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These are times of great uncertainty. Disruptive shocks, breakthrough technologies, demographic shifts and political transformations are having far-reaching consequences. Yet, amid these challenges, Global Shapers around the world continue to stand up and make a difference.

A network of self-organizing city-based Hubs, the Global Shapers Community brings together young leaders united by a commitment to resolve local and global challenges within their communities. This sense of purpose is combined with a passion for action and collaboration, and the results continue to inspire.

In 2015-2016, Global Shapers took immediate action in response to natural disasters, notably in Nepal and Ecuador; they supported the United Nation's Sustainable Development Goals by taking the SHAPE Sustainability initiative to 42 cities and counting; and over 300 Hubs have implemented projects that combat a range of pressing issues relevant to their communities, reaching nearly 23 million people worldwide.

Recently, Global Shapers also rallied behind the Refugee Olympic Team, putting forward the simple anthem – “We are 10” – to support the 10 athletes who went for gold in Rio, representing the 65 million people displaced worldwide (either internally or outside their country) by war and persecution.

On this year’s fifth anniversary of the Foundation, I am in awe of the energy, impact and tenacity of the Community. Global Shapers have become the foremost platform to bring the youth voice more forcefully into the global public domain, and I am proud how their passion and curiosity – but also demands for integrity, transparency, and meaningful impact – continue to challenge the World Economic Forum to be ever better and more inclusive in what we are doing.

On this note, I would like to thank the many collaborators who make this continued success possible – especially the 446 Hub Curators who are catalysing impact at the local level. I also thank Yemi Babington-Ashaye, Head of the Global Shapers Community, for his continued leadership, as well as the entire Foundations Team who not only support the Global Shapers Community, but also the Forum of Young Global Leaders and the Schwab Foundation of Social Entrepreneurs. Lastly, I thank John Dutton, who has taken on the responsibility to oversee the Foundations Team reporting to the World Economic Forum's Managing Board through Adrian Monck. I am happy to see the strategic direction the Global Shapers Community is taking under his oversight.

Klaus Schwab
Founder and Executive Chairman, World Economic Forum
Chairman of the Board, Global Shapers Community
Introduction

Since 2011, the GSC has prioritized rapid growth and the rolling-out of all activities. In 2015-2016, however, it focused on consolidation and working to ensure financial sustainability, while improving the overall quality of the Community’s activities, events, and initiatives. This included:

Ensuring our financial sustainability and searching for the right partners

In 2015-2016, the Foundation prioritized strengthening the value proposition and engagement opportunities for existing and potential Partners. This work resulted in six new Partners joining the Shapers network, which now includes The Coca-Cola Company, Crescent Petroleum, GMR Group, MiSK Foundation, Oando, Salesforce, Ulmart, Vision 3 and Reliance Industries. Together, our Partners have accelerated the Community’s impact through grant challenges, enabled Shapers to attend World Economic Forum meetings regardless of financial ability, and supported new services and capacity building opportunities for all Community members.

Strengthening our membership and diversity

Instead of growing the number of Hubs in 2015-2016, the Foundation prioritized strengthening existing Community membership and diversity, such as increasing the number of Shapers per Hub (most now average 15). This was coupled with a continued focus on diversity, with the Community’s power and resilience grounded in its inclusion of young leaders from all backgrounds. In addition, ineffective Hubs were shut down because of inactivity, insufficient membership and lack of commitment to Community values. We focused on making the Community one of action and purpose.

Strengthening our activities with data and processes: more impact, more measurements

The Foundation conducted its first community impact assessment in April 2016. Nearly 300 Hubs participated, tracking their involvement in 400 projects that reached and affected the lives of 23 million people worldwide during the year. Moreover, the Community has successfully implemented over 1,000 Hub projects since 2011 in cities around the world. The metrics collected from Shapers demonstrate the Community’s power to launch effective impact initiatives, especially in youth employment, entrepreneurship, education, governance and the environment. This, in addition to the Global Shapers Annual Survey 2015, offered valuable insights to inform youth-related activities.

Leveraging technology

The decision was taken this year to ensure the Global Shapers Community would have a more robust technology platform solution on TopLink, the World Economic Forum’s collaborative intelligence platform for global leaders. The work on this begins in early 2016-2017, with the goal of the platform becoming operational by December 2017.

Overall, we are pleased to have achieved the objectives outlined for 2015-2016, which has resulted in the highest level of activity on record. This year, we saw more organizations requesting partnerships; bolder and more impactful Hub projects; more people attending SHAPE events; and a higher level of engagement of Global Shapers with all Forum stakeholders. Next year, we will continue to prioritize quality development, with a focus on leveraging technology through a new digital platform, increasing opportunities for Curators and Shapers alike, and strengthening governance at the Hub level.

All current and future achievements are only possible thanks to the Shapers themselves and the generous support of Partners and collaborators at all levels. As you read through our annual report, please join us in thanking all those who have worked to get the Community to this point.

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

Adeyemi Babington-Ashaye
Head of the Global Shapers Community, World Economic Forum
Global Footprint

Founded in 2011, the Global Shapers Community is a global network of Hubs developed and led by young people between 20 and 29 years of age, who are exceptional in their potential, their achievement and their drive to catalyse positive change in their communities. The network’s city-based structure ensures that Global Shapers can contribute to improving the state of the world, one community at a time. Today the community has 446 active Hubs in 168 countries and territories, with over 6,000 Global Shapers worldwide.

Strategic Objectives

The Community’s mission is built on two strategic objectives:

1. Self-organizing for impact
   Creating and working in self-organized teams to spur innovative solutions to challenges in Shapers’ local communities and the world.

2. Taking a seat at the table
   Working with all stakeholders to ensure that young leaders have opportunities to shape global, regional and local agendas.

- 6000 Global Shapers
- 446 Active Hubs
- 168 Countries and Territories
- 400 Active Projects in 2016
- 1000 Hub Projects in Total
- 23 Million People Reached and Impacted
# Timeline

**“Celebrating 5 Years of Shaping”**

## 2011

<table>
<thead>
<tr>
<th>JUNE</th>
<th>Launch of Global Shapers Community, YGLs and Forum collaborate to establish Hubs worldwide</th>
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<tr>
<td>JULY</td>
<td>First Hubs in New York, London, Tokyo, Johannesburg, Lagos, Riyadh, Geneva, Amsterdam and Istanbul</td>
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<td>AUGUST</td>
<td>62 Hubs established</td>
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<td>SEPTEMBER</td>
<td>Launch of first global online platform for Shapers</td>
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<td>SEPTEMBER</td>
<td>Launch of Global Shapers Community in China</td>
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<tr>
<td>OCTOBER</td>
<td>Launch of Global Shapers Community in the Middle East</td>
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## 2012

| JANUARY | Global Launch of the Global Shapers Community at the Annual Meeting in Davos |
| FEBRUARY | First Shaper elected to take over from founding Curator |
| JUNE | Official End of tenure for founding Curators |
| JULY | 160 Hubs in 112 countries |
| AUGUST | First Annual Curators Meeting 150+ Curators and Shapers |
| SEPTEMBER | SHAPE 2012 in New York, 100 Shapers from 40 Hubs |
| NOVEMBER | First Learning Journey in Shaper Private Programme |
| DECEMBER | 200 Hubs, 1,750 Shapers |

## 2013

| JANUARY | First Regional Community Partner for Africa, Oando Group |
| JANUARY | 50 Global Shapers at Annual Meeting in Davos, First private event hosted by The Coca-Cola Company |
| FEBRUARY | 75 Hub Projects |
| MARCH | GlobalShapers.org 13K unique visitors, 60K page views |
| APRIL | 2,000 Global Shapers |
| APRIL | First Regional Partner for Central Asia, International Bank of Azerbaijan |
| MAY | 22 Global Shapers with roles in World Economic Forum on Africa, First New Champions session |
| JUNE | First Learning Journey in Shaper Private Programme |
| JULY | 265 Hubs, 2,700+ Global Shapers, 125 Hub projects |
| AUGUST | Second Annual Curators Meetings, 200 Curators from 211 Hubs |
| SEPTEMBER | SHAPE 2013 in Costa Rica |
| SEPTEMBER | Annual Meeting of the New Champions 62 Shapers from 45 Hubs |
| OCTOBER | Abraaj Group becomes Global Community Partner |
| DECEMBER | 300 Hubs |
2014

**JANUARY**
50 Global Shapers at Annual Meeting, over 20 roles in the official programme

**JANUARY**
Launch of 52 Weeks, 52 Cities and Shape Love campaigns

**MARCH**
4 Global Shapers selected to YGL Class of 2014

**MARCH**
Launch of Climate Shape

**APRIL**
18 Shapers innovate and mainstream sustainability in UN Headquarters, New York

**JUNE**
Launch of Global Shapers Advisory Council

**AUGUST**
310 Curators from 150 countries at Annual Curators Meeting

**SEPTEMBER**
Chennai Hub wins CHF 50,000 in the World Economic Forum Climate Shape Challenge

**OCTOBER**
Last City series takes place in New York City

**NOVEMBER**
30 Global Shapers selected for Forum Global Agenda Councils

**DECEMBER**
Over 20,000 @globalshapers Twitter followers

**DECEMBER**
400 Hubs, 4,600 Global Shapers

2015

**JANUARY**
First Shaping Davos with 40 Cities participating in 10 sessions

**JANUARY**
Chandigarh Hubs wins CHF 50,000 in First Shaping a Better Future Coca-Cola Grant Challenge

**FEBRUARY**
Oxford Said Business School launches Global Shaper Scholarship

**APRIL**
Launch of #sustainabilitysundays in 46 cities over 10M social media impressions

**JUNE**
450 Hubs, 250 Hub projects

**JULY**
78 Hubs participate in Unite against Ebola global campaign

**AUGUST**
400 Shapers at Annual Curators Meeting

**SEPTEMBER**
First Global Shapers annual survey receives responses from 285 cities in 125 countries

**OCTOBER**
First Global Shapers Annual Report

**NOVEMBER**
9 Global Shaper events held, 500 Global Shapers participate

2016

**JANUARY**
Amira Yahyaoui is First Global Shaper to serve as Co-Chair of the Annual Meeting in Davos

**JANUARY**
Kathmandu Hub wins CHF 50,000 in Shaping a Better Future Coca-Cola Grant Challenge

**FEBRUARY**
Launch of Global Shapers Community Activation Centre

**MARCH**
6,000 Global Shapers

**APRIL**
#internet4all engages over 90 Hubs reaching over 160K social media impressions

**MAY**
320 Hubs hold elections

**JULY**
Second Global Shapers annual survey, 24K responses from 170 countries
Organizing for Impact

The most powerful activity of the Shapers Community is collectively represented by the actions its members take every day. Adhering to the values of cooperation, passion, integrity, service and commitment (see below), Global Shapers undertake Hub projects to make positive contributions to their communities, which include responding to disaster, combating poverty in all its dimensions, promoting quality services, protecting the planet from degradation, driving entrepreneurship and innovation, and encouraging inclusive societies.

While every Hub must complete at least one project per year, the Global Shapers Impact Survey 2016 showed that many Hubs far surpass this minimum. The survey indicated that over 300 Hubs worldwide completed 400 projects, reflecting the Community’s highest-ever level of engagement.

This section includes highlights from Hub projects across each of the Community’s nine regions, including an app disrupting healthcare systems in Melbourne, Australia; a platform pulling communities into the informal waste ecosystem in Chennai, India; an initiative building trust between security forces and youth in Abuja, Nigeria; and a project increasing community access to clean drinking water in Cartagena, Colombia.

Five Key Values

Global Shapers are united around five key values that influence its impact:

- **Passion**: As a Shaper, I use passion to channel my energy into positive action.
- **Integrity**: As a Shaper, I have integrity through the unity of my actions and values.
- **Service**: As a Shaper, I practice service by striving to understand the needs of my community and taking action to improve it.
- **Cooperation**: As a Shaper, I demonstrate cooperation by proactively working with others to achieve a common goal.
- **Commitment**: As a Shaper, I am committed to consistently honoring my obligations and selflessly supporting the agreed agenda & goals of my community.
Hub Projects

**Asia Pacific**

**Melbourne Hub**  
**Health Delivered**

The Melbourne Hub collaborated to accelerate the positive impact of Health Delivered, a start-up founded and run by Shapers as a cloud-based platform for dieticians. It integrates monitoring, individualized dietary management and meal delivery services to prevent over 30 chronic diseases among at-risk Australians. The Hub’s work aimed to ensure healthy lives and promote well-being for Australians of all ages and backgrounds.

**Ulaanbaatar Hub**  
**Mongol Ger**

Due to rapid urbanization, the traditional practice of crafting gers (portable round tents traditionally used as homes) in Mongolia is being lost. Shapers of the Ulaanbaatar Hub have united to ensure local knowledge and ways of living sustainably are preserved. Partnering with local anthropologists, academics, business people and policy-makers, Shapers have manufactured and distributed 60 model gers to 16 schools and provided hands-on learning opportunities to sustain this irreplaceable piece of history.

**Kuala Lumpur Hub**  
**Food for All**

A meal-packaging project, Food for All is tackling the hidden hunger crisis faced by urban minorities in Kuala Lumpur. It educates children on healthy eating and delivers nutritious meals to childcare centres in the region. Having already helped over 200 families to end hunger and improve nutrition, the pilot will expand in 2016-2017 to double the number of recipients.

“Being part of the Global Shapers Community has been the most important community engagement in my life. I have met people who are undoubtedly the future leaders of the world, people who are saving the world in ways I could have never imagined, and most importantly, people who have become lifelong friends. I can now travel to any part of the world and meet amazing, like-minded people, who can help me advance my pursuits, and for whom I can help advance their pursuits. I have had life-changing experiences on a regular basis because of my involvement with the Global Shapers Community, because it allows me to meet other high-performance, honest and humble leaders to share, learn and grow with.”

Japman Bajaj, Calgary Hub
# South Asia

## Chennai Hub

**Kabadiwalla Connect**

Kabadiwalla Connect supports local communities to tap into India’s informal waste ecosystem and turn waste into materials of value. Over 1,000 tons of paper, 400 tons of plastic, 2,000 tons of metal and nearly 1 million bottles of waste have been recycled thus far, empowering a network of over 500 local scrap dealers. The project not only takes urgent action to reduce waste, but also ensures decent work and livelihoods for workers in country’s informal economic sector.

## Chandigarh Hub

**Break My Silence**

To achieve gender equality, empower women and girls, and eliminate gender-based violence, the Chandigarh Hub launched I Break My Silence, a school-led educational programme to create safer environments for women and girls. The project has already encouraged over 3,000 students to become agents of change.

## Indore Hub

**Toilets for School Children**

Partnering with the Abraaj Group, the Indore Hub’s Toilets for School Children project aims to help underprivileged schools build toilet facilities to help protect women and girls from gender-based violence and reduce female dropout rates. It is estimated that the four facilities constructed to date have over 1,500 students in the community.

## China

## Shanghai Hub

**Panda Tank**

Global Shapers from the Shanghai Hub hosted 50 youth entrepreneurs at a Panda Tank (modelled after the popular TV show, Shark Tank); the entrepreneurs presented impact initiatives to relevant business experts, with the chance to win an intensive mentorship from one of the city’s top thinkers in business/innovation. Many new projects emerged and are currently ongoing, encouraging a culture of youth-led innovation in their respective communities.

## Xi’an Hub

**Entrepreneurship Exchange**

The 2015 Global Youth Entrepreneurship Exchange engaged local and foreign youth in a two-day learning journey to promote international perspectives on social entrepreneurship. Over 300 young people as well as digital leaders, developers and designers from the region participated in the activities.

— Luis Sena, Santo Domingo Hub

* Shaping a Better Future 2015 Grant Challenge finalist (see more on page 16).
Europe

Geneva Hub
Reading for Change*
The Geneva Hub is reducing e-waste while simultaneously helping those in need by increasing access to educational materials through the distribution of repurposed solar-powered e-devices, such as e-book readers, laptops and MP3 players. The ongoing project has already upcycled nearly 40 devices.

Vienna Hub
Refugee Career Fair
To welcome refugees to the city and promote opportunity for all, the Vienna Hub spearheaded many community-led integration initiatives, including the successful Refugee Career Fair, which matched over 1,000 newcomers to 100 companies in the city. The Hub continues to take action to ensure inclusive employment for refugees.

Vilnius Hub
#TechHeals
With society on the brink of a technological revolution that will fundamentally alter the way people live, work and relate to each other, Global Shapers from the Vilnius Hub mobilized a digital movement through the #TechHeals and #Outsharing hashtags to raise awareness for apps that put people first and empower them. The campaign got more than 140 posts with a social reach of more than 160,000.

Eurasia

Almaty Hub
City Hackathon
The Almaty Hub organized three city-wide hackathons to tackle locally identified issues, including scaled-up recycling solutions, neighbourhood accessibility and security, and the longevity and sustainability of the Almaty Zoo. Shapers provided thought leadership and facilitated action-oriented sessions with stakeholders.

Liviv Hub
Education Forum
Liviv became a platform for discussion and cooperation between educators, business, government and civil society activists. The Hub organized a two-day conference to discuss educational challenges, and participants brainstormed new initiatives to improve the local and global quality of education.

“I have learned never to fight alone. Around the world, there are Global Shapers who care about the same issues I do. Involving them in my work has grown my organization from local to international in the past year. I’ve also had two major consulting clients who chose to work with me because I am a Global Shaper. Personally, Shapers have been a great source of motivation and encouragement. When I consider the remarkable achievements of Shapers who may be younger than me or from countries less privileged than my own, it challenges me to sit up and do more.”

Yawa Hansen-Quao, Accra Hub

* Shaping a Better Future 2015 Grant Challenge finalist (see more on page 16).
Abuja Hub

Aman Initiative

With funding and partnership from the US Embassy in Nigeria, the Abuja Hub managed a $75,000 grant for 12 projects in the country’s northern region to build confidence and trust between security forces, local youth and civil society organizations. The Hub aims to affect 100,000 youth in 10 states by 2017.

Nairobi Hub

Powering Education

Led by Global Shapers from Rome and Nairobi, the project uses the power of data to tackle energy poverty in sub-Saharan Africa. In a bid to deliver innovative solutions to local stakeholders, it has distributed more than 800 solar lamps to 60 schools, and brought lights to 5,000 people in rural and off-grid communities.

Port Louis Hub

#Seeing Blue

A Hub initiative, #SeeingBlue hosted the first-ever Ocean AdvocaSEA Bootcamp in Mauritius, transforming bright ideas on how to tackle challenges facing the marine environment into tangible, impactful projects. The Bootcamp included experiential learning and one-on-one mentoring for 100 youths.

Muscat Hub

OmanVolunteers

The Muscat Hub believes volunteering is a powerful way to engage local communities in tackling pressing development issues. It not only benefits both society at large and the individual volunteer by improving trust and solidarity among citizens, but also purposefully creates opportunities for skills development. OmanVolunteers is an online platform that matches volunteers with volunteering opportunities in the community.

Erbil Hub

Hewlêr Cancer Support Centre

Global Shapers are volunteering their skills to assist the Hewlêr Cancer Support Centre with a wide range of activities, such as improving quality support programmes and therapy services. In providing outreach, Shapers act as ambassadors, even bringing in over 10,000 books for a kids’ patient reading programme.

Gaza Hub

Solar Power Lighting Disabled Lives*

By installing 30 solar-powered lighting systems in rehabilitation centres for the disabled, the Gaza Hub ensures consistent access to the centres’ therapeutic services for this high-need community during power outages. This greatly reduces the dependence on backup generators.

* Shaping a Better Future 2015 Grant Challenge finalist (see more on page 16).
Chicago Hub

Community Storytelling

The Hub’s Shapers are partnering with StoryCorps® to record and share the stories of everyday young people living in the city. They believe the opinions and needs of Chicago’s youth are often ignored, and that hearing these perspectives is essential to shaping a brighter future for the city’s next generation.

Detroit Hub

Community Storytelling

To assist the response to the Flint, Michigan water crisis, this project includes coordinated water storage space for local non-governmental organizations, large-scale donations of water and basic needs, a website that compiles information for Flint residents and volunteers/donors, as well as the canvassing of low-income neighbourhoods to assess community needs.

Ottawa Hub

Peace Talks

Under the theme, “Let’s build peace through diversity”, the Ottawa Hub helped to organize a discussion on how respect for diversity can promote more peaceful societies, both in Canada and globally. Over 600 participants came from diverse backgrounds to share their personal experiences and ideas.

Belo Horizonte Hub

ColoreBH

The Hub is engaging local community members in Belo Horizonte’s empty spaces using colour, art, poetry and more to beautify communities, encourage local dialogue and create camaraderie. Four co-designed murals have been painted, involving over 200 men and women.

Cartagena Hub

Water for Life*

To ensure that vulnerable communities have access to clean drinking water, the Cartagena Hub partnered with Waves For Water to provide 250 families with water filters that are portable, easy to use and electricity-free. The filters remove biological toxins from the water supply and combat preventable diseases in the region.

Latin America

“The Global Shapers Community has been life-changing. It has given me the opportunity to interact, engage and work with youth from Ahmedabad and from all across the globe in a collaborative way to change the status quo. As an individual, I have become more enriched and informed on global issues with access to global leaders, changemakers and brilliant brains. As a community, we have worked on promoting entrepreneurship, empowering women, making utility products from waste plastic pens and creating an informative comic book to inform young kids about the law and their duties in Ahmedabad.”

Kumar Manish, Ahmedabad Hub

* Shaping a Better Future 2015 Grant Challenge finalist (see more information below)
Grant Challenge

At the World Economic Forum Annual Meeting 2016, The Coca-Cola Company announced the winners of its Shaping a Better Future 2015 Grant Challenge. The competition enables Global Shapers and the Community’s Partners to collaborate for local impact, with the winning Hubs receiving seed funding to accelerate their projects. Six winners from this year are highlighted throughout the report.

The Nepal Earthquake Relief Project (Kathmandu Hub) – 2015 Grand Prize winner

The Kathmandu Hub made an impact on the lives of over 50,000 people through the Nepal Earthquake Relief Project, which provided immediate relief and rehabilitation after the April 2015 earthquake. The Hub demonstrated what a small group of committed leaders could achieve: it raised $400,000 in 2015 to rebuild over 20 classrooms, health posts and temporary learning centres. And, its work is ongoing: in 2016, the Hub designed and built a model school for 600 students, which also serves as a community centre in the event of an emergency.

As explained by the Kathmandu Hub:

For us the earthquake was an important milestone. Only when disaster hit did we truly learn what it means to be a Global Shaper. We saw a tremendous bond develop among our team of young, talented and purpose-driven leaders who were searching for ways to make an impact in our local community. What was even more humbling was the way the larger community offered their support, whether by sending funds, mobilizing resources or mailing much needed notes of goodwill. These gestures proved that we were not alone in our struggle, but that we had a network of 450 Hubs to provide us [with] support. Having this platform of Global Shapers around the world gave us an opportunity in Kathmandu to leverage our shared knowledge and experience to give local projects a global outlook and network of empowerment.

For the Shaping a Better Future 2016 Grant Challenge (which began in July), 104 Hubs submitted projects. Voting is currently under way to determine which projects will qualify for the semi-finals.

Global and Regional Campaigns

To achieve system-wide impact, the Global Shapers Community also undertakes collective campaigns at the global and regional levels. The campaigns bring young people together in a diverse, decentralized and digitally hyperconnected way to raise awareness and combat collective challenges faced by millennials worldwide. This year, Global Shapers united around two key movements:

1. #ShapeSustainability

#ShapeSustainability is a Hub-led, global movement to mainstream sustainability worldwide. Through the #SustainabilitySunday series, Shapers promoted place-based solutions for sustainable development by hosting action-oriented events in 42 cities over 50 weeks. Shapers engaged local stakeholders in diverse activities – from scaling up recycling in Chandigarh to advocating for pollution-free cities in Chengdu to performing green air monitoring in Nairobi. Online engagement supplemented on-site partnerships, and Shapers also engaged 10,000 people in a photo campaign, achieving over 11 million social media impressions.

2. #Internet4All

More than 4 billion people, mostly in developing countries, still lack access to the internet, and millennials see this as a major concern. #Internet4All is a regional campaign led by over 90 Hubs in Africa to raise awareness for the 50% of the world’s population missing out on the life-changing benefits of connectivity – from financial services to health and education. In 2015-2016, the campaign had 160 million social media impressions, as people around the world took a stance to ensure that no one is left behind in this regard during the Fourth Industrial Revolution. The campaign also conducted three Twitter chats on common barriers to and opportunities for internet access.
Global Shapers Annual Survey: 2015 and 2016

Launched in October 2015 during the Forum’s Summit on the Global Agenda in Abu Dhabi, United Arab Emirates, the Global Shapers Annual Survey offered unprecedented insights into the thinking, priorities and concerns of young people around the world. With responses from 285 Hubs in 125 countries, the survey revealed that millennials are frustrated by inequality, unemployment and a lack of government transparency, but remain optimistic by the power of technology to transform the way people live and work. The survey brought unprecedented exposure to the Shapers Community and generated extensive international media coverage, being featured in over 200 online articles and 1,500 social media posts, and achieving over 13 million social media impressions.

As of July, the 2016 survey had already received 24,000 responses from over 170 countries, making it one of the most geographically diverse surveys of millennials in the world. This second edition will offer insights into the thinking and views of millennials on technology, governance, values and the role of business in society. The results will be presented during a press conference at the United Nations Office at Geneva during the Annual Curators Meeting 2016.
Seat at the Table

Global Events

Although young people account for 50% of the world’s population, they are under-represented when important decisions are made that affect society’s collective future. To close the gap between youth and governance processes, Global Shapers participated in several regional and national opportunities to influence the agenda and share their views with the world’s leading decision-makers, most notably through World Economic Forum events in Switzerland, Rwanda, Colombia and China, as well as regional Community-led events in each of its nine regions.

The year in review

World Economic Forum events included Global Shapers. A selection of such events and brief synopses of Shaper participation follows:

Annual Curators Meeting 2015
13-17 August 2015, Geneva, Switzerland

The fourth Annual Curators Meeting brought together more than 400 Curators from around the world for a three-day learning journey in Geneva. Under the “Shaping” theme, the event focused on the Community’s vision, values and culture, and aimed to ensure each Hub’s success and sustainability by equipping Curators with the tools and peer-led best practices for improving the state of the world, one community at a time. Curators interacted with Forum staff to exchange perspectives on global issues in sessions designed to generate insights and strengthen collaboration with other stakeholders, including the Community’s Partners.

Annual Meeting of the New Champions 2015
9-11 September 2015, Dalian, People’s Republic of China

Representing 36 Hubs, 40 Global Shapers from all walks of life participated in this Annual Meeting, themed “Charting a New Course for Growth.” Shapers informed the debate and challenged conventional thinking on many topics, including decoding individuals’ digital identity, sparking social change, influencing change, and designing for humanity (incorporating empathy into the process of technology design). Shapers also had private interactions with influential leaders, including Anthony Fernandes, Group Chief Executive Officer of AirAsia, and Jack Ma, Executive Chairman of the Alibaba Group.

Summit on the Global Agenda 2015
25-27 October 2015, Abu Dhabi, United Arab Emirates

Over 20 Global Shapers took part in the Summit on the Global Agenda to have millennials’ voices, perspectives and priorities heard. It provided a platform for Shapers to discuss common values, take stock of their collective impact and propose innovative ideas to unlock some of the world’s
most protracted global challenges. Shapers from the Dubai, Sharjah and Abu Dhabi Hubs presented the results of the Global Shapers Annual Survey 2015 to a diverse group of stakeholders and thought leaders.

The Annual Meeting was a whirlwind. It was an incredible opportunity to sit at the table as an equal with the leading voices on the issues I care most about. I attended a half-hour meeting with Dominic Barton, spent an hour discussing the future of global development with Melinda Gates, and even went to a session with Canadian Prime Minister Justin Trudeau, who listened carefully to my questions and answered thoughtfully. With such privilege and opportunity, however, comes a powerful mandate. It is upon me to not only pay attention to the state of the world, but to also actively seek to positively change it. Because of the Global Shapers Community, I feel more connected, supported and prepared to live up to the great mission of improving the state of the world.

The foremost force to engage the world’s top leaders in collaborative efforts to improve the state of the world, 50 Shapers from 50 Hubs participated in the World Economic Forum Annual Meeting 2016. This Annual Meeting marked an important milestone for the Community, as Amira Yahyaoui became the first Global Shaper to ever co-chair the event. She and other members of the Shapers delegation took on influential speaking roles on topics including privacy in the digital age, technology’s influence on culture, and local approaches to global sustainability.

In addition to an inspiring public programme, Community sessions also sought to accelerate Shapers’ impact through peer-led workshops for sharing best practices and expert-led discussions with leaders, including Prime Minister Justin Trudeau of Canada, Queen Máxima of the Netherlands and philanthropist Melinda Gates. They acknowledged the power of millennials to innovate in the interest of the global good and, as Melinda Gates summarized on social media, “Global Shapers are already having big impacts early in their careers”.

The Community also held Shaping Davos, a set of five interactive sessions (connecting 20 cities around the world) on mastering the Fourth Industrial Revolution, and hosted Talking Davos, a series of live sessions that provided behind-the-scenes insights into discussions held by world leaders. The Shaping Davos sessions were mentioned in over 5,000 social media posts, garnering over 48 million social media impressions worldwide in only five days. According to Frank Fredericks of the Oxford Hub:

Connecting with global leaders, 50 Shapers from 34 Hubs in 23 countries discussed stimulating the digital economy for shared prosperity across the African continent. Shapers demonstrated their thought leadership—from Tsholofelo Mokgoabone’s talk on the transformation of financial services, to Abdul-Latif Issahaku’s insight on mobile connectivity and Rapelang Rabana’s exploration of the possible, plausible and probable impacts of digital education. In the Community programme, Shapers met with influential leaders, such as Paul Kagame, President of the Republic of Rwanda, and Bruno Nabagné Koné, Minister of the Post, Information Technology and Communication of Côte d’Ivoire, and were inspired by their leadership journeys (personal paths) for taking action in their local communities. Prior to the event, Shapers launched #Internet4All, a grass-roots campaign to ensure the internet’s benefits are made available to all. Over 90 Hubs across Africa backed the campaign, which achieved 160 million social media impressions.
World Economic Forum on ASEAN 2016
1-2 June 2016, Kuala Lumpur, Malaysia

While meeting with top decision-makers, 14 Shapers discussed regional challenges, including the tidal wave of new, emerging technologies. Amanda Putri Witdarmono (Jakarta Hub) was particularly active in shaping the agenda, providing insight on the role of higher education in the Fourth Industrial Revolution. In the Community programme, Shapers met with Samdech Techo Hun Sen, Prime Minister of the Kingdom of Cambodia, and raised questions on interesting topics ranging from his success in reconciliation to his personal leadership tactics.

World Economic Forum on Latin America 2016
16-17 June 2016, Medellin, Colombia

20 Shapers participated and facilitated six thought-provoking sessions on reigniting inclusive growth in the region. Macarena Mo (Montevideo Hub) contributed to the conversation on the Sustainable Development Goals, Linda Amézquita Mendoza (Guatemala City Hub) discussed how to enhance civic participation, and Sofia Contreras1 (Buenos Aires Hub) provided insight on entrepreneurship for shared prosperity. Shapers also participated in leadership discussions with Juan Manuel Santos, President of the Republic of Colombia, and Lorenzo Mendoza, Chief Executive Officer of Empresas Polar and Young Global Leader.

Annual Meeting of the New Champions 2016
26-28 June 2016, Tianjin, People’s Republic of China

This Meeting, the Forum’s flagship event on science, technology and innovation, included 60 Shapers who influenced the agenda on the Fourth Industrial Revolution. They engaged in honest and insight-driven dialogue on several topics important for the future: Daisy Guo Xiaoqian (Shanghai II Hub) presented on China’s millennials; Izzat Fathallah (Tripoli – LB Hub) shared insights on turning waste to value; and Xu Haotian (Beijing Hub) contributed to the conversation on FinTech. The Community programme also included discussions on leadership development with top business leaders Ya-Qin Zhang, President of Baidu, and Marc Benioff, Chairman and Chief Executive Officer of Salesforce. A final highlight was an in-depth and personal conversation with Klaus Schwab, Founder and Executive Chairman of the World Economic Forum, on the Fourth Industrial Revolution.
Regional Events

Each year, SHAPE events are held in nine regions worldwide to allow a large number of Global Shapers to interact and exchange expertise. SHAPE events also help to strengthen the Community’s sense of purpose as well as its capacity for impact. And, while Shapers themselves are the events’ main audience, SHAPES also mobilize members of the local community for action, such as government officials, entrepreneurs and civil society representatives, as well as Community Partners and other stakeholder groups.

The year in review

SHAPE highlights include the following Community-led events:

**SHAPE North America**
23-26 July 2015, Calgary and Edmonton Hubs

In Calgary and Banff, 110 Shapers explored the province of Alberta’s challenges and opportunities. They participated in lively interaction and peer-led exercises – such as visiting the Calgary Stampede and hiking in the Canadian Rockies – to envision new solutions to regional and global challenges. The event was underpinned by “designed collisions” (discussions to disrupt traditional thinking and inspire new ideas) with distinguished leaders and regional experts, whose key messages focused on mobilizing action and creating impact within Hubs and communities, as well as at the regional level.

**SHAPE China**
5-6 September 2015, Beijing II and Dalian Hubs

Over 160 Shapers participated in SHAPE China, uniting for action under the theme, “Transportation for the 21st Century.” From dynamic discussions on the future of mobility, to changing the way the world moves, and exploring smart transportation solutions – Global Shapers sought to combat the challenges of urbanization, like gridlock and congestion, to begin to foster more inclusive, resilient, and sustainable communities worldwide.

**SHAPE Africa**
15-17 September 2015, Rabat Hub

Over 100 Shapers from across the African continent, the Americas, Europe and Asia participated in SHAPE Africa under the theme, “Investing in Africa, the Ultimate Emerging Market”. Her Excellency Mbarka Bouaida, Minister Delegate to the Minister of Foreign Affair and Cooperation of Morocco, opened the meeting, which focused on creating a network of youth entrepreneurs sharing the same objective: breaking down barriers between countries to develop the continent collectively.
SHAPE Asia Pacific
25-28 September 2015, Bandung Hub

This event, held under the theme, “Smart Cities for Sustainable Development,” welcomed over 100 Shapers from 28 Hubs and 17 countries as well as 150 local changemakers. It included a cultural exploration of Saung Angklung Udjo, West Java's traditional, nature-based theatre, and reflections from the excursion were applied during practical impact sessions focused on peace, youth engagement and sustainability.

SHAPE Europe
1-4 October 2015, Vilnius Hub

With the theme, “Global Citizens, Local Challenges”, SHAPE Europe brought together over 120 Shapers from the continent and beyond, as well as over 100 Lithuanian youth, to understand and make an impact on the major political, economic and social disruptions defining the region’s future. It also explored how young people can shift from managing change to pioneering it. Welcomed by the mayor of Vilnius, Shapers discussed entrepreneurship, social innovation and the refugee crisis, and focused on bottom-up solutions for inclusive societies.

SHAPE Eurasia
9-13 October 2015, Bishkek Hub

SHAPE Eurasia encouraged 70 Global Shapers to “Go Nomad!”, introducing Nomad philosophy and growth-hacking techniques for promoting tourism in Eurasian cities (including low-cost and innovative alternatives to traditional advertising). Shapers participated in a three-day learning journey to explore and develop tourism in the region. Divided into tribes, the group produced seven possibilities for progress and delivered these to the Prime Minister of Kyrgyzstan’s office for review and possible implementation.

SHAPE MENA
23-24 October 2015, Dubai Hub

With over 130 Shapers from more than 35 Hubs participating, SHAPE MENA featured discussions on accelerating innovation and a broader culture of entrepreneurship in the region. A diverse panel of speakers tackled issues such as innovation for inclusive growth, long-term prosperity and inclusive public services. The agenda also covered the soft skills and other inputs needed to innovate and allow communities to reach their maximum potential. The insights generated were then applied to Hub governance and projects.
Under the theme, “Building Sustainable Cities,” the Kathmandu Hub welcomed over 60 Shapers from nearly 30 Hubs to explore pertinent regional issues and engage for action. As the event occurred after the Nepal earthquake in April, the Kathmandu Hub provided insight into the scale, scope and tactics of its immediate response, and shared best practices that other Hubs can apply to meet community needs.

Tackling challenging issues around the theme, “Resilience as an Engine of Innovation,” SHAPE Latin America brought together 167 Shapers from over 40 Hubs in 24 countries. Participants learned more about the Medellin model of growth and development, and visited diverse innovation models of social and environmental enterprises that are fuelling inclusive growth and development within the city— for example, a community garden created from recycled plastic, which serves as a space for various social services. Shapers could thus gather lessons learned and potentially apply them in their own communities.

“Feel Global, Think Ourselves, Act Local!” The first SHAPE event under the theme of peace took place in Hiroshima, which perfectly embodied the theme. It served as a starting point for 110 Shapers and 30 young leaders to promote and think about peace in the new era. Participants had opportunities to feel what the city has experienced, to share ideas as young leaders and to collaborate on a global basis across professions for new action plans.
Financial Statement


<table>
<thead>
<tr>
<th>Revenues</th>
<th>Expenses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contribution from the World Economic Forum</td>
<td>Office Costs</td>
</tr>
<tr>
<td>Regional and National Partnerships</td>
<td>1,389,000</td>
</tr>
<tr>
<td>Global Partnerships</td>
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</tr>
<tr>
<td>Payroll Costs</td>
<td>1,647,000</td>
</tr>
<tr>
<td>Payroll Costs</td>
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<tr>
<td>Global Partnerships</td>
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</tr>
<tr>
<td>Regional and National Partnerships</td>
<td>982,000</td>
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</tbody>
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Global Shapers Community
Strategic Outlook

In 2016-2017, the Global Shapers Foundation will continue to prioritize the development of quality practices, i.e. the quality of growth as opposed to a focus solely on numbers. This will include ensuring the Community’s financial sustainability through new partnership models and strengthening membership and diversity. Our long-term objective is to have a total of 500 Hubs, each with a minimum of 20 Global Shapers and one high-impact Hub project that spurs innovative solutions to the challenges faced by their respective communities and the world. Additional priorities will include:

**Increasing collaborative impact**

Large-scale social change comes from cross-sector coordination, rather than from individual actors intervening in isolated situations. The Forum Foundations – including the Global Shapers Community, the Schwab Foundation for Social Entrepreneurship and the Forum of Young Global Leaders – will prioritize greater collaboration among themselves to better address social issues, such as education, employment, and health, in order to solve complex system-level issues. A shared vision for change will be proposed, and mutually reinforcing and collaborative activities will be created to strengthen the Community’s existing impact initiatives, including Hub projects and global campaigns.

**Leveraging technology**

As advances in technology continue to blur the lines between physical and digital systems, the Foundation will leverage a new digital platform in 2016-2017 to enable the Community to collaborate across geographies, sectors, and disciplines. Collaboration will not only be among fellow Global Shapers, but also with Social Entrepreneurs and Young Global Leaders. From easing knowledge exchange to creating regional campaigns and organizing communities of practice on issues that transcend boundaries, the right application of technology will enable leaders from diverse backgrounds to better stimulate systems change. This will also better integrate Shapers into the World Economic Forum’s activities.

**Starting a Global Shapers alumni network**

As the Community matures and celebrates its fifth anniversary, the Foundation will prioritize the launch of a self-funded alumni network to allow Community members to continue their engagement with the Forum. Serving as valued advocates and strategic supporters, alumni members will use their intellectual and financial resources to ensure the Community’s high-quality growth and development. In addition, alumni will benefit from their affiliation, receiving access to the new digital platform as well as local and regional SHAPE activities.
Governance

Since its founding in 2011, the Global Shapers Community is incorporated as a non-profit foundation registered in Switzerland, under the supervision of the appropriate Swiss regulations.

Recognizing that an organization is only as strong as its leadership, the Global Shapers Community is guided by a Foundation Board of exceptional individuals acting as guardians of its mission and values. The board also oversees the Foundation's work to organize for impact and ensure a seat at the table for millennial leaders worldwide.

The Foundation Board comprises outstanding leaders from business, politics, academia and civil society, and of course includes Global Shapers. In their work on the board, members do not represent any personal or professional interests.

**Members of the Foundation Board (as of June 2016)**

Klaus Schwab, Chairman of the Board, Global Shapers Community; Founder and Executive Chairman, World Economic Forum

Fahd Al Rasheed, Group Chief Executive Officer and Managing Director, King Abdullah Economic City, Saudi Arabia

H.R.H. Crown Princess Mette-Marit of Norway

Jaideep Bansal, Leader, Energy Access, GHE, India; Global Shaper, Chandigarh Hub

Layla Dong, Founder, Boshang Technology, People’s Republic of China; Global Shaper, Dalian Hub

Patricia Villela Marino, President, Humanitas 360, Brazil

William Saito, Special Advisor, Cabinet Office of Japan
Partners

The Coca-Cola Company
Crescent Petroleum
GMR Group
MiSK Foundation
Oando
Salesforce
Ulmart
Vision 3
Reliance Industries Limited

Ways to Get Involved

Become a Global Shaper at www.globalshapers.org/apply.

Become a fan of the Global Shapers on Facebook at www.facebook.com/GlobalShapers.

Follow the Global Shapers on Twitter at @globalshapers.

Become a Global Shapers Community Partner by emailing globalshapers@weforum.org.

Get more information about the Global Shapers Community at www.globalshapers.org.

The enthusiasm and support of the Global Shapers Community continues to inspire and amaze us. We thank all Global Shapers, Community Partners, Board members and other friends of the Foundation – it’s an honour to work alongside you. Keep on improving the state of the world!

Sincerely,

The Global Shapers Team

Adeyemi Babington-Ashaye
Albina Krasnodemska
Chidiogo Akunyili
Christoph von Toggenburg
Erica Viegas
Gwendoline De Ganay
Isabelle Lecouls Carbonnier
Jakub Tyrakowski
Joanna Sparber
John Dutton
Juliette Bourque
Karen Demavivas
Katherine Milligan
Manju George
Merid Berhe
Nashengena Popper
Natalie Pierce
Pierre Saouter
Ravi Kaneriya
Samuel Brown
Shareena Hatta
Shimer Diao
Silje Ditlefsen
Spring Fu
Vijay Raju
Wadia Ait Hamza

Annual Report 2015-2016
List of Hubs

1. Abidjan Hub
2. Abu Dhabi Hub
3. Abuja Hub
4. Acra Hub
5. Addis Ababa Hub
6. Adelaide Hub
7. Aden Hub
8. Agadir Hub
9. Aguascalientes Hub
10. Ahmedabad Hub
11. Albuquerque Hub
12. Alexandria Hub
13. Algiers Hub
14. Almaty Hub
15. Amman Hub
16. Amsterdam Hub
17. Anchorage Hub
18. Ankara Hub
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20. Arusha Hub
21. Asmara Hub
22. Astana Hub
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24. Asyut Hub
25. Athens Hub
26. Atlanta Hub
27. Auckland Hub
28. Austin Hub
29. Baku Hub
30. Baltimore Hub
31. Bamako Hub
32. Bandar Seri Begawan Hub
33. Bandung Hub
34. Bangalore Hub
35. Bangkok Hub
36. Bangui Hub
37. Banjul Hub
38. Barcelona Hub
39. Barranquilla Hub
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69. Burlington Hub
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76. Canberra Hub
77. Cape Coast Hub
78. Cape Town Hub
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80. Cartagena Hub
81. Casablanca Hub
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84. Charlotte Hub
85. Changsha Hub
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91. Christchurch Hub
92. Cincinnati Hub
93. Cleveland Hub
94. Djibouti Hub
95. Cochabamba Hub
96. Como Hub
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130. Edinburgh Hub
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132. Ekaterinburg Hub
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134. Fargo Hub
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136. Florianopolis Hub
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141. Fukushima Hub
142. Gabon Hub
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149. Georgetown Hub
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153. Guadalajara Hub
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159. Hangzhou Hub
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164. Helsinki Hub
165. Ho Chi Minh City Hub
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167. Hobart Hub
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169. Honolulu Hub
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173. Hyderabad Hub
174. Ibadan Hub
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176. Impala Hub
177. Indianapolis Hub
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182. Islamabad Hub
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199. Kandy Hub
200. Kankan Hub
201. Kano Hub
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203. Karachi Hub
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206. Koninska Hub
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210. Kiev Hub
211. Kigali Hub
212. Kingston Hub
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215. Kochi Hub
216. Kohima Hub
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218. Krasnogorsk Hub
219. Kuala Lumpur Hub
220. Kumasi Hub
221. Kuwait City Hub
222. Kyoto Hub
223. La Paz Hub
224. Lagos Hub
225. Lahore Hub
226. Lancaster Hub
227. Las Vegas Hub
228. Leon Hub
229. Libreville Hub
230. Lilongwe Hub
231. Lima Hub
232. Lisbon Hub
233. Ljubljana Hub
234. Lome Hub
235. London Hub
236. Los Angeles Hub
237. Louisville Hub
238. Luanda Hub
239. Lubumbashi Hub
240. Lucknow Hub
241. Lugano Hub
242. Lukashenka
243. Luxembourg City Hub
244. Lucknow Hub
245. Lubumbashi Hub
246. Luxembourg City Hub
The Global Shapers Community is a network of Hubs developed and led by young people who are exceptional in their potential, their achievement and their drive to make a contribution to their communities.

Global Shapers are highly motivated individuals selected on the basis of their achievements, potential and commitment to make a difference. A diverse group, Shapers are organized in teams united by a common desire to build a more peaceful and inclusive world through their contributions to their local communities.

For enquiries:
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