new solutions.

They discussed the potential of cutting-edge technologies to transform society and combat such pressing issues as brain disease and paralysis, homelessness, gender bias, social marginalization and sustainable consumption. The programme culminated in collective action. YGLs made common commitments and entered into new collaborations and business partnerships to meaningfully contribute to the public good. This work will be advanced as a Community effort through 2020. The YGL Annual Summit 2018 was also the first World Economic Forum meeting to be organized as a fully carbon neutral event.

2019
A total of 190 YGLs from 64 countries participated in this year’s Young Global Leaders Annual Summit in Dalian, People’s Republic of China, from 30 June to 3 July. Under the theme “Human-Centred Leadership for Globalization 4.0” and supported by Accenture, the Summit provided space for YGLs to reflect on the leadership required for the next era of globalization; to connect and share their expertise on critical issues; and to mobilize their individual and organizations’ influence to achieve positive change in the world.

Specific outcomes included:

- A beta-mentoring platform to connect refugees to the global economy, for refinement during the YGL Impact Expedition in Kakuma Refugee Camp, Kenya, in July 2019; the Community plans to roll out the platform globally in 2020
- Dedicated funds and expertise to apply blockchain technology to environmental monitoring, through the Global Ledger initiative; Global Ledger will leverage data from sensors, nano-satellites, drones and other technology to transparently track sustainability commitments
- The Patience Premium, a coalition of YGLs working towards an investment approach that values risk through a long-term focus on efficient financial returns and effective environmental, social and governance standards.

World Economic Forum Annual Meeting

Over 150 YGLs and Alumni from 40 countries participated in the World Economic Forum Annual Meeting 2019 in Davos-Klosters where they shared insights on the theme “Globalization 4.0” with business, government and civil society representatives. YGLs assumed over 100 speaking roles in the programme and worked together to make progress on the Community’s 2020 commitments related to food security, migration, political entrepreneurship, sanitation and the environment.

Thirty YGLs contributed to the Annual Meeting theme and shared their insights via blog posts on the World Economic Forum’s Agenda, which is visited by almost 5 million people every month.
The Forum of Young Global Leaders is at the forefront of mobilizing change, by building on values-based relationships within the network, and beyond. At the Annual Summit in October 2018, 600 leaders from 85 countries came together to chart a shared course of action on certain issue areas, ranging from waste management in India to environmental protection. The YGL Community is applying various multistakeholder methods to transforming traditional approaches to these complex issues. Three of the issue areas are described below. For each, individual YGLs have committed their organizations to concerted efforts, and dozens of YGLs have been mobilized to act.

### Connecting refugees to the global economy

In collaboration with YGLs Jaime de Bourbon de Parme, Senior Adviser for Private Sector Partnerships at UNHCR, Alexander Betts, Professor of Forced Migration and International Affairs at the University of Oxford, and the Aliko Dangote Foundation, YGLs are working to design an Oxford-certified executive education course on leadership and to support economic integration with the residents of the Kakuma Refugee Camp in northern Kenya. Their work initiates a unique approach to connecting refugees to the global economy by building sustained international relationships and providing peer mentoring to camp residents. The lessons from this experience will inform approaches to entrepreneurship training in refugee contexts and deepen understanding about refugee and migration situations among influential YGLs.

### Seeding a new deal for nature

Today, 4% of the oceans and 15% of the land are officially protected, but these levels will not preserve our livelihoods or the planet. YGLs Enric Sala, Explorer-in-Residence, and Nicole Schwab, Director of International Relations, from National Geographic Society, with Kristin Rechberger, Chief Executive Officer of Dynamic Planet, are working with members of the Forum of Young Global Leaders to obtain commitments from governments and businesses to protect 30% of land and sea by 2030. This work builds on research issued earlier in 2019 by Sala and other scientists that underscores the criticality of preserving the future of our planet. YGLs have already come together in key cities across the world to strategize on ways to influence government policy on nature conservation, and embarked on a journey to Greenland where they raised public awareness about this issue among over 25 million people through targeted social media efforts.

### Ending the Indian sanitation crisis

Founded by YGLs Kate Roberts and H.R.H. Crown Princess Mette-Marit of Norway, the Maverick Collective, an initiative of Population Services International, is working with a coalition of YGLs to ensure that every citizen in 10 urban cities across India has access to clean sanitation facilities by 2020. In urban Indian towns, approximately 90% of all faecal waste is left untreated and disposed in public spaces, such as in fields, streams and streets, presenting severe risks to human health. To combat the issue, over the next two years, #AfterTheFlush is mobilizing local governments, private actors and consumers in India and establishing a sustainable sanitation ecosystem. This effort, which draws strategic guidance on logistics, financing and implementation from the YGL Community, ultimately aims to provide healthier outcomes for all Indian citizens.
Aliko Dangote Fellowship

Created in collaboration with Aliko Dangote, President and Chief Executive Officer of the Dangote Group, the Aliko Dangote Foundation aims to promote young African leaders by supporting the engagement of African YGLs in the Community and Forum programming, and helping YGLs from Africa participate in YGL and Forum events. The Fellowship supports the YGL Community effort to raise awareness and mobilize action on critical issues in Africa.

This year, the Aliko Dangote Fellowship provided assistance for over 100 trips to eight key World Economic Forum and YGL events and Impact Expeditions:

- YGL Impact Expedition to Kakuma Refugee Camp
- Executive Education at Oxford University
- Annual Meeting of the New Champions
- Sustainable Development Impact Summit
- YGL and Alumni Annual Summit
- World Economic Forum Annual Meeting
- Executive Education at Harvard Kennedy School
- World Economic Forum on MENA

“The Aliko Dangote Fellowship changed my life and helped me visit places I would have never been able to go. Today, thanks to Mr Dangote, I have partnered with many organizations, and we are helping young girls from the most deprived places in the world. Our mission is to teach 1 million women and girl coders by 2030. Thank you, Mr Dangote, for supporting us.”

- Marieme Eve Jamme, Aliko Dangote Fellow; Founder and Chief Executive Officer, iamtheCODE, United Kingdom
Community members participated in events run by the Forum of Young Global Leaders and the World Economic Forum, including summits, educational modules and Impact Expeditions. These opportunities to connect help members to grow, be inspired and build their network for greater global impact. Programme offerings in 2018-2019 included:

<table>
<thead>
<tr>
<th><strong>2018</strong></th>
<th><strong>2019</strong></th>
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<tbody>
<tr>
<td><strong>Executive Education: Princeton University</strong></td>
<td><strong>World Economic Forum Annual Meeting</strong></td>
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<tr>
<td>15-18 July</td>
<td>22-25 January</td>
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<tr>
<td>Princeton, USA</td>
<td>Davos-Klosters, Switzerland</td>
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<tr>
<td><strong>Kakuma Impact Expedition</strong></td>
<td><strong>Engadin Ski Marathon</strong></td>
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<tr>
<td>29 July - 3 August</td>
<td>5-10 March</td>
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<tr>
<td>Kakuma, Kenya</td>
<td>Engadin Valley, Switzerland</td>
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<td></td>
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<tr>
<td><strong>Executive Education: Oxford University</strong></td>
<td><strong>Executive Education: Harvard Kennedy School</strong></td>
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<tr>
<td>12-15 August</td>
<td>26 March - 5 April</td>
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<tr>
<td>Oxford, United Kingdom</td>
<td>Cambridge, USA</td>
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<td></td>
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<tr>
<td><strong>World Economic Forum on ASEAN</strong></td>
<td><strong>World Economic Forum on MENA</strong></td>
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<tr>
<td>11-13 September</td>
<td>5-6 April</td>
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<tr>
<td>Ha Noi, Viet Nam</td>
<td>Dead Sea, Jordan</td>
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<tr>
<td><strong>Annual Meeting of the New Champions</strong></td>
<td><strong>Greenland Impact Expedition</strong></td>
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<tr>
<td>18-20 September</td>
<td>22-27 May</td>
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<tr>
<td>Tianjin, People’s Republic of China</td>
<td>Ilulissat, Greenland</td>
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<td></td>
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<tr>
<td><strong>Sustainable Development Impact Summit</strong></td>
<td><strong>YGL Annual Summit</strong></td>
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<tr>
<td>23-25 September</td>
<td>30 June - 3 July</td>
</tr>
<tr>
<td>New York, USA</td>
<td>Dalian, People’s Republic of China</td>
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<tr>
<td><strong>YGL and Alumni Annual Summit</strong></td>
<td><strong>Annual Meeting of the New Champions</strong></td>
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<td>15-18 October</td>
<td>1-3 July</td>
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<td>San Francisco, USA</td>
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<tr>
<td><strong>Executive Education: University of Cape Town</strong></td>
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<tr>
<td>18-21 November</td>
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<tr>
<td>Cape Town, South Africa</td>
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</table>
The Forum of Young Global Leaders is led by a board of extraordinary global leaders.

Klaus Schwab, Chairman of the Board, Forum of Young Global Leaders; Founder and Executive Chairman, World Economic Forum

Thor Björgolfsson, Chairman, Novator Partners, Iceland

H.R.H. Jaime de Bourbon de Parme, Senior Adviser, Private Sector Partnerships, United Nations High Commissioner for Refugees (UNHCR), Geneva

Paula Escobar Chavarria, Editor-in-Chief, Magazines, Empresa Periodistica El Mercurio, Chile

Tejpreet Singh Chopra, Founder and Chief Executive Officer, Bharat Light & Power (BLP), India

Katherine Garrett-Cox, Chief Executive Officer, Gulf International Bank (UK), United Kingdom

Ellana Lee, Senior Vice-President and Managing Editor, CNN International, Hong Kong SAR

Marissa Mayer, Co-Founder, Lumi Labs, USA

Amina Mohammed, Deputy Secretary-General, United Nations, New York

Bodour Al Qasimi, Chairperson, Sharjah Investment and Development Authority - Shurooq, United Arab Emirates

Nicole Schwab, Director, International Relations, Last Wild Places, National Geographic Society, USA

Jimmy Wales, Founder, Wikipedia.org, USA

Michelle Zatlyn, Co-Founder and Chief Operating Officer, Cloudflare, USA

Zhang Yi-Chen, Chairman and Chief Executive Officer, CITIC Capital, Hong Kong SAR

The Forum of Young Global Leaders is guided by an Advisory Group of more than 40 YGLs. The group reflects the diversity of the YGL Community and provides critical expertise for our long-term strategic planning.

In addition to our Foundation Board, the Forum of Young Global Leaders is guided by an Advisory Group of more than 40 YGLs. The group reflects the diversity of the YGL Community and provides critical expertise for our long-term strategic planning.

Our world-class educational modules are made possible thanks to generous financial and in-kind contributions from the following individuals, companies and organizations.

Howard Cox
Deloitte
Bill and Penny George
Marilyn Carlson Nelson and Glen Nelson
David Rubenstein
Willis Towers Watson

The YGL Endowment Fund provides an opportunity for YGLs to give back and support the long-term viability of the Foundation. We would like to thank the following YGLs for their donations.

Eric and Inessa Anderson
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Calvin Choi
Andrew Cohen
Veronica Colondam
Jitesh Gadhia
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Benjamin Goldsmith
Ellana Gonda
John Harthorne
Georges Kern
Peter Lacy
Lily Lapenna
Corinna E. Lathan
Ellana Lee
M. Arsjad Rasjid P. Mangkuningrat
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Yana Peel
Alejandro Ramirez Magaña
Sandro Salsano
Lara Setrakian
Mirjam Staub-Bisang
Richard Stromback
Jacek Szwajcowski
Andrew Wales
Zhang Yi-Chen
## Financial Results

### Actual 2018-2019

**Revenues (CHF 000s)**

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<th>Description</th>
<th>Amount (CHF 000s)</th>
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<td>Total Revenues*</td>
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<td>Grants and Sponsorship</td>
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<td>Participation Fees</td>
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<td>World Economic Forum In-kind Contribution</td>
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### Costs

**Total Costs** 4,275

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<td>Payroll Costs</td>
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<td>Office Costs</td>
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<tr>
<td>Activity Costs</td>
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<tr>
<td>In-kind Overhead Costs</td>
<td>659</td>
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The World Economic Forum, committed to improving the state of the world, is the International Organization for Public-Private Cooperation.

The Forum engages the foremost political, business and other leaders of society to shape global, regional and industry agendas.
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<td>Foundation Board</td>
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<td>18</td>
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Leadership in a changing world

This is a critical moment requiring responsible leadership. As the Forum of Young Global Leaders marks its 15th anniversary, the world is in the midst of significant change.

The year 2020 has been full of uncertainty and challenge. For the first time since the fall of the Soviet Union, borders across Europe have been closed. A raging pandemic continues to threaten the education of millions of children. At the precipice of a global recession, there is pressure to pursue economic recovery at significant environmental costs.

Effective and responsible leadership is our greatest hope in achieving a sustainable and inclusive post-COVID world.

The past 12 months have shown us how far the Forum of Young Global Leaders has come in building a community of dynamic, insightful and courageous leaders who jointly drive action at this unprecedented time. We have seen members of our community step up to lead their national, business and non-profit responses to the COVID-19 pandemic. We have proudly witnessed members of the YGL community coming together to carry the mantle of responsible leadership across politics, health, education, manufacturing, technology and other industries.

Traditionally, our community’s contributions have been spurred through physical meetings and programming. However, the current reality has highlighted an opportunity to innovate. Our organization has responded to limitations on travel and required social distancing by taking a close look at what leaders most need now and how we can use technologies that did not exist at our founding. Over three months, we delivered more than 20 digital engagement opportunities for our community to take stock of the quickly evolving pandemic and its implications. We adapted our plans for a physical Annual Summit to digital, and received record number of registrations, demonstrating high demand for a space for leaders to connect, reflect and act together.

We see an increasing need to promote diversity in leadership and are investing more effort in highlighting remarkable examples of leaders from different backgrounds.

We are also looking to build upon the strength of our community to strategically ignite collective action on systemic challenges, such as COVID-19 response, environmental protection and economic inclusion.

As our new reality demands new skills, expertise and behaviours, the Forum of Young Global Leaders will continue cultivating responsible leadership to realize a more inclusive and sustainable world.
Over the past year, we have sharpened our impact model to achieve a world in which leaders take individual and collective responsibility for a sustainable and inclusive future.
Promoting diverse leadership

The business case for diversity is ever more pressing. For more than a decade, study after study has come to the same conclusion: A diverse team – representing a plethora of nationalities, genders, abilities, ideologies and faiths – makes organizations more innovative, profitable, appealing to workers and resilient to economic upheavals. With uncertainty looming due to the economic slowdown, if ever we needed innovation and resilience, it is now.

Each year, the Forum of Young Global Leaders evaluates thousands of leaders under the age of 40 and recognizes approximately 100 to participate in a five-year leadership journey. In 2020, the Forum of Young Global Leaders celebrated 116 members. With an average age of 35, the Class of 2020 (62 women and 54 men) includes 24 public figures across 23 countries, and from eight G20 member states. Additionally, 56 YGLs hail from business, 28 from emerging markets and nine from civil society.

Several leaders are pioneers in their field. In government, the world’s youngest female prime minister, Finland’s Sanna Marin, is known for her innovative labour and social policies. Across business, Kristo Käärmann, Chief Executive Officer of TransferWise, and Byju Raveendran, Founder and Chief Executive Officer of Byju’s, are using technology to broaden critical financial and education services to build more inclusive markets. Matthew Caruana Galizia, Director of The Daphne Caruana Galizia Foundation in Malta, has exposed corruption at the highest levels through his investigative journalism, while Johana Bahamon, Chief Executive Officer and Founder of the Fundación Acción Interna in Colombia, has led innovations in the criminal justice system.

These are just a few of the many remarkable new voices in the YGL community. As our world heads into more challenging times, we are confident they will go above and beyond in exemplifying responsible leadership. To this end, we continually offer our leaders curated experiences and pivotal relationships to further advance their work in the public interest.

35
Average age of Young Global Leaders in 2020

The rapid spread of COVID-19 across the world created an important opportunity to bring the YGL community together to share insights and response strategies. In spring 2020, we facilitated digital gatherings for information-sharing and action planning across Africa, the Middle East, the Association of South-East Asian Nations (ASEAN), North America and South Asia.

The regional digital salons across South Asia and ASEAN enabled community members to share ongoing cross-border leadership challenges and the transformations facing industry and society in their respective countries. In the Middle East and North Africa (MENA), YGLs exchanged thoughts on the effects of the global pandemic on regional supply chains and national economies as well as the need for improved business-government response. Similar gatherings were hosted across Africa, North America, Latin America and China.

Digital leadership circles

This April, the YGL team launched a new digital concept – leadership circles. These circles offered a space for YGLs to learn from one other, for self-reflection and shared understanding. They worked on real challenges in groups of four to six. Feedback from their peers enabled them to produce new ideas; together they discussed their personal points of struggle and triumph in their leadership journeys. Thanks to this process, they built strong connections across the community, beyond their region and their class.
Strengthening leadership capacity

Through tailored content, executive education modules provide insight that prepare leaders for the nuanced decision-making required in today’s world.

Oxford

The YGL Oxford University Executive Education Programme, Leadership at the Edge, is a collaboration with the Saïd Business School. Bringing together YGLs to explore transformational leadership, the module challenges participants to rethink leadership in dynamic environments while nurturing their own fulfilment. The module offered seminars with the Saïd Business School faculty and guest lecturers such as former Unilever Chief Executive Officer Paul Polman, as well as experiential workshops on Shakespeare, leadership lessons from conducting choirs in centuries-old churches, river punting and debating in the historic Oxford Union.

Making cities smarter – NTU

In November 2019, the Forum of Young Global Leaders partnered with Nanyang Technological University (NTU) in Singapore to deliver an experiential module to expose 30 YGLs to Singapore as a case study in applying technology to urban development, management and leadership. During the week-long course, YGLs examined Singapore’s economy to draw and apply insights on urban development in their own cities.

Equipping future public leaders

Earlier this year, the Edelman Trust Barometer reported that the overwhelming majority of people doubt government is working in their interest. Equipping future public leaders and enabling them to transform how governments innovate stands as an important pillar of the Forum of Young Global Leaders’ work. To restore faith in public institutions and encourage evidence-based leadership of the public sector, the Forum of Young Global Leaders has partnered with the Apolitical Academy, co-founded by YGL Lindiwe Mazibuko.

The first public leadership bootcamp co-hosted by the Apolitical Academy Foundation and the Forum of Young Global Leaders took place in October in London. Following this inaugural bootcamp, YGLs have continued to engage in smaller groups across various regions in order to explore and exchange knowledge derived from their individual journeys as public leaders. Among the initial cohort, one leader successfully ran and was elected to office, while two more were planning their political campaigns and others were transitioning to senior roles in government.

The partnership between the Apolitical Foundation and the Forum of Young Global Leaders is just one way our foundation is seeking to bolster the next generation of responsible leaders in the public sector.
Community snapshot

Global footprint

- 643 YGLs
- 675 Alumni
- 117 Countries

Regional footprint

- North America: 28%
- Europe: 27%
- Greater China: 7%
- Asia-Pacific: 11%
- Latin America: 7%
- South Asia: 7%
- Africa: 7%
- MENA: 7%
- South America: 7%
- North America: 28%

Industry breakdown

<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business</td>
<td>55%</td>
</tr>
<tr>
<td>Civil society</td>
<td>14%</td>
</tr>
<tr>
<td>Public figures</td>
<td>13%</td>
</tr>
<tr>
<td>Academia</td>
<td>9%</td>
</tr>
<tr>
<td>Arts and culture</td>
<td>3%</td>
</tr>
<tr>
<td>Media</td>
<td>3%</td>
</tr>
<tr>
<td>Social enterprise</td>
<td>3%</td>
</tr>
</tbody>
</table>
Mobilizing community action

Since the outbreak of COVID-19, the YGL community has galvanized resources and knowledge to support response and recovery strategies. Drawing from trust-based relationships and peer inspiration, YGLs have long developed ambitious collaborative projects to tackle critical global challenges that others shy away from. In taking up opportunities to connect meaningfully with one another and the broader World Economic Forum network, they accomplish greater impact together than they might otherwise. Examples of YGL collaboration are far-reaching; we highlight three key areas of community action over the course of this year: COVID response, action for nature and inclusive economies.

COVID response

In the face of the COVID-19 pandemic, YGLs banded together to collaborate on more than 30 projects related to the crisis. From a social media campaign encouraging small acts of kindness, led by Bodour Al Qasimi, to technology solutions, the community has driven a robust response.

#masks4all

To increase awareness around the criticality of wearing masks to battle COVID-19, YGL Jeremy Howard launched a #masks4all social media advocacy campaign, joined by numerous YGLs around the world who pledged their support.

Common Pass

To safely reopen global travel in the age of COVID-19, countries, airports and travel industry stakeholders require a trusted record of travellers’ health – without compromising personal health privacy. The Commons Project, the World Economic Forum and the Rockefeller Foundation convened more than 350 public- and private-sector leaders from 52 countries to design and launch the Common Pass framework to address those challenges. The Commons Project is a non-profit public trust established by YGL alumni Paul Meyer and Thomas Crampton, with 20 YGLs serving as trustees, that serves to build global digital services for the global public good.

Africa Medical Supplies Platform

The Africa Medical Supplies Platform, launched by Dangote Fellow Fatoumata Ba, along with broader YGL community support and with the African Union Chairperson, H.E. Moussa Faki Mahamat, AU Special Envoy Strive Masiyiwa and the Africa Centres for Disease Control and Prevention (CDC), serves as a unified continental response to fight the pandemic, unlocking immediate and equitable access to critical medical equipment such as diagnostic kits, personal protective equipment (PPE) and clinical management devices.
Prior to COVID-19, threats to global biodiversity were already clear and alarming. Post-pandemic, the links between human health and ecosystem degradation will call for even more concerted action. YGLs have mobilized together across different projects in this field.

### Nature protection

YGLs actively led and supported the call for the protection of at least 30% of the planet by 2030 in a dozen countries. Their contributions supported the efforts of governments to create a High-Ambition Coalition (now including more than 20 countries). Taking on stewardship and advocacy within their own countries, YGLs from organizations such as the Confederation of British Industry, the ENGIE Group, the SCA Group of companies, Siemens and SUEZ are working with government and conservation organizations to mobilize resources, knowledge and networks to secure commitments. In India, YGLs and Global Shapers formed a multistakeholder coalition for nature and people. In addition, two dozen YGLs and alumni engaged in discussions around financing for nature, with a concrete proposal for the creation of a biodiversity and climate financing hubs in three cities.

### Clean air

In 2019, a new partnership between the World Economic Forum and the Clean Air Fund was launched, with 2014 YGL Jane Burston at the helm of the organization, and guided and supported by YGLs. With a focus on health, climate, mobility and children, the Clean Air Fund has ongoing projects in the UK, Poland, India and China to deepen air pollution research and action and to build an alliance across sectors to scale solutions.
Inclusive economies

Migration plays a critical role in our global economy. In recent years, close to 220 million people have left their countries to pursue better lives and opportunities. Some of the most disadvantaged among these are refugees, yet their talents, skills and perseverance are invaluable assets to economic innovation, which will become even more critical for post-COVID recovery.

In 2018, the YGL community took its first impact expedition to the Kakuma Refugee Camp and Kalobeyei Integrated Settlement in Kenya, which led to a multipillar YGL collective effort to connect refugees in Kakuma to the global economy. In 2019, in collaboration with the United Nations Refugee Agency (UNHCR), the Aliko Dangote Foundation and the Oxford University Refugee Studies Centre, YGLs returned to the Kakuma Refugee Camp and Kalobeyei Integrated Settlement to carry out discrete projects.

YGL designed and delivered an executive leadership education module to 30 rising young leaders from the host and refugee communities in the Kakuma Refugee Camp and Kalobeyei Integrated Settlement, as the first ever executive education module in a refugee camp. Partnerships they established have included an agreement with Coursera to provide 4,000 free courses for refugees through iamthecode, led by YGL Marieme Jamme. YGL Neema Kaseje established the first paediatric operating room in the Turkana county, while YGL Alex Betts designed a Refugee Economies Lab, affiliated with Oxford University, to build on the research expertise of refugee communities.
Across our multiyear leadership programme, tailored learning opportunities and individualized support enable leaders to develop a more nuanced understanding of global challenges. Our goal is to prepare them to lead responsibly in increasingly complex leadership contexts. Through specific programming, some newly digital in response to COVID-19, we curate spaces for reflection, dialogue and action aligned with responsible leadership.

Through specific partnerships, we accelerate the leadership development of under-represented groups and address leadership challenges in certain sectors. In particular, our organization is proud to actively support the development of African leaders and women from the emerging markets.

**Accenture partnership**

At the 2020 Annual Meeting, a new partnership between Accenture, the Forum of Young Global Leaders and the Global Shapers Community was launched to take advantage of the generational synergies the two foundations present, and help organizations and individuals cultivate environments in which responsible leadership can flourish.

The development of the programme was informed by a joint research report *Seeking New Leadership: Responsible Leadership for a Sustainable and Equitable World*, which highlights the need for leaders to deliver value in three important areas: organizational performance; continuous innovation; and sustainability and trust. Based on feedback from 5,000 stakeholders, the report identifies five elements at the heart of responsible leadership.

To build on the research, the programme focuses on two core components – the Responsible Leadership Accelerator and the Accenture Academy. Through a competitive selection process, the Accelerator will enable YGLs and Shapers to design and scale impactful initiatives while practising responsible leadership mindsets and habits. The Academy provides a tailored suite of educational resources to support leadership skill development, including access to more than 3,000 online courses.

As a lead sponsor of the community, Accenture also plays a critical role in the delivery of our annual summits. YGL Board Member and Alumnus Peter Lacy highlighted Accenture’s interest in working with the YGL community to make responsible leadership a priority for organizations and individuals around the globe, particularly as we transition to increasingly digital spaces. Accenture’s expertise in supporting digital-first methodologies represents a significant asset to the foundation and YGLs.

**A new model of responsible leadership can help address the world’s most pressing problems in ways that unleash new waves of growth that are more sustainable and equitable.**

*Peter Lacy, Senior Managing Director – Accenture Strategy Europe and Global Sustainability*
A robust COVID-19 response for the continent will need to take these factors into account and include community engagement, health leadership and involvement of youth and religious leaders to drive containment.

Neema Kaseje
Dangote Fellow

Dangote Fellowship

The partnership between the World Economic Forum and the Aliko Dangote Foundation, established in 2011, continues to promote and support next-generation leaders from Africa. We are proud to welcome nine new Dangote Fellows in this year’s YGL Class of 2020.

The support of the Dangote Foundation has been instrumental in enhancing the opportunities for the Dangote Fellows to participate in events and grow their individual and collective impact. The fellowship has also helped to increase and ensure more diversity within the YGL community – encouraging new voices, thoughts, ideas and projects.

2019–2020 Fellows

<table>
<thead>
<tr>
<th>Name</th>
<th>Country</th>
<th>Position</th>
<th>Organisation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aurelie Adam-Soule Zoumarou</td>
<td>Benin</td>
<td>Minister of Digital Economy and Communication</td>
<td>Ministry of Digital Economy and Communication</td>
</tr>
<tr>
<td>Chinny Ogunro</td>
<td>Nigeria</td>
<td>Chief Executive Officer</td>
<td>Wellspring Health</td>
</tr>
<tr>
<td>Faraja Nyalandu</td>
<td>Tanzania</td>
<td>Founder and Executive Director</td>
<td>Shule Direct</td>
</tr>
<tr>
<td>Fredros Okumu</td>
<td>Tanzania</td>
<td>Director, Science</td>
<td>Ikafara Health Institute</td>
</tr>
<tr>
<td>Kojo Oppong Nkrumah</td>
<td>Ghana</td>
<td>Minister of Information</td>
<td>Ministry of Information and Media Relations</td>
</tr>
<tr>
<td>Larry Madowo</td>
<td>Kenya</td>
<td>US Correspondent</td>
<td>BBC News</td>
</tr>
<tr>
<td>Paula Ingabire</td>
<td>Rwanda</td>
<td>Minister of Information, Communication Technology and Innovation of Rwanda</td>
<td>Ministry of Information, Communication Technology and Innovation</td>
</tr>
<tr>
<td>Shani Senbetta</td>
<td>Ethiopia</td>
<td>Founder and Chief Executive Officer</td>
<td>Kidame Mart</td>
</tr>
<tr>
<td>Tunde Kehinde</td>
<td>Nigeria</td>
<td>Co-Founder and Co-Chief Executive Officer</td>
<td>Lidya Holdings</td>
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</table>
Mastercard Fellowship

Launched in 2020, The Forum of Young Global Leaders and the Mastercard Centre for Inclusive Growth were pleased to create the Young Global Leaders Mastercard Fellowship. Through the fellowship, women from emerging markets participated in the World Economic Forum Annual Meeting, providing this unique opportunity to a more inclusive selection of YGLs. This partnership will evolve to enable these leaders to take advantage of similarly valuable opportunities across the World Economic Forum platform in the post-COVID context.

In addition to contributing to thought leadership throughout the event, the Fellows were also offered a private Meet the Leader session with Mastercard Chief Executive Officer Ajay Banga to discuss driving social impact from a corporate perspective.

Four exceptional YGL Mastercard Fellows were among the cohort for this year’s inaugural class: Daria Kaleniuk, Krithi Karanth, Kerstin Forsberg and Victoria Alonsoperez.

I’ve always felt like I have the potential to address big challenges and now, after Davos, I also feel like I also have the contacts. The people I met and the potential collaborations we discussed will definitely frame the work Planeta Océano will be focusing on for the coming years.

Kerstin Forsberg
Founder and Director, Planeta Océano, Peru – 2018 YGL

Most YGLs are very fortunate in our own spaces and it’s up to us to figure out what we’re going to do with the opportunity. It can’t be wasted. The World Economic Forum has the ability to accelerate change and we need to figure out how to build stronger connections with a wider set of people in order to bring about that change.

Krithi K. Karanth
Chief Conservation Scientist and Director, Centre for Wildlife Studies, India – 2015 YGL

Below: Dangote Fellows
2019–2020 in review

In the middle of this year, in light of the pandemic, we transitioned to virtual programming with numerous events across a variety of formats from virtual coffee chats and thematic salons to regional panel discussions and workshops. In cities across the world, our YGL Local Champions played a vital role in convening community members virtually to discuss challenges and opportunities facing the countries in which they live and offering peer support.

Thank you to YGL community members who provided input to more than 20 offerings we ran from April to June across multiple time zones and regions.

Physical 2019–2020

28 June–3 July 2019
YGL Annual Summit and Annual Meeting of the New Champions

28 July–4 August 2019
Kakuma Impact Expedition

11–14 August 2019
YGL Oxford Executive Education Module

3–6 September 2019
World Economic Forum on Africa

13–15 September 2019
YGL Graduation and Alumni Weekend

23–24 September 2019
Sustainable Development Impact Summit

29 September–1 October 2019
India Economic Summit

29 October–2 November 2019
YGL Nanyang Technological University Executive Education Module

21–24 January 2020
World Economic Forum Annual Meeting

Digital 2020

31 March
How to Operate Your Business Remotely During COVID-19

April 6
COVID-19 Response Across the Middle East and North Africa (MENA)

April 8
Preserving Your Mental Health and Practising Resilient Leadership During Crises

April 20
Listening to Silence

April 22
YGL Virtual Coffee on Sustainability, Environment and Business

April 25
Canada YGL Salon – Rebuilding a New Normal

April 30
Addressing the Threat of COVID-19 on Refugees and Asylum Seekers

May 5
YGL Virtual Coffee on Food Security and Agriculture

May 12
YGL South Asia Bridge Initiative (SABI)

May 15
Managing a Board Through Crisis

May 15
Combating Discrimination in the Age of COVID-19

May 20
Oceania YGL and Shapers Salon

May 22
YGL Virtual Coffee on Government Business and Humanitarian Response to COVID-19 in Africa

May 23
YGL Welcome Session for 2020 Delhi YGLs

May 23
YGL Welcome Session for 2020 Indonesia YGLs

May 27
Association of South-East Asian Nations (ASEAN) YGL Salon

June 11
YGL George Floyd Vigil and Racial Reconciliation Meeting

June 20
Delhi YGL Salon

June 24

June 25
Building Back Better – A More Sustainable and Inclusive Economy Post-COVID
The Forum of Young Global Leaders is led by a board of extraordinary global leaders, many of whom are YGLs and YGL Alumni. In 2019, the board terms of Katherine Garrett-Cox, Marissa Mayer and Ellana Lee came to an end. Over the years, they have contributed time and resources to the growth and development of our foundation. In their place, we welcomed five new board members: HRH Prince Jaime de Bourbon de Parme, Paula Scobar Chavarría, Eric Jing, Peter Lacy, and Michelle Zatlyn. We also welcomed a new Chair, Nicole Schwab.
Supporters

Each year, our Executive Education modules remain a highlight for YGL community members. Our deepest thanks to David Rubenstein, Howard Cox and Willis Towers Watson who generously support our modules, and the development and growth of the YGLs who participate in them.

The YGL Endowment was created by the YGL community, for the community to support scholarships, education modules and impact projects for community members.

Part of the legacy of the YGL community is a culture of giving back. Our alumni act as stewards of community governance, leading local gatherings, identifying new members and supporting our efforts to reach financial sustainability. Ranging from commitments of $100 to $1,000,000, the action of alumni will allow our programming and financial assistance support to continue successfully in the years ahead.

With YGLs overseeing its governance, investment and spending policy, the Endowment Fund has grown to more than $5 million in pledges and investment. A very special thanks to our many endowment donors who gave over $10,000 this year:

- Anestis Moore Charitable Fund
- Silvia Console Battilana
- Christophe Beck
- Thor Bjorgolfsson
- Patricia Menendez Cambo
- Ron Cao
- Calvin Choi
- Andy Cohen
- Veronica Colondam
- Jitesh Gadhia
- Katherine Garrett-Cox
- Eyal Gura
- Georges Kern
- Ellana Lee
- David Novak
- Jill Otto
- Alejandro Ramirez
- Sandro Salsano
- Mirjam Staub-Bisang
- Donald Tang
- Yichen Zhang
**Financial results**

### Income

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<th>Actual 2019–2020 (CHF 000s)</th>
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<td>Operating income</td>
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<td>Non-operating income</td>
<td>893</td>
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### Expenses

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<tr>
<td>Operating expenses</td>
<td>2,658</td>
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<tr>
<td>Non-operating expenses</td>
<td>1,012</td>
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The World Economic Forum, committed to improving the state of the world, is the International Organization for Public-Private Cooperation.

The Forum engages the foremost political, business and other leaders of society to shape global, regional and industry agendas.