

The Forum of Young Global Leaders Annual Report 2015-2016

October 2016



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Foreword



Klaus Schwab
Founder and Executive Chairman,
World Economic Forum

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, lamtheCODE, 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 Hamption 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



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



John Dutton
Head of the Young Global Leaders Community,
World Economic Forum

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 Saïd 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 lamtheCODE, 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.

Community Objectives and Guiding Principles

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.

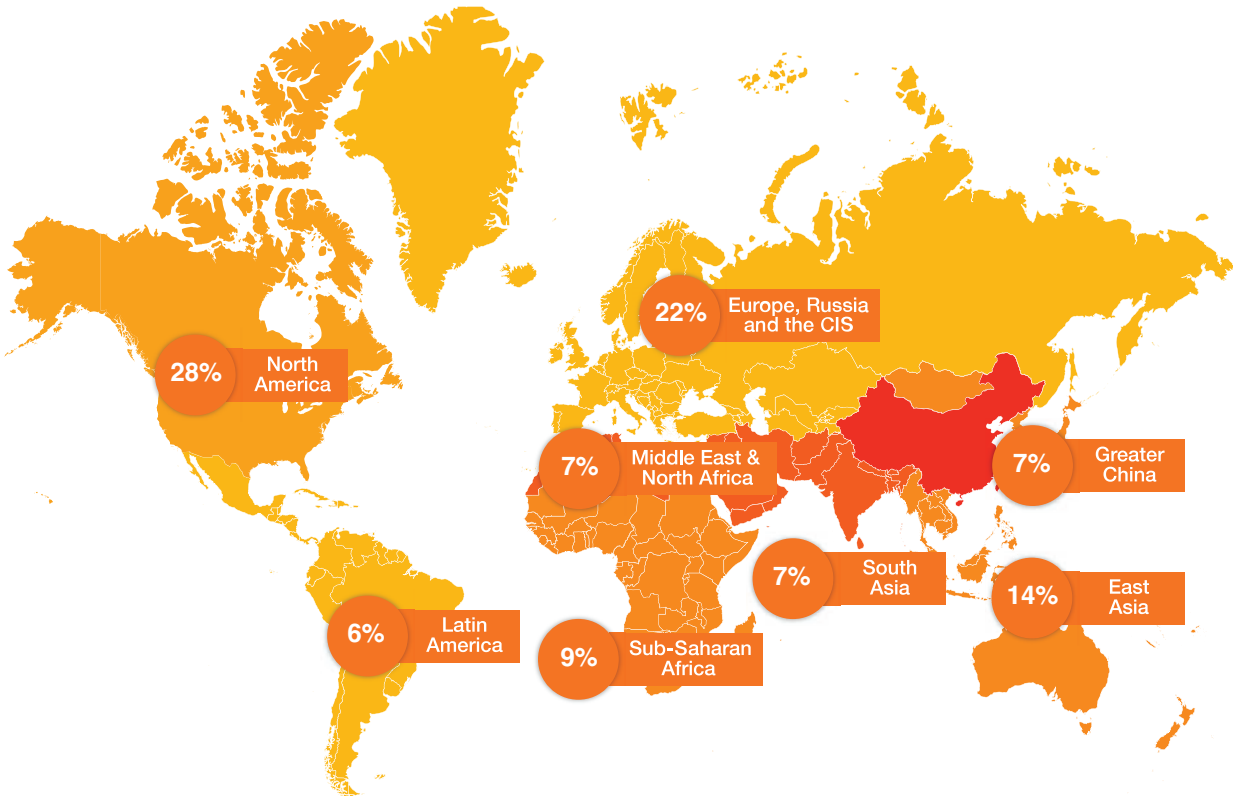
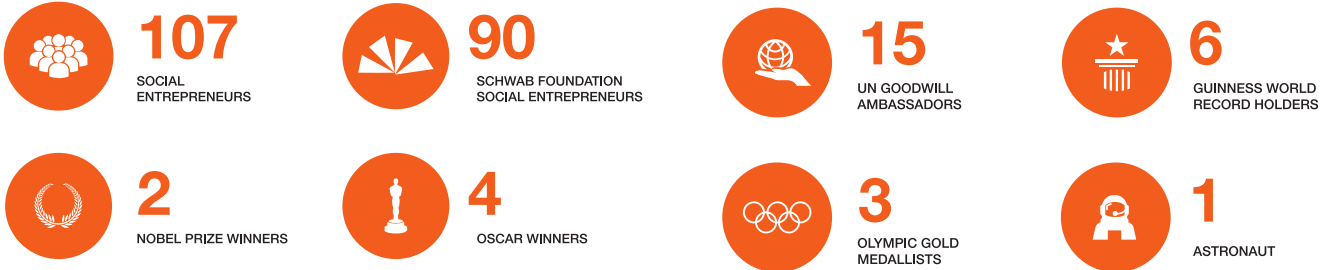
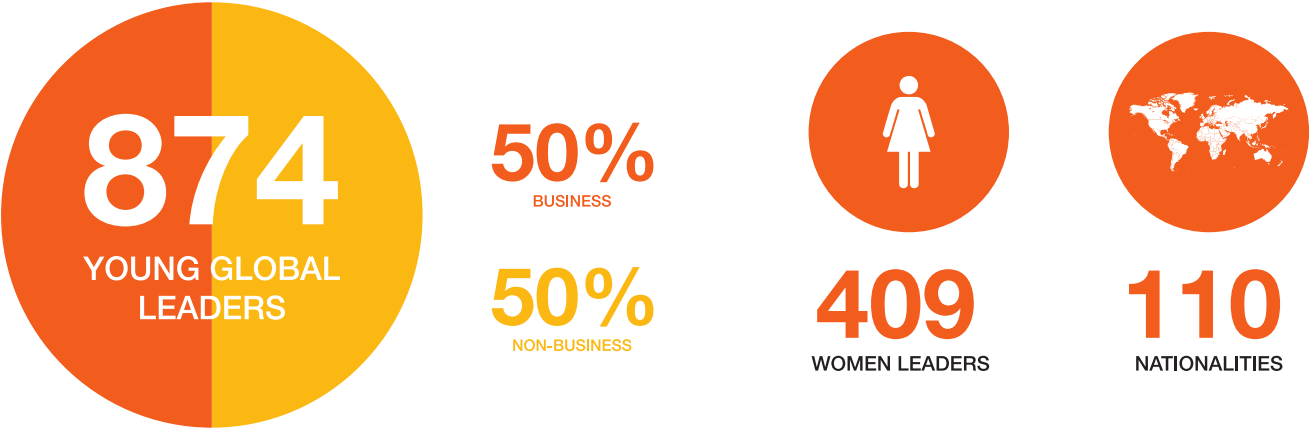
Impact

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.



Action and Impact

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.



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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, Shamina 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.



World Economic Forum Annual Meeting

Davos-Klosters, Switzerland 20-23 January 2016

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.



Engadin Ski Marathon

Graubünden, Switzerland 13 March 2016

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.



Young Global Leaders Impact Lab

New York City, USA 27-29 April 2016

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 Ratnakar Rao and Mosharrar 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 Marième 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 Marième 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, Marième 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, Marième 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 Marième 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, Marième Jamme



World Economic Forum on Africa

Kigali, Rwanda 11-13 May 2016

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.



World Economic Forum on ASEAN

Kuala Lumpur, Malaysia 1-2 June 2016

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.



World Economic Forum on Latin America

Medellin, Colombia 16-17 June 2016

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 Bullrich 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.



Annual Meeting of the New Champions

Tianjin, People's Republic of China 26-28 June 2016

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.

Education and Learning

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.



Oxford Education Module

Oxford, United Kingdom
5-9 July 2015

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 new 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.



Harvard Education Module

Cambridge, Massachusetts, USA
27 October-6 November 2015

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.



Harvard Education Module

Cambridge, Massachusetts, USA
29 March-28 April 2016

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

Dangote Fellowship

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



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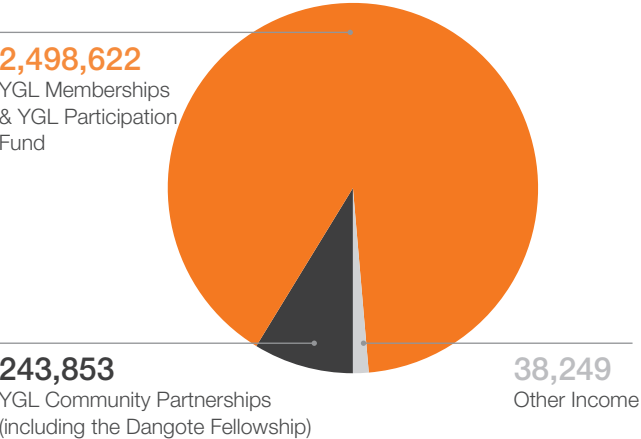
The YGL experience has been pivotal to the last 10 years of my life. Not only did I meet some of my best friends through the programme, but also the co-founder of my business. It has enriched my outlook on the world, and helped me to give back through many YGL impact projects. I love being part of the 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

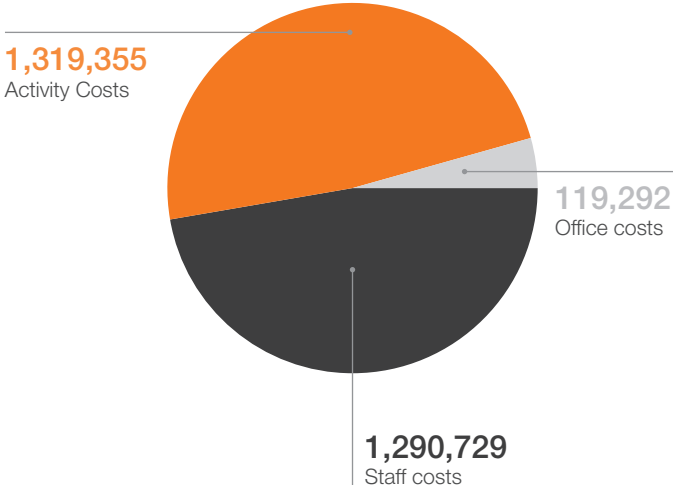
Financial Statements

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.

Revenues



Expenses



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

TBC May 2017

Forum Foundations Impact Summit

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 Piverger, 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

Wan Tailei, Head, International Cooperation Department National Association of Financial Market, Institutional Investors (NAFMII), People's Republic of China

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

Partners and Engagement

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](https://twitter.com/YGLvoices)

Become a Facebook fan:
www.facebook.com/YoungGlobalLeaders/



COMMITTED TO
IMPROVING THE STATE
OF THE WORLD

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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