

Annual Report 2010–2011

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Klaus Schwab
Founder and Executive Chairman

Executive Chairman's Statement

This year, our 41st since foundation, has confirmed, if confirmation were needed, the necessity for an independent international organization within the global governance system that has the ability and credibility to bring together all stakeholders in an independent space to work together on issues that concern us all.

This year the fragility of traditional governance structures has been graphically demonstrated by events. During our Annual Meeting, we watched in real time as new technology enabled the flowering of rapid and varied civil movements across the Middle East. We have seen the weakness of economic governance in the developed world, as Europe has struggled to contain its debt crisis and the US economy has sputtered. Japan is facing a devastating scenario as a natural catastrophe turned into a nuclear nightmare. All these and numerous other examples of risks that are complex in nature and global in consequence emerge every day, enabled by the unique circumstances of the 21st century.

The red thread that defines this uniqueness is the exponential advancement of science and technology that has affected everything we do, and is now affecting everything. This progress will only accelerate. Over one-half of the scientists and engineers who have ever lived are alive today. China adds about 6.5 million graduates every year, one-half of them engineers and scientists. It is not only the sheer number of "innovators" who will push the boundaries of science, technology and, ultimately, change of life, but also the greater degree of interconnectivity which accelerates the generation of knowledge and creates a much more entrepreneurial environment for innovation and change, creating a much more volatile world – one in which opportunities and risks emerge and disappear with greater rapidity and magnitude.

This is the new reality. In this new, complex, rapidly changing world, global cooperation is only feasible if it is underpinned by shared values. After World War II, and with the establishment of the United Nations, a principal framework for shared values was created by the Universal Declaration of Human Rights. But time has shown how fragile this consensus is, particularly with the rise of ethnic, religious and other tensions. The new dimension of innovation, which further explores the essence of human nature, the relation between moral reasoning and moral intuition, and the underpinning of modern institutions will likely intensify conflicts in values and undermine the establishment of shared norms.

It is not only the velocity and nature of change, but also the increasing multiplicity of actors which characterizes the world of today and tomorrow. Ten years ago, the G8 represented more than 60% of the world's economic power. Today, much more than one-half of the world's economic growth is produced by so-called emerging countries. This multiplicity of actors not only highlights the geographic expansion and the extension of multistakeholder impact, but it also underscores that power is shifting from the top down and from the centre to the periphery – leaving almost 7 billion people who want to have their say and the capability to do so.

The geo-economic and geopolitical power shifts taking place will fundamentally change our lifestyles – equally, so too will the cultural seismic shifts that are occurring. Going forward, prevailing Western values will have to increasingly accommodate Asian values, and vice versa. By 2025, four of the five largest economies in the world will be non-Western and close to one-half of the Fortune 500 companies will originate in emerging countries. This will directly impact all of us in terms of new brands, new lifestyles and new industrial ownership structures.

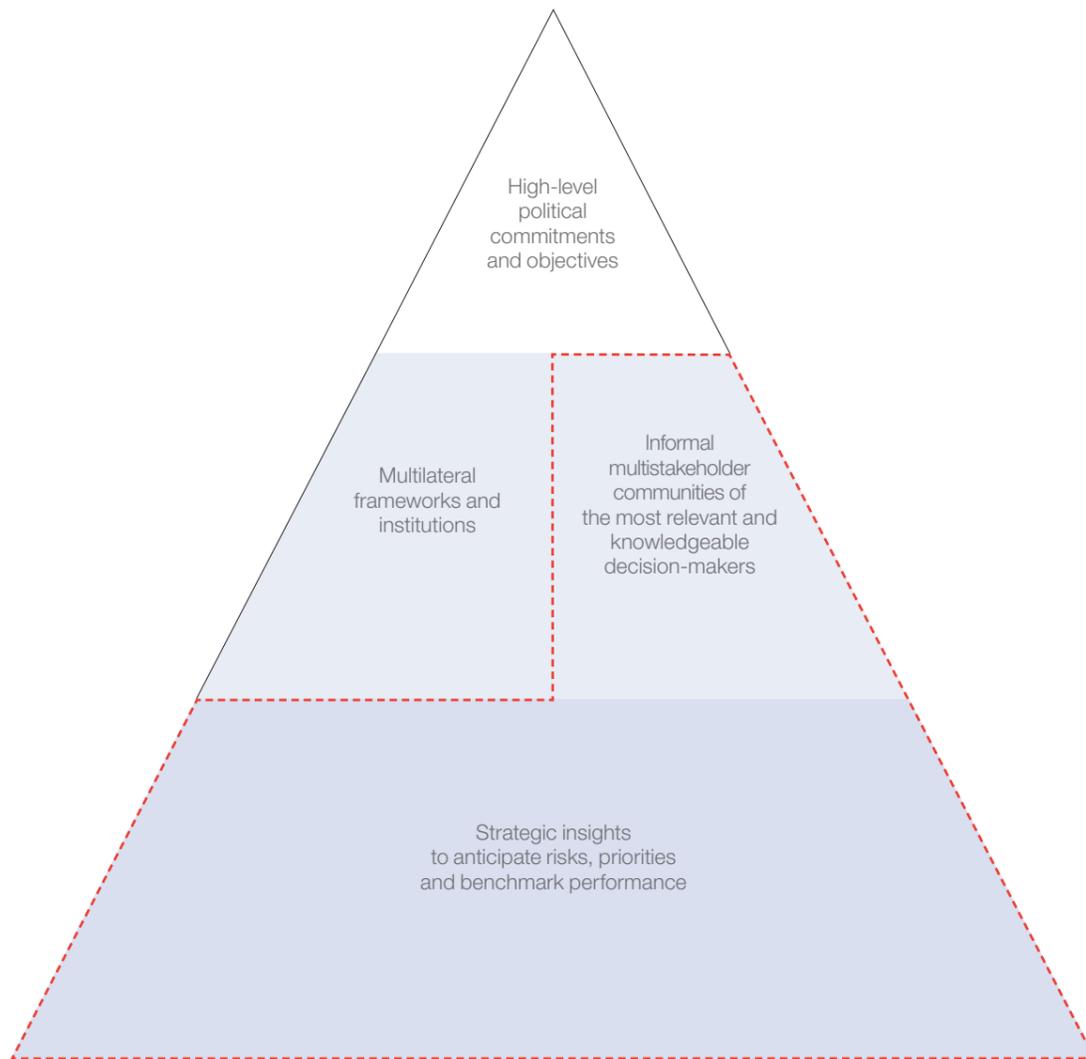
All of these accelerated trends – velocity, multiplicity, interconnectivity – are creating a completely new world in which mastering complexities will be the key challenge. The more complex the system is, the greater the risk of systemic breakdowns.

When we look at our governance systems, above all global governance, we see the stress symptoms of leaders who are having difficulty coping with the complexities of today's world. The subprime and euro economic crises are primary examples of the unintended consequences resulting from actions taken in uncharted territories. Today, the whole world, inclusive of G20 countries, is consumed by firefighting rather than prevention and mitigation. But there is a tipping point where velocity, interconnectivity and complexity become so pervasive that the whole system collapses, regardless of whether certain elements at the surface of the system are fixed. We may not have the foresight and collaborative spirit to address our global future, but at least we should have the survival instinct to move from pure urgency-driven risk management to much more collaborative efforts aimed at strengthening our risk resilience.

This is the space into which the World Economic Forum is moving. This space is articulated in the following chart, which identifies the unique spaces occupied by the Forum in the framework of global governance:

Global Governance Pyramid

 Areas that the World Economic Forum does engage with



It is both humbling and a source of immense pride that after 41 years the World Economic Forum has moved into the next stage of its strategic development. The uniqueness of the Forum consists in being considered an important element of global governance not representing any specific regional, industry or business interest. We always have and always will act to improve the state of the world, collectively, through collaboration, dialogue and an unshakeable understanding of our interdependence.

My colleagues and I remain passionate and dedicated to serving the interests of our Members and constituents, to continue to build an organization dedicated to entrepreneurship, committed to improving the state of the world.

To provide a solid foundation for the strategic development of this unique organization, the Forum's activities are built on four pillars:

- 1 Communities**
Building the foremost global multistakeholder community
- 2 Interaction**
Engaging communities into sustained personalized and virtual interaction
- 3 Insight**
Stimulating strategic insights, catalysing ideas and opinion exchange, responding to global risks and opportunities
- 4 Impact**
Catalysing partnerships for action

With these four pillars in mind, this year's annual review is published as a series of reports, one for each of the Forum's main communities, comprising:

- Strategic Partners Community
- Industry Partners Community
- Foundation Members Community
- Global Growth Companies
- The Network of Global Agenda Councils
- The Risk Response Network
- Technology Pioneers
- The Community of Knowledge Organizations
- World Economic Forum Constituents
- The Community of Global Shapers
- The Schwab Foundation for Social Entrepreneurship
- The Forum of Young Global Leaders

Each of these has outlined in detail its value proposition and achievements under each of the four pillars. Together these documents provide a full and complete account of this year's activities. As these reports attest, each of the communities has achieved great things this year. Together, as an organization, the World Economic Forum has had a remarkable year.

Communities

The Forum launched two new formal communities this year, the Risk Response Network (RRN) and the Community of Global Shapers. These communities position the Forum to provide a platform for addressing global issues in the 21st century, from the top down and bottom up. The RRN provides private and public sector leadership with an independent platform to better monitor, prepare for, respond to and mitigate global risks – providing a top-down global platform for the management of complex risk. The Global Shapers Community harnesses the energy, passion and vision of the 50% of the world's population under the age of 27 to improve the state of the world. These are the people who, from the bottom up, will shape the 21st century.

To bolster our internal accountability, focus and strategic direction, the Forum created a new Global Issues Group, chaired by former United Kingdom Prime Minister Gordon Brown. The Global Issues Group is composed of the heads of the major international organizations, chaired and coordinated by the World Economic Forum. It is designed to strengthen our integration in the global governance system by enabling us to shape our initiatives and activities in better coordination with other international organizations and ensure that they really respond to strategic needs in meeting the challenges on the global agenda.

In June, Gordon Brown undertook the first of a regular series of intellectual audits of all the Forum's initiatives. Over the course of three days, he reviewed the Forum's portfolio of over 80 initiatives and projects. The intellectual audit process, an ongoing project, is designed to guarantee that we invest our limited resources in the most productive way – serving our Members, constituents and the international community.

The Forum and its affiliates' community of over 450 employees came together in June for an internal strategic meeting, One Forum, to align our strategic direction, build community bonds and deepen collaboration across this growing organization. The week-long event included team and cluster-based strategy sessions, Forum-wide team building exercises and the graduation of the 2008 class of Global Leadership Fellows. Our attractiveness as an employer drives our ability to recruit top-flight, world-class talent. This was apparent throughout the One Forum week, as the enthusiasm and passion of our people was clear to all. Today, for every open position at the Forum, we have more than 100 applicants, enabling us to build an unrivalled team of collaborators, expanding rapidly around the globe.

Also apparent is the world-class quality of our senior management team. This year, teamwork at the top of the Forum was evident in the true spirit of collaboration within the Managing Board. I am grateful to operate within a true team of complementary talents. In particular, I welcome the addition of Borge Brende and Brian Behlendorf to the Managing Board. Lee Howell has been nominated to the Executive Managing Board, expanding his responsibilities to take on the leadership of the Risk Response Network, a strategic initiative crucial to the fulfilment of the Forum's role within the global governance framework.

I am also extremely pleased to extend heartfelt congratulations to two members of our Foundation Board, elevated to extremely important positions at the International Monetary Fund, Christine Lagarde as Managing Director, and Min Zhu as fourth Deputy Managing Director. Our Foundation Board provides our guiding "true north" – members do not represent their organizations but sit as individuals. These appointments once again emphasize the quality and strength of our Foundation Board.

Interaction

The World Economic Forum's three Annual Meetings were an unqualified success in 2010 and 2011. The World Economic Forum Annual Meeting in Davos-Klosters, convened under the theme *Shared Norms for the New Reality*, had record registration, participation ratings and media impact around the globe. Personal highlights are too numerous to list exhaustively, but include the presence of Russian President Dmitry Medvedev, just two days after a deadly terrorist attack on Moscow's Domodedovo airport, and a special message from Aung San Suu Kyi, General Secretary of the National League for Democracy, who called on world leaders gathered in Davos "to use their particular opportunities and skills as far as possible to promote national reconciliation, genuine democratization, human development and economic growth in Burma, so that our people may in turn be able to make their own contribution towards a safer, happier world."

The Annual Meeting of the New Champions, or Summer Davos, was also an extraordinary success. This meeting focuses on the emerging companies and industries, with the 2010 Meeting devoted to *Driving Growth through Sustainability*, the heart of entrepreneurial vigour that provides the world with its engine for growth and the generation of opportunities. Over 1,300 participants from 85 countries converged on Tianjin last year. The Meeting opened with Chinese Premier Wen Jiabao.

Our global brainstorming annual meeting, the Summit on the Global Agenda, was held in Dubai in 2010, drawing from over 1,500 global experts in more than 70 councils who addressed a vast range of issues from population growth and migration to Internet security and intellectual property. Participants were driven through a formal brainstorming session over three days, addressing their individual issues, the interlinkages between their issues and broad risk themes.

Our regional meetings, this year held in New Delhi, Marrakech, Rio de Janeiro, Cape Town, Vienna and Jakarta, were each in their own way unqualified successes. I am consistently proud of the Forum's ability to attract leadership from all sectors of society to discuss the most pressing issues on the regional agenda.

Insight

Forum insight – our ability to help determine priorities, connect the relevant actors needed to address any particular issue or set of challenges, and extract relevant insights, actions and conclusions – expanded dramatically this year. The launch of the Risk Response Network introduced to the world a new kind of networked organization. A unique, exclusive and trusted community, the RRN is strategically positioned to respond to a continuously evolving risk

landscape by leveraging the World Economic Forum's knowledge base, experience-sharing and stakeholder approach.

The third Summit on the Global Agenda confirmed that the Network of Global Agenda Councils is an idea with staying power and that there is space within the intellectual structures of the world for a truly global, formal yet informal network of experts to work together collaboratively on issues with global importance. Two new publications out of the network indicate its strategic direction: *The Outlook on the Global Agenda*, published after the Summit, contains the broad thematic conclusions to emerge out of the brainstorming, while the Network of Global Agenda Council Reports 2010–2011, published online, provide the basis for the network's ongoing generation of intellectual content.

The Forum published over 150 reports on a vast variety of subjects this year. In addition to our flagship *Global Competitiveness Report*, *The Gender Gap Report* and *Global Risks 2011*, the Forum published reports on issues as diverse as *Private Finance in Infrastructure*, *Personal Data: The Emergence of a New Asset Class*, *Global Entrepreneurship and Successful Growth Strategies of Early-Stage Companies* and *The Future of Government*.

Our ability to generate valuable insight is driven by the power of multistakeholder interaction. One powerful example of this is the emergence of the water-food-energy-climate nexus as a major global issue being addressed formally by the world's top corporations, international organizations and non-governmental organizations within a concerted policy framework. The publication by the Forum this year of *Water Security: The Water-Food-Energy-Climate Nexus*, a monograph with contributions from the highest level of the worlds of policy, business and international organizations, shows the power of interaction and insight to create real and tangible impact.

Impact

The World Economic Forum's vast range of activity is reflected in the breadth of impact it has across an immense range of issues. I am constantly delighted and surprised by the variety of Forum initiated projects. A small selection includes:

- The G20 Business Task Force: Following on the Korean government's initiative to engage international business leaders in the G20 process, the Forum and the International Chamber of Commerce formed a joint initiative to develop proposals for leaders on topics corresponding to the priorities President Sarkozy has identified for the G20's work in 2011.
- The New Vision for Agriculture Initiative engages high-level leaders of industry, government, international institutions and civil society to achieve food security, environmental sustainability and economic opportunity through agriculture. The initiative has catalysed country-level partnerships in Tanzania, Vietnam, Indonesia and Mexico – each one engaging between 15 and 35 companies – as well as a regional task force in Africa. These initiatives engage the private sector in active collaboration with governments, global organizations, farmers and other leading stakeholders to accelerate sustainable agricultural growth within specific regions or food value chains. The partnerships support countries in realizing the goals of their agriculture sector by aligning investments, programmes and innovations on shared priorities for agricultural growth.
- Under the Responsible Mineral Development Initiative, research and workshops were conducted in 13 mineral-rich countries to understand how mineral development can benefit all stakeholders in a responsible manner. Roundtables in Ulaanbaatar convened with the Government of Mongolia have laid the groundwork for a Sustainable Mining Initiative. In a parallel effort under the Forum's Partnership Against Corruption Initiative (PACI), over 100 Mongolian companies have signed PACI's Anti-Corruption Commitment.

This can only be the smallest sample of our impact across the spectrum of global issues. Other examples are provided in the community annual reviews that accompany this report.

Yours sincerely,



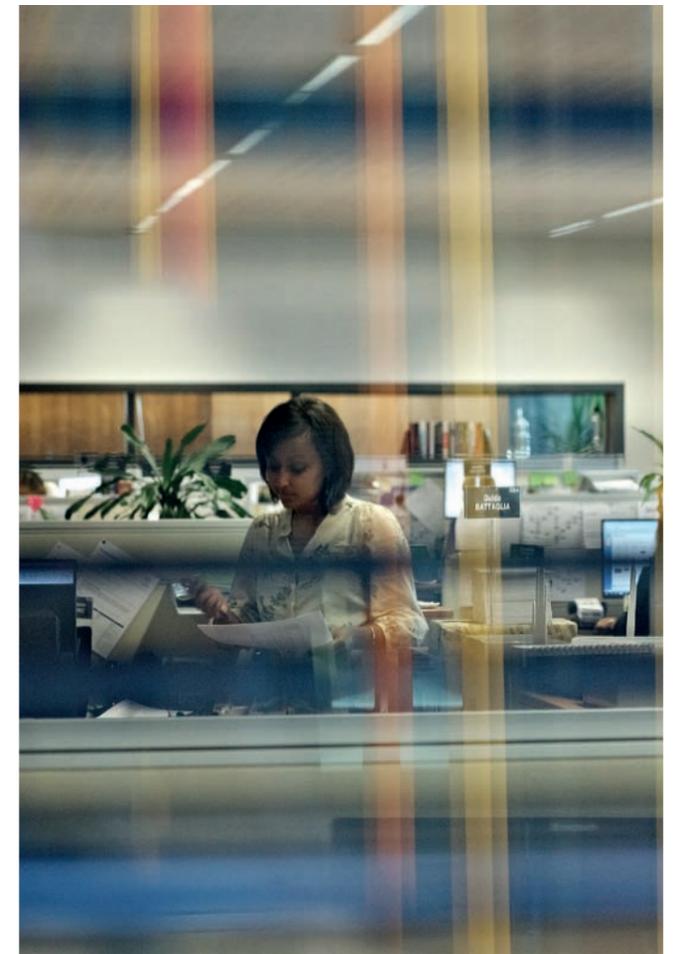
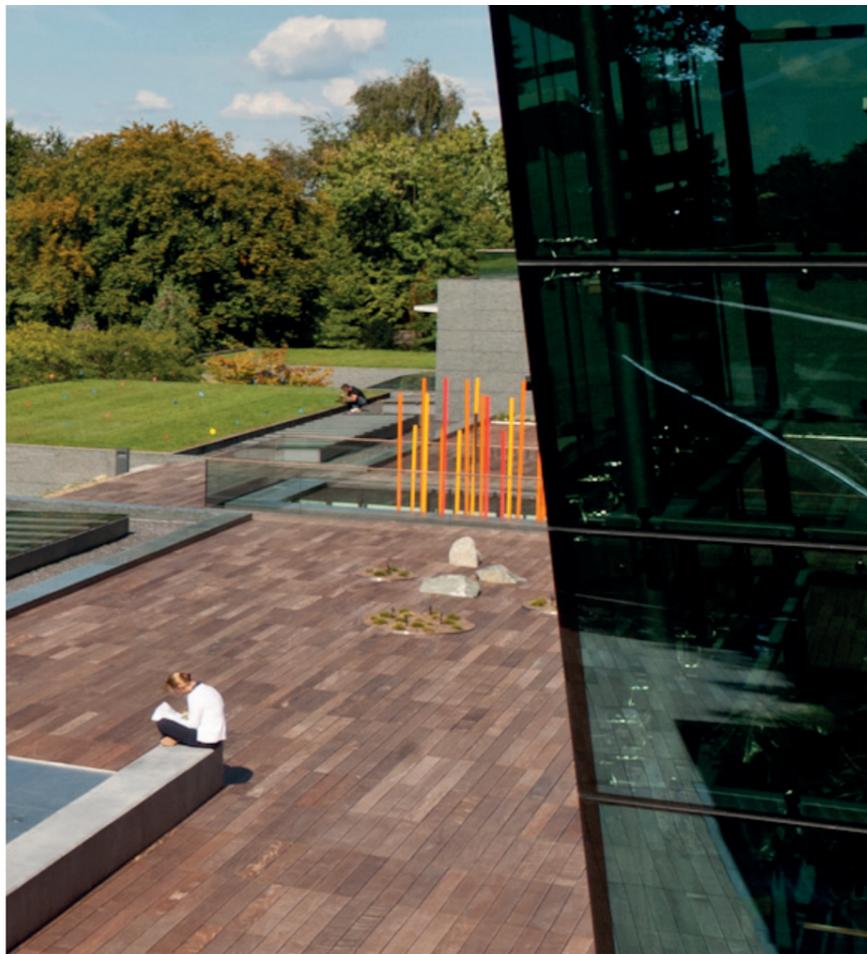
Klaus Schwab

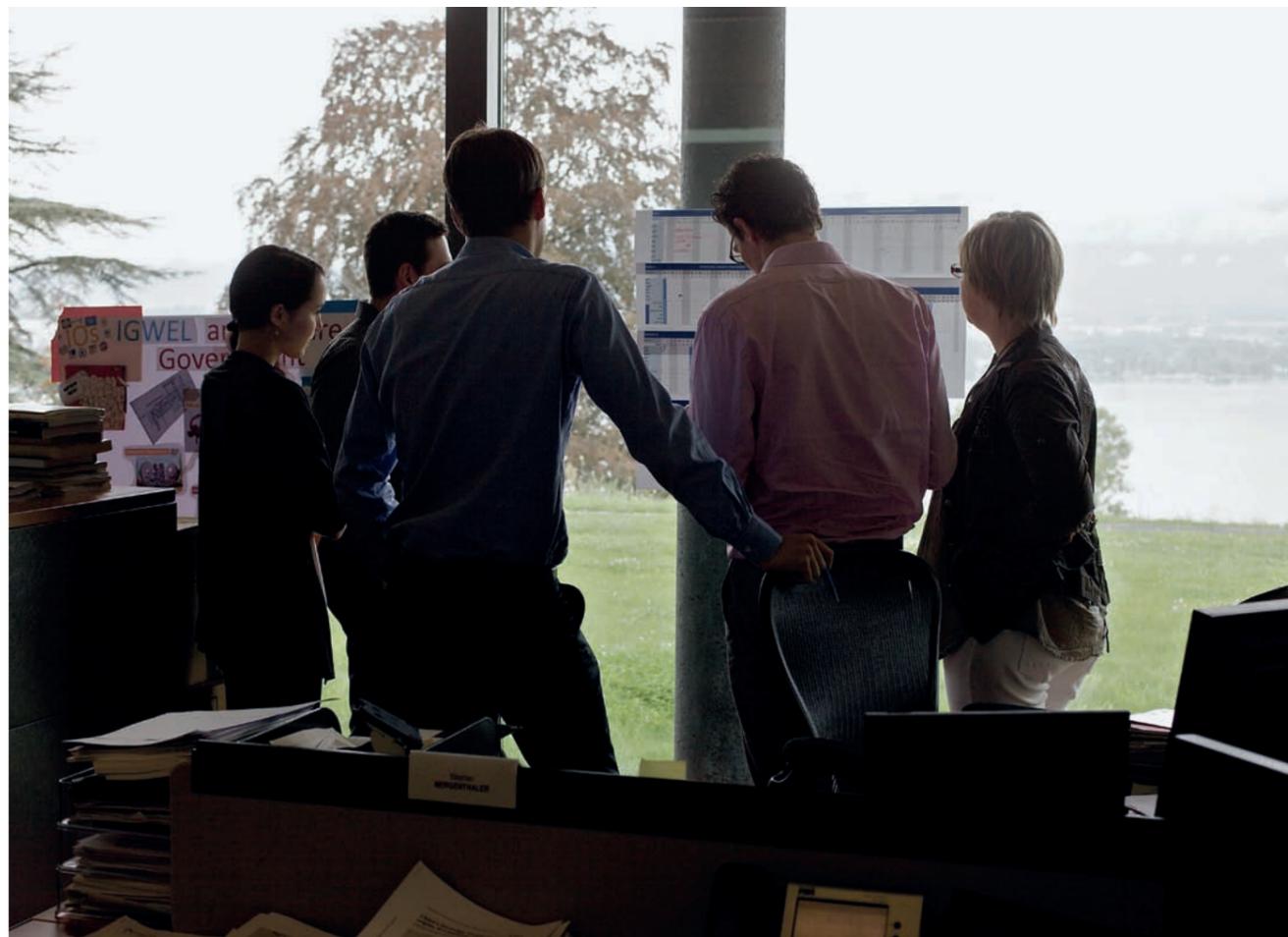
World Economic Forum Meetings 2010–2011





The World Economic Forum at Work





Captions

- 01 Flags outside the World Economic Forum Annual Meeting 2011, Davos, Switzerland
- 02 Prime Minister David Cameron of the United Kingdom and Federal Chancellor Angela Merkel of Germany at the World Economic Forum Annual Meeting 2011 in Davos, Switzerland
- 03 Wen Jiabao, Premier of the People's Republic of China, and Klaus Schwab at the Annual Meeting of the New Champions 2010
- 04 Jean-Claude Trichet, President, European Central Bank, speaking with Thomas Fricke, Chief Economist, The Financial Times Deutschland
- 05 "The Global Agenda in 2011" session in Davos
- 06 Antonio De Aguiar Patriota, Minister of External Relations of Brazil, at the World Economic Forum on Latin America in Rio de Janeiro, Brazil
- 07 The opening plenary session of the World Economic Forum on Europe and Central Asia held in the Hofburg, Vienna, Austria
- 08 Jean-Louis Billon, Executive Chairman, Groupe Sifca, Cote d'Ivoire; Regional Agenda Council on Africa, during the Francophone Africa session of the World Economic Forum on Africa, held in Cape Town, South Africa
- 09 Dimitry Medvedev, President of the Russian Federation, shakes hands with Klaus Schwab at the World Economic Forum Annual Meeting 2011 in Davos, Switzerland
- 10 Participants at the World Economic Forum's Summit on the Global Agenda 2010 held in Dubai
- 11 Participants at the World Economic Forum on East Asia in Jakarta, Indonesia
- 12 Ricardo Hausmann, Director, Center for International Development, Harvard Kennedy School, Harvard University, USA; Global Agenda Council on Competitiveness

Governance and Leadership

Foundation Board

As of 30 June 2011

Klaus Schwab •
Chairman of the Foundation Board

Josef Ackermann •
Chairman of the Management Board and the Group Executive Committee, Deutsche Bank, Germany; Vice-Chairman of the Foundation Board of the World Economic Forum

Kurt Alig ◦
Chairman, Arcadia Treuhand, Switzerland; Secretary of the Foundation Board

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

Mukesh Ambani
Chairman and Managing Director, Reliance Industries, India

Kofi Annan
Secretary-General, United Nations (1997–2006)

Peter Brabeck-Letmathe
Chairman of the Board, Nestlé, Switzerland

Victor Chu •
Chairman and Chief Executive Officer, First Eastern Investment Group, Hong Kong SAR

Michael Dell
Chairman and Chief Executive Officer, Dell, USA

Niall FitzGerald
Deputy Chairman, Thomson Reuters, United Kingdom

Orit Gadiesh ◦
Chairman, Bain & Company, USA

Carlos Ghosn
Chairman and Chief Executive Officer, Renault-Nissan Alliance (France and Japan), France

Susanne Hockfield
President, Massachusetts Institute of Technology, USA

Christine Lagarde
Managing Director, International Monetary Fund (IMF), Washington DC

Maurice Lévy
Chairman and Chief Executive Officer, Publicis Group, France

Indra Nooyi
Chairman and Chief Executive Officer, PepsiCo, USA

Joseph P. Schoendorf •
Partner, Accel Partners, USA

Peter D. Sutherland ◦
Chairman, Goldman Sachs International, United Kingdom

Heizo Takenaka ◦
Director, Global Security Research Institute, Keio University, Japan; Minister of State for Economic and Fiscal Policy of Japan (2002–2006)

Ben J. Verwaayen •
Chief Executive Officer, Alcatel-Lucent, France

Ernesto Zedillo Ponce de Leon
Director, Yale Center for the Study of Globalization, Yale University, USA; President of Mexico (1994–2000)

Min Zhu
Deputy Managing Director, International Monetary Fund (IMF), Washington DC

In addition, the following Board Members were nominated on 24 August 2011:

Mark J. Carney
Governor of the Bank of Canada

Herman Gref
Chairman of the Board and Chief Executive Officer, Sberbank, Russian Federation

Luis A. Moreno
President, Inter-American Development Bank, Washington DC

Josette Sheeran
Executive Director, United Nations World Food Programme (WFP), Rome

George Yeo Yong-Boon
Minister of Foreign Affairs of Singapore (2004–2011)

• Member of the Executive Committee
◦ Member of the Audit Committee

Senior Directors

David Aikman, Senior Director, Head of The Forum of Young Global Leaders

Roberto Bocca, Senior Director, Head of Energy Industries

Denise Burnet, Senior Director, Head of Events

Piers Cumberlege, Senior Director, Head of Partnership

Elaine Dezenski, Senior Director, Head of Risk Initiatives

Sherif El Diwany, Director, Head of the Middle East

Malte Godbersen, Senior Director, Head of Information Technology

Jeremy Jurgens, Senior Director, Head of Membership

Olivier Raynaud, Senior Director, Head of Global Health and Healthcare Industries

Mirjam Schoening, Senior Director, Schwab Foundation

Carsten Sudhoff, Senior Director, Chief Human Resources Officer

Dominic Waughray, Senior Director, Head of Environmental Initiatives

Alex Wong, Senior Director, Head of Centre for Business Engagement

Directors

Guy-Serge Baer

Carine Benetti

Jennifer Blanke

Jean-Loup Denereaz

Laurent Desnoux

Margareta Drzeniek

Diana El-Azar

Martina Gmür

Guy Goodwin

Michael Hanley

Julianne Jammers

Stéphanie Janet

Thomas Kerr

Stephen Kinnock

Randall Krantz

Rodolfo Lara Torres

Carina Larsfältén

Helena Leurent

Emma Loades

Fon Mathuros

Grant McKibbin

Irene Mia

Michele Petochi

Sushant Palakurthi Rao

Melanie Rogers

Olivier Schwab

Katherine Tweedie

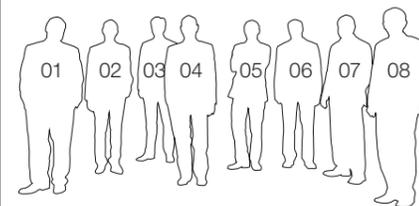
Kristel Van der Elst

Regula Waltenspuel

Saadia Zahidi

Li Zhang

Managing Directors



01 Brian Behlendorf, Managing Director, Chief Technology Officer

02 Gilbert Probst, Managing Director and Dean, Leadership Office and Academic Affairs

03 Børge Brende*, Managing Director, Government Relations and Constituents Engagement

04 Klaus Schwab*, Founder and Executive Chairman

05 Adrian Monck, Managing Director, Communications

06 Robert Greenhill*, Managing Director, Chief Business Officer

07 Alois Zwinggi*, Managing Director, Resources and Processes

08 W. Lee Howell*, Managing Director, Centre for Global Events & Risk Response Network

* Member of the Managing Board

The World Economic Forum USA

The World Economic Forum USA was incorporated in December 2005 as a non-profit business league based in New York. It is impartial and tied to no political, partisan or national interests. As an affiliate but legally independent of the World Economic Forum, its relationship is governed by an affiliation agreement, a contractual agreement under which the Forum USA coordinates with the Forum when conducting its activities. The World Economic Forum USA is a non-profit organization under section 501(c) 6 of the Internal Revenue Service Code of the United States. www.weforum.org/USA

Members of the Board of the World Economic Forum USA

Jean-Pierre Rosso*, Chairman, World Economic Forum USA

Alfred R. Berkeley, Chairman, Pipeline Financial Group, USA

Samuel A. Di Piazza Jr, Vice-Chairman, Citi, USA

William W. George, Professor of Management Practice, Harvard Business School

Robert Greenhill, Managing Director and Chief Business Officer, World Economic Forum

Joseph P. Schoendorf, Partner, Accel Partners, USA

Kevin Steinberg*, Chief Operating Officer, World Economic Forum USA (Corporate Secretary)

Directors based in New York

Senior Directors

Marisol Argueta de Barillas, Senior Director, Head of Latin America

Michael Drexler, Senior Director, Head of Investors Industries

Alan Marcus, Senior Director, Head of IT and Telecommunications Industries

John Moavenzadeh*, Senior Director, Head of Mobility Industries

Sarita Nayyar*, Senior Director, Head of Consumer Industries

Paul Smyke, Senior Director, Senior Adviser to the Chairman

Directors

Giancarlo Bruno

Lisa Dreier

Jonathan Quigley

Logan Stanton

Max von Bismarck

Tiffany West

* Member of the World Economic Forum USA Management Committee

The Annual Report of the World Economic Forum USA is available at www.weforum.org/usa/ar

The World Economic Forum China / Japan

World Economic Forum China

The World Economic Forum Beijing Representative Office is the first international foundation legally recognized and registered in the People's Republic of China. Incorporated as a non-profit organization, it is impartial and tied to no political, partisan or national interests.

Chinese Premier Wen Jiabao participated for the fourth time in the Summer Davos 2010 in Tianjin, while the Annual Meeting 2011 in Davos-Klosters welcomed a record participation of Chinese business leaders and constituents. The China team continues to diversify and deepen its China-based membership and relations with the Chinese government and stakeholders and has enhanced its knowledge and media presence in China.

With 15 full-time staff members, the World Economic Forum Beijing Representative Office has relocated its premises to a more central location in the Beijing central business district to improve its value and services for its Members and constituents and increase its activities in China.

Directors based in Beijing

Christophe Weber (Chief Representative)

Jerry Yu

www.weforum.org/cn

World Economic Forum Japan

With the strong support of the Japan Davos Community, the World Economic Forum Japan Office was inaugurated in September 2009 as the second representative office set up by the Forum. It is located in Roppongi Hills, central Tokyo. Welcoming ever larger numbers of Japanese participants in Forum activities, including Prime Minister Naoto Kan at the World Economic Forum Annual Meeting 2011 in Davos-Klosters, the Japan team is enhancing the engagement of the Japanese community. Particularly, in response to the Great East Japan Earthquake, a series of Forum activities were created, including a videoconference between the office of the Prime Minister of Japan during the Global Risks Meeting in New York, and a Global Risk Workshop at the Japan Office, with Japan's Chief Cabinet Secretary Yukio Edano and other leaders. The Japan Office continues to facilitate the Forum's communication and cooperation with Japanese multistakeholder communities to shape the global, regional and industry agendas.

Our Financial Results

Our most significant revenue driver continues to be a growing number of Forum Members who take up Industry or Strategic Partnership in order to access greater levels of engagement with Forum activities. In total, this trend, combined with cost containment measures introduced through the year, added CHF 1,186,310 to our reserves. We aim for long-term sustainability in our financial activities as in every aspect of our operations.

Financial Policy

The World Economic Forum's financial policy states that membership fees in principle should cover operational costs, events are funded through cost contributions and projects are supported by income from Partnership contracts. The Forum may accept grants, donations, legacies and other contributions or subsidies that are consistent with its purpose of "integrating leaders from business, politics and society at large into a community for global action committed to improving the state of the world and the well-being and prosperity of human society". The World Economic Forum makes no payments to political personalities, parties or other organizations and avoids involvement in national politics.

Auditors

The World Economic Forum's financial results are audited by PricewaterhouseCoopers, who examine the balance sheet and accounts. The Annual Report, as well as all institutional documents, is submitted to the Swiss Federal Government, which in law acts as the supervisory body for the Foundation.

	30 June 2008	30 June 2009	30 June 2010	30 June 2011
Revenue	135,658,953	139,218,416	143,407,241	157,600,770
Membership	34,507,970	34,853,240	36,769,181	36,892,390
Participation Fees	33,091,295	32,276,553	30,874,638	34,842,542
Partnership	58,701,386	60,572,903	62,149,264	76,950,144
Expenses	133,270,705	137,867,514	142,392,517	156,414,460
Staff	51,777,968	56,243,901	59,431,365	69,266,787
Office	24,692,181	26,356,814	26,038,847	26,196,527
Activity	56,800,555	55,266,799	56,922,305	60,951,146
Carried to Foundation Capital	2,388,248	1,350,902	1,014,724	1,186,310
Full Time Employees	266	304	319	337
Partner Secondees (included above)	11	9	6	14
Part Time Employees	31	38	42	45
Full Time Equivalents	286	329	349	369

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**COMMITTED TO
IMPROVING THE STATE
OF THE WORLD**

The World Economic Forum is an independent international organization committed to improving the state of the world by engaging business, political, academic and other leaders of society to shape global, regional and industry agendas.

Incorporated as a not-for-profit foundation in 1971 and headquartered in Geneva, Switzerland, the Forum is tied to no political, partisan or national interests.

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Strategic Partners

Annual Report 2010–2011

The World Economic Forum is an independent international organization committed to improving the state of the world by engaging business, political, academic and other leaders of society to shape global, regional and industry agendas.

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- 4 Impact:** Catalysing partnerships for action

Community

Open to only a select group of the world's 100 leading global companies, Strategic Partners are the most engaged Member companies, providing essential leadership in support of the Forum's mission. Our Strategic Partners are the driving force in our activities and communities. They are actively involved in the decision-making and shaping of our initiatives, projects and task forces on the global, regional and industry levels. They give intellectual

guidance through the participation of their most senior executives on steering boards and in advisory groups. Their values align with the Forum's mission: committed to improving the state of the world.

During 2011, the number of Strategic Partners remained steady with optimal geographical and industry balance.

Interaction

Based on a company's priorities, Strategic Partners participate in a tailored combination of regional and global events, industry-related activities, public-private partnership initiatives, Forum communities and specific insight-developing projects. Strategic Partners delegate a number of their top executives to Forum events further reinforcing the learning and experience throughout the Partner organization. As key supporters of the Forum and the mission, Strategic Partners also participate in a number of private meetings, in programme development and delivery, and are provided personalized support for their delegations.

leaders, political leaders, heads of NGOs and international organizations, and experts from every field, chief executive officers of Partners meet in closed-door, industry-specific Governors Meetings to establish the focus and issue a mandate for the year-long set of activities for their Industry Partnership programme.

The most senior executives meet during the Summer Davos, the foremost global business gathering in Asia, which focuses on growth, entrepreneurship and innovative business models and introduces Forum Partners to emerging global companies.

Virtually all Strategic Partners in 2011 are participating in relevant Industry Partnership programmes where an exclusive community of peers define and address critical industry issues through a shared learning and action-oriented platform. The programmes consist of an evolving portfolio of research-driven initiatives and community meetings throughout the year

Meetings in key regions of the world complement the experience of the Annual Meetings by bringing the regional dimension to the forefront. Private industry-specific meetings are combined with the regional meetings to explore and contribute to regional issues and opportunities that are most relevant to the Partner organization's growth. While they may vary by sector, these meetings might include the chief strategy or risk officers, and often their counterparts (e.g. chief advisers to ministers) in government.

Each year during the World Economic Forum Annual Meeting, the foremost global gathering of business

Interaction Continued

In addition, Partners meet within their respective industry groups during the Industry Partnership Strategy Meetings to evaluate progress and update projects and workstreams that they have agreed to at the Annual Meeting in Davos.

The Forum's private website complements the physical meetings by providing a platform for virtual interaction allowing Partners to pursue their conversations and dialogues related to the various issues, projects and workstreams in which they are involved.

In addition, other Forum communities including Young Global Leaders, Technology Pioneers, Social Entrepreneurs and Women Leaders enjoy the mentoring and leadership of Strategic Partners. Typically, Partners that choose to interact with these communities participate in the nomination of candidates and provide strategic direction through engagement on the relevant advisory boards. From the 190 Young Global Leaders selected in 2011, 20 come from Strategic Partner companies.

Insight

Strategic Partners have year-round and around the clock access to the Forum's renowned expert networks and knowledge products to identify current issues and stay ahead on topics such as competitiveness; country, industry and financial risks; and scenario development. Strategic Partners actively support World Economic Forum competitiveness publications and activities.

Strategic Partners contribute relevant expertise and insight to the public and private programmes of all Forum meetings. They enjoy active roles in the official and private programmes of meetings, as well as engagement in projects and initiatives, design processes for new Forum's activities, consultations on building working groups or task force composition.

A key contributor to the Network of Global Agenda Councils, devised of relevant thought leaders from academia, government and business, Strategic Partners nominated over 200 council members in 2011 to capture the best knowledge on each key issue and integrate it into global collaboration and decision-making processes.

The Risk Response Network launched in 2011 provides private and public sector leadership with an independent platform to better monitor, prepare for, respond to and mitigate global and systemic risks. Strategic Partners formed the founding community of business constituents to this multistakeholder network further deepening their engagement in the Forum's risk portfolio beyond the

Global Risk Report business insights to which they actively contribute.

In 2011, over 100 publications, working papers and insight documents were produced by the Forum's Partner groups. These include:

The Global Information Technology Report (GITR) (10th Anniversary) has over 10 years become a leading resource for decision-makers and civil society organizations, explaining how to leverage information, communications and technology (ICT) to increase national competitiveness and network readiness.

Recommendations to accelerate energy efficiency through the **Energy Efficiency Dialogue Series** are being developed in 2011 including disseminating successful and replicable energy-efficiency policy frameworks, examples of private sector leadership out of COP 17 (Conference of the Parties of United Nations Framework Convention on Climate Change) and exploring possible ways to support the development of international standards.

The launch of **Water Security: The Water-Food-Energy-Climate Nexus** describes a new economic fact base on water for governments, highlights positive experiences in developing public-private expert coalitions to take action on water and addresses the scarcity challenge ahead.

Impact

Through its collaborative approach, the World Economic Forum enables Partners to individually take better informed decisions, focus on priority issues and develop collaborative and multistakeholder solutions. The Forum's platform and programmes for Strategic Partners allow senior executives to have a significant impact on society while driving their own organizational and personal development.

Partners are key stakeholders in many of the impact-oriented projects that bring together their core competencies with those of other organizations including governments, international agencies, NGOs or foundations to advance progress on critical global or regional issues.

Key highlights in 2011 include:

- Nine **G20 Task Forces** of global chief executive officers were created to provide business input to the G20 process in 2011 under the headings: Commodity Price Volatility, Food Security, Green Growth, Improving Transparency and Eliminating Corruption, Infrastructure Development, Reform of the International Monetary System, Strengthening Financial Regulation and Ensuring the Availability of Trade Finance and Trade Investment and Development.
- More than 160 companies committed to collectively fighting bribery and corruption by adopting a zero-tolerance policy towards bribery, developing and

implementing effective internal anti-corruption programmes, and engaging in collective action initiatives in Mongolia and Vietnam in 2011 through the **Partnering Against Corruption Initiative (PACI)**.

- The **Responsible Mineral Development Report**, based on research in 13 mineral-rich countries, provides business, government and civil society with a common language and framework to help countries develop their mineral resources in a socially and economically responsible manner.
- Country-level multistakeholder partnerships were developed in Tanzania and Vietnam to advance market-based solutions to agricultural sustainability through the **New Vision for Agriculture** initiative.
- Partners are providing practical examples and insights towards a collaborative discussion at the UN Summit on Non-Communicable Diseases (NCD) through the **Non-communicable Diseases (NCD) initiative**.
- A unique advisory platform – the **Green Growth Partnerships** – helps leverage private finance into low-carbon investments in developing countries, developing examples of working models in preparation of the UN Conference on Sustainable Development (Rio+20) in 2011.

Industry Partners

Annual Report 2010–2011

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- 4 Impact:** Catalysing partnerships for action

Community

Industry Partners are select Member companies of the World Economic Forum that strongly support the Forum's commitment to improving the state of the world. Each Industry Partnership group includes the most influential Member companies within their respective industries. Designed for chief executive officers, functional senior executives and regional executives, these communities identify, discuss and address their sector's critical issues through industry-specific initiatives, task forces and targeted sessions as part of the Industry Partnership Programme. Now in their fifth year, Industry Partnerships grew over 16% to 437 in the last year.

Basic & Infrastructure: Chemicals, Infrastructure & Urban Development, Mining & Metals

Consumer: Agriculture, Food & Beverage, Retail & Consumer Goods

Energy: Energy Utilities & Technology, Oil & Gas, Renewable Energy Shapers

Financial Services: Banking & Capital Markets, Insurance & Asset Management

Healthcare: Global Health & Healthcare

Information Technology & Telecommunications

Investors: Private Investors, Institutional Investors, Sovereign Funds, Family Offices

Media, Entertainment & Information

Mobility: Aviation, Travel & Tourism, Automotive, Logistics & Transportation

Professional Services

Interaction

Through the Forum's activities and an exclusive virtual workspace, Industry Partners are provided with a unique platform where like-minded leaders of the most dynamic organizations converge to address the top issues.

Each year during the Annual Meeting, the foremost global gathering of business leaders, political leaders, heads of NGOs and international organizations, and experts from every field, chief executive officers of Partners meet in closed-door, industry-specific Governors Meetings to establish the focus and issue a mandate for the year-long set of activities for their Industry Partnership programme.

The most senior executives meet during the Summer Davos, the foremost global business gathering in Asia, which focuses on growth, entrepreneurship and innovative business models and introduces Forum Partners to emerging global companies.

Meetings in key regions of the world complement the experience of the Annual Meetings by bringing the regional dimension to the forefront. Private industry-specific meetings are combined with the regional meetings to explore and contribute to regional issues and opportunities that are most relevant to the Partner

Interaction Continued

organization's growth. While they may vary by sector, these meetings might include the chief strategy or risk officers, and often their counterparts (e.g. chief advisers to ministers) in government.

In addition, Partners meet within their respective industry groups during the Industry Partnership Strategy Meetings to evaluate progress and update projects and workstreams that they have agreed to at the Annual Meeting in Davos. These provide a further opportunity to meet with peers from other industries to share and gain industry and

cross-industry insights on critical and cutting edge issues.

The Forum's private website complements the physical meetings by providing a platform for virtual interaction allowing Partners to pursue their conversations and dialogues related to the various issues, projects and workstreams in which they are involved.

In 2010–2011, Industry Partners were engaged in over 260 online and physical meetings underlining their commitment to the Forum's mission.

Insight

The Forum's role is to help determine priorities and connect the relevant decision-makers needed to address any particular issue or set of challenges. Collaboration among all stakeholders is key to capturing the best insights required to shape the best solutions. Through interaction within the Forum's networks, Partners and the most knowledgeable experts in their respective fields debate and analyse the best ideas and proposals creating useful insight to issues and challenges.

Further, the Forum produces several cutting edge reports each year on topics ranging from competitiveness, risk and scenario development to gender equality. Industry Partners benefit from and contribute to these knowledge products and networks. In particular, Industry Partners are a key contributor to the Network of Global Agenda Councils, devised of relevant thought leaders from academia, government and business. In 2011, Industry Partners nominated over 80 council members to capture the best knowledge on each key issue and integrate it into global collaboration and decision-making processes.

A number of insight and policy-oriented projects that combine the perspectives and expertise of the public and private sectors with strategic insights from leading experts to develop new or improved responses to pressing business and/or societal challenges are driven by the Industry Partnership Programme.

In 2011, over 100 publications, working papers and insight documents were produced by the Forum's Industry Partner groups. These include:

The **Global Information Technology Report (GITR)** (10th Anniversary) has over 10 years become a leading resource for decision-makers and civil society organizations,

explaining how to leverage information, communications and technology (ICT) to increase national competitiveness and network readiness.

The **Global Enabling Trade Report** brings awareness of the importance of trade for development and provides a unique benchmarking tool for business, government and civil society in understanding and tackling remaining barriers to trade. Initiated by the Logistics and Transportation Industry Partners, who continue to provide input to the index, it specifically uses the data as the basis for a dialogue series on the barriers to trade in goods and tourism development.

Recommendations to accelerate energy efficiency through the **Energy Efficiency Dialogue Series** are being developed in 2011 including disseminating successful and replicable energy-efficiency policy frameworks, examples of private sector leadership out of COP 17 (Conference of the Parties of United Nations Framework Convention on Climate Change) and exploring possible ways to support the development of international standards.

The **Financial Development Report** provides the first index ranking of over 50 leading world financial markets and fills a gap in defining and measuring the development of financial markets. It is an important public policy issue to improve competitiveness and economic growth.

The launch of **Water Security: The Water-Food-Energy-Climate Nexus** describes a new economic fact base on water for governments, highlights positive experiences in developing public-private expert coalitions to take action on water and addresses the scarcity challenge ahead.

Impact

Through its collaborative approach, the World Economic Forum enables Partners to individually take better informed decisions, focus on priority issues and develop collaborative and multistakeholder solutions.

Partners are key stakeholders in many of the impact-oriented projects that bring together their core competencies with those of other organizations including governments, international agencies, NGOs or foundations to advance progress on critical global or regional issues.

Key highlights in 2011 include:

- Nine G20 Task Forces comprised of global chief executive officers were created to provide business input to the G20 process in 2011 under the headings: Commodity Price Volatility, Food Security, Green Growth, Improving Transparency and Eliminating Corruption, Infrastructure Development, Reform of the International Monetary System, Strengthening Financial Regulation and Ensuring the Availability of Trade Finance and Trade Investment and Development.
- More than 160 companies committed to collectively fighting bribery and corruption by adopting a zero-tolerance policy towards bribery, developing and implementing effective internal anti-corruption programmes, and engaging in collective action

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Foundation Members

Annual Report 2010–2011

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- 4 Impact:** Catalysing partnerships for action

Community

Foundation Member companies drive the world economy forward. The Forum's 1,000 Member companies are at the heart of all our activities and their support is essential in helping the Forum find truly sustainable solutions to improve the state of the world. The Forum's 1,000 Member companies include over 400 companies that are leaders within their respective industries – Industry Partners – and that are particularly engaged in shaping the industry agendas. Our Strategic Partners are represented by 100 of these 400 companies and as our most engaged Member companies are actively involved in the decision-making and shaping of our projects on the global, regional and industry levels.

Member companies represented by their chief executive officers and chairman play a leading role in shaping the future of their industry and/or region and act within a large and powerful platform that has been developed to combine the spirit of entrepreneurship with the need for social responsibility to address today's global and regional challenges.

In 2010–2011, the Forum continued to improve on the commitment of broadening the geographic representation among Members and, in particular, to recognizing the growing importance of Asia, gaining 16 new Members from the region and thus increasing the Asian representation to 20% of Forum membership.

Interaction

Improving the state of the world requires catalysing global cooperation to address pressing challenges and future risks. Global cooperation in turn needs stakeholders from business, government, the media, science, religion, the arts and civil society to work together as a true community. The Forum's unique and powerful convening platform provides Members with the opportunity to meet both physically and virtually among themselves and access the various stakeholder communities. Foundation Members come together each year at the World Economic Forum Annual Meeting in Davos-Klosters where they reflect, connect and bring together their ideas and proposals across countries and cultures in an informal but focused meeting.

The Forum's Annual Meeting of the New Champions, known as the Summer Davos, is the gathering of the next generation of global leaders, emerging regions, competitive cities and Technology Pioneers from around the world. The Meeting, held in China to reflect the new geographical, geo-economic and geopolitical predominance of Asia, provides Members with an opportunity to build their network and address the fundamental shifts taking place in competitiveness and innovation.

Meetings in key regions around the world complement the experience of the Annual Meetings by bringing the regional dimension to the forefront. Foundation Members have complimentary access to the Forum's regional and

Interaction Continued

country-specific events throughout the year to explore and contribute to regional issues and opportunities that are most relevant to their organization's growth and provide unrivalled access to the foremost regional leaders in business, government, civil society and the media.

In 2010–2011, Industry Partners were engaged in over 260 online and physical meetings underlining their commitment to the Forum's mission.

Insight

Foundation Members have year-round and around the clock access to the Forum's renowned expert networks and knowledge products to identify current issues and stay ahead on topics such as competitiveness; country, industry and financial risks; and scenario development. Forum Members had access to over 150 publications published by the Forum in 2010 including:

The Global Competitiveness Report is acknowledged as the most authoritative benchmarking studies since 1979, providing industry, government and civil society leaders with invaluable insights into the effectiveness of policies and the factors that enhance productivity.

The Global Gender Gap Report emphasizes the message that gender gaps have an impact on competitiveness through providing a comprehensive framework for benchmarking global gender gaps and identifying those countries that are role models in dividing resources equitably to drive the change in mindset and practice.

The Global Enabling Trade Report brings awareness of the importance of trade for development and provides a unique benchmarking tool for business, government and civil society in understanding and tackling remaining barriers to trade. Initiated by the Logistics

and Transportation Industry Partners, who continue to provide input to the index, it specifically uses the data as the basis for a dialogue series on the barriers to trade in goods and tourism development.

The Responsible Mineral Development Report, based on research in 13 mineral-rich countries, provides business, government and civil society with a common language and framework to help countries develop their mineral resources in a socially and economically responsible manner.

The Financial Development Report provides the first index ranking of over 50 leading world financial markets and fills a gap in defining and measuring the development of financial markets. It is an important public policy issue to improve competitiveness and economic growth.

While the research and findings provide much of the fundamental development of Forum meetings and programmes, the interaction of the communities of the World Economic Forum at events, informal gatherings and on our online platform provides valuable input to ideas and proposals that are debated and tested by the most knowledgeable experts in their respective fields.

Impact

Through its collaborative approach, the World Economic Forum enables Foundation Members to individually take better informed decisions, focus on priority issues and develop collaborative and multistakeholder solutions. Forum Members and constituents collaborate on initiatives linked to their strategic interests and the Forum's mission to improve the state of the world. Here are some specific examples of this collaboration to create sustainable impact:

- Highlighting issues on the public agenda including the water debate by producing a book on the Water-Food-Energy Nexus to raise awareness of these interlinked issues in 2011
- Catalysing action through official sessions such as the Hope for Haiti session at the World Economic Forum Annual Meeting 2011, which aided the acceleration of private sector engagement in the provision of humanitarian assistance to complement and enhance the work of governments and relief organizations

- Creating impact through initiatives like Incentives for Healthy Living to catalyse high-level dialogues between policy-makers and industries across sectors (in their role as providers of goods and services) to identify what incentives can be put in place to increase healthier environments and stimulate healthy choices
- Achieving major change through public-private partnerships like the Partnering Against Corruption initiative (PACI), a global, multi-sectoral initiative that represents the "business voice against corruption". In 2011, the PACI brought together more than 160 companies committed to collectively fighting bribery and corruption by adopting a zero-tolerance policy towards bribery, developing and implementing effective internal anti-corruption programmes, and engaging in collective action initiatives in Mongolia and Vietnam.

Global Growth Companies

Annual Report 2010–2011

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- 4 Impact:** Catalysing partnerships for action

Community

The Community of Global Growth Companies engages companies from around the world that are at the forefront of dynamic growth, innovation and sustainability, and that support the Forum's mission of improving the state of the world. They have the ambition and capacity to be tomorrow's industry leaders and to become a driving force of economic and social change.

The GGC community grew by over 15% in the last year to reach 300 companies in 2011 and will celebrate its fifth anniversary in September 2011.

Interaction

Through the Forum's activities, Global Growth Companies (GGC) are provided with a unique platform where like-minded leaders of the most dynamic organizations converge to address shared issues and explore common opportunities.

Members of the Community of Global Growth Companies convene every year at the Annual Meeting of the New Champions. Known as the Summer Davos, it is the gathering of the next generation of global leaders, emerging regions, competitive cities and Technology Pioneers from around the world. The Meeting, held in China reflecting the new geographical, geo-economic and geopolitical predominance of Asia, provides members with an opportunity to build their network and address the fundamental shifts taking place in competitiveness and innovation.

Meetings in key regions around the world complement the experience of the Summer Davos by bringing the regional dimension to the forefront. Global Growth Company members have complimentary access to the Forum's regional and country-specific events throughout the year to explore and contribute to

regional issues and opportunities that are most relevant to their organization's growth. These regional platforms provide unrivalled access to the foremost regional leaders in business, government, civil society and the media.

Members also actively participate in community events organized throughout the year. During the past year, community members gathered for company visits, dinner sessions and workshops in locations as diverse as Chengdu, Jeddah, Hanoi, Lagos, San Francisco, Tianjin and Tokyo. Members contribute to each other's learning through experience sharing with one another and interactions that lead to opportunities to advance their business.

Insight

The Forum's role is to help determine priorities and connect the relevant decision-makers needed to address any particular issue or set of challenges. Collaboration among all stakeholders is key to capturing the best insights required to shape the best solutions. Through interaction within the Forum's networks, members and the most knowledgeable experts in their respective fields debate and analyse the best ideas and proposals creating useful insight to issues and challenges.

Further, the Forum produces several cutting edge reports each year on topics ranging from competitiveness, risk and scenario development to gender equality.

In 2010, the Community of Global Growth Companies initiated its first research project – Sustainability through Innovation – which aims to identify, understand and share business practices for sustainability pioneered by fast-growing companies in emerging markets. The report will be launched in September 2011.

Impact

Through its collaborative approach, the World Economic Forum enables members to individually take better informed decisions, focus on priority issues and develop collaborative and multistakeholder solutions. By sharing best practices, discussing issues and planning and implementing specific actions, members can realize sustainable improvements where it matters most, for their own business and society as a whole.

The Community of Global Growth Companies contribute to shaping a new business landscape to solve today's most challenging issues through:

- Injecting energy, diversity and dynamism within the Forum's multistakeholder community; In 2010, engaging key business actors and new players from all over the world, especially from Brazil, China, Ethiopia, India, Malaysia, Mauritius, Nigeria and Vietnam
- Inspiring others with new models of sustainable economic growth and innovative perspectives by identifying and relaying critical insights of sustainability champions from emerging market businesses
- Fostering new partnerships and a collaborative approach

Global Agenda Councils

Annual Report 2010–2011

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Community

The Network of Global Agenda Councils unites the world's top experts from academia, business, government and civil society in an ongoing, comprehensive and co-creative process to better understand and address global challenges. Launched in 2008, the network brings together over 1,500 leading experts from around the globe in some 79 councils to tackle the major issues on the global, regional and industry agendas.

For each major topic, the Forum has identified and convened 15–20 global thought leaders to harness their knowledge to create and integrate relevant insights and recommendations into global decision-making processes. The network's portfolio of councils is subject to an annual review; it has grown since inception from 69 councils to 79 this year.

This unique initiative fosters the exploration of interlinkages among the different focus areas:

- Issue-focused councils, such as the Food and Water Security Councils, focus on specific global challenges providing an assessment of the state of the issue, monitoring the latest developments, presenting fresh perspectives and developing recommendations to advance global agendas
- Region-focused councils, for example, the China and Latin America Councils, discuss strategic topics related to specific regions and countries, providing a regional/country prioritization and perspective on global agenda issues. They also develop specific policy recommendations for the region and provide support to the Forum's regional activities
- Industry-focused councils, such as the Mining & Metals Industry and the Automotive Industry Councils, provide content and insights to the Forum's industry communities, providing a platform for knowledge integration on key industry topics in concert with global and regional issues

The Network of Global Agenda Councils marks a major milestone in the Forum's evolution towards becoming the integrator, manager and disseminator of the world's most relevant and up-to-date knowledge. In a global environment marked by short-term orientation and silo thinking, the Network of Global Agenda Councils aims to inject interdisciplinary and long-range thinking into the prevailing challenges on the global agenda.

Interaction

Members of the Network of Global Agenda Councils engage through ongoing virtual interaction and meeting annually at the Summit on the Global Agenda in the United Arab Emirates, held in partnership with the government of the United Arab Emirates. The Summit on the Global Agenda is the world's largest brainstorming, a gathering of over 700 leading experts from business, government and civil society, to explore ideas and develop concrete proposals to address global challenges. The Summit provides a unique opportunity for council members to collaborate across topics and themes of relevance. The outcomes of their discussions informed the publication of the annual "Outlook on the Global Agenda" in early 2011, integrating them into the programme for the World Economic Forum Annual Meeting 2011 in Davos-Klosters as well as the various regional meetings in spring 2011.

The Forum's new Risk Response Network, designed to provide private and public sector leadership with an independent platform to better monitor, prepare for, respond to and mitigate global and systemic risks,

was introduced during the Summit on the Global Agenda 2010 in Dubai.

The Summit on the Global Agenda 2011 will take place on 10–11 October in Abu Dhabi.

As part of their close integration into Forum activities, Global Agenda Council members engage as panellists and participants in the Forum's events: Annual Meetings, Regional Meetings and Industry Meetings. During the last year, the participation of Global Agenda Council members has improved significantly, providing unique insights and innovative ideas to sessions at both regional and annual meetings. In addition, each council chair shared the most relevant deliberations of their councils at the World Economic Forum Annual Meeting 2011.

As special situations or crises arise, council members participate in ad hoc meetings on the Forum's virtual platform with select Forum constituents to provide insights and analysis of key events taking place on the global stage.

Insight

The Global Agenda Councils monitor key trends and risks, and map interrelationships between issues. A selection of some of the most important trends identified by the Global Agenda Councils for 2012 is presented in the Outlook on the Global Agenda 2011, available at <http://outlook.weforum.org> and made available during the World Economic Forum Annual Meeting 2011 in Davos-Klosters.

While the councils provide ongoing analysis of global issues, they also develop recommendations and mitigation strategies to address the most pressing challenges. Each council published their findings in the Network of Global Agenda Councils Annual Reports 2010/11 (gacreport.weforum.org). The major themes emerging from the council reports include the impact of global demographic trends, the role of human capital in economic development, the changing face of governance, mitigation of global risks, economic growth and sustainable solutions, the role of business, innovation and measuring progress. The related report of each Council provides more detailed analysis and recommendations.

In addition, the Global Agenda Survey, an annual top-of-mind assessment by the world's leading experts, provides an overview of the most important trends impacting global affairs over the next 12–18 months. The Global Agenda Survey 2011 identified power shifts,

an uncertain economic recovery, population growth, inequality and resource shortages as the leading issues facing the world. The results of this year's Global Agenda Survey are scheduled to be published in the Forum's upcoming Outlook on the Global Agenda 2012, which will also be used in preparation for the Summit on the Global Agenda 2011 in Abu Dhabi and the World Economic Forum Annual Meeting 2012, and will be shared with a wider public audience on the Forum website.

In addition to the specific activities of each council, the Network of Global Agenda Councils will focus on supporting the successful development of the Risk Response Network in the year to come. The contributions will be structured on the following objectives:

1. Providing quarterly risk assessments in the form of strategic mapping
2. Developing detailed "what if" scenarios which will be integrated into the community platform and constantly updated on an online knowledge repository
3. Providing detailed mitigation strategies based on the key risk(s) identified, which will also serve as a basis for prioritizing and shaping the Forum's initiatives and programming activities

Impact

Over the last three years, the Network of Global Agenda Councils has evolved from a loose network to a true multistakeholder community, which serves as a global brains trust of the Forum and its constituents, with the overall purpose to provide fresh thinking and concrete recommendations to address global challenges.

Specifically, the councils are making an ongoing contribution to global discourse and policy, both in the individual areas of expertise and through interactions

within the Network and with the Forum's constituents. They also serve as a critical resource to the Forum's key communities and activities – including the Risk Response Network, industry and regional projects as well as the programming of Annual, Regional and Industry events. The councils have also produced specific recommendations for the G20 and other international bodies, which are outlined in their annual report (gac.weforum.org).

Risk Response Network

Annual Report 2010–2011

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Community

The Risk Response Network (RRN) was launched at the World Economic Forum Annual Meeting 2011 in Davos to provide private and public sector leadership with an independent platform to better monitor, prepare for, respond to and mitigate global and systemic risks. A unique, exclusive and trusted community, the RRN is strategically positioned to respond to a continuously evolving risk landscape by leveraging the World Economic Forum's knowledge base, experience-sharing and stakeholder approach.

Over 45 private companies have joined the RRN since its launch, including ABB, Marsh & McLennan, Siemens and

Zurich Financial Services. Community members come from the Forum's Strategic Partners, Industry Partners and Foundation Members. The RRN also counts 16 partners from the public sector, including the Department of Homeland Security (USA), Europol and the World Bank. The RRN engages 1,000 experts from the Forum's Global Agenda Councils as well as research institutes.

The RRN community will focus on those risks where multistakeholder collaboration can strengthen global, regional and industry risk resilience.

Interaction

Leveraging the World Economic Forum's three Annual Meetings in Davos, China and the United Arab Emirates, as well as its regional meetings, the RRN community interacts on:

- **Risk Identification** – through comprehensive multistakeholder risk landscape development through structured brainstorming and workshop processes
- **Mitigation Strategies** – by building a community platform for decision-makers to share knowledge and insights on how organizations have prepared, responded to and learned from a range of global and systemic risks
- **Sense-making** – by convening strategists, risk officers, policy-makers and experts to evaluate complex or ambiguous situations and to analyse uncertain or anomalous data
- **Online Interaction** – through a trusted and secure platform currently being developed with Silicon Valley that will serve as a "situation room" for RRN members
- **Advisory Councils and Steering Groups** – by gathering practice and thought leaders in the field of risk who are committed to creating a more resilient world to provide guidance to the community
- **Project Workshops** – by bringing together decision-makers from the public and private sectors to work together to respond to and mitigate crises. Three were held in the first four months post-launch
- **Middle East Crisis Call** – Leaders held a virtual conference call to make sense of the Arab uprising days after protesters took to the streets in Egypt. Panellists included Amre Moussa, Secretary-General of the Arab League; Masood Ahmed, Director, Middle

Interaction Continued

East and Central Asia Department, International Monetary Fund (IMF); Khalid Abdulla-Janahi, Honorary Chairman, Vision3; and Daniel Kaufmann, Senior Fellow, Global Economy and Development, Brookings Institution

- **Global Risks Meeting** – The inaugural Global Risks Meeting in New York on 6 and 7 April gathered over 80 decision-makers and experts to figure out ways to better manage and capture opportunities associated with global risks

- **Japan Earthquake Task Force** – The government of Japan, together with RRN risk experts, met in Tokyo on 18 May to draw lessons from the 11 March earthquake and tsunami. Yukio Edano, Chief Cabinet Secretary of Japan, pledged to transform the country into a “risk-resistant society”, promising greater transparency and faster dissemination of information

Insight

RRN insight is generated through the World Economic Forum’s flagship report research, as well as through proprietary risk identification and analysis processes. The main streams of RRN insight are:

- **Global Risks Report** – The Global Risks Report is a flagship publication that evaluates the most critical risks at the start of each year as well as providing intellectual input for the World Economic Forum Annual Meeting in Davos-Klosters. The research process engages the RRN community, as well as a broad set of risk expertise from across industry, government and thought leadership communities (www.weforum.org/globalrisks2011)
- **Strategic Mapping** – by charting the global risks landscape in a way to enable a holistic understanding of risks and trends, as well as mitigation and response strategies

- **Horizon Scanning** – by developing “what if” scenarios that explore possible contingencies that may emerge outside the identified global risk landscape, as well as unexpected variations of known global risks

- **Situational Awareness** – by delivering continuous access to information, resources and expertise required for a real-time, strategic perspective on an unfolding event or emerging risk via a private and secure digital platform
- **Risks in Depth** – by engaging RRN members in a number of ongoing cross-industry initiatives focusing on global risks. Current initiatives include:
 - Risk and Responsibility in a Hyperconnected World
 - Supply Chain and Transport Risk
 - Euro, Dollar and Yuan Uncertainties: Scenarios on the Future of the Interantional Monetary System
 - Political and Economic Implications of Resource Scarcity

Impact

The RRN will be judged on its impact on building and strengthening global risk resilience. In its first years, the network will enable this through:

- **Rapid Response** – by providing innovative risk analytics and risk management processes to enable decision-makers not only to better understand key risks in depth and in context, but also to respond to them proactively in times of crisis
- **Contingency Planning** – by canvassing the 1,000 plus members of the Forum’s Global Agenda Councils, the community works together to develop contingencies for risks that could emerge outside the identified global risk landscape as well as unexpected variations of identified global risks

- **Leading Practices Exchange** – by building a dynamic repository of information on managing, mitigating and responding to global risks. This Leading Practices Exchange (LPE) is designed to be the premier platform for bringing together a variety of perspectives and insights from decision-makers and experts from the private and public sectors
- **The Global Situation Room** – by featuring real-time analysis, site briefing, GIS and mapping features. It will also allow for rapid convening of task forces to respond to risk events and house a library of relevant response strategies and resources

Technology Pioneers

Annual Report 2010–2011

The World Economic Forum is an independent international organization committed to improving the state of the world by engaging business, political, academic and other leaders of society to shape global, regional and industry agendas.

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- 4 Impact:** Catalysing partnerships for action

Community

The Technology Pioneers (TPs) community develops and applies technological innovation to transform business and society. The community's mission is to combine entrepreneurial drive and foresight to accelerate positive changes in technology.

Technology Pioneers are companies in early stages of development, often venture-backed, that have developed or are applying an innovative technology which might significantly impact business and society. They are selected by leading experts in their industry and globally recognized by their peers and the Forum community. Each year around 30 young entrepreneur-led companies are chosen to join the community from the fields of IT and New Media, Energy and the Environment, and Life Sciences and Health.

Technology Pioneers are led by a Founder or chief executive officer who is usually a seasoned entrepreneur. The average age of Technology Pioneer founders or chief executive officers is 42. They have received numerous industry awards for their innovations, adequate amounts of funding and have proven the commercial applications of their product or service. Being integrated into the Tech Pioneers community allows them to reach the next level of

rapid growth through interaction with peers and the broader Forum community.

While most Technology Pioneers are for-profit ventures, the community also includes a few not-for-profit organizations that are deploying innovative technologies.

Some TPs are focusing on developing cutting edge, new technologies, for example new generations of Lithium-Ion batteries or virtual reality software. Other TPs focus on deploying technology in a smart and cost-effective manner, for example solar-powered GSM towers for poor, rural environments. In both cases, the potential for large-scale impact on business and society is clear. Technology Pioneers are expected to grow rapidly; many graduate into the Global Growth Company community within a few years.

In 2011, the announcement of new Technology Pioneers was changed from the World Economic Forum Annual Meeting in Davos-Klosters to the Summer Davos in the People's Republic of China. The result has been a marked increase in the number of new Technology Pioneers taking part in the Summer Davos – from 15% to 40%.

Interaction

Technology Pioneers benefit from facilitated mentoring and networking, as well as knowledge sharing, inspiration and peer-to-peer interaction. They also benefit from unprecedented partnering opportunities, interaction with the investment community and specialized knowledge into developing and scaling their business. They become

involved in the Forum's collaborative initiatives, projects and working groups on important industry topics to give perspective on industry challenges and, ultimately, influence the future course of both business and society.

Interaction Continued

Technology Pioneers mostly come together at the Annual Meeting and the Summer Davos; a small subgroup however can be found at regional events. These mostly include companies that have products or services such as low-cost vaccines, counterfeit-tracking technology and mobile payment technology which target developing markets.

Approximately 40 Technology Pioneers participate in the Annual Meeting and the Summer Davos, and three to five at regional meetings, primarily India, Africa and East Asia.

At the Annual Meetings, the community has a private programme. Some are featured in the official programme and are also integrated in private industry discussions. Overall the following three pillars of interaction are considered for Technology Pioneers:

- Community building. Technology Pioneers can interact and network among peers and tackle entrepreneur-specific issues such as scaling, negotiating funding rounds and discussing go-to-market strategies. This can also take the form of

a one-on-one “fireplace” discussion between TPs and a leading entrepreneurial figure.

- Cross-community interaction. For example: “pitching” sessions to the Investors community and Selection Committee members (for example during an IdeasLab) where the audience is able to challenge the business plans or ideas or in the “Dynamic-Duo”, a cross-community workshop between TPs and Social Entrepreneurs.
- Industry interaction. Some TPs are integrated in private industry discussions and projects, providing an entrepreneurs’ perspective on the issues.

The highlight of the interaction of Technology Pioneers in 2011 was the “Meet the Leader” session at the Annual Meeting where TPs had the opportunity to have a one-on-one discussion with Bill Gates reflecting on his early days building Microsoft and his life as an entrepreneur. The discussion was both inspirational and practical.

Insight

Technology Pioneers are different from established companies in two ways: first, most have a well-articulated, long-term vision of an industry or sector and where it is heading (to benefit mankind); second, they apply a laser-like focus on solving a specific problem that will contribute to achieving this long-term vision.

Technology Pioneers participate in private industry meetings and act as disruptors. They bring new ideas on how to address market problems through technology innovation and encourage established players to accelerate transformations in their industries (brought by these technologies).

Through the selection process, we also gain insight on where innovation is particularly vibrant in a given year by looking at the start-ups active in a particular industry cluster. In 2011, the following clusters are strongly represented among TPs:

- Green mobility
- Cloud computing, internet security, data management
- Access to resources for the developing world including financial services, safer and cleaner energy, and health.

In 2011, the outcomes of the “Dynamic-Duo” sessions in the Annual Meetings were a highlight of TP insight. These workshop sessions are focused on bringing together two entrepreneurial groups: the Technology Pioneers and the Social Entrepreneurs. Social Entrepreneurs get insight on how certain technologies could be applied to solve the problems they are addressing, and Tech Pioneers get insight on how their technologies could be customized to address the issues or markets of Social Entrepreneurs. Some Technology Pioneers have indeed taken that step.

Impact

By working with Forum communities, Technology Pioneers can provide technological solutions that accelerate business growth and bring social change. Part of our impact is measured through how well and how many Technology Pioneers integrate in the Forum’s breadth of activities, such as private industry discussions or the Global Agenda Councils. This is a measure of how important their voices as innovators, disruptors and trendsetters are being embodied.

One other measure of the impact of Technology Pioneers on the broader Forum community is the number of TPs which “graduate” to Global Growth Company status. In 2011, at a Forum event in Silicon Valley, Global Growth Companies

and TPs exchanged ideas on how to stay entrepreneurial as the company grows (intrapreneurship). This resulted in at least one TP converting to a GGC to continue interaction with the Forum.

A further highlight from 2011 was a new partnership between BostonPower (USA) and VNL (India). These companies met for the first time at the World Economic Forum Annual Meeting 2010 and by the Annual Meeting 2011 had concluded a partnership whereby BostonPower will provide its advanced Lithium-Ion batteries to back-power VNL’s solar-powered GSM base stations.

Knowledge Organizations

Annual Report 2010–2011

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Community

The World Economic Forum collaborates with the best universities, think tanks and other research-based organizations worldwide. The Forum engages them in meetings and events, in networks of experts in the Global Agenda Councils (GACs), in reports, in industry-related dialogues and in other activities, and explores institutional partnerships with the most-engaged organizations. Moreover, the Forum supports the role of universities and their leaders as agents of global dialogue and economic development.

The Forum has developed relationships with a broad network of universities from all regions of the world. The Forum relies on a growing network of over 100 universities worldwide that have nominated a senior administrator, provost or vice-president to join an ongoing discussion group known as the Knowledge Advisory Group (KAG). The Forum keeps the group up to date on Forum activities and opportunities for collaboration, and engages it in peer-to-peer dialogues and brainstormings on key topics on the education agenda. The goal is to expand the network to over 200 of the best universities and to convene representatives regularly at Forum events in the US, Europe and Asia, to include the perspectives of universities in the work of the Forum in general and to generate innovative ideas and engage with new voices.

The engagement of universities is built on a core community known as the Global University Leaders

Forum (GULF). This represents the world's premier network of university presidents, comprising 25–30 heads of top global universities. Convened by invitation only, they are engaged in various consultations throughout the year, at regional meetings, as well as at the annual convening of the entire group at the World Economic Forum Annual Meeting in Davos-Klosters.

The Forum has also been expanding ad hoc outreach to other relevant academic and research institutions. These have included think tanks with a focus on international relations and geopolitical analysis, but also national academies and research and development institutes with a focus on science and technology issues.

By guaranteeing exposure of the major universities and other knowledge organizations to the World Economic Forum Annual Meeting in Davos-Klosters and in general to the Forum platform, the Forum offers these communities a unique opportunity of peer-to-peer interaction and broader interaction with other participants and activities. The result is constant inspiration and significant impact on the decisions of academic leaders and their communities of faculty, students and trustees back home. An important area of impact worth emphasizing is the internationalization of the university and the different learning and educational practices in various regions of the world, especially in Asia and the Middle East.

Interaction

The Forum strives to continuously involve the world's foremost thought leaders by regularly scouting for the best faculty in top institutions on all continents. The best universities, the most influential think tanks, national academies and the most important research grants are studied and considered. By learning more about the latest research and breakthroughs, the Forum assesses the relevance of the experts to its activities and creates connections with appropriate projects and initiatives internally.

In addition, the GULF and the KAG communities engage in collegial dialogue on topics of importance to higher education and research (see examples under "Impact"). University presidents are also engaged as participants and panellists in the Annual Meeting in Davos-Klosters and other Forum public and private meetings, as well as in the Global Agenda Councils.

An important milestone in 2011 has been the inaugural meeting of the KAG in New York, which gathered 20 senior representatives from top US universities for an update on the activities of the Forum and a brainstorming on opportunities for collaboration, as well as a programme

development session in conjunction with the Partners Advisory Group of the World Economic Forum (representatives from the Strategic Partners community).

A specific highlight, which is an example of the value of interaction for this community, was a roundtable on the School of Public Policy held at the World Economic Forum on Africa, takeaways from which were factored into the debate on the creation of such a school in Africa, as well as in the work of the recently launched Blavatnik School of Government at the University of Oxford.

The Forum is exploring ways of further interacting with students as the next generation of citizens and leaders, and the broader academic community. This might include a feedback loop directly through universities, as a resource to help share, shape and receive input. Another avenue is to develop activities with universities (expert groups, sessions, lectures) and engage the general public in Forum activities by sharing the concept of a platform of dialogue in a model whereby students are involved in the creation of activities on campus as part of their official coursework. The university network is used to facilitate connections with students interested in applying to the Forum as fellows or interns.

Insight

Collectively and individually, the GULF and the KAG make contributions to the public and private programme of various Forum meetings by direct input on topics and discussion panellists and formats, as well as participating in programme development sessions with other constituent groups. For example IdeasLabs are traditionally developed with a university and facilitated by several faculty on a topic where the university has special expertise.

Further, some academic leaders are members of Global Agenda Councils or the Foundation Board. The GULF and KAG have been engaged in discussions and generated strategic insight in the area of the globalization of the university, different models of internationalization and the nexus between research and business, as well as

sustainability. People and insights generated by the broader university network, think tanks and academic and research institutions also feature in the Forum's work on risk – the Risk Response Network – and other strategic projects and initiatives.

The most significant insight for this community in 2011 has been different strategies and best practices related to opening campuses abroad, setting up new liberal arts colleges, leveraging the brand and network of the university to establish offices in key countries, attracting foreign students or giving students more international exposure. Important discussion also started on funding research, where universities from different countries and with different funding systems face different challenges, and on the assessment of the success of the university.

Impact

The Forum's network of universities, think tanks and other academic and research institutions play a central role in highlighting the role of research and higher education, a key topic on the Forum agenda. This includes putting an accent on strategies in capacity building in universities in developing countries, such as human capital capacity building especially at the post-graduate/research level; teaching materials; and harnessing networks. This is becoming a unique community of practice.

Recently, the community has contributed to advancing the agenda on a number of other top university-related issues. One example relates to the topic of campus sustainability, which the GULF took on in collaboration with the International Sustainable Campus Network (ISCN), setting a standard for the implementation of sustainable practices and the measurement of performance of academic

institutions in reducing their carbon footprint. Another example is strategic support in the creation of a network of Arab scientists called the Society for the Advancement of Science and Technology in the Arab World (SASTA). GULF members established a Réseau d'excellence des sciences de l'ingénieur de la Francophonie (RESCIF) to debate priorities and issues facing universities in French-speaking regions of the world.

The Forum aims to further explore the value of harnessing the most influential networks and groups across regions and industry sectors. For example, one opportunity to be harnessed is to connect with, and involve, various alumni networks among the Forum's constituencies, especially in the context of partnerships with business and the impact that these connections may have in helping align incentives and bring stakeholders together.

Special Constituents

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Community

NGOs and Labour Leaders

Non-governmental organizations (NGOs), Labour Leaders and other civil society actors are key members of the World Economic Forum's multistakeholder platform. The input of these constituents in Forum activities contributes to dynamic dialogue and optimal outcomes. In particular, the community brings experts from a wide range of fields to collaborate with their counterparts in government and business on solutions to global challenges. Labour organizations are integrated as experts and thought leaders in Forum activities to contribute on issues of globalization, economic revitalization, climate change, employment and social protection, as well as to ensuring accountability in the global financial system.

Faith Community

Recognizing the immense importance of faith communities around the world and the relevance of faith to the global economy, politics, society and individuals, the World Economic Forum has integrated influential religious leaders

from multiple faiths, including faith-based organizations and experts on religion, in a wide range of activities.

Women Leaders and Gender Parity

Women make up one-half of the human resources available to any economy. The efficient use of their talent is one of the fundamental drivers of country and company competitiveness. The World Economic Forum is committed to promoting women's leadership and gender parity through the Gender Parity Groups – multistakeholder communities of highly influential leaders (women and men) committed to closing gender gaps in economic participation. In addition to the Global Gender Parity Group, there are four Regional Gender Parity Groups in Latin America, Asia, Africa and the Middle East. The World Economic Forum strives to increase the participation of women in Forum activities by ensuring their involvement as members in World Economic Forum communities and inviting Women Leaders to be active contributors to the global dialogue.

Interaction

NGOs and Labour Leaders

NGOs and Labour Leaders are actively engaged at the World Economic Forum's Annual Meetings, regional meetings and summits, Global Agenda Councils and in cross-cutting and industry initiatives. During 2010-2011, the Forum focused on deepening this interaction and integration, and further strengthening these communities at a regional level. The resulting depth and quality of civil society involvement has significantly contributed to work on a range of issues including development, growth, financial inclusion, sustainability and disaster relief. A regular cycle of consultation with the communities is held

to ensure that the expert views of civil society organizations are well integrated in the World Economic Forum.

Faith Community

The Faith community is actively engaged across World Economic Forum activities. During 2010-2011, the Forum focused on further developing and strengthening this community at a regional level, as well as on integrating the voices of Faith Leaders into a broad range of topics relevant to the global agenda. As a result, the quality of representation and engagement of the Faith community in

Interaction Continued

Forum events and activities has increased significantly. They contribute their perspectives to a range of themes including values, business ethics, health, environment, education and interfaith issues. In addition, there is a regular cycle of consultation with the community to ensure that their expert views and insights are included in the work of the World Economic Forum.

Women Leaders and Gender Parity

The Global and Regional Gender Parity Groups meet annually to collaborate on areas of mutual interest. In 2010–2011, their work focused on developing mechanisms

that could help catalyse the exchange of information between organizations on how to close gender gaps. In addition, the Women Leaders and Gender Parity communities are integrated throughout the year in Forum activities, examining issues such as women's education, women's economic empowerment and women's leadership. Finally, community events are held periodically in collaboration with partner institutions to disseminate widely the World Economic Forum's research and benchmarking in the area of gender parity as a public resource.

Insight

NGOs and Labour Leaders

NGOs and Labour organizations bring expertise and insight on a wide range of topics and their integration in Forum activities ensures that their knowledge informs discussions on issues critical to addressing global challenges. In particular, the Global Agenda Council on Employment and Social Protection aims to produce a handbook for policy-makers on employment and social protection that will provide valuable input to decision-makers as they shape their national policies on this pressing challenge.

Faith Community

Religious leaders and faith-based organizations also contribute expertise and insight to the Forum's activities. For instance, the Global Agenda Council on Values in Decision-making is mapping the latest thinking, tools and

developments in this area, and will disseminate them to business leaders and policy-makers.

Women Leaders and Gender Parity

The World Economic Forum's Global Gender Gap Report provides a framework for capturing the magnitude of gender disparities and serves as a tool for benchmarking and tracking gender inequalities based on economic, political, education and health criteria. In October 2010, the fifth edition of the report was released, covering 134 economies and providing new data on the evolution of the gender gap over the last five years. The Global Agenda Council on Women's Empowerment has developed issue briefings on the link between gender gaps and over 20 pressing global challenges including education, health, ageing and employment.

Impact

NGOs and Labour Leaders

The NGO and Labour Leader communities bring multiple viewpoints, expertise, experiences and insights to ensure that dialogue and partnerships formed at the Forum are multistakeholder. Several such coalitions are initiated and incubated at the World Economic Forum, with civil society organizations serving as key partners. In addition, these communities ensure that low-income and marginalized populations who are often left out of high-level decision-making processes are represented by organizations who serve them directly.

Faith Community

The active participation of Faith Leaders ensures that the dialogue and partnerships formed at the Forum are multistakeholder and address the values dimension of globalization. Religious institutions and faith-based organizations are embedded in local cultures and

communities, where they engender commitment and trust. Faith Leaders play an important role as advocates for marginalized populations, inspiring and influencing them in many parts of the world. Through their far-reaching authority and resources, the faiths have a key role in helping to create the conditions for cultural understanding, sustainable development and justice.

Women Leaders and Gender Parity

The Women Leaders and Gender Parity Programme has succeeded in fostering a strong and growing awareness of gender as an economic issue among an influential business community. The Global Gender Gap Reports are used extensively by governments to benchmark how well they perform on integrating women in the economy and to influence policy choices regarding the gender gap.

Global Shapers

Introducing the Global Shapers Community

50% of the world's population is under the age of 27, the majority of whom live in urban areas. With this in mind, we are becoming increasingly aware that solutions to our global challenges must purposefully engage youth, at all levels – locally, regionally, nationally and globally. This generation has the passion, dynamism and entrepreneurial spirit to shape the future.

The state of the world today has never been more complex; in many ways we are entering uncharted territory – a period of extraordinary opportunities, yet fraught with unprecedented imbalances and tremendous risks. In this context, it is significant that the millennial generation consider themselves as “active agents of change” rather than passive bystanders. In a recent study, 92% agree that the world must change; 84% consider it their duty to drive this change; and almost 82% believe they have the power to make it happen. In large part, this generation is increasingly self-empowered and given access to information and technology, which has catalysed tremendous opportunities for interaction and collaboration.

The World Economic Forum has successfully established a history of engaging young leaders to positively and proactively impact the global agenda. In addition to its existing community of Young Global Leaders, who are in their mid to late 30s, the Forum is establishing a special community of young people in their 20s. This new community – the Global Shapers Community – will provide youth with a global platform to shape the future – integrating the personal, community and global dimension.

Through the unparalleled convening power of the World Economic Forum, the Global Shapers Community is diverse in demographics, geographical areas and sectors. However, it is united by a common desire to channel the members' tremendous energy and enthusiasm into building a more peaceful and inclusive world.

Who are the Global Shapers?

- Young extraordinary individuals with great potential for future leadership roles in society
- Between 20 and 30 years of age at the time of nomination
- Representing all walks of life and sharing a spirit of entrepreneurship in the global public interest
- Highly committed to developing their leadership potential towards serving society
- Adhering to the highest standards of moral and intellectual integrity
- Possessing unique qualities that set them distinctly apart from the mainstream
- With an entrepreneurial track record, having already initiated and delivered a major project or founded a company or organization, exceptionally contributing to serving society at large
- Ready to deeply engage in the community, reinforcing its mission and objectives and supporting fellow shapers in their individual and professional development
- Endorsed by an existing shaper or another member of the World Economic Forum community

What do they do?

Shapers are organized in a network of local hubs based in each major city around the world. They undertake events and activities that generate a positive impact within their local community. The community is vitalized by the manifold interactions generated inside each hub, between hubs and on a global level. Complementing face-to-face meetings, particular emphasis will be placed on the virtual dimension – enabling shapers to collaborate and learn from each other through the community platform. Global Shapers will have an impact by catalysing and enhancing, individually and collectively, fresh ideas and entrepreneurial solutions to the world's most pressing challenges. Shapers will also be involved in crossmentoring with other World Economic Forum communities.

Get involved

Should you wish to be part of this exciting new World Economic Forum network, please contact globalshapers@weforum.org

Schwab Foundation for Social Entrepreneurship

The Schwab Foundation for Social Entrepreneurship provides unparalleled platforms at the regional and global level to highlight and advance leading models of sustainable social innovation. It identifies a select community of social entrepreneurs and engages it in shaping global, regional and industry agendas that improve the state of the world in close collaboration with the other stakeholders of the World Economic Forum.

Community

The year 2010 marked the 10th anniversary of the Schwab Foundation for Social Entrepreneurship. The Foundation's community includes 200 of the world's leading social innovators, coming from over 50 countries and from more than 20 sectors.

The progress achieved in 2010 has been reinforced by broad cultural changes that have brought social entrepreneurship into the mainstream. Ten years ago, social entrepreneurship was an idea discussed at universities. Today, social entrepreneurship is an idea whose time has come. Many of the intractable problems of our time – including poverty, food and water scarcity, diseases and climate change – will continue to demand the most talented, engaged and committed people to create sustainable solutions.

Judging by the successful collaborations in 2010–2011, the interaction between world leaders in business, government, academia and social entrepreneurship has never been greater. The Schwab Foundation – a pioneer in social entrepreneurship – aims to build on this momentum over the next decade by deepening its global networks and advancing conducive frameworks to accelerate the work of social entrepreneurs worldwide.

Criteria for selection of social entrepreneurs into the Schwab Foundation community

The Schwab Foundation for Social Entrepreneurship identifies a select community of the most advanced social enterprises through a rigorous search and selection process according to the criteria below:

1. **Innovation:** The enterprise has brought about social change by transforming traditional practice. A salient characteristic of a social entrepreneur is the ability to introduce, and successfully implement, pattern-changing ideas.
2. **Sustainability:** The enterprise has generated the social conditions and/or institutions needed to sustain the initiative and is dedicating all of its time to it. It forms non-profit or for profit entities striving predominately for social and environmental value creation.
3. **Direct social impact:** The enterprise has developed and implemented the initiative directly, together with poor or marginalized beneficiaries and stakeholders. Impact manifests itself in quantifiable results and is well-documented.
4. **Reach and Scope:** The social entrepreneur's initiative has spread beyond its initial context and has been adapted successfully to other parts of the country or internationally, either by the organization itself or through others who have replicated or adapted elements of it.
5. **Replicability:** The initiative can be adapted to other regions of the world to solve similar problems. The entrepreneur is open to sharing the tools, approaches and techniques that are critical to the adaptation of the initiative.

The Schwab Foundation works diligently to engage existing members of the community in initiatives and events with the goal of accelerating each organization's impact and advancing the sector's collective impact. To ensure that it works with the social entrepreneurs that achieve the highest impact, the foundation spends considerable time identifying and vetting advanced social enterprises worldwide together with its selection partners, including The Boston Consulting Group and Ernst & Young.

In 2010, the foundation conducted five regional "Social Entrepreneur of the Year" competitions in Africa, Latin America, Asia, the Middle East and Europe. In association with its partners, the foundation also ran 15 national competitions in, among others, India, Brazil, France, Germany and South Africa.

In 2010, the foundation and its partners evaluated more than 1,000 applications, conducted rigorous due diligence on more than 80 finalists and selected 26 winners into the network. The foundation placed particular emphasis on expanding the geographic diversity of the network; for the first time in 2010, the foundation welcomed social enterprises from Morocco, Tunisia, Haiti, Nicaragua, Laos, Afghanistan and Bosnia Herzegovina.

Newly selected social entrepreneurs were highlighted during key plenary sessions of World Economic Forum regional events. As an example, the new Social Entrepreneurs from Africa were presented during the opening plenary session of the World Economic Forum on Africa in the presence of President Jacob Zuma of South Africa.

Social Entrepreneurs of the Year 2010

Rajiv Khandelwal Krishnavatar Sharma	Aajeevika Bureau	India
Sakena Yacoobi	Afghan Institute of Learning	Afghanistan
Mhammed Abbad Andaloussi	Al Jisir	Morocco
David Gaus	Andean Health and Development	USA
Claudia Valladares	Banca Comunitaria Banesco	Venezuela
Essma Ben Hamida	Enda Inter-Arabe	Tunisia
Tomás Recart	Enseña Chile	Chile
Anne Hastings Joseph Philippe	Fonkoze Financial Services	Haiti
Tony Meloto	Gawad Kalinga (GK)	Philippines
Laurent Laïk	Groupe La Varappe	France
Brien Holden Kovin Naidoo	International Center for Eye Care Education (ICEE)	South Africa
Norbert Kunz	iq consult	Germany
Godwin Ehigiamusoe	Lapo	Nigeria
Zoran Puljic	Mozaik Foundation	Bosnia and Herzegovina
Roberto Kikawa	Projeto Cies	Brazil
Victoria Kisyombe	Sero Lease and Finance (Selfina)	Tanzania
Andy Schroeter	Sunlabob Renewable Energy Ltd	Laos
Vladimir Delagneau Barquero	Tecnosolucion S.A.	Nicaragua
Olivia van Rooyen	The Kuyasa Fund	South Africa
Eli Beer	United Hatzalah of Israel	Israel

Interaction

The Schwab Foundation leverages the annual meetings of the World Economic Forum and its regional meetings to regularly convene members of the community before and during the respective meetings. Thirty social entrepreneurs took part in the World Economic Forum Annual Meeting in Davos and 30 participated in the Annual Meeting of the New Champions in Tianjin; a total of 64 took part in the Forum's regional meetings in Latin America, Africa, Europe, India, East Asia and the Middle East.

In the run-up to each event, the Schwab Foundation crafts personalized agendas for all participating social entrepreneurs, including proposals for panellist opportunities on Forum sessions, facilitating invitations to relevant industry meetings, designing structured private community meetings and crafting cross-community events.

The Schwab Foundation has been instrumental in putting social innovation on the agenda at Forum events, shaping the content and cast of sessions such as the well-attended IdeasLab with Social Entrepreneurs, lunch sessions at the Annual Meeting in Davos, Switzerland on "Financial Inclusion" and "Scaling Up Big Ideas", an IdeasLab and session on "Impact Investing" at the Africa meeting and a WorkStudio on an "Ecosystem for Social Innovation" at the Europe meeting. These sessions play a critical role in bringing social entrepreneurs together with top policy-makers and leaders from the private sector to discuss challenges facing the sector and jointly brainstorm opportunities for deeper collaboration.

In addition, the Schwab Foundation organizes one or several private community meetings before the official start of each Forum event. This provides an invaluable opportunity for the community to share experiences and discuss common challenges of like-minded peers. Perhaps not surprisingly, the members of the community invariably express deep appreciation for the opportunity to engage in this kind of frank peer exchange, which often leads to friendships, deeper insight and formal collaborations.

Over the past year, the Schwab Foundation focused efforts to advance cross-community interaction, especially with the Young Global Leaders and Technology Pioneers. One such example is the "Dynamic Duo" series that the Schwab Foundation co-hosts with the Technology Pioneers. Social entrepreneurs learned how enabling technologies could further scale their impact, while Technology Pioneers were challenged to incorporate emerging market and social impact applications in their technologies. Many collaborative opportunities arose from the thematic roundtable discussions, and several major partnerships are already underway. "I met a Technology Pioneer from India who will provide my organization with important technology moving forward," said Zoran Puljic, Director of the Mozaik Foundation in Bosnia and Herzegovina.

Between face-to-face events, the staff of the Schwab Foundation maintains regular communication with the community of social entrepreneurs and facilitates connections and learning opportunities on an ongoing basis. It also issues a quarterly newsletter to apprise all community members of news and announcements from partner organizations, such as pro-bono services.

2010 proved a watershed in the Foundation's use of social media tools. The Schwab Foundation blog was launched in September 2010 and since has had more than 20,600 hits. The Schwab Foundation Twitter and Facebook pages are very popular among users and have a growing community of 3,150 and 2,000 followers. Through its partnership with Deutsche Welle, four short profile films of social entrepreneurs have been added to the 29 previous films and are very popular.

Insight

Global Agenda Councils

Twenty social entrepreneurs served as members of Global Agenda Councils on issues ranging from economic development to population growth, employment and biodiversity. "I have seen over the course of the past two years how my contributions have directly influenced the agenda," said Helio Mattar, President of the Akatu Institute in Brazil and a member of the Council on Sustainable Consumption.

The Global Agenda Council on Social Innovation, facilitated by the Schwab Foundation, brings together social entrepreneurs, impact investors, foundations and academics to talk openly about common challenges and issues of mutual concern. Chaired by Greg Dees, Director of the Center for the Advancement of Social Entrepreneurship at Duke University, the council helped the impact investment industry think about the vital role social capital can play in encouraging innovation and scaling it for maximum impact. The council's five guiding principles aim to spark a productive debate in the industry and stimulate further research.

Task Forces

The Schwab Foundation manages a number of task forces to drive insight on specific issues of concern to social entrepreneurs:

1. The "Social Investment" task force, established at the Annual Meeting of the New Champions in Tianjin in September 2010, tackles the crucial problem of understanding and negotiating with impact investors. After extensive consultation, the Social Investment Manual, created with the support of the Technical University of Munich (TUM), presents an overview of the social investment landscape, offers insights into approaching the right investor and provides support for each step in the social investment process.
2. The "New Vision for Agriculture" task force aims to accelerate sustainable agricultural growth through market-based actions and multistakeholder collaboration. The task force presented a proposal to Forum member companies, with recommendations focusing on enhancing land rights, improving small farmer productivity and embracing more sustainable farming practices to reduce water use and climate emissions.

Other opportunities

Twenty social entrepreneurs were awarded scholarships to attend executive education programmes at Harvard and INSEAD. Pro-bono partners offer consulting and legal services to social entrepreneurs on a select basis.

Impact

The Schwab Foundation for Social Entrepreneurship measures its impact in two ways:

1. Direct impact on individuals and social enterprises within the Schwab Foundation's network
2. Broader impact on advancing the field of social entrepreneurship

The opportunities offered by the Schwab Foundation and the World Economic Forum have resulted in increased visibility, credibility, access to finance, partnerships, policy changes, media attention and an increased knowledge of global affairs.

Social entrepreneurs in return have inspired business, political, academic and other leaders at Forum events. Business leaders dig deeper into the base of the pyramid markets, have set up social venture funds and started social "intrapreneurship" activities. Several governments are in the process of shaping legislation to foster social enterprises.

The Schwab Foundation facilitates and accelerates the work of social enterprises in its network in four categories:

1. Regional expansion and scale
2. Developing partnerships with corporations
3. Shaping industry and policy dialogues
4. Generating peer-to-peer knowledge and partnerships among social entrepreneurs

The most effective illustration of this fruitful process is in the very experience of social entrepreneurs, expressed in their own words.

Regional Expansion and Scale

"I had the pleasure to participate at the World Economic Forum on the Middle East. Connections with local business leaders made at this event led directly to Endeavor's launches in Jordan, Egypt and Lebanon, setting in motion our expansion across the Middle East."

Linda Rottenberg, Endeavor Global, USA

"Access to peers is the most important way for advanced practitioners to learn and improve their work. Being involved with the World Economic Forum gives me access to top business people, social entrepreneurs, NGO leaders and policy-makers. Conversations convened by the World Economic Forum in Switzerland, Brazil, India and Mozambique have been instrumental in multiplying our work tenfold since we joined the Schwab Foundation network."

Jim Fruchterman, President and Chief Executive Officer, The Benetech Initiative, USA

Developing Partnerships with Corporations

"Being selected as a member of the Schwab Foundation for Social Entrepreneurship gave us exactly the platform we needed to take KickStart to a whole new level. We developed partnerships with major new donors at the World Economic Forum Annual Meeting in Davos, including our US\$6 million partnership with John Deere. We were featured in Time, Newsweek and many other publications. We met a dynamic community of social entrepreneurs whom we still learn from today."

Martin Fisher and Nick Moon, Co-Founders, KickStart, USA

"In my own case, the Schwab Foundation has provided fantastic support, understanding and opportunities, which have allowed our organization to grow substantially over the years. I am incredibly grateful. For example, I was introduced to senior executives from Nike and as a result of that contact, we subsequently created a partnership that has grown and developed over the years. Thousands of homeless people throughout the world have been able to use this platform to change their lives forever."

Mel Young, President and Chief Executive Officer, The Homeless World Cup, United Kingdom

Shaping Industry and Policy Dialogues

"When I joined the Global Agenda Council on Renewable Energy three years ago, the issue of energy services to the poor did not feature on the agenda. I am now very heartened to see that the efforts over the years have led to the issue of energy access for the millions that are off-grid (and will continue to be so in the foreseeable future) taken up in the latest Forum report on Scaling Up Low-Carbon Infrastructure Investments. In 2010, energy access for the poor ranked high on the council's agenda."

Harish Hande, Managing Director, SELCO Solar Light, India, and member of the Global Agenda Council on Renewable Energy



COMMITTED TO
IMPROVING THE STATE
OF THE WORLD

Young Global Leaders

Annual Report 2010–2011

The World Economic Forum is an independent international organization committed to improving the state of the world by engaging business, political, academic and other leaders of society to shape global, regional and industry agendas.

Incorporated as a not-for-profit foundation in 1971 and headquartered in Geneva, Switzerland, the Forum is tied to no political, partisan or national interests. The Forum's activities are built on four pillars:

- 1 Communities:** Building the foremost global multistakeholder community
- 2 Interaction:** Engaging communities into sustained personalized and virtual interaction
- 3 Insight:** Stimulating strategic insights, catalysing ideas and opinion exchange, responding to global risks and opportunities
- 4 Impact:** Catalysing partnerships for action

Community

The Forum of Young Global Leaders (YGLs) is a dynamic, diverse, global community of the world's most outstanding, next generation leaders, who commit a portion of their time to jointly shape a better future and thereby improve the state of the world. Young Global Leaders represent the future of leadership, coming from all regions of the world and representing business, government, civil society, arts and culture, sports, academia and media, as well as social entrepreneurship.

Set up as an independent, not-for-profit foundation under the supervision of the Swiss government, The Forum of Young Global Leaders works as an integral part of the World Economic Forum platform to engage young leaders in deep interaction with other stakeholders of global society. The Forum of Young Global Leaders is governed by a foundation board of respected leaders from business, politics and international organizations, leverages the active involvement of YGLs themselves in the direction of the community and is managed by a dynamic team of young professionals in Geneva.

Nominated by third parties and selected based on their merits, 100 to 200 extraordinary individuals who are 40 years or younger at the time of their nomination are honoured on an annual basis with the title "Young Global Leader" for an appointment of five years.

YGLs are involved in virtually all meetings, research and initiatives of the World Economic Forum, representing the views and interests of their generation. Simultaneously called the "voice of an optimistic future" and "impatient, restless idealists," they are hungry to make sustained, significant, transformative changes in the world.

In 2011, the YGL community reached the milestone of 800 active YGLs. In addition, the first 120 YGLs from the inaugural YGL Class of 2005 who "graduated" in 2010 joined the YGL alumni network. It also progressed in terms of gender parity with over 37% women leaders. The community is self-sustaining thanks to the time and financial support of the YGLs themselves, as well as the generous support of over 30 corporate community Partners.

Interaction

An essential objective of The Forum of Young Global Leaders is to build the next generation leadership community that is mission-led and principle-driven. It aims to convene a diverse global community of peers by bringing together YGLs at World Economic Forum annual and regional meetings, leadership development programmes and local, community-organized gatherings around the world.

The YGLs are encouraged to learn from each other and with each other, in a search for forward-looking and innovative solutions to present-day problems. Through exchange and interaction, they incubate fresh ideas and test and energize their thinking. Their openness to new ways of thinking and acting supports experiment and promotes a collegial, inclusive community spirit that lives well beyond events.

Interaction Continued

Through dedicated and highly interactive education modules at the Harvard Kennedy School of Government and other world-class universities, as well as sessions with high-profile leaders and peer-to-peer coaching, the YGLs enhance their roles as leaders within their own organizations and broader communities. They provide the voice of emerging leadership in Forum discussions and agendas.

In 2010–2011, 16 insightful and inspiring YGL events took place around the globe. These events included an extensive private programme at the World Economic Forum Annual Meeting in Davos-Klosters, YGL private events at regional meetings, two academic modules and several YGL-led meetings.

Insight

The Forum of Young Global Leaders community catalyses the next generation of leaders through personal experiences that enable YGLs to build knowledge and engender a better understanding of global challenges and trends, risks and opportunities. The YGLs are strongly encouraged to further enhance their unique role as leaders within their organizations and the broader community.

Insights come from dedicated educational modules; informal, interactive, off-the-record sessions with high-profile world leaders; and peer-to-peer coaching opportunities. In addition to the official Forum meetings, the YGLs host their own events to share insights from their involvement in initiatives and their experiences from the field.

The diversity of the YGL community in terms of disciplines, geographies and experiences is reflected

in the range of insights they produce: compendia on trends and leadership, white papers on such topics as microfinance and youth, and published case studies and books such as *Models for Change*. Many Young Global Leaders are prolific writers and often draw from their experiences as YGLs to produce research-based papers, op-eds and thought pieces.

In 2011, the YGLs generated fascinating insights in sessions with numerous and highly respected world leaders including Dominic Barton, James Dimon, President Leonel Fernandez of the Dominican Republic, Melinda Gates, USAID Administrator Rajiv Shah, Mayor Michael Bloomberg, Sir Martin Sorrell and Desmond Tutu. In addition to these “Meet-the-Leader” sessions, the YGLs are providing insights for one another through a quarterly Webinar series, which kicked off in April with a discussion among YGL experts on the “Arab Spring.”

Impact

A crucial element of the Young Global Leaders community is creating positive impact on the global agenda by engaging in a wide range of initiatives such as the Global Agenda Councils and helping set the yearly agenda.

The community has around 20 YGL initiatives related to global challenges, addressing a great variety of issues, with multiple levels of measureable impact, individually and collectively. As a result of these initiatives, YGLs come to see their responsibility and hold themselves accountable to higher levels of leadership in their personal and professional lives.

In 2011, the YGL community had significant impact in the following diverse ways:

- The **Table for Two Initiative** addresses world hunger and obesity simultaneously. The programme is now established with over 200 company cafeterias serving healthy lunches which have provided 5.2 million school meals served to date. Meal distribution has been set up with 21 schools in Uganda, is building up in Rwanda and Malawi, and is in initial phases with schools in Ethiopia and South Africa.
- The **YGL Water Initiative** supports the World Economic Forum’s Water Resources Group. It focuses on a behavioural change and social media campaign to mobilize action by the millennial generation. A draft media reel was previewed in Davos and the campaign website launched. The initiative is currently working with manufacturers to identify the possibility of creating and building product lines of water-friendly products, and plans on running a variety of competitions in association with the water challenge.
- The purpose of the **Global Dignity Day Initiative** is to promote the fundamental human value of dignity to schoolchildren and young people through interactive, experiential “Dignity Days” held in local communities around the world. Since 2008, “Global Dignity Day” has been held on 20 October in over 60 countries.

— The **AppsBridge.com Initiative** seeks to empower “The Bottom Billion” through development, implementation and promotion of education and health-focused mobile applications. The initiative gained significant ground and support at the India Economic Summit 2010 and the World Economic Forum Annual Meeting 2011. After assessing the effectiveness of their platform and refining their ecosystem, they will now scale the programme in tandem with their partner, Telecom Operators, in other emerging markets.

— The **Deworm the World Initiative** aims to increase access to education by expanding deworming among the 400 million school-age children infected by worms worldwide. YGLs chose deworming because of the evidence that it is an extremely cost-effective way to improve child health, thereby increasing the effectiveness of schooling hours. Since 2007, with the help of the YGL network, the task force has helped to develop partnerships between funders, implementers, governments, non-governmental organizations and technical experts and dewormed over 20 million school-age children in 26 countries in 2010. The initiative is on track to exceed that number in 2011.

— The **YGL Public Leadership Initiative** explores how to foster the next generation of effective leaders in the public sector. Several sessions on the topic were held at World Economic Forum meetings.

When the YGL community gathers we observe a keen interest to engage the toughest problems facing the earth and look for concrete, usually local, solutions to macro issues. The Forum of Young Global Leaders provides a platform to incubate their innovative ideas, structure their workflow and encourage partnerships with the appropriate organizations to allow their ideas to blossom into fully functioning organizations aiming to improve the state of the world.